



**Our Vision**  
2018-2028

**Te Pae Tawhiti**  
2018-2028



If the land is well  
**Toitū te whenua**

If the sea is well  
**Toitū te moana**

The people will thrive  
**Toitū te tangata**

## Our Northland – together we thrive **Ko Te Taitokerau – Ka whai hua tātou**

This document sets out Northland Regional Council's part in making our incredible region really thrive.

It shows the wide range of work we do, alongside others, to care for Northland's amazing environment and many unique communities.

It also identifies what the council's long-term aims are for the region and what it will deliver in order to make a real difference over the next three years.



# What does a thriving Northland look like?

## E pēhea te hanga o te taurikura o Te Taitokerau

We've thought long and hard about what a thriving Northland might look like, which brings into focus three main elements - a healthy environment, a strong economy and resilient communities.

A healthy environment means:

**E aha te oranga o te taiao:**

- It's safe for our communities to swim and take kai from fresh and coastal waters.
- Northland becomes pest free, helping our native environment to thrive.
- Soil conservation and erosion control is actively managed, leading to better water quality.
- All ecosystems (land, water, air, marine) are healthy and function well.

A strong economy means:

**E aha te kaha o te ohaoha:**

- Northland's natural resources are used to the best benefit for our region and people, without compromising the environment.
- Infrastructure is in place to enable and encourage regional economic growth.
- An efficient transport network services the entire region.

Resilient communities means:

**E aha te aumangea o te hapori:**

- Resilient, interconnected communities that understand and have ownership of their issues and are working together to find solutions.
- Strong Māori communities that have effective and meaningful participation.
- The number of road and boating-related fatalities and serious injuries is reducing.
- Our region can respond and adapt to climate change.

With strong community backing expressed through hundreds of submissions, we've focussed our long-term planning to target three priority areas: water quality; reducing the impact of pests, animals, plants and aquatic invaders; and boosting flood protection works.

# Looking after water Kaitiaki i te wai

**Area of focus:**  
Continuous improvement in water quality and security of supply.

## Why this matters

Having plenty of clean water is something we all want. We swim in it, drink it and are culturally connected to it. The productivity of our land depends on it.

From the hills to our harbours, we work with others to care for our water – we all want our water in a good state for future generations.

The overall quality of Northland's waters is improving. However high levels of sediment in water is probably the biggest issue affecting Northland's rivers and estuaries, so soil conservation continues to be a big focus. Nutrient levels are an issue in some water bodies, particularly lakes, and faecal contamination is elevated in many of the region's rivers.

Efficient use of water and security of supply will be increasingly important for Northland's productivity growth, especially as climate change starts to affect where rain falls, and the demand for water increases.

**FIND OUT MORE** [www.nrc.govt.nz/water](http://www.nrc.govt.nz/water)

What we want to achieve.....

**By  
2021**

- ◆ Freshwater objectives and water quality limits for all of Northland's water are set.
- ◆ We know where important marine and freshwater ecosystems are and these are protected.

- ◆ Popular swimming sites are identified and actively monitored, with sources of faecal contamination identified and measures implemented to reduce faecal contamination of water.
- ◆ A freshwater accounting system tracking amounts of contaminants and water taken.
- ◆ Targeted soil conservation programmes and subsidies are in place, supporting wide-scale planting, including New Zealand native plants.
- ◆ Council's poplar nursery is tripled to 20ha and a new poplar nursery is developed in the Far North, meaning that more land can be protected from erosion.
- ◆ We know where at-risk water catchments are and we have measures in place to at least maintain water quality.
- ◆ Mātauranga Māori is increasingly incorporated into council monitoring programmes.
- ◆ As the regulator, we ensure all community wastewater and stormwater infrastructure has an up to date resource consent and all discharges meet their consent conditions.

- ◆ We are looking after freshwater catchments where demand is high and making sure that water allocation limits are in place.
- ◆ The best water quality and water use efficiency management practices are being used.
- ◆ 25% of Northland's high-risk erosion-prone land is under soil conservation management.
- ◆ Northland is more resilient to droughts through efficient use and storage of water.

**By  
2028**

**By  
2048**

- ◆ The quality of water in Northland's rivers, lakes, estuaries and harbours supports healthy aquatic ecosystems, recreational activities and cultural values.
- ◆ Good management practices to improve water quality and the efficient use of water are the norm.
- ◆ All of Northland's high-risk erosion prone land is under soil conservation management.
- ◆ Northland is a leader in sustainable land use and water management practices.

# Helping native life flourish E āwhina i ngā rākau ki ora mō te wā katoa

Area of focus:  
Enhancement  
of indigenous  
biodiversity and  
biosecurity.

