

AGENDA

Supplementary Reports Ordinary Council Meeting

Membership:

Kahika - Mayor Moko Tepania - Chairperson
Kohepu - Deputy Mayor Chicky Rudkin
Cr Arohanui Allen
Cr Rachel Baucke
Cr Ann Court
Cr Felicity Foy
Cr Hilda Halkyard-Harawira
Cr Tāmāti Rākena
Cr Davina Smolders
Cr Kelly Stratford
Cr John Vujcich

Wednesday, 29 April 2026

Time: 10:00 AM

Council Chamber

Memorial Ave

Kaikohe

Te Paeroa Mahi / Order of Business

| | | |
|----------|---|----------|
| 6 | Ngā Pūrongo / Reports | 6 |
| 6.12 | Northland Inc Draft Statement of Intent | 6 |

Report - under separate cover

6.11 Northland Water Done Well: Commitment to the Regional Council-Controlled Organisation and Incorporation Date **Report pending – to be circulated prior to the meeting**

6 NGĀ PŪRONGO / REPORTS

6.12 NORTHLAND INC DRAFT STATEMENT OF INTENT

File Number: A5737248

Author: Roger Ackers, Head of Strategic Reform Initiatives

Authoriser: Charlie Billington, Group Manager - Corporate Services

TAKE PŪRONGO / PURPOSE OF THE REPORT

The purpose of this report is to;

- Present the Draft Statement of Intent (SOI) 2026/27–2028/29 for Northland Inc to Council
- Summarise the feedback from the Far North District Council (FNDC) elected member workshop held on 14 April 2026 presented to Te Koekoeā Committee on 21 April 2026, and
- Seek retrospective approval of FNDC's consolidated shareholder feedback that was provided to the Joint Regional Economic Development Committee (JREDC) on 24 April 2026.

WHAKARĀPOPOTO MATUA / EXECUTIVE SUMMARY

- Northland Inc is the region's Council Controlled Organisation responsible for regional economic development and destination management on behalf of Far North District Council (FNDC), Kaipara District Council (KDC), Whangārei District Council (WDC), and Northland Regional Council (NRC).
- The Statement of Intent is the primary accountability instrument through which shareholder councils set expectations for Northland Inc's purpose, priorities, activities, performance measures, and use of public funding.
- On 14 April 2026, FNDC elected members participated in a workshop to review the draft 2026/27 SOI, assess alignment with FNDC priorities and the shareholder Letter of Expectations, and identify feedback to be provided to JREDC.
- The workshop confirmed general support for the overall direction of the SOI, including intentional continuity ahead of local government elections, while identifying several areas where clarity, transparency, and shareholder value could be strengthened
- Key themes emerging from the workshop included:
 - The need for clearer articulation of how Northland Inc activity delivers value to FNDC communities and districts;
 - Improved clarity and transparency of funding flows, including the use of the Investment and Growth Reserve (IGR);
 - Reducing duplication between Strategic Pou;
 - Strengthening Key Performance Indicators (KPIs) through clearer output versus outcome labelling and enhanced qualitative narrative to complement quantitative measures;
 - Greater visibility of district-level impacts, particularly in tourism, workforce development, and Māori economic participation.
- A paper was tabled at Te Koekoeā Committee on 21 April 2026 summarising the themes from the workshop. Te Koekoeā Committee approved the recommendations as follows;
 - Receives the Draft Northland Inc Statement of Intent 2026/27–2028/29
 - Notes the outcomes of the Far North District Council elected member workshop held on 14 April 2026
 - Recommends that Council approve the Far North District Council shareholder feedback outlined in this report for submission to the Joint Regional Economic Development Committee via the draft letter found in attachment two and

- Notes that the final Statement of Intent will be adopted by Northland Inc by 30 June 2026, following consideration of collective shareholder feedback.
- The feedback was consolidated into FNDC's shareholder submission to JREDC on 24 April 2026. The final SOI must be adopted by JREDC by 30 June 2026.

