

Joint Regional Economic Development Committee

Thursday 20 April 2023 at 1.00pm - 3.00pm

AGENDA

Joint Regional Economic Development Committee Agenda

Meeting to be held in the Council Chamber
36 Water Street, Whangārei
on Thursday 20 April 2023, commencing at 1.00pm - 3.00pm

Recommendations contained in the agenda are NOT decisions of the meeting. Please refer to minutes for resolutions.

MEMBERSHIP OF THE JOINT REGIONAL ECONOMIC DEVELOPMENT COMMITTEE

NRC Chair Tui Shortland	NRC Councillor Peter-Lucas Jones	Councillor John Vujcich
Councillor Penetaui Kleskovic	FNDC Councillor Jonathan Larsen	KDC Mayor Craig Jepson

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Opening Karakia | Karakia Timatanga

Tukua te wairua kia rere ki ngā taumata

Hei ārahi i ā tātou mahi

Me tā tātou whai i ngā tikanga a rātou mā

Kia mau kia ita

Kia kore ai e ngaro

Kia pūpuri

Kia whakamaua

Kia tina! TINA! Haumi e, hui e, TĀIKI E!

Closing Karakia | Karakia Whakamutunga

Unuhia, unuhia

Unuhia ki te uru tapu nui

Kia wātea, kia māmā, te ngākau, te tinana, te wairua
i te ara tangata

Koia rā e Rongo, whakairia ake ki runga

Kia tina! TINA! Hui e! Tāiki e!

TITLE: Confirmation of Minutes - 10 March 2023


From: Meloney Tupou, Maori Governance and Engagement Support Admin

Authorised by Auriole Ruka, Pou Manawhakahaere - GM Governance and Engagement, on
Group Manager/s: 14 April 2023

Ngā mahi tūtohutia / Recommendation

That the minutes of the Joint Regional Economic Development Committee meeting held on 10 March 2023, be confirmed as a true and correct record and that these be duly authenticated with the Chair's electronic signature.

Attachments/Ngā tapirihanga

Attachment 1: Joint Regional Economic Development Committee [↓](#) 

Joint Regional Economic Development Committee
10 March 2023

Joint Regional Economic Development Committee Minutes

Meeting held in the Council Chamber
36 Water Street, Whangārei
on Friday 10 March 2023, commencing at 10.00am

Tuhinga/Present:

Chair Tui Shortland (NRC)
Councillor Marty Robinson (NRC)
Councillor John Vujcich (FNDC)
Councillor Penetaui Kleskovic (FNDC)
Councillor Jonathan Larsen (KDC)
Mayor Craig Jepson (KDC)

I Tae Mai/In Attendance:

Full Meeting

Chief Executive Officer (Northland Inc)
General Manager, Investment and Infrastructure (Northland Inc)
Economist - Governance and Engagement (NRC)
Economic Policy Advisor - Governance and Engagement (NRC)
Kaiāwhina Tari Māori Relationships (NRC)

Part Meeting

Chief Executive Officer (NRC)
Pou Manawhakahaere – GM Governance and Engagement (NRC)

The Chief Executive Officer (NRC) declared the meeting open at 10.03 am and welcomed everyone to the first meeting of this triennium's Joint Regional Economic Development Committee.

Ngā Mahi Whakapai/Housekeeping (Item 1.0)

There were no new housekeeping items to be made aware of.

Ngā whakapahā/Apologies (Item 2.0)

Nil

Moved (Robinson/Kleskovic)

Secretarial Note: The Chair advised that there would be a change to the order of the meeting. Committee agreed to begin with 6.1. and once the new Chair is elected committee will resume from item 4.1.

Carried

Joint Regional Economic Development Committee
10 March 2023

Election of Chair (Item 6.1)

Report from Emmanouela Galanou, Economic Policy Advisor and Darryl Jones, Economist

Recommendation(s)

Moved points 1 – 4 (Robinson/Vujcich)

1. That the report 'Election of Chair' by Emmanouela Galanou, Economic Policy Advisor and Darryl Jones, Economist and dated 20 February 2023, be received.
2. That in the event more than one nomination for Chair is received, "System A" as specified in Clause 25 of Schedule 7 of the Local Government Act 2002, be used for the election of the Chair.
3. That the requirement of the Terms of Reference for the Chair to be an elected member from Northland Regional Council has been reviewed by the Joint Committee.
4. That, as a result of this review, the Chair can be an elected member from any of the three local authorities.

Secretarial Note: The Chief Executive Officer called for nominations for election of the office of Chair.

Moved points (Robinson/Jepson)

5. That **John Vujcich (FNDC)** be appointed as Chair of the Joint Regional Economic Development Committee.

Moved points (Vujcich/Robinson)

6. That **Penetaui Kleskovi (FNDC)** be appointed as the representative of the Joint Committee on the Steering Group for Te Ōhanga Rautaki Whānui o Te Tai Tokerau / Northland Regional Economic Development Strategy.

Carried

Secretarial Note:

- *Councillor John Vujcich assumed the chair from the Chief Executive Officer.*
- *The Chair then presided over the remainder of the committee meeting.*

Election of Deputy Chair (Item 6.2)

Report from Emmanouela Galanou, Economic Policy Advisor and Darryl Jones, Economist

Recommendation(s)

Moved (Kleskovic/Vujcich)

1. That the report 'Election of Deputy Chair' by Emmanouela Galanou, Economic Policy Advisor and Darryl Jones, Economist and dated 20 February 2023, be received.

Carried

Moved (Vujcich/Shortland)

2. That in the event more than one nomination for Deputy Chair is received, "System A" as specified in Clause 25 of Schedule 7 of the Local Government Act 2002, be used for the election of the Deputy Chair.

Carried

Moved (Vujcich/Shortland)

Joint Regional Economic Development Committee
10 March 2023

3. That **Penetaui Kleskovic (FNDC)** be appointed as Deputy Chair of the Joint Regional Economic Development Committee.

Carried

Confirmation of Minutes - 23 September 2022 (Item 4.1)

Report from Emmanouela Galanou, Economic Policy Advisor and Darryl Jones, Economist

Ngā mahi tūtohutia / Recommendation

Moved (Vujcich/Kleskovic)

That the minutes of the Joint Regional Economic Development Committee meeting held on 23 September 2022, be confirmed as a true and correct record and that this be duly authenticated with the Chair's electronic signature.

Carried

Receipt of Action Sheet (Item 5.1)

Report from Emmanouela Galanou, Economic Policy Advisor and Darryl Jones, Economist

Ngā mahi tūtohutia / Recommendation

Moved (Vujcich/Robinson)

That the action sheet be received.

Carried

Annual Work Plan 2023 (Item 6.3)

Report from Emmanouela Galanou, Economic Policy Advisor and Darryl Jones, Economist

Recommendation(s)

Moved (Kleskovic/Vujcich)

1. That the report 'Annual Work Plan 2023' by Emmanouela Galanou, Economic Policy Advisor and Darryl Jones, Economist and dated 28 February 2023, be received.

Carried

Moved (Kleskovic/Robinson)

2. That the Joint Regional Economic Development Committee agrees to the Annual Work Plan as set out in Attachment One of this report.

Carried

Secretarial Note: Committee Meeting dates, Workshops, structure of quarterly workshops and EDNZ Training to be discussed further in this afternoon's Workshop.

Northland Inc Limited: Reporting Against Statement of Intent 2022-2025, Second Quarter 2022/23 (Item 6.4)

Report from Emmanouela Galanou, Economic Policy Advisor; Darryl Jones, Economist and Simon Crabb, Finance Manager

Ngā mahi tūtohutia / Recommendation

Joint Regional Economic Development Committee
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Moved (Jepson/Robinson)

That the report 'Northland Inc Limited: Reporting Against Statement of Intent 2022-2025, Second Quarter 2022/23' by Emmanouela Galanou, Economic Policy Advisor; Darryl Jones, Economist and Simon Crabb, Finance Manager and dated 28 February 2023, be received.