## Why this matters

Northland is home to an incredible array of native life on land and in the water. Protecting these native treasures from the many pest animals and plants that threaten them is a big job.

The good news is that work to reduce the impact of pests is building strong momentum and a national 'Predator-free 2050' goal was recently introduced, with council aiming to do even better and be free of animal, weed and marine pests by 2030. Here in Northland, our council has responded to growing demand by putting an extra \$6M into pest management across the region over the next three years.

We can't do it alone - we need the entire community to come together and invest in biodiversity and biosecurity with us. Much of the new funding will support the incredible work local groups are doing to get rid of pests and help our native life flourish.

FIND OUT MORE [www.nrc.govt.nz/nasties](http://www.nrc.govt.nz/nasties)

## What we want to achieve

By  
2021

- Aspirational large scale 'pest-free Northland' projects are developed with urban and rural communities.
- Northland's top wetlands and lakes are protected.
- A region-wide biodiversity strategy is developed with our partners.
- An inter-regional marine pathway plan is in place to reduce the risk of marine pests spreading between regions.

- More than six large Northland forests have active pest management and biodiversity monitoring in place.
- The ecological health of Northland's top 100 lakes is improving.
- There are improvements for native fish species in lakes and rivers and breeding sites are restored.
- Restoration projects that integrate pest-control, water quality, biodiversity and land management are in place.

By  
2028

By  
2048

- Northland continues to be pest-free.
- Ongoing pest control work is in place.
- All of Northland's large native forests have biodiversity monitoring programmes in place.
- All of Northland's top forests, wetlands and lakes are actively managed.

# Protecting our people Manaaki i nga tāngata

## Why this matters

Flooding is the most common natural hazard we face as a region and the effects of climate change are likely to increase risk. In some places, flood protection infrastructure is a viable option to help reduce the impacts of flooding and we work with communities to complete such projects.

Preparing for, and being able to deal with, emergencies is key to building a resilient region and it's at the heart of what we do in leading civil defence for Northland. Our role in creating safe and resilient communities also extends to providing and promoting navigation safety on our coastal waters and lakes.

### FIND OUT MORE

[www.nrc.govt.nz/civildefence](http://www.nrc.govt.nz/civildefence)  
[www.nrc.govt.nz/maritime](http://www.nrc.govt.nz/maritime)  
[www.nrc.govt.nz/priorityrivers](http://www.nrc.govt.nz/priorityrivers)  
[www.nrc.govt.nz/coastalhazardmaps](http://www.nrc.govt.nz/coastalhazardmaps)

Area of focus:  
Safe and resilient  
communities.

By  
2021

By  
2048

By  
2028

What we want to achieve

- Flood work for the priority areas of Awanui, Panguru and Waipapa is on track.
- Region-wide flood modelling and coastal hazard mapping is complete.
- Northland's councils have developed a regional climate change adaptation strategy that guides communities to identify and manage risk.
- All communities in significant hazard zones have community response plans that guide their response.
- Tsunami awareness systems are improved.
- Marine activities are safely managed, with nationally compliant Harbour Safe Management Systems.
- A new oil spill response plan for Marsden Point is in place.

- Adaptive management plans are in place for all areas affected by climate change.
- All communities across Northland have a high level of resilience.

- We continue to work with and support communities affected by floods to find the best options for them.
- The Awanui flood scheme urban upgrade, the first stage of the rural scheme upgrade and the Kāeo-Whangaroa flood scheme are complete.
- Adaptation plans to address climate change have been developed and implemented.
- Risk-reduction strategies are developed for all major natural hazards.

Using a drone to survey the  
Awanui flood scheme.

# Realising potential through enduring relationships

## Whakatōputanga te whanaungatanga

**Area of focus:**  
Enduring relationships with tangata whenua.

### Why this matters

As the first area settled by Māori, Taitokerau (Northland) has a rich and diverse historic and cultural heritage. Four iwi and five hapū have settled their historic Treaty of Waitangi claims with the Crown.

Council acknowledges the contributions that Māori make to the region through economic development, governance and operational relationships, co-governance and participation in council decision-making processes and is committed to an ongoing relationship underpinned by the principles of the Treaty of Waitangi / Te Tiriti o Waitangi.

FIND OUT MORE [www.nrc.govt.nz/maori](http://www.nrc.govt.nz/maori)

## What we want to achieve

By  
**2021**

- ☉ A positive relationship is in place between Māori and council and is supporting strong Māori communities.
- ☉ A Māori advisory working party is effectively participating in council's decision-making processes.
- ☉ Council is supporting Māori participation and engagement in treaty settlement processes with the Crown.
- ☉ Council works collaboratively with tangata whenua during planning processes through Mana Whakahono ā Rohe.