TŪTOHUNGA / RECOMMENDATION

That Council:

- a) Receives the Draft Northland Inc Statement of Intent 2026/27–2028/29**
- b) Notes the outcomes of the Far North District Council elected member workshop held on 14 April 2026 and the resolution of the 21 April 2026 Te Koekoeā Committee paper 'Northland Inc Statement of Intent'**
- c) Retrospectively approve the Far North District Council shareholder feedback outlined in this report that was submitted to the Joint Regional Economic Development Committee on 24 April 2026 via the draft letter found in attachment two and**
- d) Notes that the final Statement of Intent will be adopted by Northland Inc by 30 June 2026, following consideration of collective shareholder feedback at the Joint Regional Economic Development Committee on 24 April 2026.**

1) TĀHUHU KŌRERO / BACKGROUND

Northland Inc is Northland's regional economic development agency and Regional Tourism Organisation, operating at a regional scale on behalf of its four shareholder councils. It is governed as a Council-Controlled Organisation under the Local Government Act 2002 and is overseen by a board of five independent directors.

The Statement of Intent is the key statutory document through which shareholder councils set expectations for Northland Inc's strategic direction, performance measures, funding use, and reporting. Each year, shareholder councils provide feedback through the Joint Regional Economic Development Committee, which administers the collective shareholder oversight role.

For the 2026/27 SOI, JREDC issued a Letter of Expectations on 9 October 2025. The letter signalled an expectation of intentional continuity, with no substantive reset of strategic direction during the pre-election period. Specific expectations included:

- Improved clarity in the description of funding sources and use;
- Reduction of duplication between Strategic Pou in the Statement of Intent;
- Clear labelling of KPIs as outputs versus outcomes;
- Reflection of the agreed IGR operational funding profile; and
- Reinforcement that Enabling Investment funding is primarily for third-party project development.

Northland Inc submitted its draft SOI to JREDC on 28 February 2026. FNDC held an elected member workshop on 14 April 2026 to review the draft SOI and identify district-level feedback ahead of JREDC's consideration of shareholder input on 24 April 2026.

The outcome of the 14 April 2026 workshop was tabled at the 21 April 2026 Te Koekoeā Committee meeting with the Committee approving the following;

- *Receives the Draft Northland Inc Statement of Intent 2026/27–2028/29*
- *Notes the outcomes of the Far North District Council elected member workshop held on 14 April 2026*

- *Recommends that Council approve the Far North District Council shareholder feedback outlined in this report for submission to the Joint Regional Economic Development Committee via the draft letter found in attachment two and*
- *Notes that the final Statement of Intent will be adopted by Northland Inc by 30 June 2026, following consideration of collective shareholder feedback.*

2) MATAPAKI ME NGĀ KŌWHIRINGA / DISCUSSION AND OPTIONS

Overview of the Draft SOI

The draft SOI retains:

- Northland Inc's existing vision and mission;
- Four Strategic Pou:
 1. Investment and Infrastructure;
 2. Primary Sector – Tuputupu Grow Northland;
 3. Tourism and Destination Management; and
 4. Innovation and Enterprise;
- Six Enablers: Advocacy and Brand;
 1. Māori Economic Development;
 2. Environmental Sustainability;
 3. Partnerships;
 4. Organisational Culture and Capability; and
 5. Workforce and Education.

This continuity was generally supported by FNDC elected members as providing stability through the election period and allowing future councils to reset direction if desired.

Key Issues Raised by FNDC

Across the workshop discussion, FNDC elected members identified the following key areas for feedback:

1. Shareholder Value and District Impact: Greater visibility is sought on how Northland Inc's regional activities translate into tangible benefits at the district and community level, including clearer reporting by district, sector, or ward where practicable.
2. Funding Transparency: Elected members emphasised the importance of clearly describing funding flows, particularly the relationship between shareholder contributions, Northland Inc operational funding, and the use of the Investment and Growth Reserve for project development and enabling investment.
3. KPIs and Performance Reporting: While improvements were noted in output versus outcome labelling, concerns remain that KPIs are predominantly quantitative and do not fully convey value or impact. Members supported retaining auditable quantitative measures, supplemented by structured qualitative narrative reporting that explains outcomes achieved, lessons learned, and district-specific impacts.
4. Reduction of Duplication Between Strategic Pou: FNDC supports continued refinement to reduce overlap, particularly between Investment and Infrastructure and Innovation and Enterprise activities, with clarity that Northland Inc's role is primarily facilitative rather than delivery focused.
5. Tourism and Destination Management: Members raised concerns about clarity between Northland Inc's roles as a Regional Tourism Organisation and Economic Development Agency, the visibility of benefits for Far North destinations (including the Bay of Islands), and

the absence of contestable events funding. Improved alignment with local tourism assets, visitor information centres, and district-level tourism needs was encouraged.

