

## NORTHLAND REGIONAL COUNCIL

### Supporting Information

For meeting to be held in the Council Chamber,  
36 Water Street, Whangārei, on Tuesday 12 December 2017,  
commencing at 10.30 am

#### SUPPORTING INFORMATION IN RELATION TO:

Item		Page
<b>7.1</b>	<b>Adoption of the Proposed Northland Regional Pest and Marine Pathway Management Plan 2017 - 2027</b>	
	Attachment 1: Northland Regional Pest and Marine Pathway Management Plan 2017-2027	1
<b>7.3</b>	<b>Adoption of the Ngunguru Catchment Programme</b>	
	Appendix A: Ngunguru Catchment Programme	139
<b>7.4</b>	<b>Investment and Growth Reserve: Feasibility Assessment and Business Case Development – Regional Walking and Cycling Strategy and Dargaville to Donnelly’s Crossing Cycle Trail</b>	
	Attachment 2: Northland Inc. board paper Regional Walking and Cycling	153
	Attachment 3: Northland Inc. board paper Dargaville to Donnellys Crossing Cycle Trail	156
<b>7.5</b>	<b>2017 Service Delivery Reviews</b>	
	Attachment One: 2017 Service Delivery Reviews	160
<b>8.3</b>	<b>Emergency Services Fund Annual Report 2016/17</b>	
	Attachment 1: Northland Emergency Services Trust Chairman’s Report	224
	Attachment 2: Surf Life Saving Northern Region Accountability Report	226
	Attachment 3: St John Northern Region Vehicle Reports	241
	Attachment 4: Coastguard Northern Region Accountability Report	249
<b>9.0</b>	<b>Receipt of Committee Minutes</b>	
	Attachment 1: Investment Subcommittee Minutes – 11 September 2017	250
	Attachment 2: Property Subcommittee Minutes – 9 November 2017	252

# Ngunguru Catchment Programme

Targeted Land Management



Date: August 2017  
Author: Wayne Teal  
Version: 1

## Table of contents

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Context and Background.....	2
Ngunguru Soil Conservation Assessment and SedNet.....	3
Landcare Research SedNetNZ Sediment Modelling .....	4
Ngunguru catchment land management work programme 2018-2023.....	8
The key work streams .....	9
Work plan: July 2017 - June 2018.....	10
Appendix One: Ngunguru Catchment Group – Objectives and Actions.....	11

## Context and Background

The Ngunguru catchment is situated 20km north-east of Whangārei City and covers an area of 86 km<sup>2</sup>. The catchment consists of a range of land uses and activities including native vegetation (30%), pastoral land (20%), production forestry (22%), lifestyle properties and the urban coastal settlement of Ngunguru.

The combination of steep hill country, highly erodible soils and periodic high intensity rainfall events leads to accelerated hillslope soil erosion and downstream flooding. These events result in large volumes of sediment washing down through the Ngunguru River and its tributaries into the estuary and out to the coast.



*Figure 1 Active slip on pastoral land, Kaiatea area. November 2014.*

Forestry companies and their harvesting operations have long borne the brunt of residents' frustrations and are often singled out as one of the key contributors to sedimentation. What is not widely recognised is that these forests were converted from marginal sheep and beef properties in the 20<sup>th</sup> century for catchment protection. Large areas of hill country have had a decreased rate of erosion as a direct result of plantation forestry. Hill country pastoral land, subdivision, the conversion and fragmentation of pastoral land use into lifestyle properties and the influence of the roading network, are also recognised as key sediment generating activities within the catchment.

## Ngunguru Soil Conservation Assessment and SedNetNZ

The Northland Regional Council (NRC), as a part of priority rivers and soil conservation programmes, undertook a catchment assessment to understand the erosion and sedimentation issue, highlighting areas of concern with a view of targeted land management.

As with any Northland catchment, most of the sediment load is delivered during high rainfall events which are difficult to remedy. However, some erosion types on land can be mitigated. GIS mapping and analysis resulted in the production of a spatial layer identifying high risk areas for soil erosion within the catchment. This assessment identified that roughly 32km<sup>2</sup> of hill country land has a high erosion risk totalling 38% of the total catchment. These areas are either actively eroding, or have the potential to erode, due to steep slopes, vulnerable soil types and lack of woody vegetative cover.

The assessment has also highlighted significant clusters of land in the upper tributaries, primarily in the Waipaipai, Omaikao and Kaiatea sub-catchments, where a large percentage of this high erosion risk land is located (see figure 2). These areas formed the basis for this targeted land management proposal which aimed, in the long term, to reduce erosion in the upper areas of a catchment. This is more cost effective than bearing the cost of flooding and flood control structures/works in the lower areas.





*Figure 2. Sub-catchments of the Ngunguru Catchment*

## Landcare Research SedNetNZ Sediment Modelling

Since this initial mapping and assessment, NRC has acquired SedNetNZ modelling from Landcare Research. SedNetNZ constructs mean annual sediment budgets for regional scale river networks to identify patterns of material fluxes. It also assists effective targeting of catchment and river management actions at a farm and catchment scale to improve water quality and freshwater ecosystems.

SedNetNZ supports NRC to map the erosion and provide an estimation of sediment yield from the catchment. These statistics have been used to identify areas of highly erodible land in the catchment that are estimated to yield 56% of the total sediment load of the catchment (see table 2). These areas have been further divided into hill country and lowland areas (see figure 4) to reflect the likely location of activities of fencing and hill country management.

More than 26km of waterways mapped within the lowland areas of the catchment will require stock exclusion when the draft regional plan and/or proposed central government stock exclusion rules are implemented in 2018. Streams in lowland areas in Northland often contribute huge amounts of sediment from stream bank erosion that can be reduced by fencing. If stock enter waterways they can also introduce unwanted nutrients that can impact negatively on ecosystem health and bacteria that can be harmful to the human health and recreational values.

Land Use Type	% Coverage of Catchment	Area (Square Kilometres)	Kilo Tonnes of Sediment per year per land use	% of Sediment Load from Catchment
<b>All Land Uses</b>	100%	86 km <sup>2</sup>	12.9	100%
<b>Pasture</b>	30%	26 km <sup>2</sup>	6.47	50%
<b>Exotic forestry and harvested areas</b>	22%	18.9 km <sup>2</sup>	2.36	18%
<b>Native Vegetation</b>	45%	38.4 km <sup>2</sup>	3.74	30%
<b>Other</b>	3%	2.7 km <sup>2</sup>	0.35	2%

*Table 1 SedNetNZ statistics for the Ngunguru Catchment by land use*

	% Coverage of Catchment	Area (Square Kilometres)	Load of Sediment (T/km <sup>2</sup> /yr)	% of Sediment Load from Catchment
Hill Country	38%	32.74 km <sup>2</sup>	6850	54%
Lowland Country	9%	8.12 km <sup>2</sup>	207	2%
Whole catchment	100%	86km <sup>2</sup>	12646	100%

*Table 2 SedNetNZ statistics for the Ngunguru Catchment by hill country/lowland*



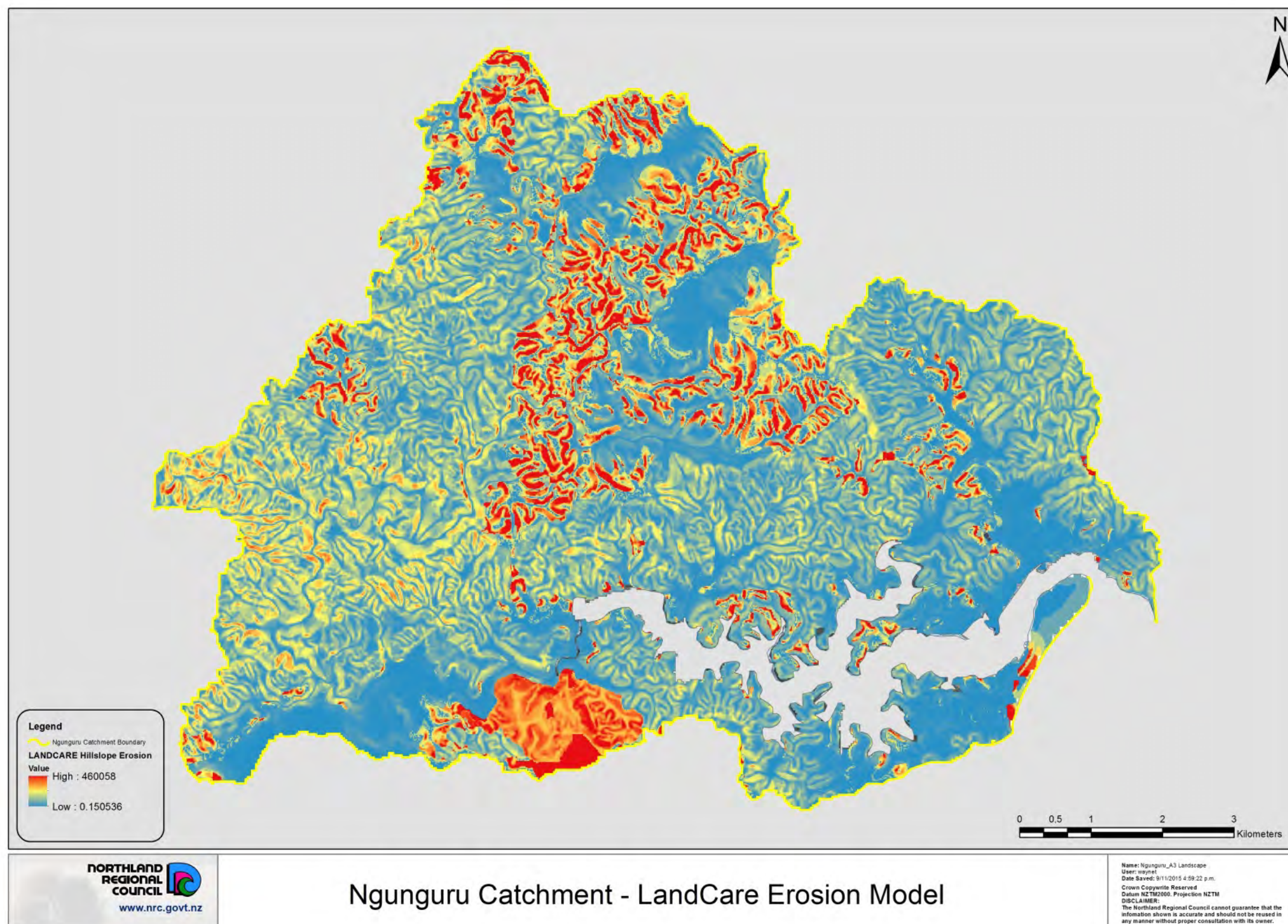


Figure 3. SedNetNZ Modelling showing severity of hill slope erosion (T/Km<sup>2</sup>/yr) – hotspots and high risk areas are yellow to red, respectively.



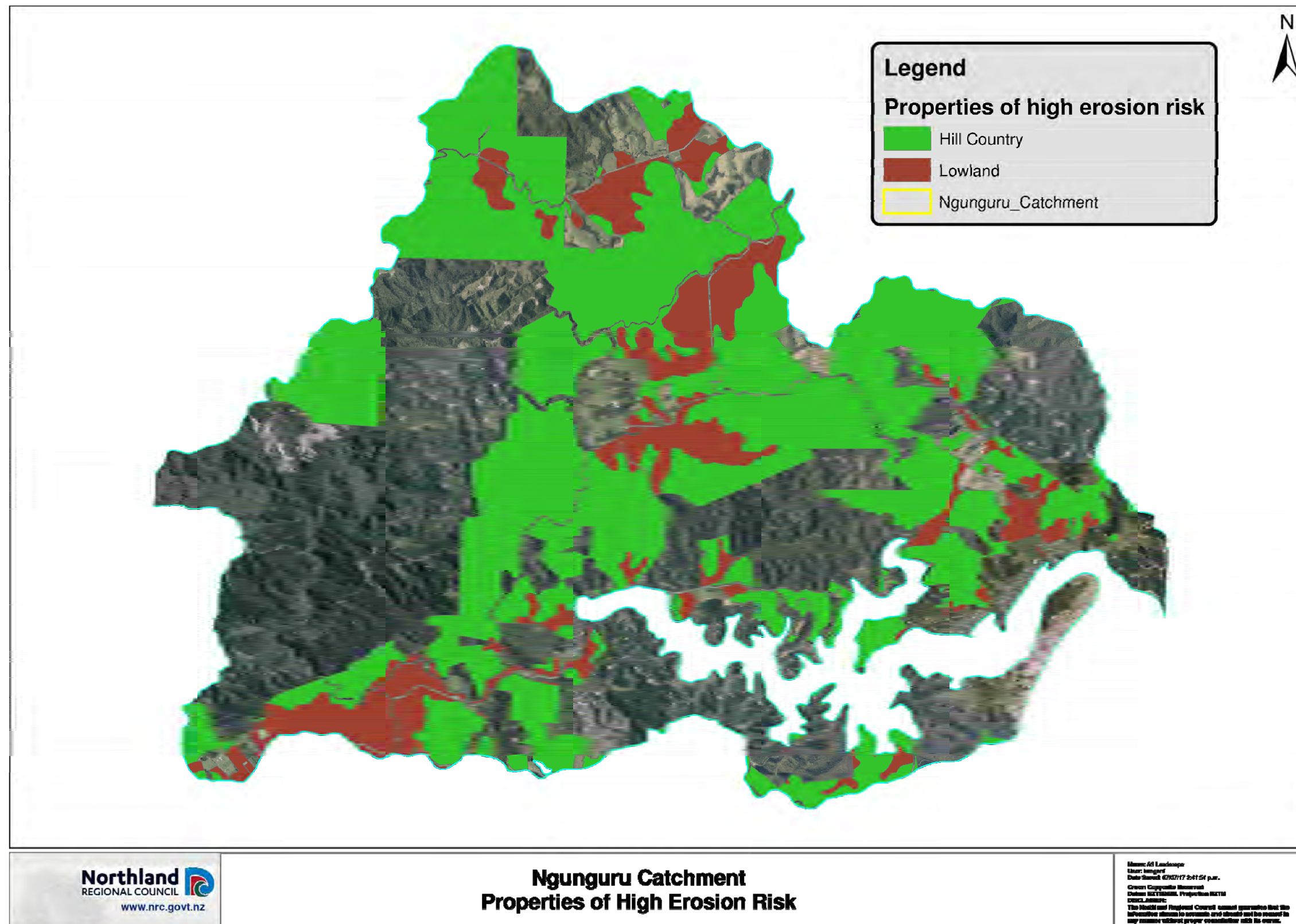


Figure 4. Shows areas of hill country and lowland as identified in the SedNetNZ model

## Ngunguru Catchment Land Management Work Programme 2018-2023

This five-year programme promotes targeted land management of areas considered to be at the highest risk from erosion and areas requiring riparian management. The key outcome is reducing the effects of accelerated, erosion-induced sediment generation, but optimising the promotion of sustainable land management.

These outcomes will be achieved via council working with landowners of high risk areas. NRC Land Management Advisors will work with landowners to develop FWQIP or Soil Conservation Plans. They will provide advice on sustainable land uses, and the financial assistance available via the NRC Environment Fund to assist landowners.

Financial assistance for fencing and the provision of poplars, willows and natives will assist landowners to undertake planting of eroding slopes, gullies, and stream banks and the retirement of marginal pastoral land. The NRC Environment Fund can contribute up to 50% towards the cost of works for projects that met the criteria.

## The key work streams

- Poplar and willow planting plans – for actively eroding areas.
- An allocation of poplars and willows specifically for Ngunguru catchment.
- Stock exclusion fencing and riparian management planting where appropriate.
- Retirement fencing, and promotion of land use change to woody vegetation on high risk areas.
- Wetland protection and enhancement, sediment traps where applicable.
- On-farm discussion and recommendations for current farming/land use activities.

### Outcomes by June 2018

- 20% of hill country land in pasture under a FWQIP or Soil Conservation Plan.
- Promote planting of 500 poles over approximately 50 ha of soil conservation planting.
- Catchment survey producing data showing location of stock exclusion fencing and vulnerable areas as identified from a stream walk.
- Future forestry harvest timetable developed and vulnerabilities identified.
- Catchment Group to have developed connections with other stakeholders in the catchment with synergies identified.
- Catchment Group news publicised through facebook, local news publications, and Land Management 'Hills to Harbour' publication.

### Outcomes by 2023

- 100% of hill country land in pasture under a FWQIP or Soil Conservation Plan (with 20% achieved each year), with an emphasis on soil conservation and protecting upland wetlands.
- Promote planting of 2000 poles over approximately 200 ha of soil conservation planting.
- All stock excluded from lowland waterways in accordance with regional rules by 2023.

## Work plan: July 2017 - June 2018

Month	Catchment Group Activities 2017/2018	What can NRC do?	Other stakeholders
<b>August</b>	Catchment Group meeting agenda <ul style="list-style-type: none"> <li>What are the draft stock exclusion rules? and impacts of Draft Regional Plan and Central Government stock exclusion rules.</li> <li>Show example of FWQIP and Land Management Activities.</li> <li>Approve finalised 2017-2018 work plan.</li> </ul>	<ul style="list-style-type: none"> <li>Update Ngunguru catchment landowners list, identifying high erosion risk landowners and properties bordering waterways, and develop mailing list.</li> <li>Work with forestry to ascertain proposed catchment harvesting schedule.</li> </ul>	Forestry landowners to work and collaborate with wider community to improve communication.
<b>November</b>	Catchment Group meeting <ul style="list-style-type: none"> <li>Hear from WDC or Roding Alliance on current water quality issues from roads and operational plans into the future.</li> <li>NRC Coastal Environment team to provide update on the estuary.</li> <li>NRC land management team to present the results of catchment stream survey in Whangārei harbour catchment and why they are useful.</li> </ul>	<ul style="list-style-type: none"> <li>Mail-out to all landowners adjacent to stream to advise of upcoming catchment stream walk.</li> <li>Land Management Advisors to target properties of high erodible land risk (from SedNetNZ study) to develop FWQIP and promote soil conservation works.</li> </ul>	WDC or Roding alliance to share information on water quality issues from roads.
<b>Dec – Feb</b>	NRC with Catchment Group support to complete stream walk to identify location of: <ul style="list-style-type: none"> <li>Stream bank erosion – including obstacles in the river;</li> <li>Stock access points;</li> <li>Wetland;</li> <li>Mass land movement near to waterways; and</li> <li>Biosecurity issues.</li> </ul>		Landowners to allow access for stream walk and assist the team.
<b>February</b>	Catchment Group meeting <ul style="list-style-type: none"> <li>Prioritise findings from the stream walk for water quality planting, stock exclusion fencing or minor river works - starting with public land and engaging private landowners.</li> <li>Hear from local Landcare group to align priorities.</li> </ul>	<ul style="list-style-type: none"> <li>NRC to prepare Efund project plans and prepare/source other funding for prioritised projects i.e. Reconnecting Northland, Te Arai nursery plants.</li> </ul>	Local Landcare group to provide update and align priorities with the Catchment Group.
	<ul style="list-style-type: none"> <li>Catchment Group and NRC to actively approach landowners in the community to develop FWQIP and improve water quality in line with the Catchment Group's aspirations.</li> </ul>		
<b>May</b>	Catchment Group meeting <ul style="list-style-type: none"> <li>Finalise 2018-2019 work plan.</li> <li>Review priority projects.</li> </ul>		
<b>June</b>		<ul style="list-style-type: none"> <li>Poplar and willow planting in erosion-prone areas where plans are completed.</li> </ul>	



## Appendix One: Ngunguru Catchment Group – Objectives and Actions

Issue	Objective	Action	How
<p><b>Erosion of soil resulting in sediment deposition (coastal / estuarine water) impacting on shellfish, ecology &amp; recreational amenity.</b></p> <p><b>Issue 1: Changes in sediment rates, type and distribution in the estuary, river and coastal environments which impact ecosystems services, navigation and recreational amenity.</b></p> <p><b>Issue 2: Improvement in shellfish viability, ecological habitats and recreational amenity is dependent on understanding the sediment budget of the system, how it interacts with ecological systems, the natural environment and the built environment. What we have today is the cumulative result of about 170 years of changes within the Ngunguru River/Estuary catchment</b></p>	<p>Reduce the impacts of sediment and sediment deposition rates with the goals of continued safe swimming and sustainable gathering of Kai Moana from a healthy estuarine ecosystem.</p> <p>Understand the Ngunguru River/Estuary catchment sediment budget, hydrodynamics, ecology to improve habitats, biodiversity, shellfish viability, ecological services of the system and recreational amenity.</p> <p>Reduce sediment inputs from soil disturbance activities</p>		
<p><b>Sediment loss from areas defined as primary production (Pastoral, Farming, Production Forestry)</b></p>	<p>Reduce sediment yield from areas defined as primary production or primary land use activities.</p>	<p>Target high yield areas of hillslope erosion with Farm Water Quality Improvement Plans / Soil Conservation planting plans.</p> <p>Fencing to reduce stock access to waterways.</p>	<p>Use SEDNET model to identify high yield areas (attach map) – greater subsidy/assistance available in these areas as incentive.</p> <p>Environment-funding support for works / planting?</p>
		<p>Where possible, create wetland capacity - sediment sinks to reduce river velocity in medium frequency events, capture sediment.</p>	<p>Seek expert advice to identify sub-catchments which could be prioritised for wetland creation (NRC)</p>

		For production forestry, NRC to continue to work with forestry companies to ensure consent conditions are met and compliance is obtained.  Increased observation and compliance monitoring of small 'farm scale' forestry lots.	Contact landowners proactively to sound out interest.  Could identify as 'constructed wetlands' to avoid disincentive for land-owner.  Access funding to encourage wetland formation/restoration (NZ Forest and Bird, NZ Fish and Game, NRC Environment Fund).
		Identify high yield areas of streambank erosion and assess potential remedies.	NRC Environmental Services Team to identify 'hot-spots' - Work with landowners to develop riparian management plans.
		Identify other priority areas for riparian enhancement (if different to above).	As above.
<b>Sediment loss in relation to public infrastructure (public roads and associated structures)</b>	Reduce sediment yield in relation to public infrastructure (public roads and associated structures).	Reduce sediment yield from roading and storm water network.  Identify slumping batters and roadside banks and devise a suitable treatment.  Identify storm water discharge points that create scour or that could accommodate treatment (urban or rural road).	Identify areas of batter slumping and / or water table scour. Once identified recommend WDC trial stabilisation measures (seeding etc.) i.e. armouring of water tables and associated batters, hydro-seeding, flumes, outlets discharge via small wetlands?  WDC to provide network discharge points – group members to assess during rainfall events?
<b>Sediment loss from general soil disturbance activities</b>	Reduce sediment inputs from general soil disturbance activities.	Manage subdivision and housing impacts, improve communication between District and Regional Council to effect awareness and appropriate management.	Increased public education and advice on what can be done to prevent, remedy or mitigate sediment loss. Increased NRC enforcement and action for offenders.
<b>Reduce the incidence of erosion in indigenous forest areas through enhanced indigenous vegetation cover</b>	Reduce the incidence of erosion in indigenous forest areas through enhanced indigenous vegetation cover.	Improve indigenous forest health to enhance water and soil protection capacity.	Liaise with Department of Conservation and other relevant agencies to ensure appropriate management of introduced browsing species, especially possums in both Crown and private forests where applicable.  Access funding to encourage wetland formation/restoration (NZ Forest and Bird, NZ Fish and Game, NRC Environment Fund).
<b>Pathogens impacting on access to kaimoana shellfish &amp; contact recreation.</b>	Better understand sources and risks of pathogens (coastal & freshwater).	Undertake sampling at Scow's Landing/or similar as part of summer recreational bathing water quality programme.	Collect samples - Any elevated levels of pathogens sent for source tracking analysis.
	Reduce known sources of pathogens via stock exclusion of waterways.	Identify unfenced waterways and proactively work with landowners.	Land Management staff to work with these landowners to develop Water Quality Improvement Plans –subsidy available for fencing.



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**KAITĀIA:** 192 Commerce Street, Kaitāia; Phone 09 408 6600, Fax 09 408 6601.

**ŌPUA:** Unit 10, Industrial Marine Park, Ōpua; Phone 09 402 7516, Fax 09 402 7510.

**Freephone:** 0800 002 004 | **24/7 Environmental Hotline:** 0800 504 639

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**Facebook:** [www.facebook.com/NorthlandRegionalCouncil](http://www.facebook.com/NorthlandRegionalCouncil)

**Twitter:** [www.twitter.com/NRCExpress](http://www.twitter.com/NRCExpress)

**Subject:** Regional Walking and Cycling: Feasibility and Business Case funding  
**Report by:** Codie McIntyre, Business Analyst  
**Dated:** November, 2017  
**Commercial in Confidence:** No

### Recommendation:

Recommend that \$20,000 for feasibility and business case funding be approved for the assessment and further development of a Regional Walking and Cycling Strategy.