Carried

Northland Inc Limited: Statement of Intent 2023-2026 - Draft received from Northland Inc (Item 6.5)

Report from Emmanouela Galanou, Economic Policy Advisor and Darryl Jones, Economist

Ngā mahi tūtohutia / Recommendation

Moved (Vujcich/Robinson)

That the report 'Northland Inc Limited: Statement of Intent 2023-2026 - Draft received from Northland Inc' by Emmanouela Galanou, Economic Policy Advisor and Darryl Jones, Economist and dated 28 February 2023, be received.

Carried

Northland Inc Limited: Agreement to enter long term contract (Item 6.6)

Report from Darryl Jones, Economist and Emmanouela Galanou, Economic Policy Advisor

Recommendation(s)

Moved recommendations 1 and 2 (Robinson/Vujcich)

1. That the report 'Northland Inc Limited: Agreement to enter long term contract' by Darryl Jones, Economist and Emmanouela Galanou, Economic Policy Advisor and dated 27 February 2023, be received.
2. That approval is given to Northland Inc Limited to enter a five-year lease contract with a supplier to equip both the Orchard (Whangārei) and the Innovation Hub (Ngāwha) with photocopiers and smart screens.

Carried

Secretarial Note: NRC Chair Shortland commented that perhaps a threshold level of expenditure be set regarding the necessary items for Joint Committee approval.

Northland Inc Limited: Appointment of directors (Item 6.7)

Report from Darryl Jones, Economist and Emmanouela Galanou, Economic Policy Advisor

Recommendation(s)

Moved (Robinson/Vujcich)

1. That the report 'Northland Inc Limited: Appointment of directors' by Darryl Jones, Economist and Emmanouela Galanou, Economic Policy Advisor and dated 21 February 2023, be received.
2. That an open advertising process be undertaken for the appointment of directors for terms beginning 1 July 2023.
3. That this open advertising process follow the timetable set out in this agenda paper.

Joint Regional Economic Development Committee
10 March 2023

4. That the skills and experience matrix and associated person description as set out in Attachments Two and Three respectively to this agenda paper be adopted.
5. That three Joint Committee members: Penetaui Kleksovic, Tui Shortland and Jonathan Larsen be appointed as an ad hoc committee to conduct interviews and make recommendations on preferred candidates to the Joint Committee.
6. That Nicole Anderson, Chair of Northland Inc board of directors, also be appointed to the ad hoc committee in an advisory role.

Carried

General Business: Resilience and how is it being managed after the current issues caused with communications in the region from the aftermath of Cyclone Gabrielle. Far North District Council have begun conversation on this topic. Issue can be discussed at a future workshop.

Whakamutunga (Conclusion)

The meeting concluded at 12.20pm with a karakia by Councillor Kleskovic.

TITLE: **Receipt of Action Sheet**

From: Emmanouela Galanou, Economic Policy Advisor and Darryl Jones, Economist

Authorised by Auriole Ruka, Pou Manawhakahaere - GM Governance and Engagement, on
Group Manager/s: 14 April 2023


Whakarāpopototanga / Executive summary

The purpose of this report is to enable the meeting to receive the current action sheet.

Nga mahi tutohutia / Recommendation

That the action sheet be received.

Attachments/Ngā tapirihanga

Attachment 1: JREDC Action Sheet 20 April 2023 [↓](#) 

Joint Regional Economic Development Committee - schedule of actions

Meeting date	Item	JREDC Action	Responsible staff	Status	Notes
30-Sep-21	Investment and Growth Reserve: Allocation of funding for Regional Economic Development Strategy	Prepare an information paper on the progress of the Economic Development Strategy to share with all council elected members twice a year.	Northland Inc	In progress	Following the March meeting, the committee would like to receive an information paper so to circulate with their councils.
29-Jul-22	IGR: Update on the reserve	Long-term exercise on IGR projects evaluation.	Darryl, Emmanouela	In progress	Paper to be presented at meeting of JREDC on 15 June 2023.
10-Mar-23	Resilience	Requested that a workshop discussion on this topic post Cyclone Gabriel take place.	Darryl, Emmanouela	In progress	Will incorporate into agenda for JREDC workshop with Northland Inc on 15 June 2023.

**TITLE: Northland Inc Limited: Statement of Intent 2023-2026 -
Shareholder comment on draft**

From: Darryl Jones, Economist and Emmanouela Galanou, Economic Policy Advisor

Authorised by Auriole Ruka, Pou Manawhakahaere - GM Governance and Engagement, on
Group Manager/s: 14 April 2023

Executive summary/Whakarāpopototanga

At its meeting on 10 March 2023, the Joint Regional Economic Development Committee (Joint Committee) received Northland Inc's draft Statement of Intent (SOI) 2023–2026. The purpose of this report is to enable the Joint Committee to discuss the shareholder comment to be provided back to Northland Inc. It recommends that the Joint Committee delegates responsibility to the Chair to provide the shareholder comment on the draft SOI back to Northland Inc by 30 April 2023 in line with the advice suggested in this report.

Recommendation(s)

1. That the report 'Northland Inc Limited: Statement of Intent 2023-2026 - Shareholder comment on draft' by Darryl Jones, Economist and Emmanouela Galanou, Economic Policy Advisor and dated 31 March 2023, be received.
2. That the Chair be delegated authority to provide the shareholder comment back to Northland Inc Limited on its draft SOI 2023–2026, in line with comments received on this report by 30 April 2023.

Options

No.	Option	Advantages	Disadvantages
1	Provide a shareholder comment to Northland Inc on their draft SOI	The Joint Committee clearly convey its thoughts to its council-controlled organisation.	None.
2	Don't provide a shareholder comment	None.	An opportunity for the Joint Committee to provide its final input and direction to its council-controlled organisation is missed.

The staff's recommended option is Option 1. In order to meet the legislative requirements, it is recommended that the Chair be delegated authority to provide the detailed feedback to Northland Inc on its draft SOI 2023–2026, in line with the advice in this report and by 30 April 2023.

Considerations

1. Climate Impact

Although there are issues associated with the importance of climate change in Northland Inc's core work and therefore SOI, this decision does not have any climate risks or negative impacts.

2. Environmental Impact

This decision does not have any environmental risks or negative impacts.

3. Community views

There are no community views on this matter that need to be considered.

4. Māori impact statement

Although there are issues associated with the importance of Māori economic development in Northland Inc's core work and therefore SOI, there are no Māori views on the preparation of the shareholder comment that need to be considered.

5. Financial implications

The proposed level of operational funding contained in the draft SOI 2023-26, coupled with the Project Development budget allocation of \$300K per annum means that there is currently no budgeted funding available for Enabling Investment allocation over the next three years except for unspent Project Development funding. The shareholder comment to Northland Inc's draft SOI 2023-2026 should highlight the need to lower the budgeted level of operational funding requested to allow for some funding to be available for Enabling Investment allocation.

6. Implementation issues

There are no implementation issues. Sending a shareholder comment in April provides adequate time for Northland Inc to consider the issues raised as the final SOI is prepared for delivery by 30 June.

7. Significance and engagement

This matter does not trigger Northland Regional Council's Significance and Engagement Policy.

8. Policy, risk management and legislative compliance

Schedule 8(2) of the LGA 2002 requires the Board of a council-controlled organisation to deliver to its shareholders a draft statement of intent on or before 1 March each year. According to Schedule 8(3), the Joint Committee has until 1 May 2023 to provide shareholder comment back to Northland Inc on the draft SOI. The Board of Northland Inc must deliver a completed SOI back to the Joint Committee by 30 June 2023.

Background/Tuhinga

According to Schedule 8 from the Local Government Act 2002, CCOs such as Northland Inc are required to provide a Statement of Intent to council or appointed joint committees on an annual basis, outlining their strategic approach and priorities for the next three years. A shareholder comment provides the owners of a CCO the opportunity to give final direction to a CCO as it finalises the SOI. The figure below illustrates the process that is typically used by the Joint Committee to provide direction to Northland Inc in shaping their SOI.



Based on the discussion at the Joint Committee meeting of 10 March 2023 and further analysis, staff recommend that the shareholder comment to Northland Inc should include the following key points. In making these points, staff note that practice has been to align any major changes in the SOI to council's Long Term Plan cycle, i.e., look to make larger changes next year so that economic development objectives for councils and Northland Inc are aligned. This will also allow opportunity to align the SOI with Te Rerenga, Te Tai Tokerau Northland regional economic development strategy. In this regard, Northland Inc's draft SOI 2023-2026 does not, at this stage, contain any changes from the current SOI, except for an updated KPI targets (section 5) prospective statement of financial performance (section 13).