By  
**2028**

- ☉ Māori and council have a positive relationship delivering tangible benefits, which helps create resilient and prosperous Māori communities.
- ☉ Taitokerau is recognised as a region where government, the private sector and Māori organisations work together in partnership on innovative economic and environmental projects and programmes.

By  
**2048**

- ☉ An enduring relationship between council and Māori is in place to ensure Māori and council are working together to deliver better results for Taitokerau.

# Prosperous communities Ngā hapori taurikura

## Why this matters

A prosperous economy is one where everyone benefits. It's what enables us not just to survive, but to thrive. It underpins our standard of living and the wellbeing of both current and future generations. As a council, we're uniquely placed to borrow and invest for the benefit of Northland.

When the economy is doing well, it gives us more resources to protect and care for Northland's environment. It provides us with stable funding – people pay their rates and our various council investments generate better returns, which go back into helping to fund the work we do.

### FIND OUT MORE

[www.nrc.govt.nz/economicdevelopment](http://www.nrc.govt.nz/economicdevelopment)

Area of focus:  
A strong regional  
economy

By  
2021

- Economic development services are provided across local government in Northland, sharing a vision and objectives, and coordinating activities and funding.
- Northland Inc. Limited is a national leader in regional economic development support services.
- Council's investment fund maximises economic growth in an equal way across the entire region.
- Northland gets the most out of the national Provincial Growth Fund to benefit the entire region.
- Big infrastructure projects that support economic development are agreed and underway (for example water storage and digital infrastructure).

By  
2028

- Economic development is delivered in Northland through a partnership between central and local government, tangata whenua and other key groups.
- Northland is benefiting from infrastructure, such as water storage and digital, that meets the needs of the entire region.

By  
2048

- Northland has a thriving regional economy that is well supported by local government.
- Northland is known nationally for having a thriving economy.
- There is a clear improvement in regional employment, health and education indicators and a significant reduction in inequality across the region.

What we want to achieve

Tai Tokerau Honey...winner of the Taitokerau Maori Business of the Year award.



# Moving around the region Ka nukunuku haere i te rohe



**Area of focus:**  
Efficient and effective land transport policies and public transport

## Why this matters

Many different organisations are responsible for Northland's transport network and work together to make sure Northland's growth and economic development is well supported via road, rail and coastal shipping. This cooperative approach is essential because clear agreed priorities for infrastructure are far more likely to attract much needed central government support and funding.

Northland's socio-economic status and geographic challenges mean public transport can provide significant benefit for communities and it is important that there is an accessible network across the region. Northlanders need transport choices that enable them to access jobs, recreation and community facilities.

FIND OUT MORE [www.nrc.govt.nz/transport](http://www.nrc.govt.nz/transport)

- Northland's roading network is more resilient, with fewer roads vulnerable to flooding and accident closures.
- Four-laning between Auckland and Wellsford is approved and underway and four-laning between Whangārei and Ruakaka is completed.