### Background to Project:

#### What is the overall Project:

This project focuses on the development of a Regional Walking and Cycling Strategy that will provide a strategic framework to guide local action to improve the environment for walking and cycling in the region. The aim is to have a region that becomes a walking and cycling destination to support growth and lifestyle choices through the development of safe, connected and enduring walking and cycling networks. The strategy will support the development and implementation of district council walking and cycling strategies and focus on five key areas:

1. The development of a comprehensive regional touring network
2. The development of local district routes that connect urban and rural communities
3. The development of a city-wide cycle network in Whangarei
4. Increased use of behaviour change initiatives and greater uptake of walking and cycling
5. Increased opportunities for mountain biking

The economic future of Northland will benefit from strong transport networks, and walking and cycling are becoming ever more important to this mix. The region is one of the least urbanised in New Zealand meaning there is a greater reliance on private car use as well as a need to travel longer distances to reach places of employment, shopping, leisure, health and education. Walking and cycling provides positive, economic and healthy ways of getting around.

Not only does walking and cycling infrastructure provide wider returns to the communities that it is present in, but it also provides opportunities for the communities to leverage the infrastructure to target special interest tourists (both domestic and international). These tourists fall into the categories of "cycling and mountain biking" and "walking and hiking." Domestically the demand for these activities is increasing significantly, with demand being driven from the larger population centres, e.g. Auckland, of which Northland is well positioned to benefit from this. The same trend is evident in the international markets, where these tourists tend to stay longer, spend more and visit a larger proportion of regions in comparison to other tourists.



Although these activities (cycling and walking) are quite different, they share commonalities in terms of the key characteristics that users look for in a trail/track (see table below), of which it is important to consider them how they relate to the proposed new trails/tracks.

Walking and Hiking	Cycling and Mountain Biking
<ul style="list-style-type: none"><li>• Accessibility (to unique flora, fauna and wildlife and the ability to immerse yourself in nature)</li><li>• Diversity (of landscapes and walking/hiking environments unrivalled anywhere else in the world)</li><li>• People (friendly locals and guides who provide a helping hand and local expertise)</li></ul>	<ul style="list-style-type: none"><li>• Accessibility (easy access to natural environments)</li><li>• Diversity (of the trails and the landscape)</li><li>• People (friendly locals)</li><li>• Proximity (to other activities, towns and cities)</li></ul>

**Where is it:**

Northland Wide

**When will it begin (and end)**

The proposed piece of work will get underway as soon as funding is confirmed. There is growing pressure to have the strategy completed as soon as possible so that it can inform the focus and development of new trails/tracks across the region.

**Who are the parties involved (background, experience):**

The development of the current strategy has been overseen by a steering group made up of representatives from Northland Regional Council and the Far North, Whangarei and Kaipara District Councils with input from the New Zealand Transport Agency and Northland Inc.

**What is the potential total investment into the project and potential I&GR investment:**

At this point it is not clear whether any investment will be required from the I&GR. However some individual projects within the strategy may look to the I&GR as a potential funder in the future.

**What are the projects outcomes and how are they consistent with the Investment & Growth Reserve criteria? (High Level (Infometrics), GDP, Jobs, Household Income)**

Within Northland the development of walking and cycling infrastructure has the potential to provide economic opportunities for the communities in which it becomes operational. Along cycleways or clustered around other infrastructure, there is the potential for new businesses to develop and jobs to be created. For example a number of supporting businesses have popped up along the Twin Coast Cycle Trail, creating opportunities in communities where business growth has historically been limited.

**Feasibility and Business Case Application:**

**What part is the feasibility and or business case funding application for:**

This funding application is to fund an independent consultant to assess and redevelop the draft regional cycling and walking strategy that is already in existence in order to make it actionable. The piece of work will look to assess and rank potential cycling and walking projects based on their ability to deliver positive economic, social, cultural/showcasing and environmental impacts for Northland, through both investment in infrastructure and leveraging off the infrastructure to

create other benefits, e.g. tourism product development. It will also include discussions with key local, regional and national stakeholders and visits to new trails to assess the appeal, local support and practicality of the proposed routes.

The output from this piece of work through assessing and prioritising projects will form a framework which will allow councils and other stakeholders to make informed decisions about where investment can be strategically targeted to have the greatest impact.

**Estimate of project costs and timeframes:**

The indicated budget is \$20,000 excluding GST and will get underway as soon as funding is confirmed.

**Admin**

**What is the current available allocation of feasibility and business case funding?**

This would be the fourth application within the 2017/18 financial year, therefore the potential funding available is \$105,000.

# NorthlandInc

Growing Northland's Economy

Kia tupu ai te ōhanga o Te Tai Tokerau

## 2.0 Investment

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### 2. Dargaville to Donnellys Crossing Cycle Trail

Subject: Feasibility and Business Case funding application

Report by: Codie McIntyre, Business Analyst

Dated: September, 2017

Commercial in Confidence: No

#### Recommendation:

Recommend that \$25,000 for feasibility and business case funding be approved for the undertaking of an economic impact analysis for the proposed Dargaville to Donnellys Crossing Cycle Trail from the Investment and Growth Reserve.

#### Background to Project:

##### What is the overall Project:

The project focuses on the development of a 36km off road cycle trail from Dargaville to Donnellys Crossing, along the former railway line. This standalone line was constructed in 1896 connecting Donnellys Crossing to the port of Dargaville. Logging traffic was so heavy in the early part of the 20th century that the line was briefly considered to be one of the most profitable in New Zealand. It later became a branch line when the Dargaville Branch was opened and connected it with the North Auckland Line and the rest of the national rail network. It was closed in 1959.

This off road cycle trail will complement the existing Heartland Rides; the Kaipara Missing Link Cycleway and the Kauri Coast Cycleway by creating a Trail that could cater to a broader set of visitors and local residents and through this create new business opportunities such as transport shuttles or boutique accommodation. It has the potential to be extended a further 50km north, still off-road, along the historic Old Waoku Coach Road to SH12, Waima and potentially linking to the Twin Coast Cycle Trail. The coach road was built in the late 1800s and early 1900s by Scottish stone masons and was once the main route linking the Kaipara and Hokianga districts.

##### Where is it:

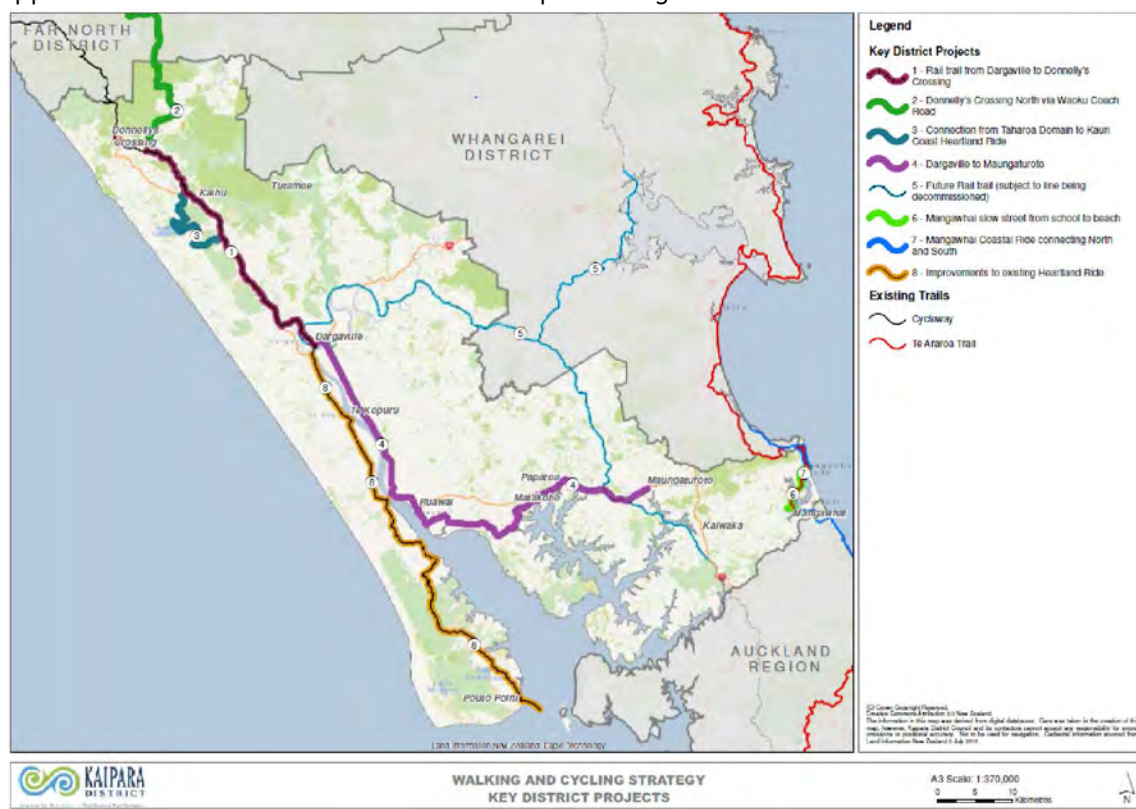
The cycle trail would start/end at Dargaville and travel north to Donnellys Crossing passing near the small settlement of Kaihu and near Kai Iwi Lakes. From Donnellys

Crossing it would be a short drive (via a shuttle) to Waipoua Forest and Trounson Park being key points of interest on the Ancient Kauri Trail byway.

The map to the right shows the Dargaville to Donnelly's Crossing Trail (1), the Donnelly's Crossing to Waima Trail (2) and the future Link to Kai Iwi Lakes (3). The old rail line runs alongside the state highway and the old embankment can still be seen as part of adjoining farmland.



The trail will be an off road version of the existing Kauri Coast Heartland Ride which is part of a wider network of cycling opportunities in Northland. Below is a map showing the wider network:



When will it begin (and end):

The project will depend on the feasibility and business case and for this reason no start/end date for starting work on the cycle trail is available. The feasibility study and business case is planned to be completed once funding is secured in the 2017/2018 year. Council will then consider the business case and decide if it will continue. This will depend on the investment needed providing sufficient economic return for the District.



**Who are the parties involved (background, experience):**

Te Roroa and Kaipara District Council are jointly leading the project.

- Te Roroa are interested in the development of the cycle way as they see it as a key strategy to assist in creating economic and social development opportunities in the lands of Te Roroa. As it links Dargaville north to Donneys Crossing it aligns with their strategic plans for Waipoua Forest walkways, National Park and an extended Visitor Centre.
- For Kaipara District Council, this project has been identified as being an opportunity which could be leveraged in the short term to add value to Kaipara's existing Heartland Rides. It also heavily aligns with the key objectives of the Kaipara Walking and Cycling Strategy (2017):
  1. Become a walking and cycling destination to support economic growth, and provide transport and lifestyle choices
  2. Partner with key stakeholders and community to deliver walking and cycling projects and behavioural change initiatives
  3. Develop safe, connected and enduring district wide, and township walking and cycling networks

**What is the potential total investment into the project and potential I&GR investment: (if possible include central government and or private sector contributions)**

Council undertook a technical feasibility study in 2009 for the development of a 57 kilometre Cycle trail from Kaihu, just south of Donnelly's Crossing, north along the historic Old Waoku Coach Road to Waima/SH12. The estimated cost of development was \$1.9 million.

The Dargaville to Donnelly's Crossing leg of the Trail is shorter than the above Trail and will follow the old railway line. For this reason it is assumed the costs to develop would be less and an estimate of \$1.0 - \$1.5 million has been made. However, an 80m suspension bridge is required between Donnelly's Crossing and Kaihu estimated to cost \$150,000.

**What are the projects outcomes and how are they consistent with the Investment & Growth Reserve criteria? (High Level (Infometrics), GDP, Jobs, Household Income)**

The project has the potential to:

- Generate direct local employment to form and maintain the track and supporting facilities both in Dargaville and other small communities near the trail such as Donnelly's Crossing and Kaihu
- Generate positive financial benefits for Dargaville and surrounding areas through additional visitor spend, which will consequently improve the viability of local retailers, accommodation providers and food outlets
- Generate new business opportunities, e.g. transport shuttles or boutique accommodation options alongside the trail
- Generate social benefits to the local community from safer commuter opportunities, improved cycling safety, general health benefits as well as a positive sense of community identity developed as a consequence of living in a prosperous town
- Provide opportunities to enhance the cultural landscape through storytelling, interpretation panels, Pou/carvings and new cultural tourism opportunities

## Feasibility and Business Case Application:

### What part is the feasibility and or business case funding application for:

The application is for funding to undertake an economic impact assessment to determine if the return to the community in terms of economic development justifies the initial capital investment and on-going maintenance costs. The information from the EIA will be used to shape up the business case. Hence, this report will form part of the business case being developed by KDC. The business case will include information relating to:

- Desired Outcomes
- Technical Feasibility
- Economic Impact (this application is for this part of the BC)
- Governance and Management options
- Cycle Trail Budget (on-going maintenance costs)
- Funding Options
- Stakeholder Analysis and Communication Plan
- Risk Analysis

Council will be funding the balance of the business case including key specialist reports such as Technical Feasibility. The business case will be reported to Council so they can determine if this project should proceed to the next stage (go/no go).

### Estimate of project costs and timeframes:

It is estimated that the Economic Impact assessment will cost \$25,000 plus GST. However, KDC has available \$40,000 plus GST to implement the 2017 Walking and Cycling Strategy initiatives including developing the Business Case for this project.

## Admin

### What is the current available allocation of feasibility and business case funding?

This would be the second application within the 2017/18 financial year, therefore the potential funding available is \$170,000.

# 2017 Service Delivery Reviews

**Required under section 17A of the Local Government Act  
2002 Amendment Act 2014**

Date: 17/11/2017  
Author: Jonathan Gibbard  
Version: 2  
Objective Ref: A993395

## Table of contents

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1. Background
  2. Executive summary of 2017 reviews
  3. Transport Review
    - Current arrangements
    - Current performance
    - Analysis of service delivery options
  4. Civil Defence & Emergency Management Review
    - Current arrangements
    - Current performance
    - Analysis of service delivery options
  5. River Management Review
    - Current arrangements
    - Current performance
    - Analysis of service delivery options
  6. Hydrology Review
    - Current arrangements
    - Current performance
    - Analysis of service delivery options
  7. Land & Biodiversity Review
    - Current arrangements
    - Current performance
    - Analysis of service delivery options
  8. Biosecurity Review
    - Current arrangements
    - Current performance
    - Analysis of service delivery options
  9. Natural Hazard Management Review
    - Current arrangements
    - Current performance
    - Analysis of service delivery options
-



## Appendices

1. Step 1 templates to assess alternative delivery models
2. LGA extract – section 17A

## Definitions

### **Governance arrangement**

Revolves around who has the right to make binding decisions about the overall objectives for the provision of the service, and set the strategic framework in which the service operates.

### **Funding arrangement**

Involves the manner in which financial resources are provided to support a service, including both the mix of revenue and capital sources and any arrangement that governs the provision of these resources ie. Contracts, trust deeds / constitutions, MOU's etc.

### **Service delivery arrangement**

Describes the body and any agreements between entities or agencies for service provision. Service delivery options are either “in-house” services provided by council or external via some other arrangement.

## References

This review should be read in conjunction with the Northland Regional Council document:

*Service Delivery Reviews required under section 17A of the Local Government Act 2002 Amendment Act 2014.*

*Objective Reference: A816843*

The assessment template used to identify alternative delivery models is derived from the publication:

*Service Delivery Review – A how to manual for local government.*

*2<sup>nd</sup> Edition*

*Australian Centre of Excellence for Local Government*

*Objective Reference: A818986*

Version	Author	Date	Reason for Release
1	Jonathon Gibbard	13 October 2017	First draft for review.
2	Jonathon Gibbard	17 November 2017	Following meeting with General Manager

# 1 Background

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## Section 17A Service Delivery Review

Section 17A of the Local Government Act 2002 (LGA)<sup>1</sup> places an obligation on council to review its services for cost effectiveness. The legislation states that a review should consider three elements:

1. how a service is **governed**
2. how it is **funded**
3. how it is **delivered**.

The intent of the legislation is to encourage efficiencies as well as collaboration between councils. As well as being a legal requirement, reviews provide an opportunity to improve the delivery of services to our residents and taxpayers. This fits well with council's objectives.

The question we should be asking ourselves when conducting a review is:

*"does the existing means for **delivering** a service remain the most efficient, effective and appropriate means for meeting the needs of Northlanders?"*

## Review methodology

The timetable and methodology for conducting section 17A reviews was adopted by the council on 19 April 2016. In order to conduct reviews in the most efficient and effective manner, council adopted a 2 step approach. Step 1 is to conduct a high level assessment of a particular services' suitability for an alternative delivery model as opposed to the status quo.

The following options (or combinations of) exist for the delivery of council services:

1. "In house" council resources;
2. Council controlled organisation (CCO), either wholly owned by council, or a CCO where council is a part owner;
3. Another council;
4. Another person or agency (eg. Central government, a private sector organisation or a community group);
5. Shared service or partial shared service agreement;
6. Joint committee with another council;
7. Business unit within council;
8. Joint venture of public private partnership; or
9. Outsourcing to external providers.

If the step 1 assessment shows that the service contains a number of attributes indicating potential for more efficient or effective delivery under a different model, then a more detailed review is carried out – being step 2. However, if the assessment does not show any potential for more efficient or effective service delivery under a different model, then it is deemed that the cost of conducting a more detailed service delivery is not warranted. Council has no budget provision for services that require more detailed step 2 analysis. External reviews to date have cost between \$10,000 and \$20,000 per service.

Following completion of the reviews, council will be requested to endorse the findings on an annual basis according to the review timetable. This report contains the results of service delivery reviews that were scheduled to take place, and have been completed in 2017.

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<sup>1</sup> Local Government Act 2001, section 17A, Delivery of services – included as appendix 2

### What is NOT included in a Section 17A Service Delivery Review

This review is **not**:

- A review of levels of service;
  - This work is completed as part of the Long Term Plan (LTP) process
- An analysis and/or implementation of process improvements or other opportunities for improvement.
  - These functions are undertaken through council's Continuous Improvement Plan and little benefit is seen from duplicating this work.
  - However, any observations regarding possible opportunities for improvement will be forwarded to the Continuous Improvement Manager.

**Unless** a service exhibits potential for an alternative model of delivery as a result of step 1 assessment, this review also does not include:

- A report on the impact of future legislation or environmental changes;  
or
- An internal review of operational effectiveness.

Should a service meet a number of the benefit criteria indicating potential for more efficient or effective delivery under a different model, then a more detailed review including the above factors will be carried out as the second step of the service delivery review process.

Councils are not required to engage with the community when undertaking reviews.

### Rationale for completing the 2017 review

At its meeting on 19 April 2016, council adopted a rolling schedule of service delivery reviews to be completed by 8 August 2022.

Under the transitional arrangements of the new legislation, the services included in this report were excluded from initial review and subsequently programmed for a full review to be undertaken in the 2017/18 financial year. This schedule meets the legislative requirement to for a full review to be undertaken not later than six years after the last review.

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## 2 Executive Summary of 2017 Reviews

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More detail on the options considered for the governance, funding and delivery of the services reviewed for this report are discussed in sections 3 – 9 and appendix 1. Following are the recommendations only from each service review.

### 2.1.1 Transport Review

Due to the NTA shared service business unit (SSBU) only being established in mid 2016 and the NTA itself having completed a section 17A review in recent months, it is considered that the cost of conducting any further reviews at this time are likely to outweigh the benefits.

The NTA funded review of July 2017 concluded that the newly established SSBU delivery model should remain as none of the options assessed provided additional benefits to the SSBU model and it needed appropriate time to bed-in before any further changes should be considered. Performance against targets is excellent.

**It is therefore recommended to maintain the status quo.**

### 2.1.2 Civil Defence and Emergency Management Review

The CDEM Group commissioned an external section 17A review during 2017. This review acknowledged that the governance model – being a joint committee of councils is determined by legislation. However, the review recommended that consideration be given to moving the delivery of CDEM services from a partial shared service model to a more comprehensive / strengthened shared service model - should identifiable benefits exist. It also recommended that under a strengthened shared service model that a regional rate should be set to cover all direct CDEM costs and that CDEM support functions at the local level (each territorial authority) be met by each council.

These recommendations have been reported to the December CDEM Group meeting and will be considered by the joint committee before any changes to the current service delivery model are recommended. Any recommended changes will be considered as part of the upcoming LTP process of each individual partner council. Performance against targets is excellent. For the purposes of this service delivery review:

**It is recommended to maintain the status quo.**

### 2.1.3 Other services reviewed in 2017

River management and biosecurity services triggered the step 1 criteria to further investigate a council shared service. However, being uniquely regional council services it is not possible to share with a Northland TLA and not appropriate to share with a regional council outside of Northland due to the region specific expertise and planning requirements. Work is already outsourced where it makes financial sense to do so and agreements for certain aspects of work are already in place with other regional councils where it is advantageous.

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The remaining services scheduled to be reviewed in 2017 did not meet the minimum benefit criteria to further investigate any of the alternative delivery models. It is therefore considered that the cost of conducting full and detailed reviews are likely to outweigh the benefits. Performance against targets for all services is excellent.

**It is recommended to maintain the status quo for the following services:**

- River management
- Hydrology
- Land and biodiversity
- Biosecurity
- Natural hazard management

See the following sections and appendix 1 for further details of the analysis undertaken to arrive at these recommendations.

### **2.1.4 Flow-on work from conducting the 2017 reviews**

Although the recommendations of this review are to maintain the status quo as at 2017, the process has highlighted several areas of work that require further consideration and investigation in regards to viability prior to the next review required in 6 years time (2023). It is recommended that in 3 years time (2020) that the viability of the following service delivery options are investigated:

1. Biosecurity
  - A joint operational business unit established between council and the Department of Conservation whereby pest control resourcing and activities on public and private land are more fully integrated, coordinated and prioritised.
  - A “top of the North Island” or UNISA scale approach providing a broader governance model to more effectively manage the pathways of new pests such as fanworm and Kauri die-back.
2. Biodiversity
  - Some form of integration with the Department of Conservation to more effectively direct central and local government spend on improving Northland’s biodiversity.

Any changes recommended as a result of these investigations could then be incorporated into the next formal review of these services prior to 2023.

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## 3 Transport Review

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### 3.1.1 Current arrangements

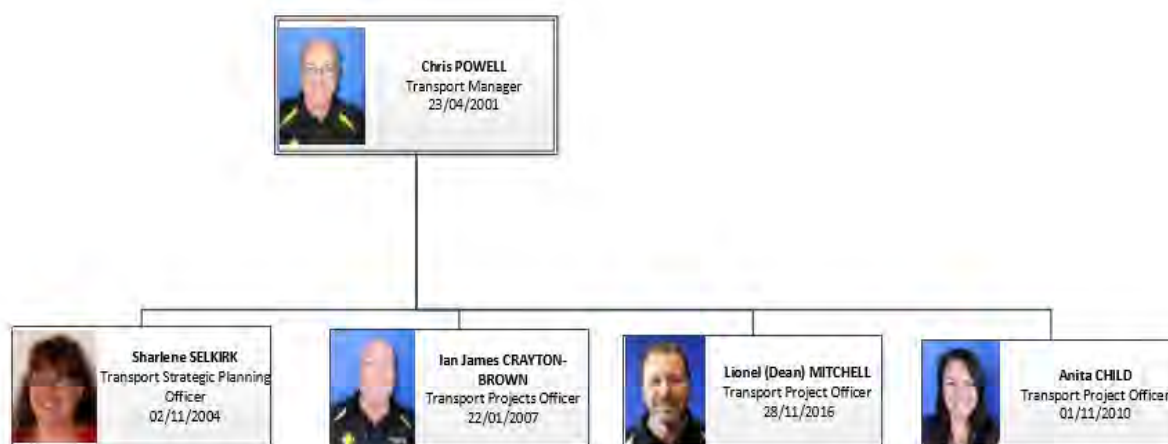
Name of service	Transport
Description of current service	<p>Transport services are the result of merging the council's regional transport planning and management work and its regional passenger transport administration. The Regional Council works collaboratively with its partners and Northlanders to achieve the transport related community outcomes.</p> <p>Transport services undertake strategic planning &amp; obtain funding for the future transport needs of the region, have an active operational involvement in regional road safety promotion activity and provide effective, efficient and safe transport services to the public where financially viable and achievable.</p> <p>In July 2016, the Northland Regional council along with the Far North District Council, Whangarei District Council, Kaipara District Council and the New Zealand Transport Agency came together to form the Northland Transportation Alliance. This alliance was formed in an effort to achieve a more integrated approach to transportation in Northland.</p>
Rational for service provision	<p>To achieve community outcomes relating to:</p> <ul style="list-style-type: none"><li>• Reducing crash numbers and their severity while embedding road safety in the thinking of all Northland road users; - and</li><li>• Providing efficient and effective public bus services.</li></ul> <p>Under the Land Transport Management Act 2003 the council is required to prepare:</p> <ul style="list-style-type: none"><li>• A Regional Land Transport Plan to plan for the current and future transport needs of the region;</li><li>• A Regional Public Transport Plan, which must include changes made under the Land Transport Management Amendment Act 2008; and</li><li>• An Approved Procurement Strategy.</li></ul>
Present arrangements	<p><b>Governance</b></p> <p>The respective councils of all partners of the Northland Transport Alliance are responsible for the governance of their areas of responsibility. In addition, there is the Regional Transport Committee comprising membership of all Northland council's and external bodies. The primary responsibility of the committee is to prepare and approve the various statutory plans listed above and to regularly monitor and review progress.</p> <p><b>Funding</b></p> <p>Transport services are funded by a combination of general funds, central government funded contributions and fees and charges.</p> <p><b>Delivery</b></p> <p>Transport Services are delivered by the Northland Transport Alliance (NTA) which is a shared services business unit established in July 2016. Staff from the partner councils are co-located in Whangarei.</p>

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Northland Regional Council's service delivery contribution to the NTA is as follows:

Service delivery	Resources allocated
a) Permanent staff	5
b) Contract/Casual Staff	-
c) Contracted Out	-
d) Consultants	-

The following chart details the current organisational structure of Northland Regional Council's contribution to the NTA.