Section	Staff comment and possible recommendations
1. Kupu Whakataki - Introduction	Second paragraph, second sentence – suggest the sentence begin as follows: "It is jointly and equally owned by ...". The final number of directors in place as at 1 July 2023 will be known by mid-May when the JREDC makes its decision on the appointment of directors.
2. Tūāhua – Context	This section should be updated to reflect changing environment. This could include comment regarding the impact of Cyclone Gabrielle, the development of Te Rerenga (the regional economic development strategy) and government elections later this year. References to " current Covid-19 issues" (bold italics added) need to be updated as well.
3. He Pou Mahi - Objectives	This section can remain essentially the same for this SOI. However, we anticipate changes in next year's SOI due to the completion of Te Rerenga and councils' Long Term Plan development processes including consultation.
4. Ahua me te Whānuitanga a te Mahi - Nature and Scope of Activities	Some of the descriptions should be updated to reflect developments that have occurred in the current year, e.g., moved from the delivery to the operational stage for the Ngawha Innovation Hub. References to Covid-19 should also be reviewed.
5. He Tohi Eke Pānuku – Key Performance Indicators	Some of the KPI measures should be reconsidered. KPIs that report on the number of engagements or events held are considered relatively weak metrics. It is essential that Northland Inc

Section	Staff comment and possible recommendations
	<p>demonstrate the effective and efficient delivery of economic development services both to shareholders and the broader Northland public. This becomes more important as the quantum of money provided by ratepayers to Northland Inc increases.</p> <p>The KPI measures for the environmental sustainability are considered quite poor. Some consideration should be given to making these more robust.</p> <p>The KPI targets should be reviewed to ensure that they are a “stretch” for the organisation. This comment is made noting that there are already some stretch targets included in the draft SOI, for example, increasing the proportion of business assisted that are Māori up to 50%.</p> <p>As an aside, the reporting on the KPI metrics for the six months ended 31 December was considered to be rather limited. It is desirable to be clearer about whether KPI measures were on track or not including narrative. There is also an expectation that for some of the KPI metrics the results will be reported at the TA and industry level. This did not occur.</p>
<p>13. Whakamaramatanga-a-pūtea – Financial information</p>	<p>It appears that Salaries are not included in the Total Strategic Projects Expenses. This will require reworking of the budget. The expectation of the shareholders is that Northland Inc operates with a very small positive net surplus position.</p> <p>With regard to the level of operational funding provided from the Investment and Growth Reserve (row named “CCO Opex”), it is requested that this be lowered to allow for some funding to be available for Enabling Investment allocation. The proposed level of operational funding contained in the draft SOI 2023-26, coupled with the Project Development budget allocation of \$300K per annum means that there is currently no budgeted funding available for Enabling Investment allocation over the next three years except for unspent Project Development funding. Through the shareholder comment, a recommendation could be provided that the CCO Opex increase for the 2023/24 year be based on the forecast inflation for the 12 months to June 2023. Forecast inflation may also be used to estimate CCO Opex increases for future years (i.e, see Reserve Bank Monetary Policy Statement February 2023).</p>

Staff recommend that the Chair be delegated authority to provide the shareholder comment to Northland Inc by 30 April 2023 based on these points. Comments provided by the Joint Committee on these points at this meeting will be incorporated into the shareholder comment sent by the Chair.

Attachments/Ngā tapirihanga

Nil

TITLE: Northland Inc Limited: Update on primary sector related activities

From: Darryl Jones, Economist and Emmanouela Galanou, Economic Policy Advisor

Authorised by Group Manager/s: Auriole Ruka, Pou Manawhakahaere - GM Governance and Engagement, on 14 April 2023

Whakarāpopototanga / Executive summary

The purpose of this agenda item is to provide material to the Joint Regional Economic Development Committee (Joint Committee) on the work being done by Northland Inc in the primary sector. Northland Inc's work in the primary sector has grown since the launch of Extension 350 (E350) programme in 2016. E350 was a five-year farmer-led, farmer-focused extension programme that concluded in 2022. It was jointly funded by Northland Regional Council (through the Investment and Growth Reserve (IGR)), Ministry for Primary Industries, DairyNZ and Beef+LambNZ, and delivered through Northland Inc.

Further details of the E350 programme, including reporting, videos, farmer interviews and summaries can be found at: <https://www.northlandnz.com/northland-inc/what-we-do/regional-infrastructure-and-investment/regional-projects/extension-350/>. A final independent project evaluation report was published in August 2022: <https://www.northlandnz.com/assets/Files-for-Download/Corporate-Library-Documents/Extension-350-Summative-Evaluation-Report.pdf>

Grow Northland is the name given to a future programme of work that Northland Inc are scoping up as a follow-up to the Extension 350 programme and other current activities. At its meeting on 23 September 2022, the Joint Committee allocated \$60,000 (excl GST) in funding from the Investment and Growth Reserve to Northland Inc to support the continuation of service delivery into the primary sector and to assist with the development of the Grow Northland work programme.

Northland Inc have provided a quarterly reporting for the period ending 31 December 2022 (**Attachment 1**). This agenda item provides an opportunity to discuss this report. Northland Inc representatives will be in attendance.

Ngā mahi tūtohutia / Recommendation

That the report 'Northland Inc Limited: Update on primary sector related activities' by Darryl Jones, Economist and Emmanouela Galanou, Economic Policy Advisor and dated 5 April 2023, be received.

Background/Tuhinga

Not relevant.

Attachments/Ngā tapirihanga

Attachment 1: Grow Northland - Quarterly update for the period October-December 2022 [!\[\]\(2b17f17ebbacc911bb0ff784ab641779_img.jpg\)](#) [!\[\]\(eb972575b342216ad59d6f97d308f1c0_img.jpg\)](#)



Growing Northland's Economy
Kia tupu ai te ōhanga o Te Tai Tokerau

Grow Northland

Subject: Quarterly Update (October 2022- December 2022)

Report by Luke Beehre

Dated: January 2023

Project Background:

The \$70,000 received through the Investment & Growth Reserve, Enabling Investment Fund was to enable the delivery of Stage One of Grow Northland. The key activities that relate to this funding are;

1. Continue providing support/connecting services to the agricultural sector
2. Develop a programme business case to secure both ongoing core resourcing and project based funding
3. Engagement with key stakeholders/potential funders

Quarterly Activity:

This period has been focused on developing the Grow Northland concept, winding up the Extension 350 project and undertaking wider sector engagement.

Within "Grow Northland" there is now an internal organisational structure in place with roles having been scoped, job descriptions developed and people put in place.

Early-stage budgets have been developed alongside longer term funding requirements

Work has progressed on developing and refining the strategic vision with input from the Northland Inc Board and Executive Team.

1. Continue providing support/connecting services to the agricultural sector

The team have been involved in a number of sector-based projects over this quarter, helping to progress and secure funding for activities.

Project	Activity
Extension 350	<ul style="list-style-type: none">• Final wind up of Extension 350 project with media, partner presentations & reporting completed• SFFF associate engagement contract variation submitted with revised completion date 15th February 2023
Peanuts	<ul style="list-style-type: none">• Ongoing delivery and support of trial work• Organising a hui with trial site owners in the new year to understand their interest in next steps and potential of undertaking value add activities further up the value chain, i.e. drying, processing, etc.
Specialty Coffee Industry	<ul style="list-style-type: none">• Providing input into the development of a hui focused around garnering interest and identifying next steps amongst potential growers/processors in developing a specialty coffee industry in the North
Kumara Valorisation	<ul style="list-style-type: none">• Working with and connecting local Kumara growers in with R&D Support• Managed to secure ~\$100k to undertake valorisation work, led by Callaghan Innovation
Resilient Pastures	<ul style="list-style-type: none">• Connecting the group in with potential funders, e.g. NRC• Providing ongoing feedback and input into the development of a SFFF application (total project value ~\$15m).• Steering group capability

Collaboration Tai Tokerau	<ul style="list-style-type: none"> • Administration of SFFF funding and supporting a project variation for the project • Attending hui & focus groups looking to establish projects • Governance capability
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2. Develop a programme business case to secure both ongoing core resourcing and project based funding

The team is in the inception phase of developing the PBC.