By  
2028



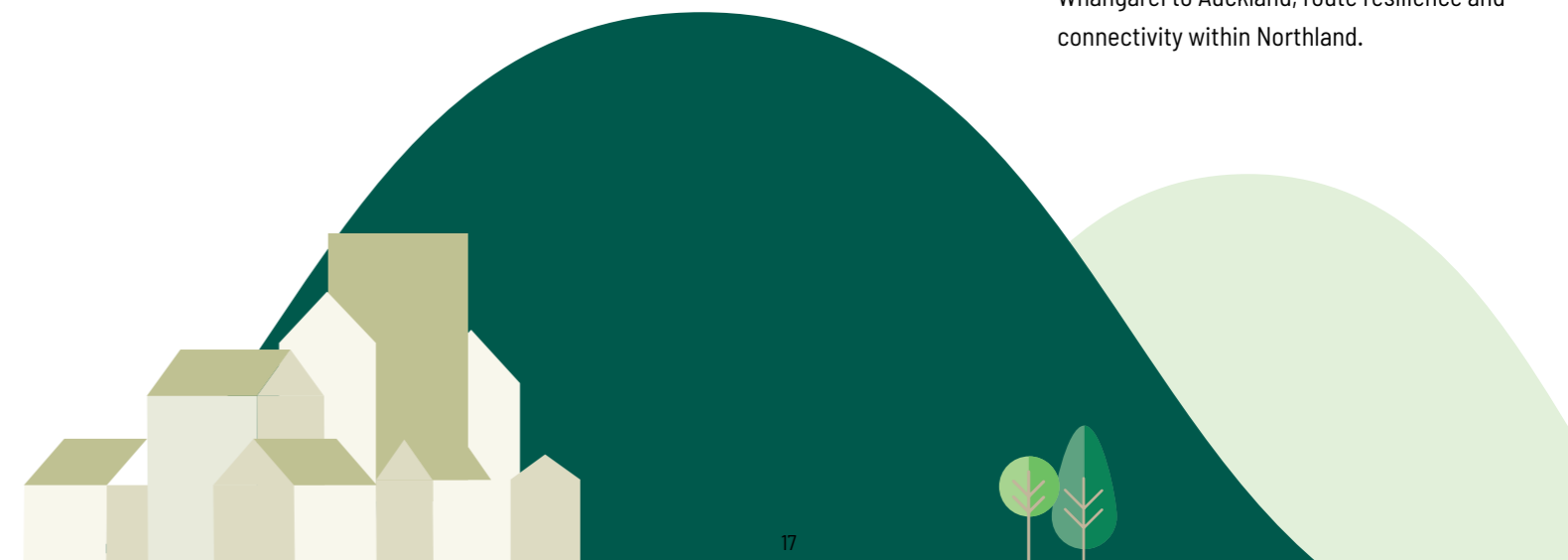
By  
2048

## What we want to achieve

- A shared regional vision and objectives for transport is developed and supported nationally.
- Major infrastructure projects set out in the Regional Land Transport Plan (RLTP) are completed.

- Public transport services across the region offer a fit-for-purpose service in Whangārei, Kaitiāia, the Mid North and Hokianga between Opononi/ Omāpere and Kaikohe.
- The Northland Transportation Alliance manages Northland's roading network, ensuring that it assists tourism activities, including an upgrade to the twin coast discovery route.
- The Northland Walking and Cycling strategy is being implemented with three regional walking and cycling projects being built.
- Northland's ports continue to provide an effective and safe service to the commercial shipping and tourism needs of Northland and New Zealand.

- Agreed priorities and infrastructure projects are complete, including four-laning from Whangārei to Auckland, route resilience and connectivity within Northland.



## Great service Ngā mahi ka oti



### Why this matters

As a council we're dedicated to providing the best service we can with the resources we've got available, and ensuring our ratepayers are getting value for their money.

One of the ways we do this is looking at opportunities to work and share services with other councils, agencies, tangata whenua and regional sectors. Council also achieves this by supporting community led initiatives and community participation in council projects.

Ultimately, we're here for the people of Northland, so we're committed to understanding what our customers' needs are and making it easy for people to engage with us and use the services we provide on your behalf.

### FIND OUT MORE

[www.nrc.govt.nz/forwardtogether](http://www.nrc.govt.nz/forwardtogether)

## What we want to achieve

- 👍 We will continue to strive for fit-for-purpose service delivery that exceeds the expectation of ratepayers and delivers great value for money, with the goal of delivering a gold standard of customer services.
- 👍 We will be guided by an organisation excellence plan for support services completed within the next three years, and development of a continuous improvement strategy to drive efficiency and effectiveness.
- 👍 We will see how our service delivery measures up at a national level through the CouncilMark programme (a business excellence model), where we strive to achieve an A-grade or better.
- 👍 We will seek cost-effective delivery of services through software sharing with other councils nation-wide and other shared council services through active participation in the 'Northland | Forward Together' project.
- 👍 Technology will continue to be developed, reviewed and well-used to deliver services where it is the more efficient method of doing so.

## Keeping rates down Ka pupuri i ngā reiti ki raro



### Why this matters

Council is committed to delivering great value for money to ratepayers and striving to keep rates as low as possible, while still delivering the level of service that our communities expect. One of the ways that we support our ratepayers is to use income that we gain from an extensive commercial investment portfolio to fund a portion of council activities, which keeps our rates bills low when compared to other councils.

## What we'll achieve

- ➡ We will continue to maintain an investment portfolio to subsidising the work we carry out and will review and agree the best level of risk for this portfolio regularly.
- ➡ We will seek to maximise returns from our investments and development opportunities such as property, shareholdings and managed funds, while keeping to our agreed level of risk.
- ➡ We will maximise funding available from other sources such as grants.
- ➡ We will seek to balance the revenue we get from rates with that from other revenue sources, so that we can keep rates lower over the long term, within market constraints.



**P** 0800 002 004  
**E** [info@nrc.govt.nz](mailto:info@nrc.govt.nz)  
**W** [nrc.govt.nz](http://nrc.govt.nz)

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