#### Last review

Northland Regional Council's contribution to the NTA has not previously been reviewed under the section 17A legislation. This service was excluded from initial review under the transitional legislative provisions on the basis that the cost of the review likely outweighed the benefits at that time.

The initial review was also undertaken directly before the NTA was established and time was needed to allow the partnership to get up and running. Subsequently the NTA has commissioned a jointly funded section 17A review from external consultants in July 2017<sup>2</sup>. The findings of this external review are reflected in this document.

<sup>2</sup> Section 17A Local Government Act: Review of Northland Councils' Transportation Services. July 2017. Rationale (consultants).

### 3.1.2 Current performance

Performance measure	Target	2017 Result
Number of passengers for the Whangārei urban bus service.	Increasing annually	<b>Not achieved</b> 2016: 312,193 passengers-not achieved 2015: 312,821 - not achieved 2014: 323,553 - achieved 2013: 305,737 - achieved

#### Current costs

##### Operating costs

<b>2017-18 Annual Plan</b>	<b>Gross Cost Before Reserve Xfrs 2017-18 Annual Plan</b>
8000 - Regional Transport General Administration	286,471
8004 - PTA - Passenger Services Admin	194,826
8300 - Administration cost of regional programme preparation	124,520
8301 - Regional Land Transport Committee Servicing	44,774
8303 - Northland RSAP	67,495
8322 - Regional Walking & Cycling- Operations	4,550
8323 - Stock Effluent Management	4,444
8326 - Fatigue & Poor Observation Factors (Med Strategic Fit)	34,058
8331 - RoadSafe Northland	5,500
8340 - PTA - Regisitation of Services	4,296
8341 - PTA - Mgmt of contracts & monitoring of services	15,644
8342 - PTA - Provision & evaluation of tender data	7,697
8344 - PTA - Mgmt of marketing & promotion	62,920
8345 - PTA - Administration of RTP development, maintenance & rep	4,296
8361 - TMA - Mgmt of contracts & monitoring of total mobility trip	37,420
8362 - TMA - Implementation/mgmt of total mobility database system	26,025
8370 - BMO - Exisiting facilities mntnce/security	58,731
8373 - BMO - Timetable / Displays Mntnce	33,700
8382 - Drive to the Conditions (High Strategic Fit)	30,649
8385 - Share the Road (High Strategic Fit)	60,040
8400 - TMS - Total Mobility Operations	200,000
8410 - TMS - Total Mobility flat rate payments/hoists	47,000
8450 - BBS - Whangare i Bus Passenger Service	1,634,606
8452 - Bus About Kaitaia	149,929
8456 - Mangawhai Bus Service	3,333
8457 - Opononi/Kaikohē Trial Bus Service	37,000
8458 - Mid North Bus Service	327,628
<b>Total Passenger transport administration</b>	<b>3,507,550</b>

Additional information can be obtained from the relevant Activity Management Plan and external consultant's report - available on request.

### 3.1.3 Analysis of service delivery options

Due to the NTA co-funding a section 17A review from external consultants in July 2017, “step 1” analysis was not required because a full and detailed (step 2) review was already underway. This report reflects the findings of the external review – available on request.

The matrix below summarises the options considered under the 17A review.

<b>Transport</b>	<b>Status quo (SQ)</b> – the NRC contribution to regional transport services is currently delivered within the NTA by in-house technical skills and out-sourcing / contracting to external parties. The Land Transport Committee also contributes to the governance function		
Possible delivery models	Governance	Funding	Delivery
NRC	SQ ✓ Jointly with Land Transport Committee	SQ ✓ Plus external fees & subsidies	-
Shared Service	-	-	-
Arm’s length entity	-	-	-
Shared service Business unit of 4 councils – NTA using NRC staff	-	-	SQ ✓ Shared between NRC & Northland TLAs.
Joint committee	-	-	-
JV / PPP	-	-	-
Outsource to external contractors	-	-	SQ ✓ Passenger services

- ✓ Recommended option
  - X Option considered but not recommended
  - Not considered as not an applicable option
- SQ Status quo

#### Recommendation

Due to the NTA shared service business unit (SSBU) only being established in mid 2016 and the NTA itself having completed a section 17A review in recent months, it is considered that the cost of conducting any further reviews at this time are likely to outweigh the benefits.

The NTA funded review of July 2017 concluded that the newly established SSBU delivery model should remain as none of the options assessed provided additional benefits to the SSBU model and it needed appropriate time to bed-in before any further changes should be considered.

**It is therefore recommended to maintain the status quo .**



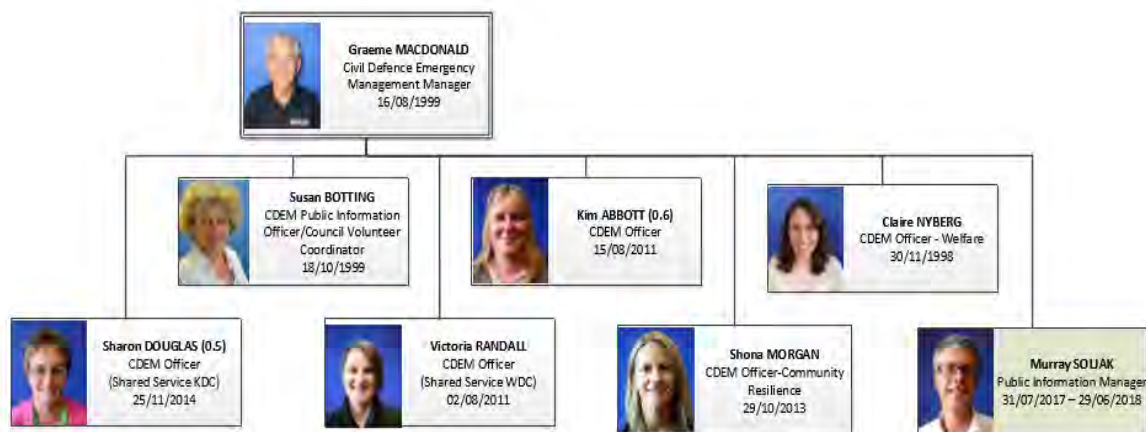
## 4 Civil Defence Emergency management Review

### 4.1.1 Current arrangements

<b>Name of service</b>	<b>Civil Defence and Emergency Management</b>
<b>Description of current service</b>	<p>Through Civil Defence Emergency Management (CDEM) services, the Council contributes to ensuring that the region is prepared for and able to respond and recover from any significant emergencies that might occur. CDEM is the process of reduction, readiness, response and recovery from natural or human hazards that can cause widespread damage to property and infrastructure and/or loss of life in Northland.</p> <p>The Council takes a lead role in co-ordinating, managing and/or funding the CDEM arrangements in the region including the Northland CDEM Group, Co-ordinating Executive Group, Lifelines Utility and Welfare Advisory Group. The Council also works collaboratively with the three district councils and other key stakeholders in the region.</p> <p>The CDEM Group is a joint committee of the member councils and emergency services, and its responsibilities include:</p> <ul style="list-style-type: none"><li>• identifying and managing hazards and risks</li><li>• maintaining staff and organisational structure for civil defence emergency management in the area</li><li>• responding to and managing the adverse effects of emergencies in its area, and</li><li>• maintaining a group plan to cover these and all other legislative duties.</li></ul>
<b>Rational for service provision</b>	<p>The Civil Defence Emergency Management (CDEM) Act 2002 requires all regional councils to unite with all district councils in their region to form a CDEM Group.</p> <p>CDEM services enable the council to work collaboratively with Northlanders to protect against widespread damage to property and infrastructure and/or loss of life in Northland resulting from emergency events.</p>
<b>Present arrangements</b>	<p><b>Governance</b></p> <p>The CDEM Act 2002 specifies the form of governance and there is no ability to vary or change the current governance model. NRC takes the lead role in co-ordinating, managing and funding CDEM arrangements in Northland. As specified in the Act, governance of CDEM services is currently provided by a Joint Committee of the four Northland councils.</p> <p><b>Funding</b></p> <p>Although the CDEM Group is administered by NRC from our Whangarei office, it is funded by the 4 Northland councils that make up the Group. The majority of NRC's contribution is funded by general rates with a residual amount from fees and subsidies.</p> <p><b>Delivery</b></p> <p>CDEM services are delivered via a partial shared services model comprised of staff from NRC, Whangarei and Kaipara district council staff. Far North District Council funds the costs of their CDEM Officer from their own budget.</p>

The following table and organisational chart set out the staffing of the present delivery arrangements:

Position	Funding	Allocation
CDEM Manager	Northland Regional Council	1 FTE
CDEM Officer - Community Resilience	Northland Regional Council	1 FTE
CDEM Officer - Welfare	Northland Regional Council	1 FTE
CDEM Officer	Northland Regional Council	.6 FTE
CDEM Officer – Public Information Officer (& NRC Volunteer Coordinator)	Northland Regional Council	.4 FTE (CDEM) (.6 FTE NRC)
CDEM Officer – Whangarei District	Whangarei District Council	1 FTE
CDEM Officer – Kaipara District	Kaipara District Council	.5 FTE
CDEM Officer – PIM Projects to 30/7/17	MCDEM Resilience Fund & CDEM Group	.6 FTE



#### Last review

CDEM services have not previously been reviewed under the section 17A legislation. This service was excluded from initial review under the transitional legislative provisions on the basis that the cost of the review likely outweighed the benefits at that time.

Subsequently a jointly funded review has been conducted by external consultants in September 2017.<sup>3</sup> The findings of this external review are reflected in this document.

<sup>3</sup> Section 17A Local Government Act 2002: Review of Northland Civil Defence Emergency Management Group – September 2017. Ignition Group (external consultant).

## 4.1.2 Current performance

4.1.1 Maintaining a responsive and efficient civil defence emergency management system.  
Providing timely information and warnings helps protect the public and property.

Performance measure	Target	2017 Result
Percentage of time that accurate flood warnings are issued.	100%	<b>Not applicable</b> 2016: n/a 2015: 100% - achieved 2014: 100% - achieved 2013: 100% - achieved

4.1.2 Maintaining an effective civil defence emergency management system.

Performance measure	Target	2017 Result
Percentage of time that emergencies (which require the activation of an emergency operations centre) are debriefed within one month and noted improvements are incorporated into the appropriate emergency operating procedures and response plans.	100%	<b>Not applicable</b> 2016: n/a 2015: 100% - achieved 2014: n/a 2013: n/a

### Current costs

#### Operating costs

<b>2017-18 Annual Plan</b>	<b>Gross Cost Before Reserve Xfrs 2017-18 Annual Plan</b>
Emergency management admin	708,889
Emergency management planning	149,718
CDEM Group	179,218
Emergency response	69,488
Emergency management recovery	69,488
<b>Total CDEM</b>	<b>1,176,802</b>

Additional information can be obtained from the relevant Activity Management Plan and external consultant's report - available on request.

### 4.1.3 Analysis of service delivery options

Due to the CDEM Group co-funding a section 17A review from external consultants in September 2017, “step 1” analysis was not required because a full and detailed (step 2) review was already underway. This report reflects the findings of the external review – available on request.

The matrix below summarises the options considered under this section of the 17A review.

**Civil Defence  
Emergency  
Management  
(CDEM)** **Status quo (SQ)** – As required by legislation, NRC’s contribution to CDEM services is currently delivered within a Joint Committee structure by in-house technical skills.

Possible delivery models	Governance	Funding	Delivery
NRC – in house	- Governance structure set by legislation	-	-
Shared Service / partial shared service	-	SQ ✓ All councils contribute funding to CDEM Group	SQ ✓ Shared between NRC & Northland TLAs
Arm’s length entity	-	-	-
Business unit within councils	-	-	-
Joint committee - Northland CDEM Group	SQ ✓ Jointly with all councils, Police & Fire Service	-	-
JV / PPP	-	-	-
Outsource to external contractors	-	-	-

✓ Recommended option  
X Option considered but not recommended  
- Not considered as not an applicable option

SQ Status quo

#### Recommendation

The CDEM Group commissioned an external section 17A review during 2017. This review acknowledged that the governance model is determined by legislation. However, the review recommended that consideration be given to moving the delivery of CDEM services from a partial shared service model to a more comprehensive / strengthened shared service model - should identifiable benefits exist. It also recommended that under a strengthened shared service model that a regional rate should be set to cover all direct CDEM costs and that CDEM support functions at the local level (each territorial authority) be met by each council.

These recommendations have been reported to the December CDEM Group meeting and will be considered by the joint committee before any changes to the current service delivery model are recommended. Any recommended changes will be considered as part of the upcoming LTP process of each individual partner council. Performance against targets is excellent. For the purposes of this service delivery review:

**It is recommended to maintain the status quo.**

## 5 River Management Review

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### 5.1.1 Current arrangements

Name of service	River Management
<b>Description of current service</b>	<p>Through this activity the council, in conjunction with local river management liaison committees where operative, undertakes the development, implementation and maintenance of flood control works and assets in the Northland Region.</p> <p>River management works include:</p> <ul style="list-style-type: none"><li>• The development and updating of River Management Plans (RMPs) to address flood risk.</li><li>• Construction of new flood scheme control works, such as stop banks and detention dams.</li><li>• Asset management and the maintenance of existing flood scheme capital assets, such as floodgates and stop banks on the Awanui and Kaeo River Schemes and at Whangarei – the Hopua te Nihotetea Detention Dam.</li><li>• Channel and floodplain maintenance works, such as the removal of accumulated sediment and vegetation from rivers and floodplains – referred to as either scheme maintenance works (where targeted rate has been established) or minor river works (where funded from the general rate) and undertaken on a priority basis.</li></ul>
<b>Rational for service provision</b>	<p>The regional council delivers flood protection and control works to reduce the risks associated with river flooding and erosion to protect human life and maximise the region's productivity. The community has shown their support for this activity through requests for river maintenance and through membership on the river management liaison committees.</p> <p>Legislative requirements include:</p> <ul style="list-style-type: none"><li>• Resource Management Act - Sets out the relevant areas of management that council has responsibility for.</li><li>• Soil Conservation and Rivers Control Act 1941 - As the catchment board for Northland, the Council has a function to minimise damage by flooding and erosion.</li><li>• Civil Defence Emergency Management Act 2002 – sets out 'risk reduction' measures.</li><li>• Local Government Rating Act 2002 - specifically provides for targeted differential rating in recognition of differential benefit and exacerbator effects within catchment management schemes.</li></ul>
<b>Present arrangements</b>	<p><b>Governance</b></p> <p>The current arrangement is governed by Northland Regional Council (NRC). Local community support is provided via River Management Working Groups who make recommendations to the council ensuring that work meets local needs &amp; expectations.</p>

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### Present arrangements

#### Funding

River management services are predominantly funded by NRC general & targeted rates tied to areas of benefit. Funding is occasionally received from a variety of external grants and subsidies.

Capital works are funded from depreciation, general funds, targeted rates and borrowing.

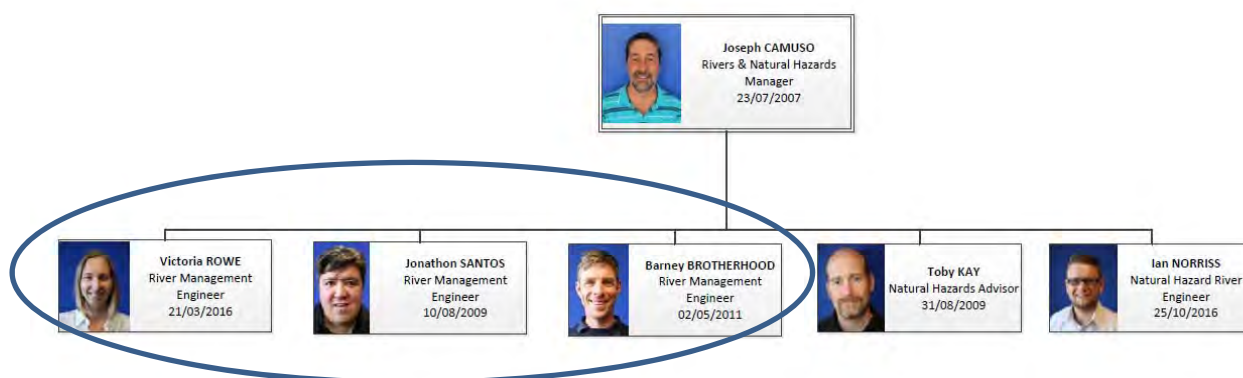
#### Delivery

River Management Services are delivered by a combination of permanent council staff, contractors and consultants as follows:

Service delivery	Resources allocated
a) Permanent staff	3.5
b) Contract/Casual Staff	0.0
c) Contracted Out	\$606,915
d) Consultants	\$160,000

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The following chart details the current organisational structure of the river management team.



There is no permanent / preferred contractor or organisation providing river management services – specific contractors for specific works are selected using the council's procurement and tender processes. Contracts are generally seasonal or annual to ensure council continues to get the best value for money.

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### Last review

River management has not previously been reviewed under the section 17A legislation. This activity was excluded from initial review under the transitional legislative provisions on the basis that the cost of the review likely outweighed the benefits at that time.

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## 5.1.2 Current performance

3.1.1 Building, monitoring and maintaining flood protection schemes to protect life and property.

Performance measure	Target	2017 Result
Number of failures of flood protection system for the Awanui, Whangārei, and Kaeo schemes, below specified design levels.	Zero failures	<b>Zero failures - achieved</b> 2016: zero failures - achieved 2015: zero failures - achieved 2014: zero failures - achieved 2013: zero failures - achieved

3.1.1.1 Providing flood protection and control works for urban and rural Kaitāia.

Performance measure	Target	2017 Result
River scheme maintenance works undertaken in accordance with work programme.	100% of maintenance works undertaken, as determined in conjunction with the Awanui River Management Liaison Committee	<b>100% - achieved</b> 2016: 100% - achieved 2015: 100% 2014: 100% for river channel maintenance works
Number of failures of the Awanui flood protection scheme below specified design levels.	Zero failures	<b>Zero failures - achieved</b> 2016: zero failures - achieved 2015: zero failures 2014: zero failures
Flood damage identified, prioritised and repair programme determined, in conjunction with the Awanui River Management Liaison Committee.	Flood damage reported to Awanui River Management Liaison Committee following each flood damage event, and repair programme adopted and implemented.	<b>Achieved</b> 2016: Achieved 2015: 100% 2014: 100%
Floodgate and stop bank renewals undertaken in accordance with work programme.	100% of renewals undertaken, as determined in conjunction with the Awanui River Management Liaison Committee.	<b>100% - achieved</b> 2016: 100% - achieved 2015: 100% 2014: 100%

3.1.1.2 Providing flood protection and control works for urban Whangārei

Performance measure	Target	2017 Result
River channel maintenance works undertaken in accordance with work programme.	100% of maintenance works undertaken, as determined in conjunction with the Urban Whangārei River Liaison Committee.	<b>100% - achieved</b> 2016: 100% - achieved 2015: 100% 2014: 100%
Hopua te Nihotetea detention dam monitored and maintained to ensure safe operation.	100% of dam monitoring and maintenance works undertaken in accordance	<b>100% - achieved</b> 2016: 100% - achieved

	with the dam management plan.	
Number of failures of the Hopua te Nihotetea detention dam below specified design levels.	Zero failures.	<b>Zero failures - achieved</b> 2016: Zero - achieved

### 3.1.2 Delivering river management works to reduce flood and erosion risks

Performance measure	Target	2017 Result
Percentage of the programmed minor flood control works for other rivers implemented in accordance with the approved annual budgets.	100%	<b>100% - achieved</b> 2016: 100% achieved 2015: 86% - not achieved 2014: 100% - achieved 2013: 70% - not achieved

3.1.3 Monitoring the state of the regional environment, specifically water resources  
3.1.4 Protecting the life-supporting capacity of water, in-stream uses and values  
3.1.5 Maintaining and enhancing water quality in our rivers and coastal waters through integrated management.  
3.1.6 Contributing to informed policy decisions regarding water resources.  
3.1.7 Contributing to informed management of river hazards.  
3.1.8 Provide accurate rainfall and flood level monitoring.

Performance measure	Target	2017 Result
Percentage of time that flood level monitoring is accurate to enable flood warnings to be developed.	100%	<b>100% - achieved</b> 2016: 100% - achieved 2015: 100%

### Current costs

#### Operating costs

<b>2017-18 Annual Plan</b>	<b>Gross Cost Before Reserve Xfrs 2017-18 Annual Plan</b>
5000 - River Works Administration	1,206,766
5001 - Awanui River Works	459,791
5002 - Whangaroa River & Streams Works	81,565
5003 - Kaihu River Works	79,451
5005 - Other River Works	250,756
5006 - Whangarei Urban Rivers	579,611
5008 - Kerikeri Waipapa River Works	71,676
<b>Total River management</b>	<b>2,729,617</b>

Additional information can be obtained from the relevant Activity Management Plan and Infrastructure Strategy – available on request.

### 5.1.3 Analysis of service delivery options

When assessing whether the existing means of delivering river management services is the most efficient, effective and appropriate means for meeting the needs of Northlanders, the service was first assessed for its suitability against a number of alternative delivery models. Refer to appendix 1 for this “step 1” assessment. “Step 2” – being more detailed analysis of alternative delivery options is only undertaken if the service meets a minimum number of suitability/benefit criteria

The matrix below summarises the options considered under this section of the 17A review.

<b>River Management</b> <b>Status quo (SQ)</b> - this service is currently delivered by a combination of in-house technical / engineering skills and out-sourcing / contracting to external parties. Local community River Management Liaison Working Groups (RMWG) contribute to the governance function.			
Possible delivery models	Governance	Funding	Delivery
NRC – in house	SQ ✓ Jointly with River Liaison Working Groups	SQ ✓	SQ ✓ Shared between NRC & contractors
Shared Service	X	X	X
Arm’s length entity	X	X	X
Business unit within council	-	-	-
Joint committee	-	-	-
JV / PPP	-	-	-
Outsource to external contractors	-	-	SQ ✓

- ✓ Recommended option      SQ      Status quo  
 X Option considered but not recommended  
 - Not considered as not an applicable option

#### Recommendation

River management met the the step 1 criteria to further investigate a council shared service. However, being a uniquely regional council service it is not possible to share with a Northland TLA and not appropriate to share with a regional council outside of Northland due to the site specific expertise required. Work is already outsourced where it makes financial sense to do so. This service did not meet the minimum benefit criteria to further investigate any of the other alternative delivery models. Therefore it is considered that the cost of conducting a full and detailed review are likely to outweigh the benefits. Performance against targets is excellent.

**It is therefore recommended to maintain the status quo.**

## 6 Hydrology Review

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### 6.1.1 Current arrangements

Name of service	Hydrology
<b>Description of current service</b>	<p>Hydrology is a key part of council's environmental services programme. It is essential to both the council's and the community's decision-making processes, and is required by the Resource Management Act (RMA).</p> <p>The information gathered through the hydrometric network is required for:</p> <ul style="list-style-type: none"><li>• State of Environment monitoring;</li><li>• River hazard management;</li><li>• Emergency management and civil defence operations;</li><li>• Coastal Management relating to erosion and storm surge; and</li><li>• Consent compliance.</li></ul> <p>The state of environment monitoring provides information to show how we are performing in relation to our environmental targets which also allows us to determine how effective our plans are in achieving the stated targets.</p> <p>The information gathered updates our knowledge on the health of our air, water (rivers, estuaries, harbours and coasts) and enables us to provide feedback to the community on the state of Northland's environment. It also provides a basis for the sustainable management including allocation of the region's water resources, which is considered to be one of Northland's important natural resources.</p>
<b>Rational for service provision</b>	<p>With water being one of Northland's most valued resources, hydrology is critical to ensuring Northland's resources are managed sustainably. Resource managers need to know and understand the current state, trends and pressures on our resources to manage those resources effectively. The National Policy Statement requires the council to set sustainable standards, minimum flows/levels, allocation limits, freshwater objectives and freshwater quality for all water bodies. It also requires that Council establish, operate and maintain a freshwater quality and quantity accounting system, and regularly make its information available to the public in a suitable form.</p> <p>Legislative requirements include: Section 35 of the Resource Management Act 1991 (RMA) requires that Council undertake the following activities:</p> <ul style="list-style-type: none"><li>• Gather information to carry out effectively its functions under this Act.</li><li>• Monitor part or all of the State of the environment of its region.</li><li>• Monitor the efficiency and effectiveness of its policy statement and plans.</li></ul> <p>S43 of the RMA provides for regulations prescribing national environmental standards including water quality, level or flow and requirements for monitoring: Resource Management (Measurement and Reporting of Water Takes) Regulations 2010.</p>

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**Present  
arrangements**

**Governance**

The current arrangement is governed by Northland Regional Council (NRC).

**Funding**

The majority of hydrology services are funded by NRC general rates with a residual contribution from fees and charges.

Capital works are funded from depreciation and general funds.