Following development of internal organisational structure (with roles scoped, job descriptions developed and people in place) the key focus has been refining and workshopping the broad programme areas with the Northland Inc Board and Executive team.

This process has led to an additional focus area being added to the initial 5 envisioned, being;

1. Land use optimisation
2. Māori economic development
3. Land use change
4. Ngawha innovation park
5. Project delivery
6. Networking

In conjunction with this process work has also been underway to develop the overarching strategic vision for Grow Northland, two key strategic areas have been identified and while will require further development they are centred around land use change/optimisation and the integration value added/high tech manufacturing.

Through engagement with key stakeholders (covered off below) the team is also starting to think about who potential project partners could be and how their roles/resourcing/expertise could be included in the various areas of delivery.

3. Engagement with key stakeholders/potential funders

The team has been engaging on an ongoing basis across sector/industry organisations and local and central government organisations/ministries. Some examples include:

- Hosting the MPI Regional On Farm Support Team including John Roche who is the Establishment Director of the On-Farm Support Services Team and MPI's chief Science Advisor at Ngawha
- Attending the Parliamentary Commissioner for Environment Integrated Landscapes hui
- Supporting series of engagement/focus hui, funding & leadership for Collaboration Tai Tokerau
- OLV working group providing regional & Māori focus & perspectives
- Kaipara Moana Remediation - engagement/collaboration discussions with a focus on shared project development
- Dairy NZ/Fonterra Future farms project workshop
- Ahu whenua trusts collective – maintaining regular engagement
- Te Rarawa engagement
- Peanut partners & stakeholder engagement
- Water demonstration project with KDC

Next Quarter Proposed Activity:

1. Continue providing support/connecting services to the agricultural sector

- CTT hui attendance, providing governance capability alongside support for operational delivery
- Attendance at Coffee Hui & scoping up industry/project next steps
- Further sector wide engagement at farmer/grower, industry & agency levels
- Ongoing water demonstration work

- Peanut project – ongoing project management delivery, a futures hui with what a “year 3” for the project could focus on (with emphasis on processing/value add activities) & development of associated project/funding proposal

2. Develop a programme business case to secure both ongoing core resourcing and project based funding

- Further refinement of strategy, including developing and testing structures for organisational/operational delivery
- Initial scoping of GN business case
- Develop opportunity around a land use optimisation and environmental clusters with Kaipara Moana Remediation group

3. Engagement with key stakeholders/potential funders

- Visit from MPI Director’s for Investment Strategy & Sustainable Regions scheduled
- NRC Councilor presentation
- Further sector engagement at farmer/grower, industry & agency levels

TITLE: Te Rerenga: Te Tai Tokerau Northland Regional Economic Development Strategy - Update

From: Darryl Jones, Economist and Emmanouela Galanou, Economic Policy Advisor

Authorised by Auriole Ruka, Pou Manawhakahaere - GM Governance and Engagement, on
Group Manager/s: 14 April 2023

Whakarāpopototanga / Executive summary

The purpose of this agenda item is to provide Northland Inc with an opportunity to update the Joint Regional Economic Development Committee (Joint Committee) on progress being made in the delivery of Te Rerenga – Te Ōhanga Rautaki Whānui o Te Tai Tokerau, the regional economic development strategy – and to obtain feedback on the high-level themes being developed for consultation.

The vision is to develop an intergenerational, economic development strategy for Te Tai Tokerau Northland. The strategy is to be Te Tiriti-based and co-designed in partnership with Te Tai Tokerau iwi/hapu/Māori, business, industry, communities, local and central government. It wishes to be a sustainable approach which interweaves social, cultural and environmental priorities as outlined by He Tangata, He Whenua, He Oranga Tai Tokerau Māori Growth Strategy (northlandnz.com).

Some of the key objectives of Te Rerenga are to:

- Achieve better intergenerational outcomes for Tai Tokerau.
- Promote meaningful and transformational change that enables communities to thrive, through economic development.
- Better tackle major challenges such as equity, inclusivity, productivity, community capacity and capability, the need for higher value jobs, climate change –collectively.
- Alignment between the mahi already in action or planned.
- Provide direction for Northland Inc objectives and activities into the future.

Representatives from Northland Inc will be in attendance to lead the discussion on this item.

Ngā mahi tūtohutia / Recommendation

That the report 'Te Rerenga: Te Tai Tokerau Northland Regional Economic Development Strategy - Update' by Darryl Jones, Economist and Emmanouela Galanou, Economic Policy Advisor and dated 5 April 2023, be received.

Background/Tuhinga

The development of a regional economic development strategy was part of a broader package of regional economic development initiatives endorsed by the Northland Mayoral Forum at their meeting 25 May 2020 (alongside the initiative to move to joint and equal ownership of Northland Inc). Northland Inc has been given the responsibility for leading the development of the strategy, specified within their Statement of Intent.

This task has been supported with funding from both central government – \$100K from Ministry of Social Development – and local government – \$80K from the Investment and Growth Reserve (allocated by the Joint Regional Economic Development Committee (JREDC) in September 2021) and \$20K from Whangarei District Council. Updates on the development of the strategy have been

provided to various meetings of the Northland Mayoral Forum, CEO Forum, and Northland Forward Together Strategic Planning Workshops, as well as workshops of the Joint Committee and individual local councils.

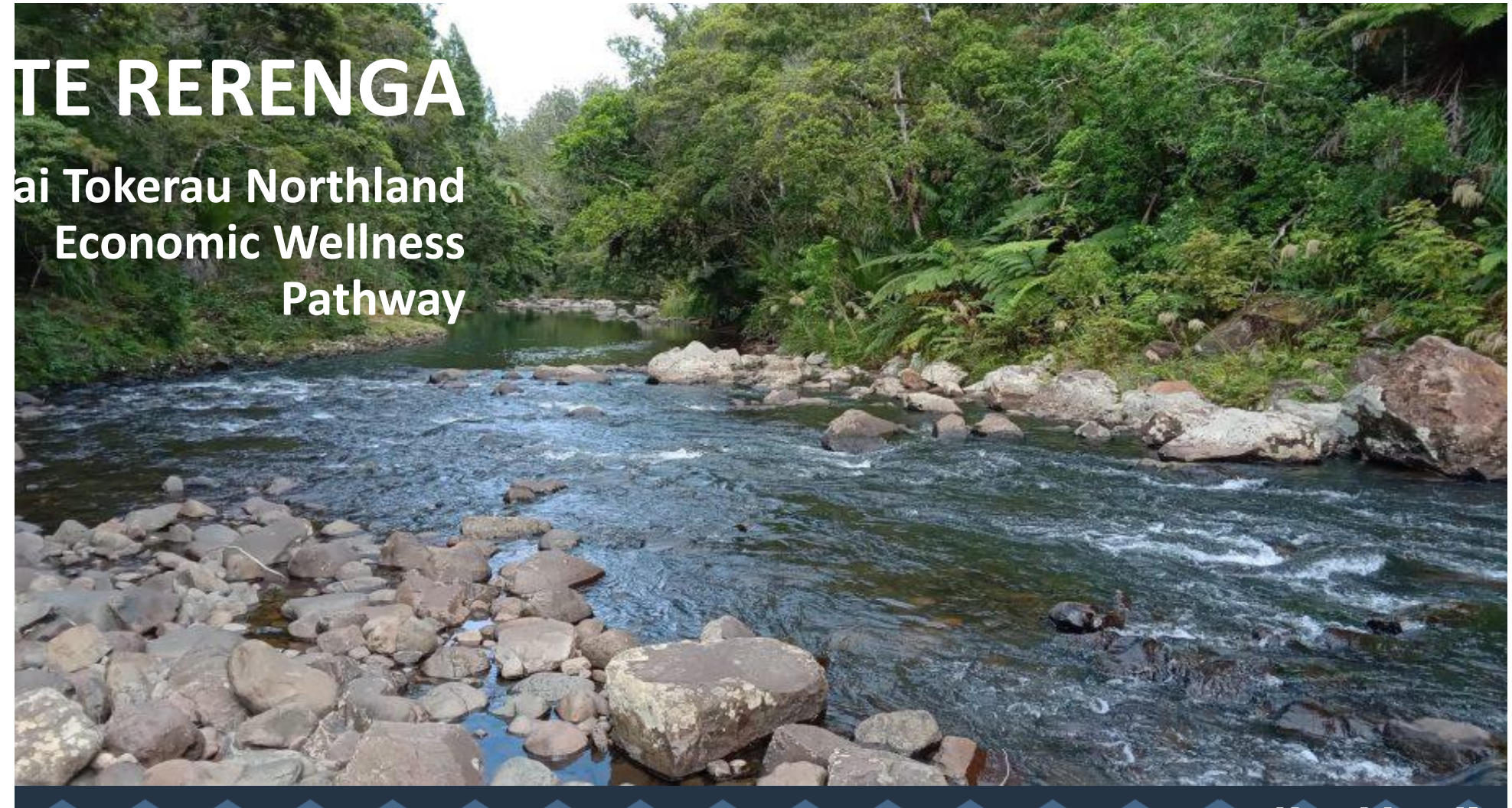
Some points to note regarding progress made over the past year include:

- Received support and participation from Te Kahu o Taonui for the development of a regional economic development strategy.
- Establishment of a Steering Group with Harry Burkhardt and Blanche Morrogh as co-chairs, and Eru Lyndon, Public Service Commissioner Te Taitokerau, and Ripeka Evans, as Kaitautoko in support.
- Cr Justin Blackie had previously participated on the Steering Group as the representative of the JREDC. At its meeting on 10 March 2023, the JREDC appointed Cr Penetaui Kleskovic as its new representative on the Steering Group.
- Five meetings of Steering Group have taken place: 27 July 2022, 17 August 2022, 5 October 2022, 16 November 2022, 7 March 2023.
- Input into the Steering Group from strategy experts such as Frances Valintine (The Mind Lab / Tech Futures Lab) and Karl Johnstone (Hauni NZ Limited).

Attachments/Ngā tapirihanga

Attachment 1: Te Rerenga - Tai Tokerau Northland Economic Wellness Pathway Update [↓](#) 

Attachment 2: Te Rerenga - Tai Tokerau Northland Economic Wellness Pathway 2023 Timeline [↓](#) 



BACKGROUND



The original request to create a more joined-up approach to economic development came from the Mayoral Forum back in 2020.

Following this direction, the Joint Regional Economic Development Committee consisting of Kaipara, FNDC and NRC, formally requested Northland Inc to lead the development of a regional Economic Development Strategy.

Northland Inc is facilitating the development of this strategy in partnership with local and central government, Te Tai Tokerau iwi and hāpu, regional communities and industry. A Steering Group was established in 2022 and supports the co-design of Te Rerenga (the Strategy). For more information click [here](#)

THE VISION

An intergenerational
strategy addressing
economic wellness for
Te Tai Tokerau

Te Tiriti-based &
co-designed in
partnership with Te
Tai Tokerau
iwi/hapū/Māori,
business, industry,
communities, local &
central government

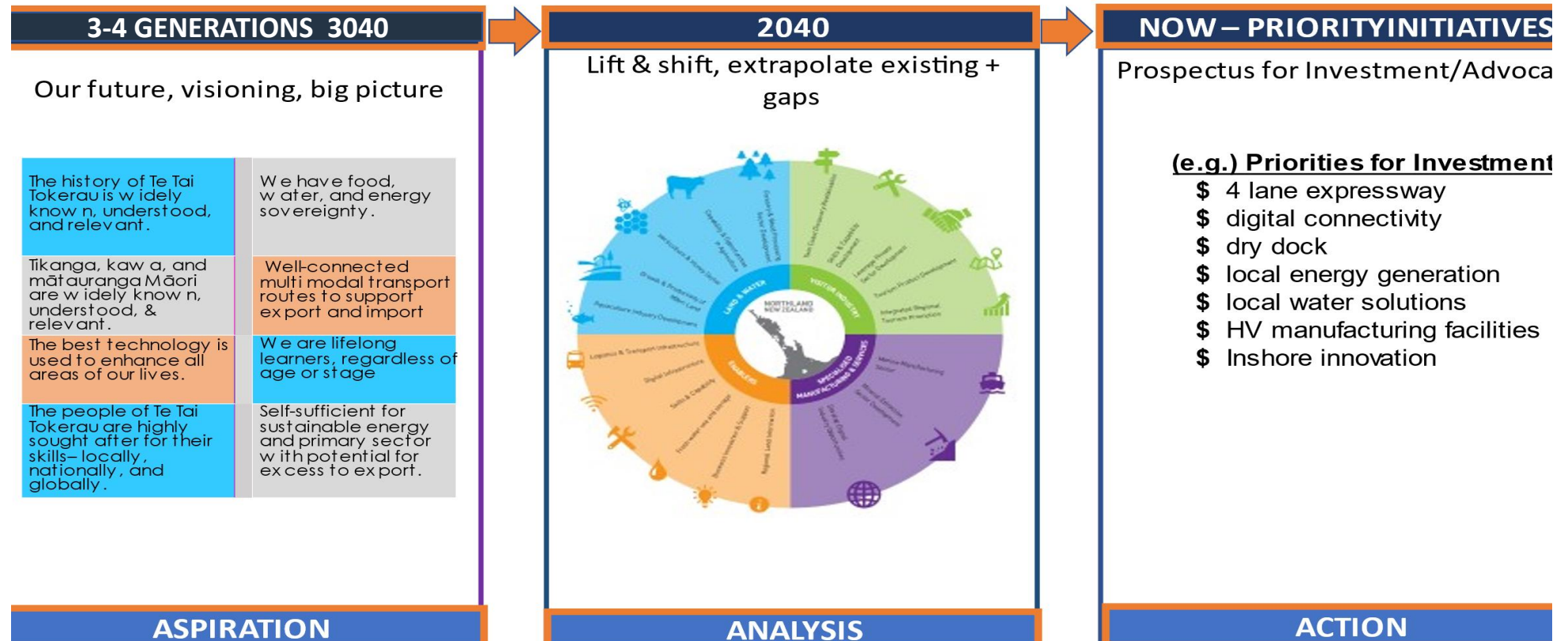
A sustainable
approach which
interweaves social,
cultural, economic &
environmental
priorities as outlined
by He Tangata,
He Whenua,
He Oranga

THE NAME – TE RERENGA

Te Rerenga is about achieving synergies across strategies, coasts, districts, sectors and trends. It aspires to achieve a natural flow of economic activity and development in Taitokerau Northland which enables a number of wellbeings, economic, environment, cultural and social. It is a holistic approach to economic development consistent with the Takarangi donut economic model which iwi and Councils have committed to. As a pathway, the strategy provides an exemplar and direction which allows voluntary investment into this way of developing Northland economy.

The initial timeframe for Te Rerenga is framed around the 200 year centenary of Te Tiriti o Waitangi in 2040, and it will be recommended that this Economic Pathway be reviewed and renewed as a priority for this milestone for Northland and New Zealand. The long term vision for Te Rerenga is 3040 on the 300 year centenary of Te Tiriti o Waitangi or four generations.

3 HORIZON APPROACH – TE RERENGA



THE STRUCTURE

THREE DEFINED SECTIONS:

STRATEGY (WHY)

KEY MESSAGING:

- The 'Prospectus'
- 2023 Vision/Aspirations
- Pillars/Pou – key themes & values
- Pathway with touch points (2040)
- High Level – short & concise
- 'Sales' tool to engage government & other strategic partners.