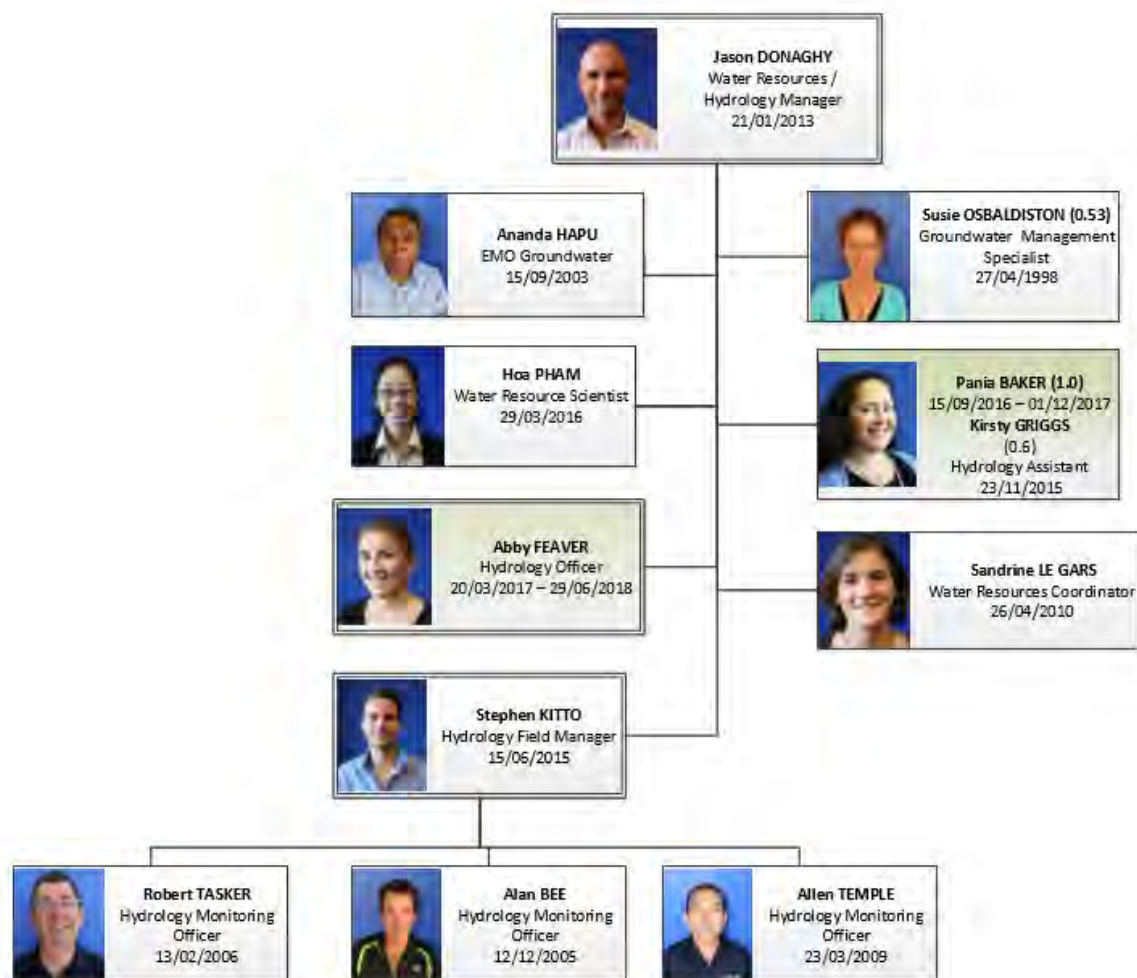
**Delivery**

Hydrology Services are delivered by a combination of permanent NRC staff, contractors and consultants as follows:

Service delivery	Resources allocated
a) Permanent staff	10.6
b) Contract/Casual Staff	
c) Contracted Out	
d) Consultants	

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#### Last review

Hydrology has not been reviewed under the section 17A legislation. This activity was excluded from the initial review under the transitional legislative provisions on the basis that the cost of the review likely outweighed the benefits at that time.

### 6.1.2 Current performance

Provide accurate rainfall and flood level monitoring

Performance measure	Target	2017 Result
% of time that flood level monitoring is accurate to enable flood warnings to be developed	100%	<b>100% achieved</b> 2016: 100% - achieved 2015: 100% - achieved

#### Current costs

##### Operating costs

<b>2017-18 Annual Plan</b>	<b>Gross Cost Before Reserve Xfrs 2017-18 Annual Plan</b>
5300 – Hydrology Admin	46,472
5310 - Hydrology Operations	897,235
<b>Total Hydrology</b>	<b>943,977</b>

Additional information can be obtained from the relevant Activity Management Plan – available on request.

### 6.1.3 Analysis of service delivery options

When assessing whether the existing means of delivering river management services is the most efficient, effective and appropriate means for meeting the needs of Northlanders, the service was first assessed for its suitability against a number of alternative delivery models. Refer to appendix 1 for this “step 1” assessment.

“Step 2” – being more detailed analysis of alternative delivery options is only undertaken if the service meets a minimum number of suitability/benefit criteria.

The matrix below summarises the options considered under this section of the 17A review.

**Hydrology** **Status quo (SQ)** - this service is currently delivered by a combination of in-house technical / engineering skills and out-sourcing / contracting to external parties. External laboratories provide analytical services and specialised technical equipment & software is provided by a range of suppliers.

Possible delivery models	Governance	Funding	Delivery
NRC – in house	SQ ✓	SQ ✓	SQ ✓ Shared between NRC & contractors
Shared Service	X	X	X
Arm’s length entity	X	X	X
Business unit within council	-	-	-
Joint committee	-	-	-
JV / PPP	-	-	-
Outsource to external contractors	-	-	SQ ✓

- ✓ Recommended option
  - X Option considered but not recommended
  - Not considered as not an applicable option
- SQ      Status quo

#### Recommendation

Due to this service not meeting the benefit criteria to further investigate any of the alternative delivery models, it is considered that the cost of conducting a full and detailed review are likely to outweigh the benefits. Performance against targets is 100%.

**It is therefore recommended to maintain the status quo.**

## 7 Land & Biodiversity Review

### 7.1.1 Current arrangements

<b>Name of service</b>	<b>Land and water Biodiversity</b>
<b>Description of current service</b>	<p><b>Land and water</b></p> <p>Land and water services involves promoting sustainable land practices and catchment / resource management at farm and catchment scale. These services focus on the following priorities:</p> <ul style="list-style-type: none"> <li>• Water quality improvement;</li> <li>• Soil conservation: soil resource quality, soil health and stability; and</li> <li>• Catchment management and community interaction from hills to harbour.</li> </ul> <p><b>Biodiversity</b></p> <p>Biodiversity services maintain biodiversity through ecosystem and habitat protection/enhancement and monitoring. This involves working collaboratively with other agencies, communities and landowners to protect, enhance and promote biodiversity in Northland.</p>
<b>Rational for service provision</b>	<p><b>Land and water</b></p> <p>Retaining soil on land is crucial for economic productivity by enabling and encouraging land owners to improve water quality. Water quality management and soil conservation are statutory responsibilities of the Council under the:</p> <ul style="list-style-type: none"> <li>• Soil Conservation and Rivers Control Act 1941;</li> <li>• Resource Management Act 1991; and</li> <li>• With direction under the RMA from the National Policy Statement for Freshwater Management 2014.</li> </ul> <p><b>Biodiversity</b></p> <p>Northland's ecosystem provides services (including provisioning of communities, both physically and economically) and scientific value. This activity protects social and aesthetic values associated with Northland's distinct biodiversity and landscape. Northland contains a high number of endemic species and unique habitats found nowhere else.</p> <p>The roles and functions of regional councils in managing biodiversity relative to others is embedded within a number of key underlying national strategies, documents and law including The RMA (2003), Biosecurity Act (1993), Marine Reserves Act (1971), Local Government Act (2002) and Environmental Monitoring and Reporting Act (2015).</p>
<b>Present arrangements</b>	<p><b>Governance</b></p> <p>Both the land and biodiversity services are governed by Northland Regional Council.</p>

## Present arrangements

### Funding

Both land and biodiversity services are predominantly funded by NRC general & targeted rates tied to areas of benefit. Funding is occasionally received from a variety of external grants and subsidies.

Capital works are funded from depreciation, general funds, targeted rates and borrowing.

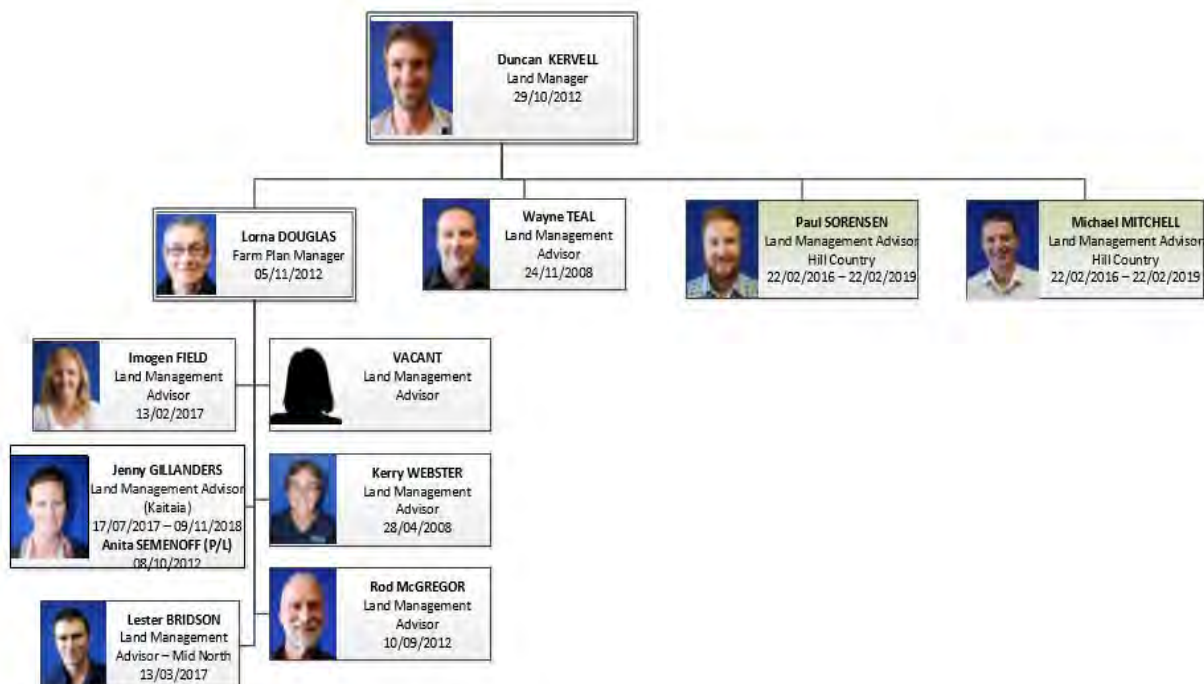
### Delivery

Both land and biodiversity services are delivered by a combination of permanent council staff, contractors and consultants as follows:

Service delivery	Resources allocated
a) Permanent staff Land and water Biodiversity	12 – 2 funded by MPI 5
b) Contract/Casual Staff Land and water Biodiversity	0.5
c) Contracted Out Land and water Biodiversity	\$25,000 \$108,877
d) Consultants Land and water Biodiversity	\$33,000 \$5,115

The following charts detail the current organisational structure of the land and biodiversity teams.

### Land and water



## Biodiversity



### Last review

Neither Land or Biodiversity services have been reviewed under the section 17A legislation. These services were excluded from the initial review under the transitional legislative provisions on the basis that the cost of the review likely outweighed the benefits at that time.

## 7.1.2 Current performance

Promote sustainable land management, especially water quality, biodiversity, soil conservation and coastal environments.

Performance measure	Target	2017 Result
Number of Environment Fund applications granted annually.	Maintain or increase	<b>218 - achieved</b> 2016: 181 - achieved 2015: 181 2014: 203
Number of farm water quality improvement plans produced by proactively targeting priority areas requiring water quality improvements annually.	More than 80 improvement plans produced in each year	<b>114 - achieved</b> 2016: 108 - achieved 2015: 80 2014: 140
Number of wetland (including Top 150 Wetland) enhancement and protection projects funded via the Environment Fund annually.	Maintain or increase	<b>21 - achieved</b> 2016: 12 - baseline established
Number of soil conservation projects funded via the Environment Fund annually.	Maintain or increase	<b>117 - achieved</b> 2016: 84.5 - baseline established

### Current costs

#### Operating costs – Land and water

<b>2017-18 Annual Plan</b>	<b>Gross Cost before Reserve Xfrs 2017-18 Annual Plan</b>
Land admin	299,193
Environment Fund	183,988
Resource management	74,865
Water quality	297,016
Soil conservation – nursery	58,354
Kaipara Hill country Erosion staff	128,514
	<b>1,041,943</b>

#### Operating costs – Biodiversity

<b>2017-18 Annual Plan</b>	<b>Gross Cost before Reserve Xfrs 2017-18 Annual Plan</b>
5054 - Biodiversity	149,574
5087 - Project - Wetland Management	71,481
5100 - CoastCare	77,389
5202 - Project - Lake Management	99,680
<b>Total biodiversity</b>	<b>398,124</b>

Additional information can be obtained from the relevant Activity Management Plan – available on request.



## 7.1.3 Analysis of service delivery options

### Land and biodiversity

When assessing whether the existing means of delivering land and biodiversity was the most efficient, effective and appropriate means for meeting the needs of Northlanders, the service was first assessed for its suitability against a number of alternative delivery models. Refer to appendix 1 for this “step 1” assessment. “Step 2” – being more detailed analysis of alternative delivery options is only undertaken if the service meets a minimum number of suitability/benefit criteria<sup>4</sup>.

The matrix below summarises the options considered under this section of the 17A review.

<b>Land &amp; biodiversity</b>	<b>Status quo (SQ)</b> - this service is currently delivered by a combination of in-house technical skills and out-/ contracting to external parties. Contract staff are used for general land and nursery management. Consultants are used for developing specialised research proposals and/or implementing aspects of the catchment plans. Contracts are let for surveillance & ecological surveys, technical reports/ advice and coastcare/biodiversity publicity.		
Possible delivery models	Governance	Funding	Delivery
NRC – in house	SQ ✓	SQ ✓	SQ ✓ Shared between NRC & contractors
Shared Service	X	X	X
Arm’s length entity	X	X	X
Business unit within council	-	-	-
Joint committee	-	-	-
JV / PPP	-	-	-
Outsource to external contractors	-	-	SQ ✓
✓	Recommended option		SQ Status quo
X	Option considered but not recommended		
-	Not considered as not an applicable option		

### Recommendation

Due to this service not meeting the minimum benefit criteria to further investigate any of the alternative delivery models, it is considered that the cost of conducting a full and detailed review are likely to outweigh the benefits. Performance against targets is 100%.

**It is therefore recommended to maintain the status quo.**

<sup>4</sup> Service Delivery Review – A manual for local government – Australian Centre of Excellence for Local Government

## 8 Biosecurity Review

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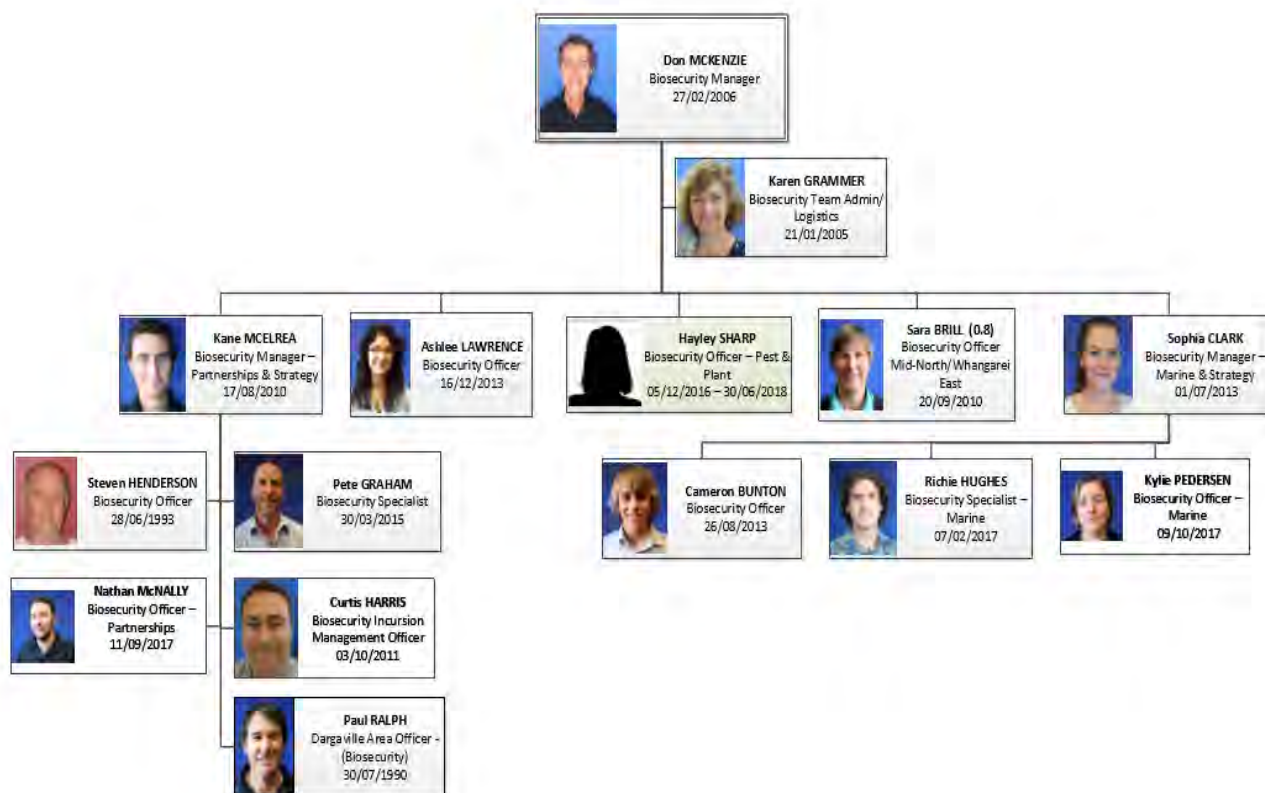
### 8.1.1 Current arrangements

Name of service	Biosecurity
<b>Description of current service</b>	<p>Biosecurity services promote the social, economic, environmental and cultural wellbeing of Northland communities in the present and for the future. Introduced pest plants, animals and marine organisms threaten our forests, waterways and marine life, putting our health, culture and regional economy at risk.</p> <p>Biosecurity services involve managing pests to minimise their adverse effects on the region.</p> <p>Biosecurity works with other agencies and communities to control, remove and identify new pests before they can have an impact. This includes managing existing pest species within the Northland Region, as described in the Northland Regional Pest and Marine Pathway Management Plan 2017-2027.</p>
<b>Rational for service provision</b>	<p>The purpose of biosecurity services is to efficiently and effectively manage and eradicate specified organisms and/or marine pest pathways in Northland. Doing so will minimise the actual or potential adverse or unintended effects associated with these organisms and or pathways and maximise the effectiveness of individual actions in managing pests or pathways through a regionally coordinated approach.</p> <p>The Biosecurity Act 1993 sets out the process for making pest management plans, operational plans, reviews and requirements around S100T. It also directs management agencies responsible for implementing plans.</p>
<b>Present arrangements</b>	<p><b>Governance</b></p> <p>The current arrangement is governed by Northland Regional Council (NRC).</p> <p><b>Funding</b></p> <p>Biosecurity services are predominantly funded by NRC general &amp; targeted rates tied to areas of benefit. Funding is occasionally received from a variety of external grants and subsidies.</p> <p>Capital works are funded from depreciation, general funds, targeted rates and borrowing.</p> <p><b>Delivery</b></p> <p>Biosecurity services are delivered by a combination of permanent council staff and contractors as follows:</p>

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Service delivery	Resources allocated
a) Permanent staff	15
b) Contract/Casual Staff	Summer students & fixed term contracts
c) Contracted Out	
d) Consultants	

The following chart details the current organisational structure of the biosecurity team



#### Last review

Biosecurity has not been reviewed under the section 17A legislation. This activity was excluded from initial review under the transitional legislative provisions on the basis that the cost of the review likely outweighed the benefits at that time.

## 8.1.2 Current performance

Protecting forests and lake health through effective regional pest control.

Reducing pests will contribute positively to the region's economy, environment and culture

Performance measure	Target	2017 Result
Increase in hectares of land under Community Pest Control Area plans per annum.	Increase by 2,500 hectares per annum	<b>76,849ha - achieved</b> 2016: 60,050 total hectares - achieved 2015: 56,801 total hectares 2014: 49,834 hectares

### Current costs

#### Operating costs

<b>2017-18 Annual Plan</b>	<b>Gross Cost Before Reserve Xfrs 2017-18 Annual Plan</b>
Biosecurity Administration and Working Groups	1,521,649
Exclusion Pests	
Eradication Pests	189,281
Progressive Containment Pests	286,374
Sustained Control Pests	738,936
Marine Pathway Management Plan	
Biosecurity Partnerships	901,730
<b>Total</b>	<b>3,637,970</b>

Additional information can be obtained from the relevant Activity Management Plan – available on request.

### 8.1.3 Analysis of service delivery options

When assessing whether the existing means of delivering biosecurity services was the most efficient, effective and appropriate means for meeting the needs of Northlanders, the service was first assessed for its suitability against a number of alternative delivery models. Refer to appendix 1 for this “step 1” assessment. “Step 2” – being more detailed analysis of alternative delivery options is only undertaken if the service meets a minimum number of suitability/benefit criteria<sup>5</sup>.

The matrix below summarises the options considered under this section of the 17A review.

**Biosecurity** Status quo (SQ) - this service is currently delivered by a combination of in-house technical skills and contracting out to external parties. Contract staff are used to run the Biosecurity partnership, marine hull inspections and Manchurian rice grass surveillance programmes.

Possible delivery models	Governance	Funding	Delivery
NRC – in house	SQ ✓	SQ ✓	SQ ✓ Shared between NRC & contractors
Shared Service	X	X	X
Arm's length entity	X	X	X
Business unit within council	-	-	-
Joint committee	-	-	-
JV / PPP	-	-	-
Outsource to external contractors	-	-	SQ ✓

✓ Recommended option  
X Option considered but not recommended  
- Not considered as not an applicable option

SQ Status quo

#### Recommendation

Biosecurity met the the step 1 criteria to further investigate a council shared service. However, being a uniquely regional council service it is not possible to share with a Northland TLA and not appropriate to share with a regional council outside of Northland due to the region specific expertise and planning required. Work is already outsourced where it makes financial sense to do so. This service did not meet the minimum benefit criteria to further investigate any of the other alternative delivery models. Therefore it is considered that the cost of conducting a full and detailed review are likely to outweigh the benefits. Performance against targets is excellent.

**It is therefore recommended to maintain the status quo.**

<sup>5</sup> Service Delivery Review – A manual for local government – Australian Centre of Excellence for Local Government

## 9 Natural hazard management Review

### 9.1.1 Current arrangements

<b>Name of service</b>	<b>Natural hazard management</b>
<b>Description of current service</b>	<p>Through this service the Council promotes natural hazards risk reduction in Northland through increasing public awareness of risk from natural hazards and investigating ways to mitigate or reduce risk. This enables people to utilise the opportunities provided by the natural environment without creating unacceptable levels of additional risk.</p> <p>More specifically, this service involves identifying, assessing and providing information on natural hazards and associated risks, along with preparing and implementing risk reduction plans. Risk reduction is also achieved through improved Regional Policy on Natural Hazards management. The main components of the activity are:</p> <ul style="list-style-type: none"><li>• Identifying at risk areas;</li><li>• Assisting the public to understand the risk;</li><li>• Ensuring that development and land use planning takes account of the risk; and</li><li>• Working with targeted communities to reduce the risk.</li></ul>
<b>Rational for service provision</b>	<p>Northland is exposed to a range of natural hazards including storm/cyclone, land instability, drought, wildfire, earthquake, tsunami, and volcanic eruption, with river flooding providing the highest risk to the Northland region due to the extensive development on flood plains and Northlands exposure to high intensity rainfall events. Without management, the risks associated with natural hazards are expected to increase over time due to the projected effects of climate change and increase in regional population.</p> <p>Legislative requirements include:</p> <ul style="list-style-type: none"><li>• New Zealand Coastal Policy Statement 2010 - Directs how areas potentially at risk from coastal hazards should be defined, and that no increase in risk should result from new development in these areas</li><li>• Civil Defence Emergency Management Act 2002 - requires the region to adopt and implement a Group Plan which includes risk reduction objectives.</li><li>• Soil Conservation and Rivers Control Act 1941 - As the catchment board for Northland, the Council has a function to minimise damage by flooding and erosion</li><li>• Building Act 2004 - Sets out legislation regarding the building on land subject to natural hazards (Section 71)</li></ul>
<b>Present arrangements</b>	<p><b>Governance</b></p> <p>The current arrangement is governed by Northland Regional Council (NRC).</p> <p><b>Funding</b></p> <p>Natural hazard management services are predominantly funded by NRC general &amp; targeted rates tied to areas of benefit. Funding is occasionally received from a variety of external grants and subsidies.</p>



Capital works are funded from depreciation, general funds, targeted rates and borrowing.

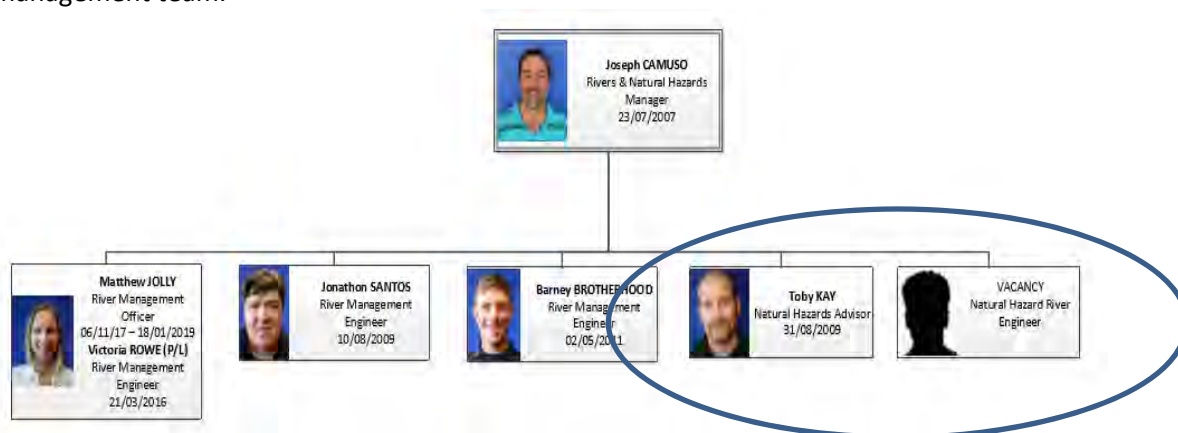
### Delivery

Natural hazard management services are delivered by a combination of permanent council staff, contractors and consultants as follows:

Service delivery	Resources allocated
a) Permanent staff	2.5 FTE
b) Contract/Casual Staff	-
c) Contracted Out	-
d) Consultants	\$380,000

No permanent consultant or contractors exist. Contract and consultant work are generally tendered.

The following chart details the current organisational structure of the natural hazard management team.



### Last review

Natural hazard management has not been reviewed under the section 17A legislation. This activity was excluded from the initial review under the transitional legislative provisions on the basis that the cost of the review likely outweighed the benefits at that time.

## 9.1.2 Current performance

Maintaining natural hazard information and assessments to protect life and property

Performance measure	Target	2017 Result
Time taken to update flood level monitoring at priority rivers following every large flood event.	Within one month of a large flood event.	<b>Not applicable</b> 2016: n/a 2015: achieved 2014: achieved 2013: n/a
Frequency with which priority beach profile sites updated.	Biennially	<b>Achieved</b> 2016: achieved 2015: achieved 2014: achieved 2013: achieved

### Current costs

#### Operating costs

<b>2017-18 Annual Plan</b>	<b>Gross Cost Before Reserve Xfrs 2017-18 Annual Plan</b>
Natural hazard management administration	188,195
Other hazard management	21,785
River management prioritisation & management plans	502,262
LIDAR survey	100,000
<b>Total</b>	<b>812,242</b>

Additional information can be obtained from the relevant Activity Management Plan – available on request.

### 9.1.3 Analysis of service delivery options

When assessing whether the existing means of delivering natural hazard management services was the most efficient, effective and appropriate means for meeting the needs of Northlanders, the service was first assessed for its suitability against a number of alternative delivery models. Refer to appendix 1 for this “step 1” assessment.

“Step 2” – being more detailed analysis of alternative delivery options is only undertaken if the service meets a minimum number of suitability/benefit criteria<sup>6</sup>.

The matrix below summarises the options considered under this section of the 17A review.

<b>Natural hazard management</b>	<b>Status quo (SQ)</b> - this service is currently delivered by a combination of in-house technical skills and contracting out to external parties. Contract staff are used to conduct the LIDAR survey and complete river management works..		
Possible delivery models	Governance	Funding	Delivery
NRC – in house	SQ ✓	SQ ✓	SQ ✓ Shared between NRC & contractors
Shared Service	X	X	X
Arm’s length entity	X	X	X
Business unit within council	-	-	-
Joint committee	-	-	-
JV / PPP	-	-	-
Outsource to external contractors	-	-	SQ ✓

- ✓ Recommended option
  - X Option considered but not recommended
  - Not considered as not an applicable option
- SQ      Status quo

#### Recommendation

Due to this service not meeting the minimum benefit criteria to further investigate any of the alternative delivery models, it is considered that the cost of conducting a full and detailed review are likely to outweigh the benefits. Performance against targets is 100%.

**It is therefore recommended to maintain the status quo.**

<sup>6</sup> Service Delivery Review – A manual for local government – Australian Centre of Excellence for Local Government

## Appendix 1

# Completed step 1 templates to assess alternative delivery models

### Service being assessed: River Management

#### Council shared services and/or shared resources

Where the council partners with another council to undertake common tasks, share resources, or take advantage of economies of scale.

#### Criteria to assess suitability for shared services

Is the service being assessed: Yes/no

Largely self-contained?	No
Can realise economies of scale?	No
Non-strategic, low risk and rule based?	No
Involve a high volume of transaction processing?	No
Require access to the latest technology in house**?	Yes
Require highly skilled or very specific skills in staff?	Yes

\*\*= council purchased & owns equipment (as opposed to leasing or sharing)

If answer is "yes" to two or more of the above criteria, then proceed to next section.

Can another council be identified as a potential partner/s for a shared service arrangement?

No – River management services are unique to regional (not district) councils. It would not be appropriate to partner with another regional council outside Northland.

Other relevant factors Yes/no

Does one council have trouble attracting or retaining staff?	No
Does one council have spare capacity?	No

What are the benefits for both parties?

Potential benefit	To NRC	To partner
Service improvement	N/A	N/A
Cost saving		
Income generation		
Improved asset utilisation		
Share highly skilled staff		

#### RECOMMENDATION

Yes/no

Does potential shared service meet 2 or more suitability criteria?	Yes
Have potential partners been identified?	No
Do potential benefits exist for each partner?	N/A

If we can answer "yes" to all of the above questions, then the recommendation to complete an alternative activity management plan (AMP) and conduct further investigations should be made.

## Arm's length entities

Where there is a clear separation from the council with responsibility for governance and funding retained by the local authority, and responsibility for delivery is exercised by –

- a council-controlled organisation of the local authority; or
- a council-controlled organisation in which the local authority is one of several shareholders; or
- another local authority; or
- another person or agency:

Arm's length's entities can offer a degree of freedom from some (but not all) of the constraints of the local government framework. It can also provide a way to avoid conflicts of interest between the regulatory and provider roles of council and facilitates the engagement of commercial and corporate expertise that is sometimes inaccessible to councils. The focus of an arm's length entity is generally to provide a commercial return on council's investment.

### Criteria to assess suitability for arm's length entities

Yes/no

Are there unresolved conflicts of interest between the council's regulatory and provider roles?	No
Are LGA requirements constraining operations?	No
Is the service a commercial, income earning activity? (or have the potential to be)	No
Does the service require technical / commercial skills not available within current delivery model?	No
Is the service prone to political intervention?	No

*If we can answer "yes" to any of the above criteria, then the recommendation to complete an alternative activity management plan (AMP) and conduct further investigations should be made.*

### Points to remember:

- Certain organisations are exempt from being a CCO eg. port companies
- CCO's are required by law to have certain objectives eg. achieving shareholders objectives, being a good employer and exhibiting social and environmental responsibility.
- CCOs must have a Statement of Intent and prepare half-yearly and annual performance reports.
- CCO's must comply with parts 1-6 of LGOIMA
- There are different levels of council organisations being CO's, CCO's and CCTO's.
- The decision to establish or disestablish a CCO is subject to public consultation most likely undertaken as part of the Long Term Plan process.

## Business unit within council

Where an existing council service has the ability to generate additional income to the council.

Examples of council services that have formed business units include:

- commercial waste collection services
- commercial printing and graphic arts services
- civil construction or maintenance services
- consultant engineering or town planning services
- landscape maintenance services.

## Criteria to assess suitability for business unit viability

	Yes/No
Is there a niche or emerging market with limited competition? Eg. council has advantage of expertise or economy of scale	No
Is it easy / inexpensive to establish the business? Eg. minimal political barriers, regulations or capital outlay	No
Is it aligned to existing council operations / existing council resources? Eg. already have the facilities, property, people, plant or systems.	N/A
Is it financially sustainable? Eg. what are long term prospects / future market potential.	No
Does it provide a community benefit or well-being / support strategic objectives?	N/A
Does it add value to existing services? Eg. provides an expansion or improvement.	N/A
Is the level of risk acceptable? (see below) Eg. technological, insurance, legislation	N/A

## Risk assessment

Risks are lower when:

The council has surplus capacity in an area where it delivers services to the external market without the need to purchase additional resources.

Risks are higher when:

Expansion into the external market requires a capital investment such as the purchase of additional plant, or additional or new staff expertise.

*If we can answer "yes" to 2 or more of the above criteria, then the recommendation to complete an alternative activity management plan (AMP) and conduct further investigations should be made.*

## Joint committees

Councils can also set up joint committees (JCs) with other councils or public bodies. JC's are deemed to be committees of each of the participating bodies, and the provisions that apply to committees are generally applied to joint committees. JC's must now have an agreement specifying key aspects of the constitution and operation, before establishing.(sch 1AA(4). A JC would be appealing where the traditional council operational model works but a wider mandate is desired.

Is a wider mandate desired?	No
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## Joint ventures or public private partnerships (PPPs)

Where there is a partnership between a public sector and private sector organisation for the designing, planning, financing, constructing and/or operating projects that would traditionally fall within the remit of the public sector (i.e. the council). Infrastructure projects are prime examples.

Viable joint venture opportunities tend to deliver benefits from economies of scale. Eg.

- regional waste collection contracts (where neighbouring councils partner in a single contract), or
- cooperative, joint tendering contracts.

Like all of the cooperative service delivery models, PPPs and joint ventures are reliant on there being benefits to all parties.

## Outsource to external providers

Where the council contracts another organisation to deliver services currently provided by the council. There are a number of internal and external influences to consider when evaluating an outsourcing option. They include:

- understanding the appetite by either senior management and/or councillors for outsourcing,
- whether the council is the major employer in the community,
- the availability and competitiveness of external service providers' and
- the level of control that is required over the service.

## Criteria to assess suitability for outsourcing viability

	Yes/no
Is the service largely self-contained? Eg. not closely linked to other services or functions	No
Does the service present high economies of scale? Eg. has high production volumes or highly standardised processes?	No
Is the service non-strategic ? Eg. does not have a big impact on strategic direction?	No
Is the service rule-based or with a low level of complexity? Eg. service is easy to specify and monitor	No
Does the service utilise technology that is changing or highly specialised? Eg. has high capital costs and ongoing technology costs	Yes – in the sense that river maintenance work requires specialised (high cost) heavy earthworks machinery.
Are there a lot of suppliers around who could deliver the service? Eg. there is a pool of suppliers to tender for the work resulting in potential cost-savings?	Yes – for the practical / hands on river maintenance work.

## Step 1 assessment recommendation

This Step 1 assessment did not indicate potential suitability for any of the alternative delivery models with the cost of doing a review likely outweighing the benefits. This review therefore did not proceed to the more detailed step 2 analysis and the recommendation is to maintain the status quo.

## Service being assessed: Hydrology

### Council shared services and/or shared resources

Where the council partners with another council to undertake common tasks, share resources, or take advantage of economies of scale.

#### Criteria to assess suitability for shared services

Is the service being assessed: Yes/no

Largely self-contained?	No
Can realise economies of scale?	No
Non-strategic, low risk and rule based?	No
Involve a high volume of transaction processing?	No
Require access to the latest technology in house**? (specialist equipment & software is leased / outsourced)	No
Require highly skilled or very specific skills in staff?	Yes

\* \*\*= council purchased & owns equipment (as opposed to leasing or sharing)

If answer is "yes" to two or more of the above criteria, then proceed to next section.

Who would be our potential partner/s for a shared service arrangement?

N/A

Other relevant factors

Yes/no

Does one council have trouble attracting or retaining staff?	
Does one council have spare capacity?	

What are the benefits for both parties?

Potential benefit	To NRC	To partner
Service improvement	N/A	N/A
Cost saving		
Income generation		
Improved asset utilisation		
Share highly skilled staff		

### RECOMMENDATION

Yes/no

Does potential shared service meet 2 or more suitability criteria?	No
Have potential partners been identified?	N/A
Do potential benefits exist for each partner?	N/A

If we can answer "yes" to all of the above questions, then the recommendation to complete an alternative activity management plan (AMP) and conduct further investigations should be made.

## Arm's length entities

Where there is a clear separation from the council with responsibility for governance and funding retained by the local authority, and responsibility for delivery is exercised by –

- a council-controlled organisation of the local authority; or
- a council-controlled organisation in which the local authority is one of several shareholders; or
- another local authority; or
- another person or agency:

Arm's length's entities can offer a degree of freedom from some (but not all) of the constraints of the local government framework. It can also provide a way to avoid conflicts of interest between the regulatory and provider roles of council and facilitates the engagement of commercial and corporate expertise that is sometimes inaccessible to councils. The focus of an arm's length entity is generally to provide a commercial return on council's investment.

### Criteria to assess suitability for arm's length entities

	Yes/no
Are there unresolved conflicts of interest between the council's regulatory and provider roles?	No
Are LGA requirements constraining operations?	No
Is the service a commercial, income earning activity? (or have the potential to be)	No
Does the service require technical / commercial skills not available within current delivery model?	No – relevant services already outsourced
Is the service prone to political intervention?	No

*If we can answer "yes" to any of the above criteria, then the recommendation to complete an alternative activity management plan (AMP) and conduct further investigations should be made.*

### Points to remember:

- Certain organisations are exempt from being a CCO eg. port companies
  - CCO's are required by law to have certain objectives eg. achieving shareholders objectives, being a good employer and exhibiting social and environmental responsibility.
  - CCOs must have a Statement of Intent and prepare half-yearly and annual performance reports.
  - CCO's must comply with parts 1-6 of LGOIMA
  - There are different levels of council organisations being CO's, CCO's and CCTO's.
  - The decision to establish or disestablish a CCO is subject to public consultation most likely undertaken as part of the Long Term Plan process.
-

## Business unit within council

Where an existing council service has the ability to generate additional income to the council.  
Examples of council services that have formed business units include:

- commercial waste collection services
- commercial printing and graphic arts services
- civil construction or maintenance services
- consultant engineering or town planning services
- landscape maintenance services.

## Criteria to assess suitability for business unit viability

	Yes/No
Is there a niche or emerging market with limited competition? Eg. council has advantage of expertise or economy of scale	No
Is it easy / inexpensive to establish the business? Eg. minimal political barriers, regulations or capital outlay	No
Is it aligned to existing council operations / existing council resources? Eg. already have the facilities, property, people, plant or systems.	N/A
Is it financially sustainable? Eg. what are long term prospects / future market potential.	N/A
Does it provide a community benefit or well-being / support strategic objectives?	N/A
Does it add value to existing services? Eg. provides an expansion or improvement.	N/A
Is the level of risk acceptable? (see below) Eg. technological, insurance, legislation	N/A

## Risk assessment

Risks are lower when:

The council has surplus capacity in an area where it delivers services to the external market without the need to purchase additional resources.

Risks are higher when:

Expansion into the external market requires a capital investment such as the purchase of additional plant, or additional or new staff expertise.

*If we can answer "yes" to 2 or more of the above criteria, then the recommendation to complete an alternative activity management plan (AMP) and conduct further investigations should be made.*

## Joint committees

Councils can also set up joint committees (JCs) with other councils or public bodies. JC's are deemed to be committees of each of the participating bodies, and the provisions that apply to committees are generally applied to joint committees. JC's must now have an agreement specifying key aspects of the constitution and operation, before establishing.(sch 1AA(4)). A JC would be appealing where the traditional council operational model works but a wider mandate is desired.

Is a wider mandate desired?	No
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### Joint ventures or public private partnerships (PPPs)

Where there is a partnership between a public sector and private sector organisation for the designing, planning, financing, constructing and/or operating projects that would traditionally fall within the remit of the public sector (i.e. the council). Infrastructure projects are prime examples.

Viable joint venture opportunities tend to deliver benefits from economies of scale. Eg.

- regional waste collection contracts  
(where neighbouring councils partner in a single contract), or
- cooperative, joint tendering contracts.

Like all of the cooperative service delivery models, PPPs and joint ventures are reliant on there being benefits to all parties.

### Outsource to external providers

Where the council contracts another organisation to deliver services currently provided by the council. There are a number of internal and external influences to consider when evaluating an outsourcing option. They include:

- understanding the appetite by either senior management and/or councillors for outsourcing,
- whether the council is the major employer in the community,
- the availability and competitiveness of external service providers' and
- the level of control that is required over the service.

### Criteria to assess suitability for outsourcing viability

	Yes/no
Is the service largely self-contained? Eg. not closely linked to other services or functions	No
Does the service present high economies of scale? Eg. has high production volumes or highly standardised processes?	No
Is the service non-strategic ? Eg. does not have a big impact on strategic direction?	No
Is the service rule-based or with a low level of complexity? Eg. service is easy to specify and monitor	No
Does the service utilise technology that is changing or highly specialised? Eg. has high capital costs and ongoing technology costs	Yes – specialised equipment & services already leased / outsourced where it makes financial sense to do so.
Are there alot of suppliers around who could deliver the service? Eg. there is a pool of suppliers to tender for the work resulting in potential cost-savings?	No

### Step 1 assessment recommendation

This Step 1 assessment did not indicate potential suitability for any of the alternative delivery models with the cost of doing a review likely to outweigh the benefits. Therefore this review did not proceed to the more detailed step 2 analysis and the recommendation is to maintain the status quo.

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## Service being assessed: Land and water

### Council shared services and/or shared resources

Where the council partners with another council to undertake common tasks, share resources, or take advantage of economies of scale.

#### Criteria to assess suitability for shared services

Is the service being assessed: Yes/no

Largely self-contained?	No
Can realise economies of scale?	No
Non-strategic, low risk and rule based?	No
Involve a high volume of transaction processing?	No
Require access to the latest technology in house**?	No
Require highly skilled or very specific skills in staff?	Yes

\* \*\*= council purchased & owns equipment (as opposed to leasing or sharing)

If answer is "yes" to two or more of the above criteria, then proceed to next section.

Who would be our potential partner/s for a shared service arrangement?

N/A

Other relevant factors Yes/no

Does one council have trouble attracting or retaining staff?	N/A
Does one council have spare capacity?	

What are the benefits for both parties?

Potential benefit	To NRC	To partner
Service improvement	N/A	N/A
Cost saving		
Income generation		
Improved asset utilisation		
Share highly skilled staff		

#### RECOMMENDATION

Yes/no

Does potential shared service meet 2 or more suitability criteria?	No
Have potential partners been identified?	N/A
Do potential benefits exist for each partner?	N/A

If we can answer "yes" to all of the above questions, then the recommendation to complete an alternative activity management plan (AMP) and conduct further investigations should be made.



## Arm's length entities

Where there is a clear separation from the council with responsibility for governance and funding retained by the local authority, and responsibility for delivery is exercised by –

- a council-controlled organisation of the local authority; or
- a council-controlled organisation in which the local authority is one of several shareholders; or
- another local authority; or
- another person or agency:

Arm's length's entities can offer a degree of freedom from some (but not all) of the constraints of the local government framework. It can also provide a way to avoid conflicts of interest between the regulatory and provider roles of council and facilitates the engagement of commercial and corporate expertise that is sometimes inaccessible to councils. The focus of an arm's length entity is generally to provide a commercial return on council's investment.

### Criteria to assess suitability for arm's length entities

	Yes/no
Are there unresolved conflicts of interest between the council's regulatory and provider roles?	No
Are LGA requirements constraining operations?	No
Is the service a commercial, income earning activity? (or have the potential to be)	No
Does the service require technical / commercial skills not available within current delivery model council?	No – Consultants already used for developing research proposals
Is the service prone to political intervention?	No

*If we can answer "yes" to any of the above criteria, then the recommendation to complete an alternative activity management plan (AMP) and conduct further investigations should be made.*

### Points to remember:

- Certain organisations are exempt from being a CCO eg. port companies
- CCO's are required by law to have certain objectives eg. achieving shareholders objectives, being a good employer and exhibiting social and environmental responsibility.
- CCOs must have a Statement of Intent and prepare half-yearly and annual performance reports.
- CCO's must comply with parts 1-6 of LGOIMA
- There are different levels of council organisations being CO's, CCO's and CCTO's.
- The decision to establish or disestablish a CCO is subject to public consultation most likely undertaken as part of the Long Term Plan process.

## Business unit within council

Where an existing council service has the ability to generate additional income to the council.

Examples of council services that have formed business units include:

- commercial waste collection services
- commercial printing and graphic arts services
- civil construction or maintenance services
- consultant engineering or town planning services
- landscape maintenance services.

### Criteria to assess suitability for business unit viability

	Yes/No
Is there a niche or emerging market with limited competition? Eg. council has advantage of expertise or economy of scale	No
Is it easy / inexpensive to establish the business? Eg. minimal political barriers, regulations or capital outlay	No
Is it aligned to existing council operations / existing council resources? Eg. already have the facilities, property, people, plant or systems.	N/A
Is it financially sustainable? Eg. what are long term prospects / future market potential.	N/A
Does it provide a community benefit or well-being / support strategic objectives?	N/A
Does it add value to existing services? Eg. provides an expansion or improvement.	N/A
Is the level of risk acceptable? (see below) Eg. technological, insurance, legislation	N/A

### Risk assessment

Risks are lower when:

The council has surplus capacity in an area where it delivers services to the external market without the need to purchase additional resources.

Risks are higher when:

Expansion into the external market requires a capital investment such as the purchase of additional plant, or additional or new staff expertise.

*If we can answer "yes" to 2 or more of the above criteria, then the recommendation to complete an alternative activity management plan (AMP) and conduct further investigations should be made.*

## Joint committees

Councils can also set up joint committees (JCs) with other councils or public bodies. JC's are deemed to be committees of each of the participating bodies, and the provisions that apply to committees are generally applied to joint committees. JC's must now have an agreement specifying key aspects of the constitution and operation, before establishing.(sch 1AA(4)). A JC would be appealing where the traditional council operational model works but a wider mandate is desired.

Is a wider mandate desired?	No
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## Joint ventures or public private partnerships (PPPs)

Where there is a partnership between a public sector and private sector organisation for the designing, planning, financing, constructing and/or operating projects that would traditionally fall within the remit of the public sector (i.e. the council). Infrastructure projects are prime examples.

Viable joint venture opportunities tend to deliver benefits from economies of scale. Eg.

- regional waste collection contracts  
(where neighbouring councils partner in a single contract), or
- cooperative, joint tendering contracts.

Like all of the cooperative service delivery models, PPPs and joint ventures are reliant on there being benefits to all parties.

## Outsource to external providers

Where the council contracts another organisation to deliver services currently provided by the council. There are a number of internal and external influences to consider when evaluating an outsourcing option. They include:

- understanding the appetite by either senior management and/or councillors for outsourcing,
- whether the council is the major employer in the community,
- the availability and competitiveness of external service providers' and
- the level of control that is required over the service.

## Criteria to assess suitability for outsourcing viability

	Yes/no
Is the service largely self-contained? Eg. not closely linked to other services or functions	No
Does the service present high economies of scale? Eg. has high production volumes or highly standardised processes?	No
Is the service non-strategic ? Eg. does not have a big impact on strategic direction?	No
Is the service rule-based or with a low level of complexity? Eg. service is easy to specify and monitor	No
Does the service utilise technology that is changing or highly specialised? Eg. has high capital costs and ongoing technology costs	No
Are there a lot of suppliers around who could deliver the service? Eg. there is a pool of suppliers to tender for the work resulting in potential cost-savings?	Consultants already used for developing research proposals &/or implementing catchment plans

## Step 1 assessment recommendation

This Step 1 assessment did not indicate potential suitability for any of the alternative delivery models with the cost of doing a review likely to outweigh the benefits. Therefore this review did not proceed to the more detailed step 2 analysis and the recommendation is to maintain the status quo.

## Service being assessed: **Biodiversity**

### Council shared services and/or shared resources

Where the council partners with another council to undertake common tasks, share resources, or take advantage of economies of scale.

#### Criteria to assess suitability for shared services

Is the service being assessed:

Yes/no

Largely self-contained?	No
Can realise economies of scale?	No
Non-strategic, low risk and rule based?	No
Involve a high volume of transaction processing?	No
Require access to the latest technology in house**?	No
Require highly skilled or very specific skills in staff?	Yes

\* \*\*= council purchased & owns equipment (as opposed to leasing or sharing)

If answer is "yes" to two or more of the above criteria, then proceed to next section.

Can another council be identified as a potential partner/s for a shared service arrangement?

N/A

Other relevant factors

Yes/no

Does one council have trouble attracting or retaining staff?	N/A
Does one council have spare capacity?	

What are the benefits for both parties?

Potential benefit	To NRC	To partner
Service improvement	N/A	N/A
Cost saving		
Income generation		
Improved asset utilisation		
Share highly skilled staff		

#### RECOMMENDATION

Yes/no

Does potential shared service meet 2 or more suitability criteria?	No
Have potential partners been identified?	N/A
Do potential benefits exist for each partner?	N/A

If we can answer "yes" to all of the above questions, then the recommendation to complete an alternative activity management plan (AMP) and conduct further investigations should be made.