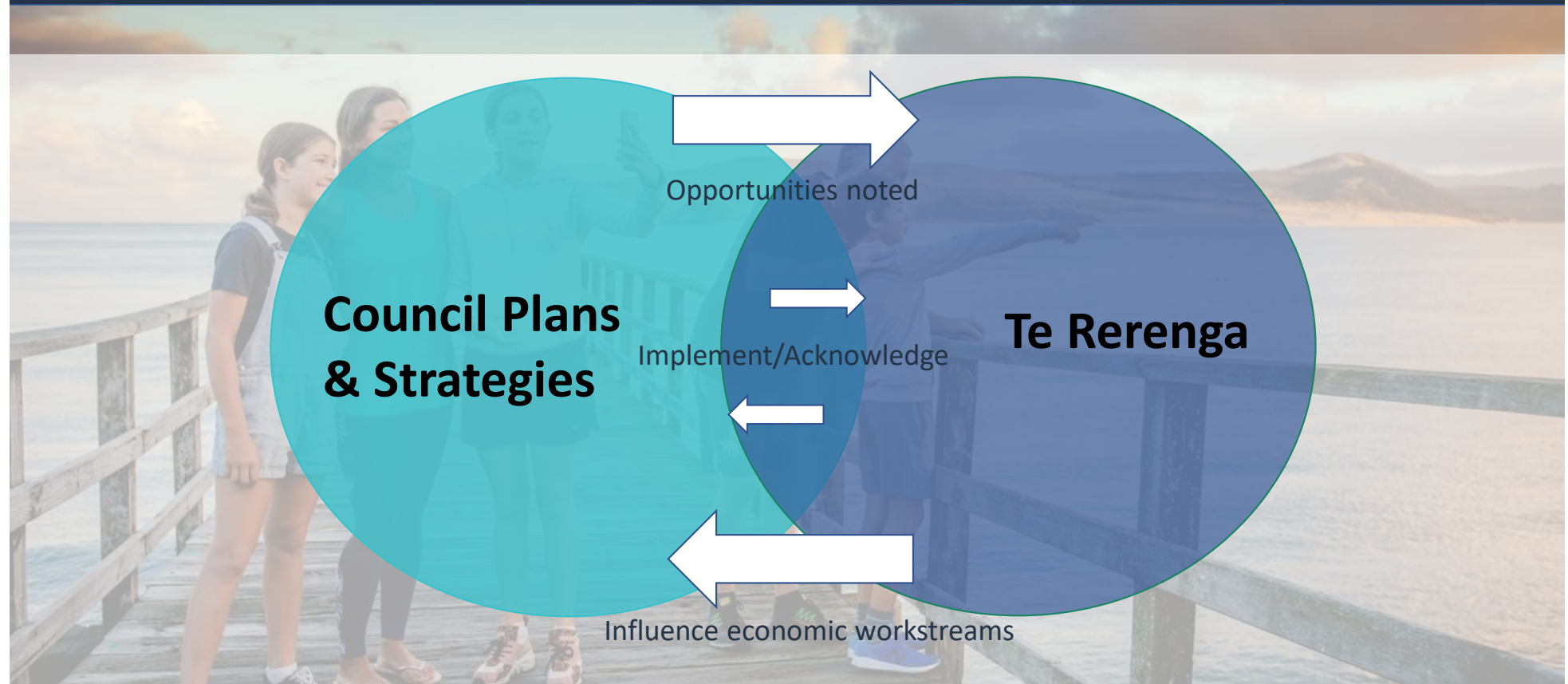
ROADMAP (WHAT)

- The 'Grunt'
- Roadmap to achieving vision
- Focus on economic drivers
- High level activity, identifying ownership of said activity
- Local tactical tool
- Target – Local Govt, Central Govt agencies, big business, influencers

ACTION PLAN (HOW)

- The 'Doing'
- Specific, clear, measurable actions for implementation

CONNECTIONS – Local Government's enabling role



THE PĀTAI? ANY QUESTIONS?



NorthlandInc

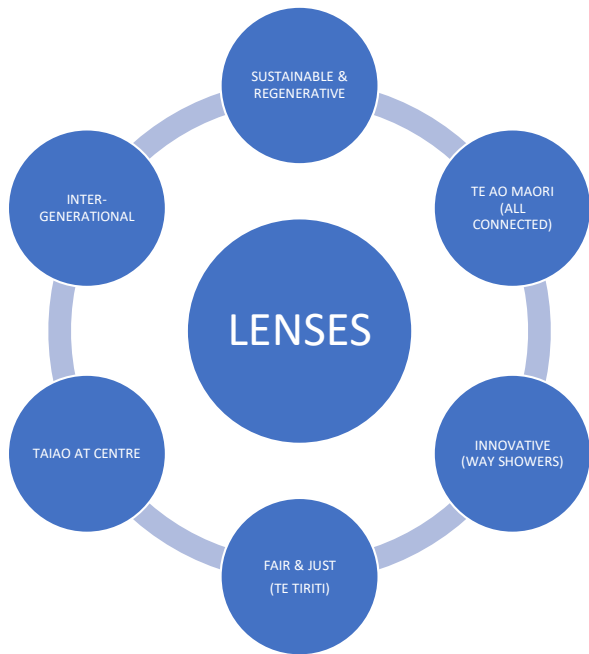
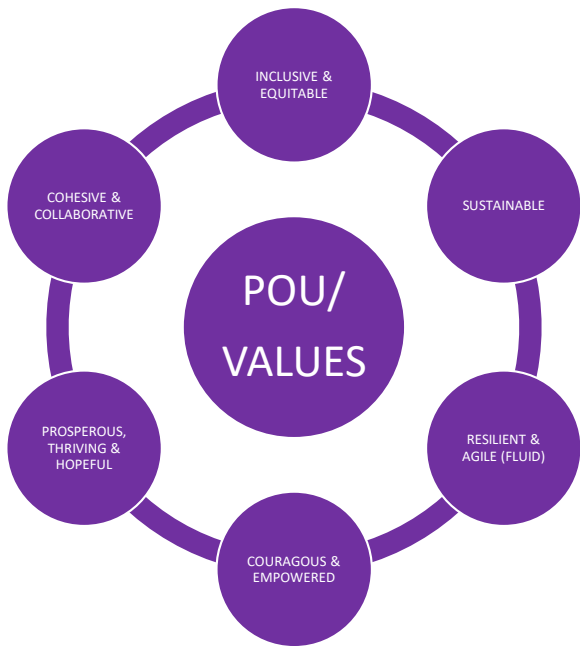
Growing Northland's Economy

Kia tupu ai te ōhanga o Te Tai Tokerau

www.northlandnz.com

WHAT WE CURRENTLY KNOW (draft)

Summarisation of current strategies, including LGNZ



(Lenses – offer different perspectives to consider. Descriptors to come once agreed.)

WHAT WE CURRENTLY KNOW (draft)

CURRENT HIGHER-LEVEL CONCEPTS

- Te Ao Māori approach embraced;
- A region with a can-do mindset that works in harmony with Taiao;
- Focus on commonalities rather than differences - working *with* each other;
- Do what we do now, but smarter. More evolved. More mindful of our imprint;
- A 'green' economy, including energy use;
- Sovereignty – people & place, self-sustaining & resilient;
- Trail blazing – a testing ground for innovative & transformational approaches;
- Led by example – authentic, values based – looking after people & place.

NEW CONCEPTS

(Identified but not clearly articulated, in current strategies)

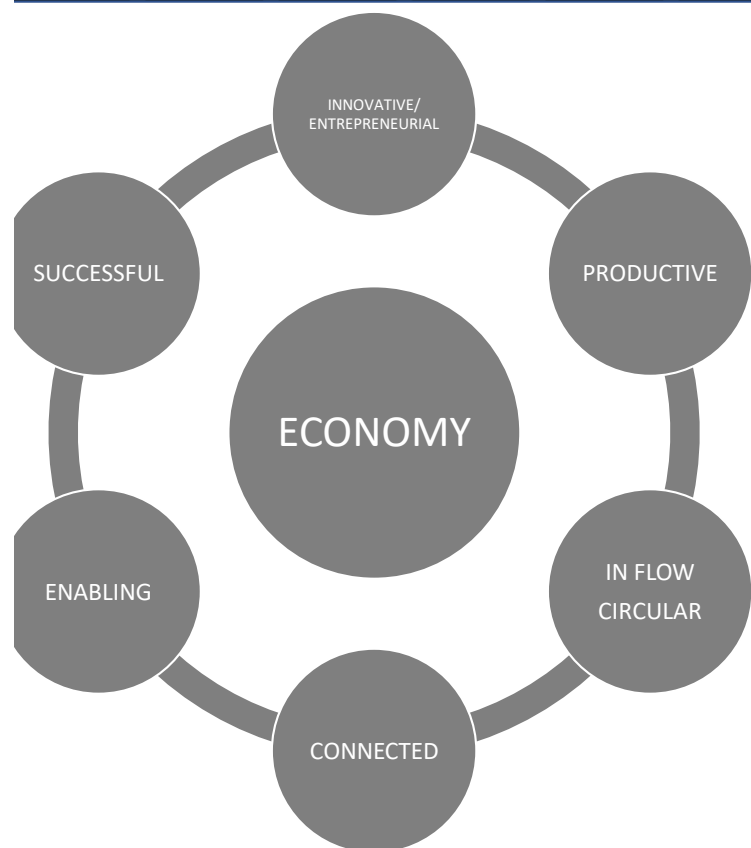
- Mindset shift - what does a shift in mindset look & feel like?
- Courageous leadership – how do we support & foster this?
- Introduction of new metrics to measure economic success
- Green energy transition – what does this look & feel like?
- Increase in GDP growth & employment – be good to re-explore this.
- Flipping the coin – growth at what cost? Is this the best way forward? Are there alternatives?
- Working in harmony with the environment (what does this look like for industry)?
- Reimagining the welfare system – engaging the unengaged. Is there an alternative approach to benefits?

WHAT WE CURRENTLY KNOW (draft)

CURRENT THEMES/CATEGORIES

- Leadership
- Taiao/Planet/Environment
- Te Ao Māori
- Economy (including consideration of economic transition)
- Health and Wellbeing
- Workforce/Education
- Enablers

ECONOMY



Current identified industries:

- High end manufacturing
- Destination management and tourism
- Primary sector (agriculture, forestry, horticultural & suggest, aquaculture)
- Construction & Infrastructure
- Land and water
- Digital (identified as a future opportunity)

(Current) High level actions

Diversity (digital, innovative)

Resilient to economic shocks

Product development including lifting quality (filling the gaps)

Infrastructure – safe, resilient, efficient, world class, fit-for-purpose – enhancing growth & existing development

Sustainable, resilient, economic growth & development

High income sustainable businesses

Research & development

Marketing/regional branding (Who are we? What do we value?)

Increase in GDP growth & employment

Decreased unemployment

Energy resilience

Making use of strategic advantage of our environment in sustainable ways

Transition to more sustainable future industries, such as green hydrogen, solar, etc

Authenticity in who we are and how we tell our stories

Incomes exceed national average

TAIAO/ENVIRONMENT



(Current) High level actions

Sustainability & environmental stewardship – protect & restore our natural environment
Environment at the centre of decision making – not an after thought
Encouraging connection (to each other, to the natural environment)
Utilising our strategic advantage (climate, soils, etc)
Protecting water supply
Nurturing our environment so it nurtures us
Protecting open spaces & access to
Positively adapting to climate change – becoming climate smart
Land & water – productive and sustainable
Everything is done in-sync with Papatūānuku
Champion green skills
Transitioning Taitokerau to green energy regeneration
Reducing pollution/rubbish (incl. chemicals)
Reversing taiao collapse
Energy resilience
Marine regeneration

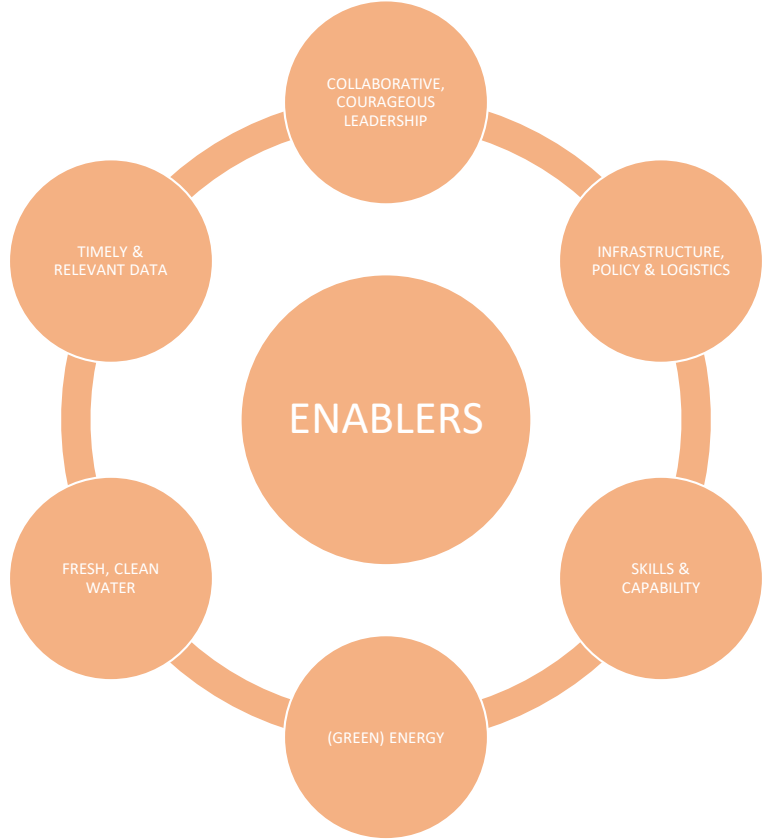
Ko ahau te taiao, ko te taiao, ko ahau - I am the environment and the environment is me.

LEADERSHIP



(Current) High level actions
Principled cohesive (Māori) leadership with entrepreneurial capability & cultural acumen to realise potential
Building intergenerational strength, vitality & performance
Collaborative leadership approach
Embracing & celebrating thought leadership
Developing new leaders (concerted)

ENABLERS



- (Current) High level actions
 - Collaborative leadership approach (needs to be more heavily highlighted) courageous
 - Logistics & transport infrastructure
 - Equitable digital infrastructure (increase access)
 - Skills & capability (including investment in digital, IT and technology)
 - Freshwater use & storage
 - Business innovation & support
 - Regional land information
 - Upskilling programmes (embed)
 - Timely & relevant data and insights
- Potential new ones
 - Refreshed mindset (change in korero)
 - Green energy

HEALTH & WELLBEING

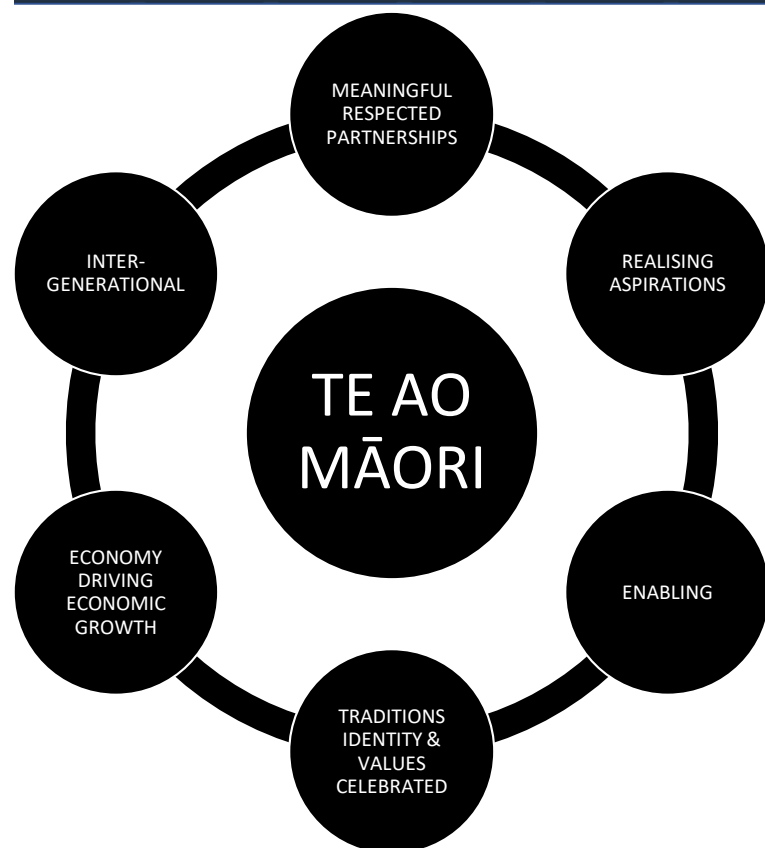


(Current) High level actions
Reimagine healthcare (workforce)
Affordable housing - safe & secure
Health system reenforces Te Tiriti o Waitangi articles
Shift to wellness/strengths based view of health
Co-designed services (with community)
Foster a climate of new ideas innovation and risk taking – establish Tai Tokerau as a testing ground for innovation and transformational approaches
Accessible & high-quality health services
Realising full potential
Cohesive communities
Creating enduring legacies of well-being & prosperity
Whanau well-being & prosperity
Easy access to services
Sovereignty – self sustaining
Deeper sense of place & connection