## Arm's length entities

Where there is a clear separation from the council with responsibility for governance and funding retained by the local authority, and responsibility for delivery is exercised by –

- a council-controlled organisation of the local authority; or
- a council-controlled organisation in which the local authority is one of several shareholders; or
- another local authority; or
- another person or agency:

Arm's length's entities can offer a degree of freedom from some (but not all) of the constraints of the local government framework. It can also provide a way to avoid conflicts of interest between the regulatory and provider roles of council and facilitates the engagement of commercial and corporate expertise that is sometimes inaccessible to councils. The focus of an arm's length entity is generally to provide a commercial return on council's investment.

### Criteria to assess suitability for arm's length entities

	Yes/no
Are there unresolved conflicts of interest between the council's regulatory and provider roles?	No
Are LGA requirements constraining operations?	No
Is the service a commercial, income earning activity? (or have the potential to be)	No
Does the service require technical / commercial skills not available within current delivery model?	No – relevant services already contracted out.
Is the service prone to political intervention?	No

*If we can answer "yes" to any of the above criteria, then the recommendation to complete an alternative activity management plan (AMP) and conduct further investigations should be made.*

### Points to remember:

- Certain organisations are exempt from being a CCO eg. port companies
  - CCO's are required by law to have certain objectives eg. achieving shareholders objectives, being a good employer and exhibiting social and environmental responsibility.
  - CCOs must have a Statement of Intent and prepare half-yearly and annual performance reports.
  - CCO's must comply with parts 1-6 of LGOIMA
  - There are different levels of council organisations being CO's, CCO's and CCTO's.
  - The decision to establish or disestablish a CCO is subject to public consultation most likely undertaken as part of the Long Term Plan process.
-

## Business unit within council

Where an existing council service has the ability to generate additional income to the council.

Examples of council services that have formed business units include:

- commercial waste collection services
- commercial printing and graphic arts services
- civil construction or maintenance services
- consultant engineering or town planning services
- landscape maintenance services.

## Criteria to assess suitability for business unit viability

	Yes/No
Is there a niche or emerging market with limited competition? Eg. council has advantage of expertise or economy of scale	No
Is it easy / inexpensive to establish the business? Eg. minimal political barriers, regulations or capital outlay	No
Is it aligned to existing council operations / existing council resources? Eg. already have the facilities, property, people, plant or systems.	N/A
Is it financially sustainable? Eg what are long term prospects / future market potential.	N/A
Does it provide a community benefit or well-being / support strategic objectives?	N/A
Does it add value to existing services? Eg. provides an expansion or improvement.	N/A
Is the level of risk acceptable? (see below) Eg. technological, insurance, legislation	N/A

## Risk assessment

Risks are lower when:

The council has surplus capacity in an area where it delivers services to the external market without the need to purchase additional resources.

Risks are higher when:

Expansion into the external market requires a capital investment such as the purchase of additional plant, or additional or new staff expertise.

*If we can answer "yes" to 2 or more of the above criteria, then the recommendation to complete an alternative activity management plan (AMP) and conduct further investigations should be made.*

## Joint committees

Councils can also set up joint committees (JCs) with other councils or public bodies. JC's are deemed to be committees of each of the participating bodies, and the provisions that apply to committees are generally applied to joint committees. JC's must now have an agreement specifying key aspects of the constitution and operation, before establishing.(sch 1AA(4)). A JC would be appealing where the traditional council operational model works but a wider mandate is desired.

Is a wider mandate desired?	No
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## Joint ventures or public private partnerships (PPPs)

Where there is a partnership between a public sector and private sector organisation for the designing, planning, financing, constructing and/or operating projects that would traditionally fall within the remit of the public sector (i.e. the council). Infrastructure projects are prime examples.

Viable joint venture opportunities tend to deliver benefits from economies of scale. Eg.

- regional waste collection contracts (where neighbouring councils partner in a single contract), or
- cooperative, joint tendering contracts.

Like all of the cooperative service delivery models, PPPs and joint ventures are reliant on there being benefits to all parties.

## Outsource to external providers

Where the council contracts another organisation to deliver services currently provided by the council. There are a number of internal and external influences to consider when evaluating an outsourcing option. They include:

- understanding the appetite by either senior management and/or councillors for outsourcing,
- whether the council is the major employer in the community,
- the availability and competitiveness of external service providers' and
- the level of control that is required over the service.

## Criteria to assess suitability for outsourcing viability

	Yes/no
Is the service largely self-contained? Eg. not closely linked to other services or functions	No
Does the service present high economies of scale? Eg. has high production volumes or highly standardised processes?	No
Is the service non-strategic ? Eg. does not have a big impact on strategic direction?	No
Is the service rule-based or with a low level of complexity? Eg. service is easy to specify and monitor	No
Does the service utilise technology that is changing or highly specialised? Eg. has high capital costs and ongoing technology costs	No
Are there a lot of suppliers around who could deliver the service? Eg. there is a pool of suppliers to tender for the work resulting in potential cost-savings?	Services such as technical surveys, technical reports & advice & publicity are already contracted out.

## Step 1 assessment recommendation

This Step 1 assessment did not indicate potential suitability for any of the alternative delivery models with the cost of doing a review likely to outweigh the benefits. Therefore this review did not proceed to the more detailed step 2 analysis and the recommendation is to maintain the status quo.

## Service being assessed: **Biosecurity**

### Council shared services and/or shared resources

Where the council partners with another council to undertake common tasks, share resources, or take advantage of economies of scale.

#### Criteria to assess suitability for shared services

Is the service being assessed:

Yes/no

Largely self-contained?	No
Can realise economies of scale?	No
Non-strategic, low risk and rule based?	No
Involve a high volume of transaction processing?	No
Require access to the latest technology in house**?	Yes
Require highly skilled or very specific skills in staff?	Yes

\* \*\*= council purchased & owns equipment (as opposed to leasing or sharing)

If answer is "yes" to two or more of the above criteria, then proceed to next section.

Can another council be identified as a potential partner/s for a shared service arrangement?

No – Biosecurity services are unique to regional (not district) councils. It would not be appropriate to partner with another regional council outside Northland.

Other relevant factors

Yes/no

Does one council have trouble attracting or retaining staff?	No
Does one council have spare capacity?	No

What are the benefits for both parties?

Potential benefit	To NRC	To partner
Service improvement	N/A	N/A
Cost saving		
Income generation		
Improved asset utilisation		
Share highly skilled staff		

#### RECOMMENDATION

Yes/no

Does potential shared service meet 2 or more suitability criteria?	Yes
Have potential partners been identified?	No
Do potential benefits exist for each partner?	N/A

If we can answer "yes" to all of the above questions, then the recommendation to complete an alternative activity management plan (AMP) and conduct further investigations should be made.

## Arm's length entities

Where there is a clear separation from the council with responsibility for governance and funding retained by the local authority, and responsibility for delivery is exercised by –

- a council-controlled organisation of the local authority; or
- a council-controlled organisation in which the local authority is one of several shareholders; or
- another local authority; or
- another person or agency:

Arm's length's entities can offer a degree of freedom from some (but not all) of the constraints of the local government framework. It can also provide a way to avoid conflicts of interest between the regulatory and provider roles of council and facilitates the engagement of commercial and corporate expertise that is sometimes inaccessible to councils. The focus of an arm's length entity is generally to provide a commercial return on council's investment.

### Criteria to assess suitability for arm's length entities

	Yes/no
Are there unresolved conflicts of interest between the council's regulatory and provider roles?	No
Are LGA requirements constraining operations?	No
Is the service a commercial, income earning activity? (or have the potential to be)	No
Does the service require technical / commercial skills not available within current delivery model?	No
Is the service prone to political intervention?	No

*If we can answer "yes" to any of the above criteria, then the recommendation to complete an alternative activity management plan (AMP) and conduct further investigations should be made.*

### Points to remember:

- Certain organisations are exempt from being a CCO eg. port companies
  - CCO's are required by law to have certain objectives eg. achieving shareholders objectives, being a good employer and exhibiting social and environmental responsibility.
  - CCOs must have a Statement of Intent and prepare half-yearly and annual performance reports.
  - CCO's must comply with parts 1-6 of LGOIMA
  - There are different levels of council organisations being CO's, CCO's and CCTO's.
  - The decision to establish or disestablish a CCO is subject to public consultation most likely undertaken as part of the Long Term Plan process.
-

## Business unit within council

Where an existing council service has the ability to generate additional income to the council.

Examples of council services that have formed business units include:

- commercial waste collection services
- commercial printing and graphic arts services
- civil construction or maintenance services
- consultant engineering or town planning services
- landscape maintenance services.

## Criteria to assess suitability for business unit viability

	Yes/No
Is there a niche or emerging market with limited competition? Eg. council has advantage of expertise or economy of scale	No
Is it easy / inexpensive to establish the business? Eg. minimal political barriers, regulations or capital outlay	No
Is it aligned to existing council operations / existing council resources? Eg. already have the facilities, property, people, plant or systems.	N/A
Is it financially sustainable? Eg what are long term prospects / future market potential.	N/A
Does it provide a community benefit or well-being / support strategic objectives?	N/A
Does it add value to existing services? Eg. provides an expansion or improvement.	N/A
Is the level of risk acceptable? (see below) Eg. technological, insurance, legislation	N/A

## Risk assessment

Risks are lower when:

The council has surplus capacity in an area where it delivers services to the external market without the need to purchase additional resources.

Risks are higher when:

Expansion into the external market requires a capital investment such as the purchase of additional plant, or additional or new staff expertise.

*If we can answer "yes" to 2 or more of the above criteria, then the recommendation to complete an alternative activity management plan (AMP) and conduct further investigations should be made.*

## Joint committees

Councils can also set up joint committees (JCs) with other councils or public bodies. JC's are deemed to be committees of each of the participating bodies, and the provisions that apply to committees are generally applied to joint committees. JC's must now have an agreement specifying key aspects of the constitution and operation, before establishing.(sch 1AA(4)). A JC would be appealing where the traditional council operational model works but a wider mandate is desired.

Is a wider mandate desired?	No
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### Joint ventures or public private partnerships (PPPs)

Where there is a partnership between a public sector and private sector organisation for the designing, planning, financing, constructing and/or operating projects that would traditionally fall within the remit of the public sector (i.e. the council). Infrastructure projects are prime examples.

Viable joint venture opportunities tend to deliver benefits from economies of scale. Eg.

- regional waste collection contracts  
(where neighbouring councils partner in a single contract), or
- cooperative, joint tendering contracts.

Like all of the cooperative service delivery models, PPPs and joint ventures are reliant on there being benefits to all parties.

### Outsource to external providers

Where the council contracts another organisation to deliver services currently provided by the council. There are a number of internal and external influences to consider when evaluating an outsourcing option. They include:

- understanding the appetite by either senior management and/or councillors for outsourcing,
- whether the council is the major employer in the community,
- the availability and competitiveness of external service providers' and
- the level of control that is required over the service.

### Criteria to assess suitability for outsourcing viability

Yes/no	
Is the service largely self-contained? Eg. not closely linked to other services or functions	No
Does the service present high economies of scale? Eg. has high production volumes or highly standardised processes?	No
Is the service non-strategic ? Eg. does not have a big impact on strategic direction?	No
Is the service rule-based or with a low level of complexity? Eg. service is easy to specify and monitor	No
Does the service utilise technology that is changing or highly specialised? Eg. has high capital costs and ongoing technology costs	No
Are there a lot of suppliers around who could deliver the service? Eg. there is a pool of suppliers to tender for the work resulting in potential cost-savings?	No

### Step 1 assessment recommendation

This Step 1 assessment did not indicate potential suitability for any of the alternative delivery models with the cost of doing a review likely to outweigh the benefits. Therefore this review did not proceed to the more detailed step 2 analysis and the recommendation is to maintain the status quo.

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## Service being assessed: Natural hazard management

### Council shared services and/or shared

Where the council partners with another council to undertake common tasks, share resources, or take advantage of economies of scale.

#### Criteria to assess suitability for shared services

Is the service being assessed:

Yes/no

Largely self-contained?	No
Can realise economies of scale?	No
Non-strategic, low risk and rule based?	No
Involve a high volume of transaction processing?	No
Require access to the latest technology in house**?	No
Require highly skilled or very specific skills in staff?	Yes

\* \*\*= council purchased & owns equipment (as opposed to leasing or sharing)

If answer is "yes" to two or more of the above criteria, then proceed to next section.

Can another council be identified as a potential partner/s for a shared service arrangement?

Other relevant factors

Yes/no

Does one council have trouble attracting or retaining staff?	N/A
Does one council have spare capacity?	N/A

What are the benefits for both parties?

Potential benefit	To NRC	To partner
Service improvement		
Cost saving		
Income generation		
Improved asset utilisation		
Share highly skilled staff		

#### RECOMMENDATION

Yes/no

Does potential shared service meet 2 or more suitability criteria?	No
Have potential partners been identified?	N/A
Do potential benefits exist for each partner?	N/A

If we can answer "yes" to all of the above questions, then the recommendation to complete an alternative activity management plan (AMP) and conduct further investigations should be made.

## Arm's length entities

Where there is a clear separation from the council with responsibility for governance and funding retained by the local authority, and responsibility for delivery is exercised by –

- a council-controlled organisation of the local authority; or
- a council-controlled organisation in which the local authority is one of several shareholders; or
- another local authority; or
- another person or agency:

Arm's length's entities can offer a degree of freedom from some (but not all) of the constraints of the local government framework. It can also provide a way to avoid conflicts of interest between the regulatory and provider roles of council and facilitates the engagement of commercial and corporate expertise that is sometimes inaccessible to councils. The focus of an arm's length entity is generally to provide a commercial return on council's investment.

### Criteria to assess suitability for arm's length entities

	Yes/no
Are there unresolved conflicts of interest between the council's regulatory and provider roles?	No
Are LGA requirements constraining operations?	No
Is the service a commercial, income earning activity? (or have the potential to be)	No
Does the service require technical / commercial skills not available within current delivery model?	No
Is the service prone to political intervention?	No

*If we can answer "yes" to any of the above criteria, then the recommendation to complete an alternative activity management plan (AMP) and conduct further investigations should be made.*

### Points to remember:

- Certain organisations are exempt from being a CCO eg. port companies
  - CCO's are required by law to have certain objectives eg. achieving shareholders objectives, being a good employer and exhibiting social and environmental responsibility.
  - CCOs must have a Statement of Intent and prepare half-yearly and annual performance reports.
  - CCO's must comply with parts 1-6 of LGOIMA
  - There are different levels of council organisations being CO's, CCO's and CCTO's.
  - The decision to establish or disestablish a CCO is subject to public consultation most likely undertaken as part of the Long Term Plan process.
-



## Business unit within council

Where an existing council service has the ability to generate additional income to the council.  
Examples of council services that have formed business units include:

- commercial waste collection services
- commercial printing and graphic arts services
- civil construction or maintenance services
- consultant engineering or town planning services
- landscape maintenance services.

## Criteria to assess suitability for business unit viability

	Yes/No
Is there a niche or emerging market with limited competition? Eg. council has advantage of expertise or economy of scale	No
Is it easy / inexpensive to establish the business? Eg. minimal political barriers, regulations or capital outlay	No
Is it aligned to existing council operations / existing council resources? Eg. already have the facilities, property, people, plant or systems.	N/A
Is it financially sustainable? Eg. what are long term prospects / future market potential.	N/A
Does it provide a community benefit or well-being / support strategic objectives?	N/A
Does it add value to existing services? Eg. provides an expansion or improvement.	N/A
Is the level of risk acceptable? (see below) Eg. technological, insurance, legislation	N/A

## Risk assessment

Risks are lower when:

The council has surplus capacity in an area where it delivers services to the external market without the need to purchase additional resources.

Risks are higher when:

Expansion into the external market requires a capital investment such as the purchase of additional plant, or additional or new staff expertise.

*If we can answer "yes" to 2 or more of the above criteria, then the recommendation to complete an alternative activity management plan (AMP) and conduct further investigations should be made.*

## Joint committees

Councils can also set up joint committees (JCs) with other councils or public bodies. JC's are deemed to be committees of each of the participating bodies, and the provisions that apply to committees are generally applied to joint committees. JC's must now have an agreement specifying key aspects of the constitution and operation, before establishing.(sch 1AA(4)). A JC would be appealing where the traditional council operational model works but a wider mandate is desired.

Is a wider mandate desired?	No
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### Joint ventures or public private partnerships (PPPs)

Where there is a partnership between a public sector and private sector organisation for the designing, planning, financing, constructing and/or operating projects that would traditionally fall within the remit of the public sector (i.e. the council). Infrastructure projects are prime examples.

Viable joint venture opportunities tend to deliver benefits from economies of scale. Eg.

- regional waste collection contracts  
(where neighbouring councils partner in a single contract), or
- cooperative, joint tendering contracts.

Like all of the cooperative service delivery models, PPPs and joint ventures are reliant on there being benefits to all parties.

### Outsource to external providers

Where the council contracts another organisation to deliver services currently provided by the council. There are a number of internal and external influences to consider when evaluating an outsourcing option. They include:

- understanding the appetite by either senior management and/or councillors for outsourcing,
- whether the council is the major employer in the community,
- the availability and competitiveness of external service providers' and
- the level of control that is required over the service.

### Criteria to assess suitability for outsourcing viability

	Yes/no
Is the service largely self-contained? Eg. not closely linked to other services or functions	No
Does the service present high economies of scale? Eg. has high production volumes or highly standardised processes?	No
Is the service non-strategic? Eg. does not have a big impact on strategic direction?	No
Is the service rule-based or with a low level of complexity? Eg. service is easy to specify and monitor	No
Does the service utilise technology that is changing or highly specialised? Eg. has high capital costs and ongoing technology costs	Yes
Are there a lot of suppliers around who could deliver the service? Eg. there is a pool of suppliers to tender for the work resulting in potential cost-savings?	Yes

Aspects of the natural hazard management services are already outsourced to external contractors where it makes financial / operational sense to do so.

### Step 1 assessment recommendation

This Step 1 assessment did not indicate potential suitability for any of the alternative delivery models with the cost of doing a review likely to outweigh the benefits. Therefore this review did not proceed to the more detailed step 2 analysis and the recommendation is to maintain the status quo.

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## Appendix 2: Local Government Act, s17A

### 17A Delivery of services

- (1) A local authority must review the cost-effectiveness of current arrangements for meeting the needs of communities within its district or region for good-quality local infrastructure, local public services, and performance of regulatory functions.
  - (2) Subject to subsection (3), a review under subsection (1) must be undertaken-
    - (a) in conjunction with consideration of any significant change to relevant service levels; and
    - (b) within 2 years before the expiry of any contract or other binding agreement relating to the delivery of that infrastructure, service, or regulatory function; and
    - (c) at such other times as the local authority considers desirable, but not later than 6 years following the last review under subsection (1).
  - (3) Despite subsection (2)(c), a local authority is not required to undertake a review under subsection (1) in relation to the governance, funding, and delivery of any infrastructure, service, or regulatory function—
    - (a) to the extent that the delivery of that infrastructure, service, or regulatory function is governed by legislation, contract, or other binding agreement such that it cannot reasonably be altered within the following 2 years; or
    - (b) if the local authority is satisfied that the potential benefits of undertaking a review in relation to that infrastructure, service, or regulatory function do not justify the costs of undertaking the review.
  - (4) A review under subsection (1) must consider options for the governance, funding, and delivery of infrastructure, services, and regulatory functions, including, but not limited to, the following options:
    - (a) responsibility for governance, funding, and delivery is exercised by the local authority:
    - (b) responsibility for governance and funding is exercised by the local authority, and responsibility for delivery is exercised by –
      - (i) a council-controlled organisation of the local authority; or
      - (ii) a council-controlled organisation in which the local authority is one of several shareholders; or
      - (iii) another local authority; or
      - (iv) another person or agency:
    - (c) responsibility for governance and funding is delegated to a joint committee or other shared governance arrangement, and responsibility for delivery is exercised by an entity or a person listed in paragraph (b)(i) to (iv).
  - (5) If responsibility for delivery of infrastructure, services, or regulatory functions is to be undertaken by a different entity from that responsible for governance, the entity that is responsible for governance must ensure that there is a contract or other binding agreement that clearly specifies—
-

- (a) the required service levels; and
  - (b) the performance measures and targets to be used to assess compliance with the required service levels; and
  - (c) how performance is to be assessed and reported; and
  - (d) how the costs of delivery are to be met; and
  - (e) how any risks are to be managed; and
  - (f) what penalties for non-performance may be applied; and
  - (g) how accountability is to be enforced.
- (6) Subsection (5) does not apply to an arrangement to the extent that any of the matters specified in paragraphs (a) to (g) are—
- (a) governed by any provision in an enactment; or
  - (b) specified in the constitution or statement of intent of a council-controlled organisation.
- (7) Subsection (5) does not apply to an arrangement if the entity that is responsible for governance is satisfied that—
- (a) the entity responsible for delivery is a community group or a not-for-profit organisation; and
  - (b) the arrangement does not involve significant cost or risk to any local authority.
- (8) The entity that is responsible for governance must ensure that any agreement under subsection (5) is made publicly available.
- (9) Nothing in this section requires the entity that is responsible for governance to make publicly accessible any information that may be properly withheld if a request for that information were made under the [Local Government Official Information and Meetings Act 1987](#).

Section 17A: inserted, on 8 August 2014, by [section 12](#) of the Local Government Act 2002 Amendment Act 2014 (2014 No 55).

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**WHĀNGĀREI:** 36 Water Street, Private Bag 9021, Whāngārei Mail Centre,  
Whāngārei 0148; Phone 09 470 1200, Fax 09 470 1202.

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

**KAITĀIA:** 192 Commerce Street, Kaitāia; Phone 09 408 6600, Fax 09 408 6601.

**ŌPUA:** Unit 10, Industrial Marine Park, Ōpua; Phone 09 402 7516, Fax 09 402 7510.

**Freephone:** 0800 002 004 | **24/7 Environmental Hotline:** 0800 504 639

**E-mail:** [mailroom@nrc.govt.nz](mailto:mailroom@nrc.govt.nz) | **Website:** [www.nrc.govt.nz](http://www.nrc.govt.nz)

**LinkedIn:** [www.linkedin.com/companies/northland-regional-council](http://www.linkedin.com/companies/northland-regional-council)

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**Twitter:** [www.twitter.com/NRCExpress](http://www.twitter.com/NRCExpress)



## CHAIRMAN'S REPORT

### The latest report from Chairman, Paul Ahlers

This last year has been an extremely busy one for the Northland Rescue Helicopter team.

Our aircraft have continued to be in high demand with 905 missions and over 1100 people transported to/from hospitals around the north. We have even had several occasions over the last year where all three of our aircraft have been deployed on missions simultaneously. With a steady population growth in Northland and further centralisation of specialist health services, the need for a fast effective air ambulance service is more important than ever.

The rescue helicopter network in New Zealand is effectively provided by 11 independent trusts (like NEST) spread around the country. These trusts form a national collective called the Air Rescue Group (ARG) which meets regularly to share ideas and resources. The ARG members have a similar trust structure within their respective communities, but have different operating models with some members owning and operating their own helicopters, whilst others contract the services to commercial operators. Northland has owned its own helicopters for the last twenty years, and this has allowed us to direct all funds raised in the community to the helicopters, and to build up community assets worth close to \$10M.

Like most other ambulance operators, the Trust receives only partial funding from central Government which covers approx. 75% of our total operating costs. The balance is covered by the community through sponsorship and donations. We are extremely grateful for this support and in particular our thanks go to our key sponsors Northpower, Top Energy, Oxford Trust, and to the Northland Regional Council for its continued support in funding this valuable regional service.

The Ministry of Health announced earlier this year that it would be seeking tenders in 2018 for the majority of the air ambulance and rescue work. The ministry has invited tenders from the existing operators but has also sought tenders from international companies in Australia and further afield. NEST is working with the ministry and other interested parties in a co-design tender process, and we will be using this opportunity to lobby government for a better funding model. We believe that central government should be providing guaranteed funding to cover the total cost of operations, and also providing assistance with the upgrade of an ageing national fleet of aircraft. This would lessen the burden being increasingly placed on local communities.

As part of a recent strategic planning exercise, the trust identified that our most important objective should be the upgrading of our aircraft. Our existing aircraft are extremely well maintained but the airframes are now getting on to 40 years old. The trust board decided that we should embark on a program to upgrade to more modern aircraft in order to take the next steps in technology and innovation.

The Sikorsky S76 has proved that it is fit for purpose, reliable and cost efficient to run considering its class and performance. The helicopter has the size, range, and speed to handle our standard mission profiles, and we have developed considerable experience and technical capabilities around this aircraft. For this reason, the most cost effective and practical replacement would be a later model of the S76.

Earlier this year we became aware of some late model S76 helicopters that were available for sale overseas following the liquidation of an international company's assets. The machines are relatively new and available at a price point which would make it viable for the trust to proceed with its upgrade programme. The trust is in the process of negotiating the purchase and/or lease of these machines, and if successful we will look to sell the existing helicopters and embark on a public fundraising campaign to fund the balance of the purchase price.

Over the last twelve months the trust has further developed our ambassador service, where a small team of dedicated volunteers engage with their local communities throughout Northland, in order to promote and support this vital service. On behalf of the trust board, I would like to extend my special thanks to these individuals who give up their own time to build and strengthen our ties with the communities we serve.