PEOPLE are:

Credible – Connected – Collaborative – Resilient – Equitable – Equal - Inclusive
Purposeful – Productive – Prosperous – Happy – Healthy - Entrepreneurial

TE AO MĀORI



(Current) High level actions

Meaningful & respected partnerships

Traditions, identity & values at the forefront

Realising aspirations - identity & support

Enabling Māori development (eg, Papakāinga)

Māori economy drives economic growth & prosperity (seen as viable & attractive)

Contribution to GDP commensurate with population base

Land holding profitable & productive

Embracing/endorsing a Te Ao Māori approach

Valuing, embracing & celebrating our unique culture & heritage

Focus on growing Māori workforce, especially wāhine and taitamariki

Identifying critical green skill requirements

Support Iwi/Hapu lead workforce

A political & economic landscape that enables & wants Māori economy to prosper

Māori influence is seen as critical to future development

Increase in Māori engagement & achievement in formal education

Move from consumption mode to investment mode

Recognising, celebrating & embracing intergenerational knowledge

WORKFORCE/EDUCATION



(Current) High level actions

Māori workforce contributes to growth & competitiveness

Equitable, resilient & inclusive workforce (developing)

Barrier free access to training opportunities

Focus on future skills pipeline (ie, healthcare)

Improved higher education qualifications

Meeting the current & future skill needs of the region/employers

Supporting community lead initiatives – growing community capability

Preparing workforce for green/equitable transition owing to climate change impacts

Amplifying initiatives to attract tai tamariki, Māori, wāhine

Wrap around pastoral care (awhi)

Recognising & supporting both lower & higher skilled roles (both currently necessary)

Growing participation

Sustainable skills developed to enable stable local workforce

Raising profile of certain industries to be seen as a viable career (ie hospitality)

Champion/showcase educational pathways

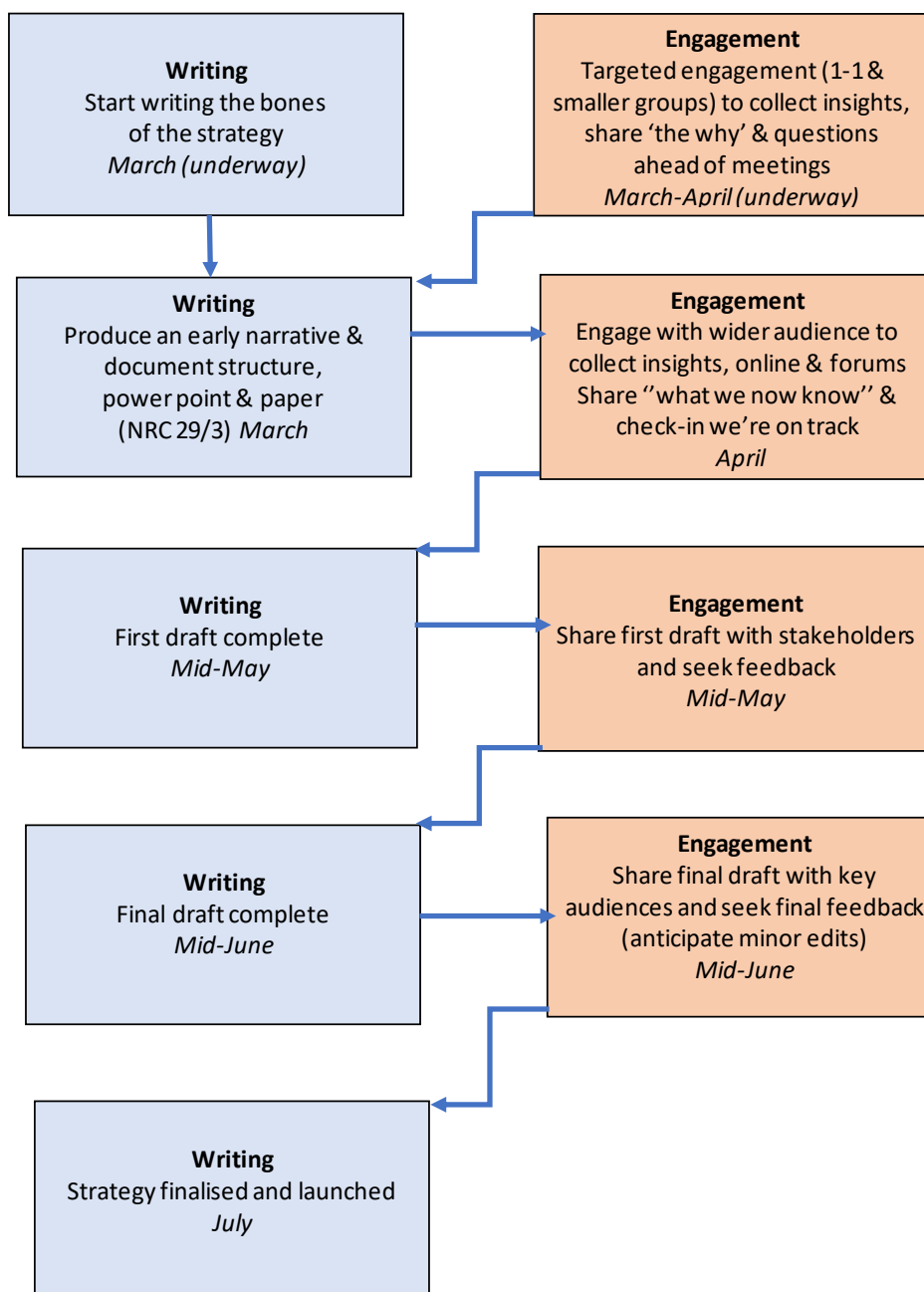
Applied knowledge & innovation

Growing capacity & capability

Te Rerenga – Northland Economic Wellness Pathway

13 April 2023

The project (referred to as the regional economic development strategy) remains on track re timeline and budget, and the Steering Group met on March 7. They were provided with an update of activities, had a presentation from by Karl Johnstone of [Haumi](#), and provided direction to the Project Team on the engagement programme, which is now underway. A roadmap to completion has been confirmed as below:



TITLE: Business with the Public Excluded

Whakarāpopototanga / Executive Summary

The purpose of this report is to recommend that the public be excluded from the proceedings of this meeting to consider the confidential matters detailed below for the reasons given.

Ngā mahi tūtohutia / Recommendations

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	Reasons/Grounds
7.1	Northland Inc Limited: Appointment of Directors - Selection of applicants to interview	The public conduct of the proceedings would be likely to result in disclosure of information, the withholding of which is necessary to protect the privacy of natural persons, including that of deceased natural persons s7(2)(a).

3. That the Independent Financial Advisors be permitted to stay during business with the public excluded.
-

Considerations

1. Options

Not applicable. This is an administrative procedure.

2. Significance and Engagement

This is a procedural matter required by law. Hence when assessed against council policy is deemed to be of low significance.

3. Policy and Legislative Compliance

The report complies with the provisions to exclude the public from the whole or any part of the proceedings of any meeting as detailed in sections 47 and 48 of the Local Government Official Information Act 1987.

4. Other Considerations

Being a purely administrative matter; Community Views, Māori Impact Statement, Financial Implications, and Implementation Issues are not applicable.