Most people in Northland have a loved one or someone they care about, that has been flown in the helicopter. The fantastic support provided by the people of Northland has enabled the service to constantly improve to a level where it is now a world class service that Northlanders should be extremely proud of.

On behalf of the board, I would like to take this opportunity to thank our dedicated staff, paramedics, hospital staff, and other emergency workers who work tirelessly in support of the Northland Rescue Helicopter. And of course, a special thanks to the people of Northland for their ongoing support.

**Paul Ahlers**

Chairman



## **SURF LIFE SAVING NORTHERN REGION**

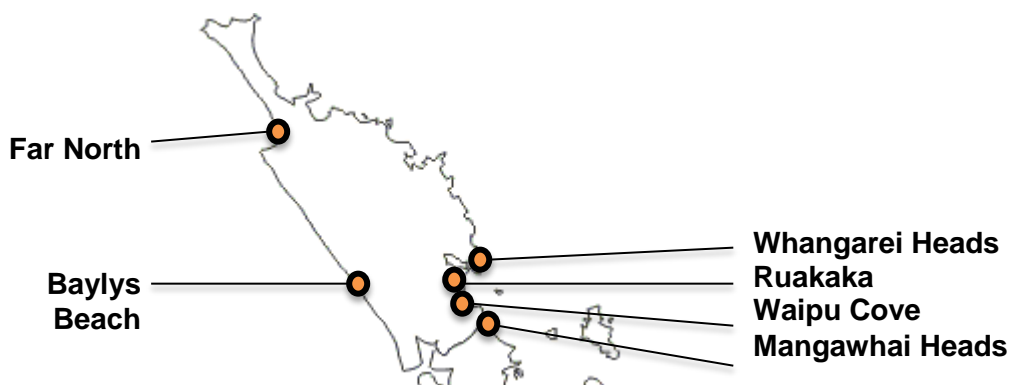
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# **Accountability Reporting**

## **Northland Emergency Services Fund**

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## 1 EXECUTIVE SUMMARY 1 JULY 2016 – 30 JUNE 2017



### AT A GLANCE



98,628 SAFETY INTERVENTIONS



29,728 PREVENTIVE ACTIONS



OVER HALF A MILLION PEOPLE BETWEEN THE FLAGS!

<b>Northland Beaches 2016/2017</b>	<b>Far North</b>	<b>Baylys Beach</b>	<b>Whangarei Heads</b>	<b>Ruakaka</b>	<b>Waipu Cove</b>	<b>Mangawhai Heads</b>	<b>Northland Totals</b>
No. of people rescued	1	2	4	4	10	10	31
No. of people assisted	2	3	14	10	14	23	66
No. of major 1st aids	1	0	2	2	10	6	21
No. of minor 1st aids	10	0	17	13	58	34	132
No. of searches	2	0	1	4	4	6	17
No. of Preventative Action's	688	366	797	777	818	985	4431
Total Peak headcount	1941	1511	3170	2419	3221	4466	16728

Surf Life Saving Northern Region (SLSNR) are the lead providers of lifesaving services, coastal aquatic rescue, and beach education services in the region from Raglan to Kaitia. 5 of our 17 Surf Life Saving clubs reside and service the Northland region, making up 30% of our Northern region output. Northland is also our fast growing area of delivery.

This document is for to the service provided by Northland clubs, but for context, we have also provided the holistic view of SLSNR activities and costs.

Our purpose is to ensure the communities in our region can enjoy our beaches safely; by preventing drowning and injury on our beaches and coastlines through the provision of lifesaving services and public education. In the Auckland Region, there are over 1,500 dedicated lifeguards patrolling 14 beach locations as part of our on-going mission to keep the hundreds of thousands of beach-going public safe every year.

Our strategic objectives are to:

- Build thriving clubs – the providers of our service
- Deliver a high-quality, effective lifeguarding service for the region
- Grow our community education programmes to teach safe beach use to the wider community
- Grow participation in our Junior Surf and Sport and Recreation programmes to assist with the development and retention of our lifeguard capability

Northland is a region with an extensive and often dangerous coastline. The safe enjoyment of our beaches and coastline is an imperative.

At Mangawhai Heads, Waipu Cove, Ruakaka, Whangarei Heads and Ahipara SLSNR provides comprehensive lifeguard services, a 24/7 call out capability, search and rescue services and public education programmes. The work we do in drowning and injury prevention is instrumental in

making our beaches a safe place for the wider community to enjoy and encourages participation in sport and exercise.

Our surf life saving clubs provide opportunities for thousands of volunteers to engage in personal development and to enjoy the enrichment of giving back to their community

Surf Lifesaving Northern Region through its members, staff and support services provided Lifeguard patrols across **24 patrol locations** from Raglan at the Southern end through to Ahipara in the Far North. These patrols were provided by a mix of volunteers and paid lifeguards operating out of 17 Surf Lifesaving Clubs and a further seven satellite patrol locations.

The summer of 2016/2017 was the coldest summer in the last five years, with a deep La Nina<sup>1</sup> cycle in the waters around New Zealand which caused more south-westerly breezes than summers in recent years (NIWA, 2017). Despite the cooler summer, daily peak headcounts around the 24 patrol locations in our Region were 46% higher than averages of the five summers prior.

This increase in beach goers has resulted in a relatively busy summer for lifeguards, with a daily peak headcount of 34,500 beach visitors on our busiest day. Combined rescues and assists have been up 27.9% on five year averages, with lifeguards performing **292 rescues and 460 assists**<sup>2</sup>. Medical and First Aid interventions by lifeguards over 2016/17 were also up 3.4% on five year averages with lifeguards involved in **135 major first aid incidents** and a further **746 minor first aid incidents** across the 24 beaches. Lifeguards across the region engaged in **128 searches**, 17.4% less than the average of the five seasons prior. Overall there were around **3.7 incidents per 1,000 beach visitors** in the Northern Region.

A significant aspect of a Lifeguard's role is public interaction in a preventative capacity. We consider preventative actions to be anything from individually advising fisherman of safer practices, moving flagged safe swimming areas to better suit tide and surf conditions, removing public hazards from the beach environment and educating members of the public about safe water practices. This summer the lifeguards across Northern Region conducted **28,645 preventative actions**, which was down 13.2% on historical averages.

Costs of equipment, training costs and wages continued to be the largest expenses of the delivery of these lifeguarding services. 77% of our funding has been generated through local council funding with an additional 23% from grant funders. The true cost of running our lifeguard service would be an estimated \$1,803,627.37 without the good will of the hard working volunteers. Because of this good will \$887,150.05 of these costs are absorbed by the volunteer members, with these lifeguards providing 48.4% of the days patrolled this summer across the region. Northland and Waikato Regions were more reliant on volunteer lifeguards to provide services this season with their volunteers providing 58.3% and 55.7% of patrols. Respectively.

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<sup>1</sup> A La Nina Cycle is an irregular frequency, prolonged period of cooler than average ocean surface temperature. In the Western Pacific Region (New Zealand) the effects typically result in wetter and stormier conditions than average (National Institute of Water and Atmospheric Research , 2016).

<sup>2</sup> In 2016/17 we introduced more comprehensive reporting fields where recorded rescues were split into two classes to provide further insight into the actions required by lifeguards. One of these reporting changes is the splitting of "Rescues" into "Rescues" and "Assists". Other changes to reporting fields on previous years include splitting First Aid Incidents into "Major" and "Minor" classifications.

## 2 SUMMARY OF SERVICE DELIVERY

<b>PAID LIFEGUARD SERVICES – 2016-2017 ACTUAL</b>	<b>SLSNR Total</b>	<b>Volunteer Lifeguard Support</b>	<b>Paid LG Service Northland</b>	<b>Paid LG Service Waikato</b>	<b>Paid LG Service Auckland</b>
Grants and Sponsorship	218,287	89,287	41,000	13,000	75,000
Foundation North Equipment Grants - Maintenance and Radios	31,000	31,000	-	-	-
User Pays - Training Courses	10,000	10,000	-	-	-
Council Funding / ARAFA Funding	952,730	131,730	120,000	104,000	597,000
<b>TOTAL INCOME</b>	<b>1,212,017</b>	<b>262,017</b>	<b>161,000</b>	<b>117,000</b>	<b>672,000</b>
Less:					
Lifeguard, Supervisor and Operational Wages	783,000	118,000	127,000	78,000	460,000
Venue Hire	85,000	-	13,000	12,000	60,000
Training	17,500	6,500	2,000	1,000	8,000
Uniforms	68,420	22,420	7,000	6,000	33,000
SURFCOM Operations	32,400	13,400	3,000	3,000	13,000
Event Safety	15,000	15,000	-	-	-
Equipment Repairs and Maintenance	22,300	22,300	-	-	-
Radio Equipment	16,000	16,000	-	-	-
Health and Safety Regulations	-	-	-	-	-
Rescue Watercraft Expenses	12,000	-	3,000	-	9,000
Operational Expenses	167,300	34,300	19,000	17,000	97,000
<b>TOTAL EXPENSES</b>	<b>1,218,920</b>	<b>247,920</b>	<b>174,000</b>	<b>117,000</b>	<b>680,000</b>
<b>NET SURPLUS</b>	<b>-6,903</b>	<b>14,097</b>	<b>-13,000</b>	<b>-</b>	<b>-8,000</b>

### 3 ANNUAL REPORT

**KPI Result Key/Index:**

✓	Exceeded or Met
X	Unfavourable but within parameters
-	Not Met

Key Performance Indicator Description	Last year 2016-2017		Current 2017-2018		Proposed 2018-2019
	Target	Result	Target	YTD Result	Target
Patrol Delivery	Deliver all scheduled patrols to a professional standard	✓	Deliver all scheduled patrols to a professional standard	✓	Deliver all scheduled patrols to a professional standard
Community Education participants	18,000	✓	14,000	✓	19,000
U14 members	2,700	✓	2,900	✓	2,900
Maintain lowest per capita drowning rate	<0.44 (per 10000 00)	✓	<0.42	✓	Auckland to have lowest on beach drowning rate per capita
Newly Qualified Lifeguards	320	✓	320	✓	370
Refreshed Lifeguards (renewals)	-	-	1,200	✓	1,300
Provision of critical support to members	All members involved in critical incident received trained peer support within 12 hours	✓	All members involved in critical incident received trained peer support within 12 hours	✓	All members involved in critical incident received trained peer support within 12 hours
Provision of 24/7 Surfcomm Network	Maintain capability of SurfComm network throughout the year	✓	Maintain capability of SurfComm network throughout the year	✓	Maintain capability of SurfComm network throughout the year
Increase in Grant Funding	10% increase in Grant Funding	✓ 13%	10% increase in Grant Funding	✓	Maintain grant funding levels
Securing funding from new sources	Additional new grant funders	✓	Additional new grant funders	✓	New sponsorship funding - \$50,000

Reduction in administration and overhead expenses	10% reduction in admin and overhead expenses	✓ 18%	Maintain reduction in admin and overheads	✓	Maintain reduction in admin and overheads
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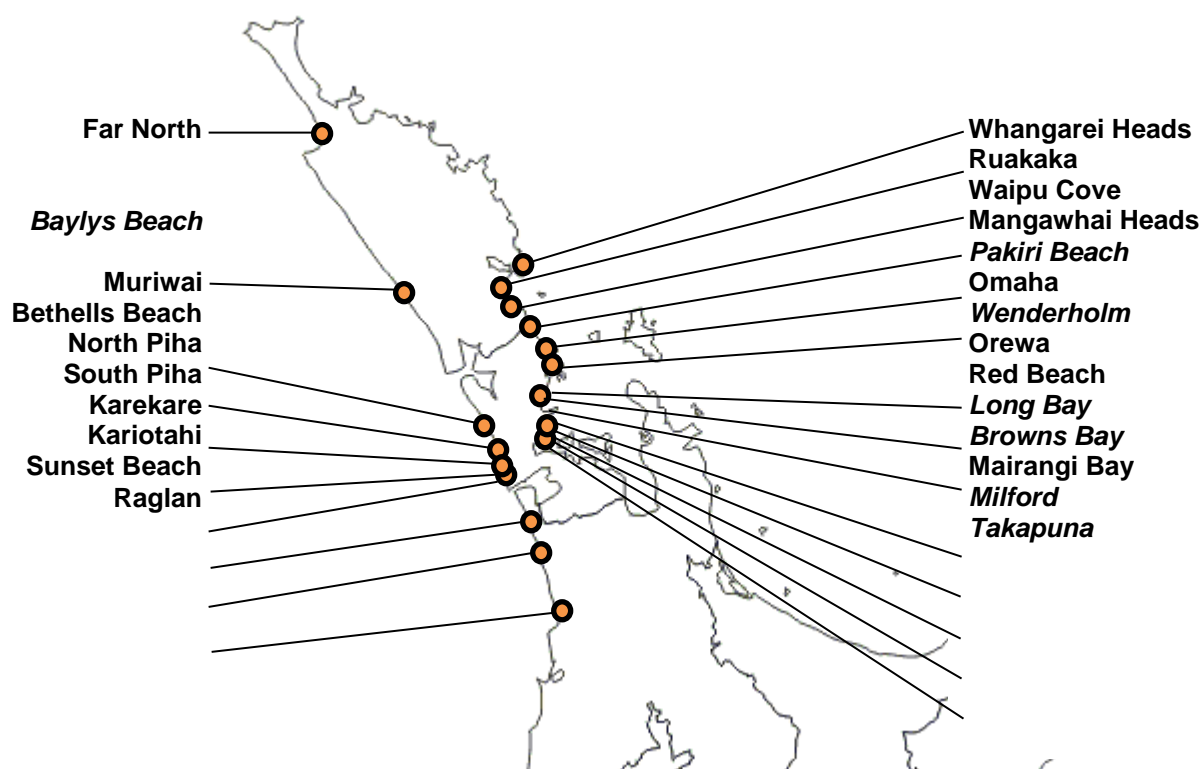
**Brief commentary on variances:**

All KPIs exceeded.

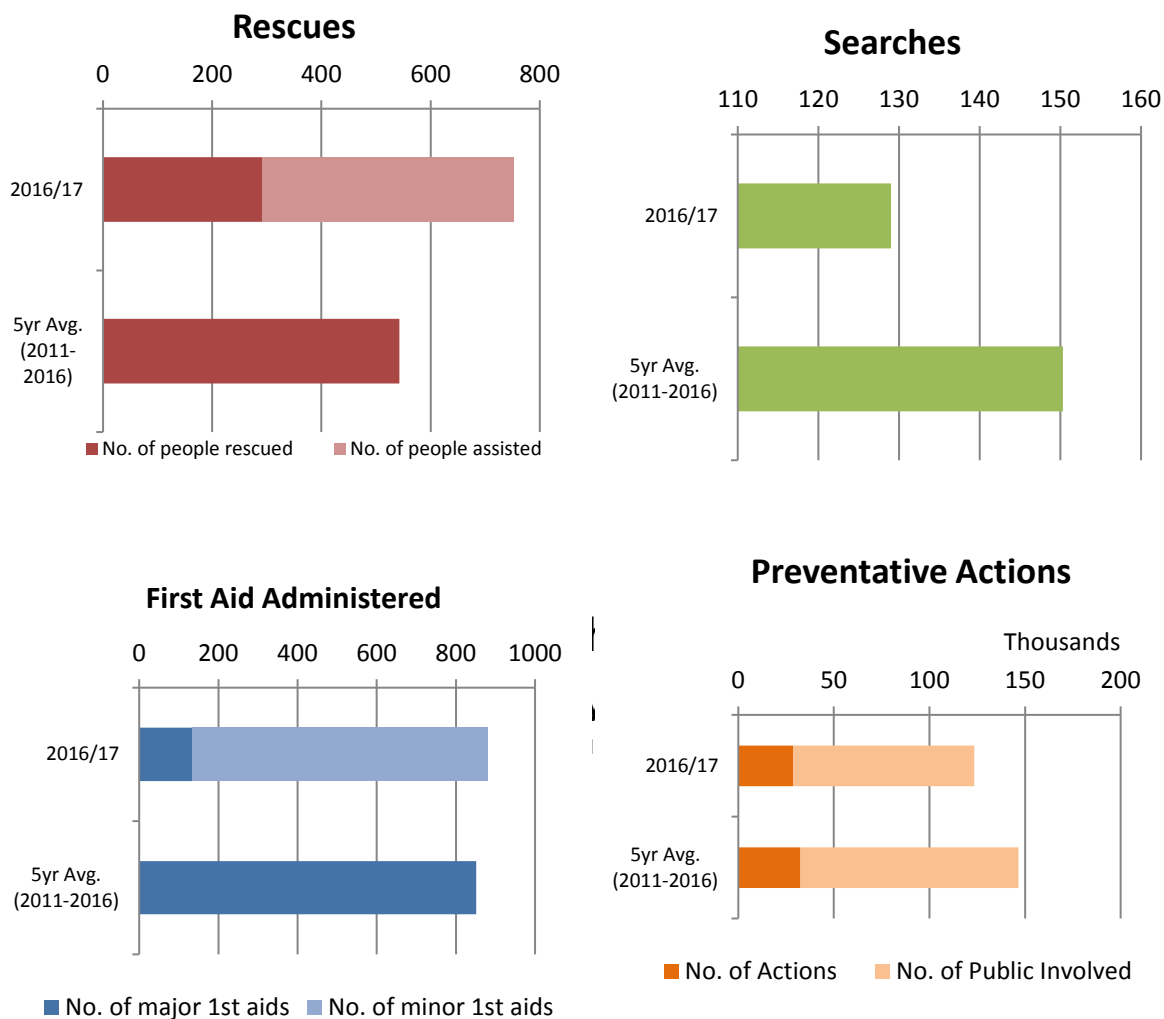
There has been a reduction in Community Education delivery targets in 2017-2018 due to the increase in prices.

Numbers of...	Nº. Last year 2016-2017	Nº. Current YTD 2017-2018	Nº. Anticipated 2018-2019
Volunteer Lifeguards	1612	1,542	1,700
U14 Members	2,702	2,924	2,900
Patrol Hours	84,217	87,020	88,000
Number of public prevented from getting in danger	129,315	98,628	100,000

## Patrol Locations across Northern Region







## Key Trends Seen Northland

As is evident throughout the examples of work carried out and incidents responded to, Lifeguards in Northland are increasingly being required to respond to a wide range of incidents, often occurring outside of our traditional flagged patrol areas. Visitors to the beaches seems to be increasing year on year, with this years rise significant because it came during a cold summer with poor weather. More people mean a greater exposure to hazards and an increase risk which SLSNR try and mitigate by doing more and being more vigilant. However, doing more costs more and funding is always an issue.

Despite the cooler summer, daily peak headcounts around the 6 patrol locations in Northland were 23% higher than averages of the five summers prior. This increase in beach goers has resulted in a relatively busy summer for the lifeguards, with a total number of beach visitors (measured by daily peak headcount) at 16,728. Although the number of people visiting the beach were higher, the increased focus on preventative measures meant that combined rescues and assists were down 63% on the five year average, with lifeguards only needing to perform 31 rescues and 66 assists. Medical and First Aid interventions by lifeguards over 2016/17 were also down 81% on the five-year average with lifeguards involved in 21 major first aid incidents and a further 132 minor first aid incidents across the 6 beaches. Overall there were around 1.6 incidents per 1,000 beach visitors across the

Northland beaches which is about 50% lower than the average for the whole of the Northern Region.

The total cost to provide the paid Lifeguard service was \$180,000 of which \$120,000 was provided through the Emergency Services Fund. The remainder was provided by grants. The estimated cost of providing the volunteer Lifeguard Service was \$72,918 which was funded by additional grants. Therefore, the funding provided by Northland Regional Council comprises 47% of the total Lifeguard Service provision costs.

## Frontline Lifesaving Delivery

### Lifesaving Patrols:

Patrols are the primary purpose and product of our organisation. Patrols maintained by Volunteer and paid Lifeguards provide designated safe swimming areas, provide supervision and safety interventions, first aid assistance, rescue response services and education to members of the public using the beaches around the region.

### Volunteer Lifeguards:

Surf Life Saving Northern Region comprises 17 clubs from Raglan down south through to Ahipara in the Far North. Each club provides volunteer patrols to their community on behalf of SLSNR under a Lifesaving Service Agreement to a set of Patrol Operation Standards, with some clubs providing services to more than one location.



### Paid Lifeguards:

Throughout the peak of summer there is a need for lifesaving patrols to cover not only weekends but also through the working week. To cover these weekday patrols we employ 92 lifeguards to provide patrols to 24 patrol locations across the region. These paid lifeguards are employed from our pool of volunteers, who apply and go through a trial process to seek employment. The Paid Lifeguard service is supported by two supervisors who are responsible for the rostering of lifeguards around

the region and their ongoing training and support.



#### RWC Team:

Northern Region has implemented the use of three Rescue Water Craft (Jet Ski's) across the region to support patrol activity and increase the rescue capability of the region. The surf adapted RWC's are crewed by a highly trained team of lifeguards with advanced qualifications, providing the ability to rapidly respond to incidents on the coastline as well as bolster patrol skills and experience when required.



#### Duty Officers:

At any point during the day or night, Northern Region has two appointed Duty Officers who have operational oversight of all lifesaving activities in the region. During daily operations the Duty Officers ensure patrols are operating within regional policies and provide guidance to patrol teams. During an incident, one Duty Officer (Delta 1) will be stationed at the Marine Rescue Centre joining the incident management team (lead by Police). Delta 1 provides support to the Surfcom operator in tasking resources, activating callout responses and liaising with Police and Coastguard incident controllers. The additional Duty Officer (Delta 2) will usually respond to the scene of the incident and provide on scene assistance, from search & rescue co-ordination through to critical incident debriefing and lifeguard support. In the event of major or multiple events, additional Duty Officers may be activated on a call out basis (Delta 3, 4, 5 etc.).

#### Surfcom:

The communication heart of all lifesaving activity within the Northern Region. During patrol hours a radio operator is stationed in the Operations room alongside Coastguard Radio Operators at the Marine Rescue Centre in downtown Auckland. This room has access to the SLSNR radio network as well as being positioned where they can freely communicate with all the patrols via phone or radio. Surfcom conduct daily reporting via the radio network returning information about conditions at

each beach, patrol resources available as well as headcounts of the beaches. During an incident the patrols can radio through to Surfcom to arrange support from emergency services such as Police, Ambulance or Rescue Helicopter. Out of normal patrol hours, the Surfcom desk is monitored by a Coastguard Radio Operator which ensures any and all calls are heard and responded to 24/7.

Callout Squads:

Lifeguards living in the local vicinity of beaches and surf clubs put forward their details to be eligible to respond to on beach and in water emergencies. These call-out squads' can be tasked through Surfcom on direction of the Duty Officer. Call-out requests often originate from Police who receive calls from members of the public on the 111 system and pass on details to SLSNR.

Peer Supporters:

The Peer Support Programme is continuing to build momentum. Under the new Health and Safety Act we know that there is a stronger focus on looking after our members not only physically but their Mental Health too - we are dedicated to maintain and build this wider Welfare Programme. The Peer Support role is aimed at club members to who are willing to respond to their clubs when a critical incident occurs to provide support to club members involved and in conjunction with the Duty Officer, run the debrief. Critical incidents may result in people experiencing a range of different reactions to traumatic events including shock, fear, anger, helplessness, sadness and shame. Peer Supporters operate on a 24/7 basis and are called upon to assist with peer support when critical incidents occur at their beach. This support may include providing initial support to members, assisting members to understand the impact of a stressful event, help in the organizing of formal psychological debriefing, and educate members on stress reactions and natural coping mechanisms.



## When We Lifeguard Across the Region (2016)

	October	November	December	January	February	March	April
South Piha							
North Piha							
Muriwai							
Bethells							
Omaha							
Orewa							
Karekare							
Kariaotahi							
Pakiri Beach							
Wenderholm							
Mairangi Bay							
Long Bay							
Takapuna							
Milford							
Browns Bay							
Mangawhai							
Baylys Beach							
Waipu Cove							
Ruakaka							
Whangarei							
Far North							
Raglan							
Sunset							

Patrol Frequency	
	Weekends Only
	Seven Days



## 4 ANY OTHER ISSUES

### Forecast Reduction in Service 2017/2018

Because of cost, the current proposed delivery model for the coming season has had to be reduced by 3 weeks, from 33 down to 30.

This has resulted in an operational decision not to provide Lifeguards at Baylys Beach as this beach has no Surf Life Saving facility, and the highest cost of delivery, alongside the lowest number of visitors.

Despite generating significant funding surplus to Northland Regional Councils grant, we simply cannot afford to provide the service at the same level as last year and the impact of this decision is likely to be an increased risk to beach visitors at Baylys.

SLSNR is working with the local community and clubs on the east coast alongside private individuals who have secured funding to build a Lifeguard facility and it is hoped that some voluntary patrols may be provided by next season. However, a paid Lifeguard service does require additional funding.

Appendix contains a budget for the service SLSNR will be able to deliver on current funding amounts alongside what the cost of including Baylys Beach will be.

### Increasing Demands

More and more we are responding to rescues and searches at unpatrolled locations, and lifeguards are frequently being expected to respond to emergencies outside patrol times – during the working day, evenings and nights.

This places two major demands on SLSNR:

- To extend the traditional lifesaving services we provide:
  - at an increasing number of beaches (beaches not currently patrolled); and
  - for longer hours and more days of the year at our currently patrolled beaches.
- Providing an expanded scope of response from our lifeguards. Police, other agencies and the community continue to view Surf Life Saving as the primary responder to coastal emergencies including nearshore boating incidents, support for air ambulances, on the beach or near beach vehicle accidents, coastline and ocean search and rescue, land-based search and rescue and local medical emergencies. This is experienced most significantly on the West Coast where we are routinely required to travel significant distances to critical incidents outside of Surf Life Saving's traditional area.

### Challenges

Our greatest challenge currently, is not receiving sufficient funding to address our current operational costs. This is despite SLSNR being proactive in finding funding from alternative sources and maximising efficiencies to keep these costs as low as possible.

Compounding this, the increase in demand for our traditional services, for greater periods and at new locations provides an additional critical funding challenge. Although the increased service, is largely provided by volunteers there are significant extra operational costs relating to vehicle and rescue equipment and club facilities.

To ensure our lifeguards can properly respond to the varying nature of incidents additional training is required, and a variety of unbudgeted costs arise. An example of this is the recent Kaipara Harbour tragedy. Though fully covered by volunteers the cost of equipment used, damage to vehicles and counselling came to more than \$25,000. Very little of this cost is reimbursed by other search and rescue agencies

Clearly the challenge is even more significant as we now need to cover both aspects of increased costs, seeking additional revenue to cover the increased operational costs of increased needs, training, and unbudgeted search and rescue costs.

Ultimately there is no regulatory authority or ministry responsible for the provision of our services. The large majority of our funding is philanthropic. If the community requires more from stakeholders and we agree the increased demand for our services is necessary, it falls to Surf Life Saving to secure funding for these services. And as most of this funding is not certain or long-term finding the funding is itself an additional cost.

## Risk

### Funding risk

Should SLSNR not be successful in finding *long-term funding* for these increased delivery expectations we simply will not be able to deliver either the extent or scope of services expected.

If we cannot secure an *increase in long-term funding* to meet the increased cost of our current services we will need to reduce the number of patrols and potentially the number of locations. We cannot ask our volunteers to provide what they don't have funding to resource.

For the community, this will mean that SLSNR will not always have the resources to respond or provide the service that it has in the past. Ultimately this will increase the risk of drowning or injury.

### Non-compliance

The other major risk currently facing SLSNR is non-compliant operations. In the majority of operational areas lifesaving services are carried out to a very high standard, but it is essential that we expedite our Health and Safety project and adopt procedures required under the Vulnerable Children's Act all of which put considerable pressure on Club resources

## Future plans and proposals

During the last quarter, Nick Mulcahy a Coastal Scientist employed by Surf Life Saving New Zealand has been conducting a Coastal Safety Survey analysing the individual Beach Risk profile and will be making recommendations on which beaches need lifeguards, how many are needed, when they should patrol and what time they should start and finish as well as what equipment they should have access to and other beach safety control measures, such as signage and public rescue equipment.

This work will be rolled out to the Waikato and Northland areas in 2017/18. The expectation is that the work will highlight the need for a beach specific Lifeguard Supervision model and an increase to the number of beaches that need Lifeguards. SLSNR intends to work with all the key stakeholders, especially the Regional Councils and Lifesaving Clubs, to design an implementation plan that creates a truly 'evidenced based' Lifeguard Service which is properly recognised and funded as an important emergency service that saves hundreds of lives each year.



A number of other exciting initiatives have also been trialled over the past season. One of these is the use of UAV's (commonly known as drones) in the lifesaving setting. Muriwai Volunteer Lifeguard Service has lead the way with the support of local sponsors and dedicated club members, with a trial based at Muriwai. Members of this trial group have also travelled to the Central Coast of Australia to see how they conduct their newly adapted UAV program. Muriwai are now working close with SLSNR to widen the scope of the project and further investigate how this technology can assist lifeguarding throughout New Zealand.

## **5 ATTACHMENTS**

- 5.1. Service Delivery Budget Northland 2017/2018
- 5.2. Service Delivery Budget inclusive of Baylys Beach – 2017/2018
- 5.3. A copy of our latest audited accounts
- 5.4. A copy of our most recent Annual Report



**St John**  
Here for Life

# Updated Ambulance Incident Report prepared for the Northland Regional Council

## Vehicle 1

October 2017



## Updated report on your vehicle

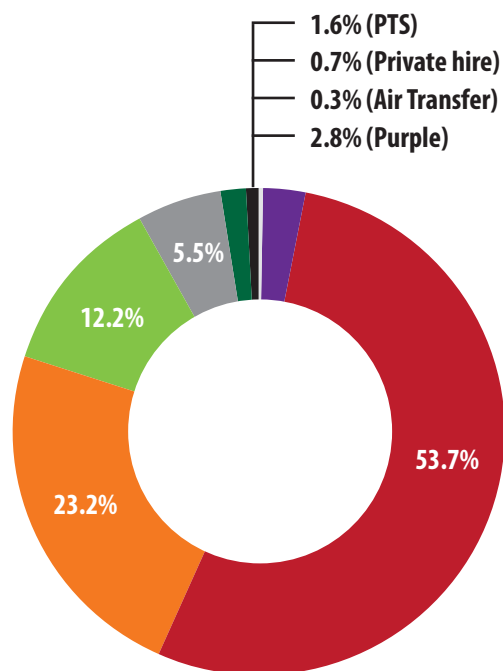
In June 2016, the Northland Regional Council funded a fully equipped Ambulance to St John. We cannot thank you enough for your incredible generosity and wanted to show you how your gift has made an incredible difference in your local community.

Please find an updated report of your vehicle dated from **1 June 2016 – 4 October 2017**. In this report, you'll see what type of jobs your vehicle has attended and how many jobs it has responded to.

<b>Incidents attended</b>	2,721
<b>Incidents transported:</b>	1,720 (63%)
<b>Average incidents attended by month:</b>	
2016	2017
	<b>January</b>
	107
	<b>February</b>
	97
	<b>March</b>
	102
	<b>April</b>
	107
	<b>May</b>
	101
<b>June</b>	<b>June</b>
70	106
<b>July</b>	<b>July</b>
294	141
<b>August</b>	<b>August</b>
277	119
<b>September</b>	<b>September</b>
309	114
<b>October</b>	<b>October</b>
287	20
<b>November</b>	
279	

### Total incidents attended by triage priority

Triage priority	Total incidents	Percentage
<b>Air Transfer</b>	8	0.3%
<b>Purple</b>	75	2.8%
<b>Red</b>	1,462	53.7%
<b>Orange</b>	632	23.2%
<b>Green</b>	331	12.2%
<b>Grey</b>	150	5.5%
<b>PTS</b>	43	1.6%
<b>Private hire</b>	19	0.7%

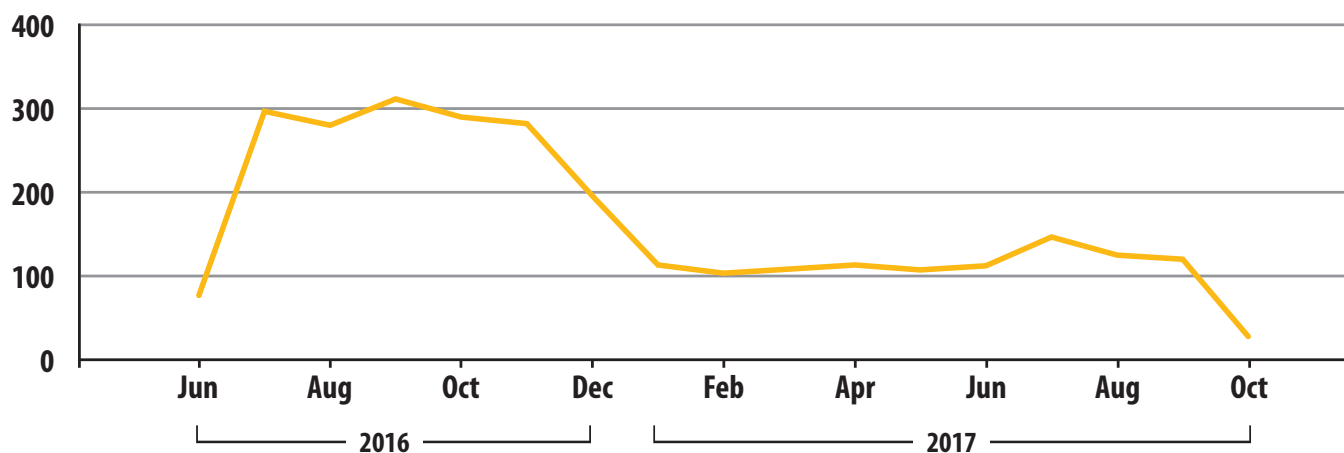


Air transfer	Non-urgent (not serious or life threatening)
Immediately life threatening (cardiac/respiratory arrest)	Non-urgent (not serious or life threatening)
Immediately life threatening or time critical	Patient transport service
Urgent but not immediately life threatening	Private hire

The table below shows the most common type of incidents attended by your vehicle where a patient was treated and/or transported:

ProQA category	No. of incidents	ProQA category	No. of incidents
Breathing problems	325	Headache	19
Chest pain	271	Allergies	16
Falls	183	Choking	12
Abdominal pain	98	Burns	11
Convulsions	83	Animal Bites	9
Cardiac arrest	66	Drowning	5
Assault	49	Inhalation	4
Heart problem	43	Eye problem	3
Back pain	37	Electrocution	1
Diabetes	32	Heat/Cold problems	1

Total number of incidents your vehicle responded to



This table shows locations and number of incidents attended by your vehicle. You can see your Ambulance has been busy serving the Northland community.

Response area	Total incidents	Response area	Total incidents
Whangarei	1,537	Maungaturoto	15
Kaikohe	628	Mangawhai	12
Kerikeri	138	Kaiwaka	9
Rawene	93	Kohukohu	3
Kawakawa	87	Kaitaia	3
Bream Bay	50	Russell	3
Tutukaka	33	Whitianga	1
Dargaville	29	Kaiapoi	1
Umawera	28	Far North	1
Paihia	26	Mangamuka	1
Marsden	22	Doubtless Bay	1

St John relies on supporters like the Northland Regional Council to continue our life-saving work in local communities. We're truly grateful for your continued support. Thank you!

#### Hannah Davies

Regional Fundraising and Marketing Manager  
St John Northern Region

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**St John**  
Here for Life

# Ambulance Incident Report prepared for the Northland Regional Council

## Vehicle 2

October 2017



## Updated report on your vehicle









Thank you for your incredible generosity of funding a new Ambulance to St John. We wanted to show you how your gift has made an incredible difference in your local community.

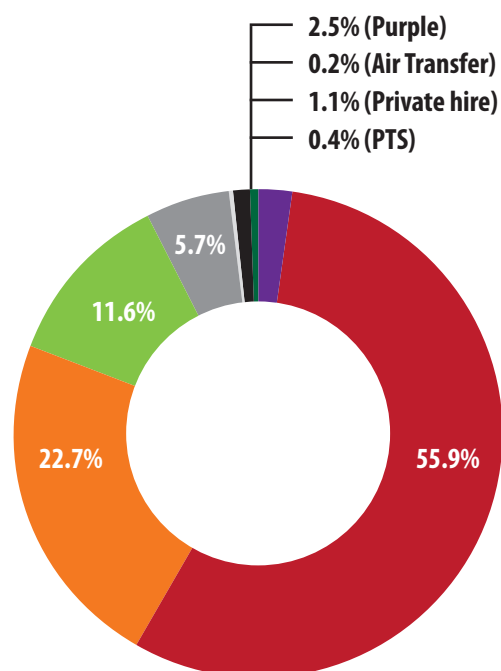
Please find a report of your vehicle dated from **1 December 2016 – 4 October 2017**. In this report, you'll see what type of jobs your vehicle has attended and how many jobs it has responded to.

<b>Incidents attended</b>	2,472
<b>Incidents transported:</b>	1,603 (65%)
<b>Average incidents attended by month:</b>	
<b>2016</b>	<b>2017</b>
<b>December</b>	73
	<b>January</b>
	279
	<b>February</b>
	209
	<b>March</b>
	68
	<b>April</b>
	279
	<b>May</b>
	269
	<b>June</b>
	297
	<b>July</b>
	371
	<b>August</b>
	311
	<b>September</b>
	277
	<b>October</b>
	39

### Total incidents attended by triage priority

Triage priority	Total incidents	Percentage
<b>Purple</b>	63	2.5%
<b>Red</b>	1,381	55.9%
<b>Orange</b>	560	22.7%
<b>Green</b>	286	11.6%
<b>Grey</b>	140	5.7%
<b>Air Transfer</b>	4	0.2%
<b>Private hire</b>	28	1.1%
<b>PTS</b>	9	0.4%

 Air transfer	 Non-urgent (not serious or life threatening)
 Immediately life threatening (cardiac/respiratory arrest)	 Non-urgent (not serious or life threatening)
 Immediately life threatening or time critical	 Patient transport service
 Urgent but not immediately life threatening	 Private hire

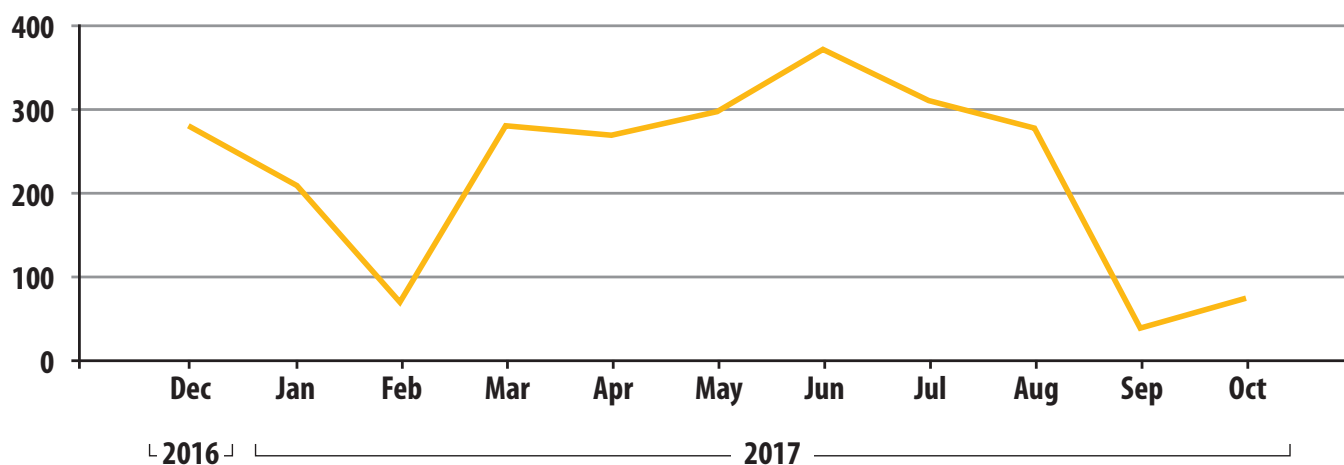




The table below shows the most common type of incidents attended by your vehicle where a patient was treated and/or transported:

ProQA category	No. of incidents	ProQA category	No. of incidents
Breathing problems	286	Allergies	21
Chest pain	252	Headache	21
Falls	200	Diabetes	15
Convulsions	99	Choking	14
Haemorrhage	83	Burns	7
Abdominal Pain	75	Inhalation	6
Heart problem	63	Animal bites	5
Cardiac Arrest	57	Eye problem	4
Assault	26	Drowning	2
Back pain	26	Heat/Cold problems	1

Total number of incidents your vehicle responded to



This table below shows locations and number of incidents attended by your vehicle, which has been busy serving the community.

Response area	Total incidents	Response area	Total incidents
Whangarei	2,210	Kaikohe	3
Bream Bay	103	Russell	3
Tutukaka	59	Wellsford	1
Dargaville	36	Thames	1
Mangawhai	17	Kerikeri	1
Maungaturoto	15	Whanganui	1
Kawakawa	11	Papakura	1
Kaiwaka	8	Warkworth	1

St John relies on supporters like the Northland Regional Council to continue our life-saving work done in local communities. We are truly grateful for your continued support. Thank you!

**Hannah Davies**

*Regional Fundraising and Marketing Manager*  
St John Northern Region

**T** 09 526 0527 ext 8476

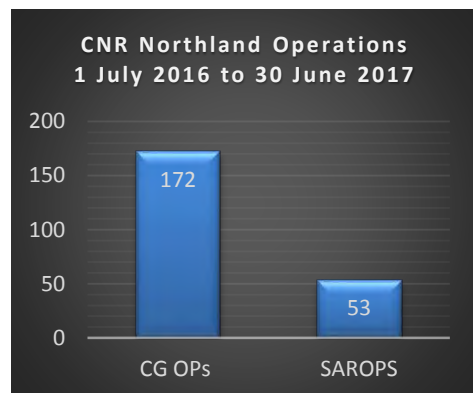
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## Northland Region Council Emergency Services Funding Report 2016/17

31 October 2017



Coastguard Northern Region (CNR) has 9 units in Northland, from North Kaipara up to Houhora and across to Whangarei. Of the \$84,000 grant gratefully received by CNR from the Northland Regional Council, \$17,000 was allocated towards insuring rescue vessels, \$4,250 has been allocated to each unit for operational capability expenses such as training, travel and personal protection and safety gear with the balance allocated to region-wide initiatives such as volunteer recruitment.

### Incident Response & Communications

The past year has been dramatic for Northland units, who attended 53 search & rescue operations and 172 other incidents from July 1 2016 to June 30 2017, assisting 178 boaties and directly saving 21.

Volunteers responded to some significant incidents; high among these was the MV Francie tragedy, in which 8 men lost their lives and shook the Kaipara community. The Coastguard Operations Centre was first to raise the alarm when the skipper of the Francie didn't close his Bar Crossing Report, and continued to coordinate rescue assets over the following days. The loss of eight lives in a single incident is reflected in Northland drowning statistics for 2016 rising to 17 preventable fatalities up from 11 in the previous year.

Other major incidents included:

- Feb 2017: A 7m vessel was taken out by the sole occupant for a sea trial, but did not return. Searching by Whangarei and Northland Air Patrol volunteers eventually located wreckage on Lady Alice Island. The skipper's body has not been found.
- Dec 2016: A patient suffering severe abdominal pain resulted in an urgent

call-out for Whangaroa Rescue. With no local medics able to assist and transported the patient to a waiting ambulance at Matauri Bay.

All of this on top of the preventative work carried out almost daily by volunteers.

### Public Education & SAR Training

The Coastguard Education team have continued to provide boating education courses in Northland, hosting 93 students in Whangarei and Kerikeri on core Coastguard courses such as the Day Skipper. The team have also stepped up First Aid, search techniques and incident management training for Northland volunteers, with volunteers gaining 1,556 qualifications over the last 12 months. The focus has been on providing significant support to those Units with operational challenges as identified through our Go2Green initiative.

### Building capability in Northland

**Volunteer recruitment.** After drawing on NRC funding to help support recruitment activity across Northland, we're pleased to have noticed a spike of new recruits at units across the region. In addition, units are empowered to run more efficient recruitment drives on their own, with the resources funded.

Coastguard Whangaroa's new rescue vessel 'Kahurangi', which was launched in October 2016, has already proved her worth, with the unit attending 24 incidents in the area (assisting 23 boaties) over the year, as well as participating in training exercises.

The Coastguard VHF network is being constantly upgraded to ensure its role in incident management isn't interrupted. Improvements in Northland this year have included:

The re-allocation of maritime VHF channels by Radio Spectrum Management, a government organisation, to better meet international standards. Many Coastguard VHF channels were changed, but the impact to boaties was mitigated through advertising and communications.



July 2017: Whangarei's Circa Rescue medevac'd a man who had suffered severe lacerations from a stingray. (Photo: NZ Herald)



Nov 2016: CNR Operations and rescue teams were at the heart of the response to the MV Francie tragedy in which 8 men perished.



Dec 2016: A man and his daughter were reported overdue after intending to sail from Kawhia to BOI. Two Coastguard aircraft and 3 rescue vessels were involved in the multi-agency search for almost a week, but without result. The pair were later discovered to have sailed to Australia rather than the Bay of Islands.



Oct 2016: Houhora Rescue came across a person in distress in the water. The man's boat had sunk and he had no means of attracting attention. The rescue vessel took him back to the wharf to meet an ambulance for medical treatment. The man had not been wearing a lifejacket.

## **NORTHLAND REGIONAL COUNCIL INVESTMENT SUBCOMMITTEE**

---

Minutes of the extraordinary meeting of the Investment Subcommittee  
held at Northland Regional Council, 36 Water Street, Whangarei  
on 11 September 2017 commencing at 9.00am

---

**Present:** Councillor John Bain (Chair)  
Councillor Bill Shepherd (*left 9.22am*)  
Mr Geoff Copstick

**In Attendance**

**Full meeting**  
Malcolm Nicolson, Chief Executive Officer  
Dave Tams, Group Manager Corporate Excellence  
Simon Crabb, Finance Manager  
Christine Angell, PA Corporate Excellence

**Part meeting**  
Jonathan Eriksen, Eriksen & Associates (by phone)

**Apologies:** Councillor Penny Smart

The Chairman declared the meeting open at 9:00 am.

### **Apologies (Item 1.0)**

#### **Moved (Bain/Shepherd)**

That the apology from Councillor Penny Smart for non-attendance be received.

**Carried**

### **Declarations of Conflicts of Interest (Item 2.0)**

John Bain disclosed a very minor shareholding in NAB, the owner of the MLC fund.

### **Public Excluded**

#### **Moved (Bain/Shepherd)**

That the meeting move into Public Excluded.

**Carried**

### **Open Meeting**

*Secretarial note: Bill Shepherd left meeting at 9.22am*

## Hedging

The committee discussed hedging options:

- Council should be aware that funds will go up and down even if we don't hedge.
- With a Labour government the NZD would probably drop for 2-3 months.
- Foreign Exchange Contracts (FEC) roll over indefinitely until we need it.

### **ACTION (Simon):**

1. Report to Council

## Conclusion

The meeting concluded at 9.30am.

## **NORTHLAND REGIONAL COUNCIL PROPERTY SUBCOMMITTEE**

---

Minutes of meeting of the Property Subcommittee  
held in the Committee Room, Northland Regional Council, 36 Water Street, Whangārei,  
on Thursday, 9 November 2017 commencing at 9.00 am.

---

**Present:**

Cr Penny Smart (Chair)  
Cr David Sinclair  
Cr Bill Shepherd (ex officio)  
Cr Rick Stolwerk

**In Attendance:**

**Full Meeting**  
Chief Executive Officer  
Strategic Projects Manager  
Property Officer

*The Chair declared the meeting open at 9.00 am*

### **Apologies (Item 1.0)** **Moved (Sinclair/Smart)**

That the apology for non-attendance from Cr John Bain be received.

**Carried**

### **Declarations of Conflict of Interest (Item 2.0)**

It was advised that councillors should make declarations item-by-item as the meeting progressed.

### **Confirmation of Property Subcommittee Minutes – 4 October 2017 (Item 3.1)**

ID: A998696

Report from Property Officer, Maxine Bailey

#### **Moved (Shepherd/Sinclair)**

That the minutes of the open section of the Property Subcommittee meeting, held on 4 October 2017, be confirmed as a true and correct record.

**Carried**

## **Confirmation of Property Subcommittee Minutes – 13 February 2017 (Item 3.2)**

**ID: A998701**

**Report from Property Officer, Maxine Bailey**

**Moved (Shepherd/Smart)**

That the minutes of the open section of the Property Subcommittee meeting, held on 13 February 2017, be confirmed as a true and correct record.

**Carried**

## **Business with the Public Excluded (Item 4.0)**

**ID: A998718**

**Report from Strategic Projects Manager, Phil Heatley**

**Moved (Shepherd/Sinclair)**

1. That the public be excluded from the proceedings of this meeting to consider confidential matters.
2. That the general subject of the matters to be considered whilst the public is excluded, the reasons for passing this resolution in relation to this matter, and the specific grounds under the Local Government Official Information and Meetings Act 1987 for the passing of this resolution, are as follows:

Item No.	Item Issue	Reason\Grounds
4.1	Confirmation of Confidential Minutes of the Property Subcommittee Meeting – 4 October 2017	The reasons for excluding the public are as stated in the minutes of the open section of the meeting.
4.2	Confirmation of Confidential Minutes of the Property Subcommittee Meeting – 13 February 2017	The reasons for excluding the public are as stated in the minutes of the open section of the meeting.
4.3	Update on a CBD Investment Opportunity	The public conduct of the proceedings would be likely to result in disclosure of information, the withholding of which is necessary to carry on, without prejudice or disadvantage, commercial activities 7(2)(h).

**ID: A1001414**

Property Subcommittee Meeting  
9 November 2017



- |     |   |  |
|-----|---|--|
| 4.4 | Update on a Commercial Property Sale            | The public conduct of the proceedings would be likely to result in disclosure of information, the withholding of which is necessary to carry on, without prejudice or disadvantage, commercial activities 7(2)(h). |
| 4.5 | Update: Property Subcommittee 2017 Action Notes | The public conduct of the proceedings would be likely to result in disclosure of information, the withholding of which is necessary to carry on, without prejudice or disadvantage, commercial activities 7(2)(h). |

**Carried**

## **Open Meeting**

**Moved (Shepherd/Sinclair)**

That the committee resumes in open meeting.

**Carried**

## **CONCLUSION**

The meeting concluded at 10.15 am.