6. Workforce and Māori Economic Development: Stronger articulation of how workforce development, education pathways, and Māori economic participation are enabled through Northland Inc activity was sought, with clearer outcome measures and narrative reporting of partnership impacts.

TAKE TŪTOHUNGA / REASON FOR THE RECOMMENDATION

The recommended approach supports intentional continuity in the SOI while strengthening accountability, transparency, and shareholder value. Retrospectively approving FNDC's consolidated feedback enables clear and timely input to JREDC without seeking wholesale changes that would undermine stability.

In addition, FNDC notes that the Government's ongoing Local Government Reforms present a future opportunity for shareholders and Northland Inc to collectively reconsider the most effective delivery models for economic development and tourism support, both locally and regionally. As reform settings and institutional arrangements become clearer, FNDC considers that these matters could be appropriately explored through future Statements of Intent and as part of the next Long-Term Plan cycle, rather than through substantive amendment of the current SOI.

In considering future SOIs and long-term planning discussions, FNDC also identifies several governance-level matters raised through elected member and committee feedback that may warrant further examination:

- The resilience of Northland Inc's core operating model, including contingency planning should future shareholder funding commitments—such as the Whangārei District Council contribution beyond 2027/28 not be renewed;
- Whether the SOI should include more explicit governance and performance expectations for cyber security resilience, noting its identification as a principal organisational risk;
- How the effectiveness and quality of partnership with mana whenua is measured beyond quantitative indicators such as the number of hui held;
- The potential value of periodic stakeholder perception surveys (for example with central government agencies, iwi, and industry bodies) to assess Northland Inc's influence and strategic leadership within the regional economic development system.


FNDC sees these matters as appropriately framed for future discussion with the Board and shareholders in the context of reform settings, governance maturity, and the next Long-Term Plan cycle.

3) PĀNGA PŪTEA ME NGĀ WĀHANGA TAHUA / FINANCIAL IMPLICATIONS AND BUDGETARY PROVISION

There are no direct financial implications arising from this report.

FNDC's existing financial commitments to Northland Inc are provided through its population-based contribution to the Investment and Growth Reserve, which funds both Northland Inc's core operations and regional economic development project activity. The SOI process provides a mechanism to influence the use and reporting of this funding but does not alter approved budget allocations.

ĀPITIHINGA / ATTACHMENTS

1. **20260227 Northland Inc Statement of Intent 2026-27 Draft V1 submitted to JREDC - A5689534** [↓](#) 
2. **Letter to JREDC Mayor Moko 21 April 2026 NINC SOI 26 028 FNDC - A5737511** [↓](#) 

Hōtaka Take Ōkawa / Compliance Schedule:

Full consideration has been given to the provisions of the Local Government Act 2002 S77 in relation to decision making, in particular:

1. A Local authority must, in the course of the decision-making process,
 - a) Seek to identify all reasonably practicable options for the achievement of the objective of a decision; and
 - b) Assess the options in terms of their advantages and disadvantages; and
 - c) If any of the options identified under paragraph (a) involves a significant decision in relation to land or a body of water, take into account the relationship of Māori and their culture and traditions with their ancestral land, water sites, waahi tapu, valued flora and fauna and other taonga.
2. This section is subject to Section 79 - Compliance with procedures in relation to decisions.

| He Take Ōkawa / Compliance Requirement | Aromatawai Kaimahi / Staff Assessment |
|---|---|
| State the level of significance (high or low) of the issue or proposal as determined by the Council's Significance and Engagement Policy | Low significance. The report relates to shareholder oversight and feedback on a draft Statement of Intent and does not involve a decision of high significance under FNDC's Significance and Engagement Policy. |
| State the relevant Council policies (external or internal), legislation, and/or community outcomes (as stated in the LTP) that relate to this decision. | The report has been assessed as consistent with the Local Government Act 2002 requirements for Council-Controlled Organisations and Statements of Intent, and aligns with FNDC's Long-Term Plan, Annual Plan, and Significance and Engagement Policy |
| State whether this issue or proposal has a District wide relevance and, if not, the ways in which the appropriate Community Board's views have been sought. | The matter has district-wide relevance as it relates to FNDC's role as a shareholder in Northland Inc. |
| State the possible implications for Māori and how Māori have been provided with an opportunity to contribute to decision making if this decision is significant and relates to land and/or any body of water. State the possible implications and how this report aligns with Te Tiriti o Waitangi / The Treaty of Waitangi. | The report raises no direct implications for Māori in terms of land, water, or regulatory decisions. Māori economic development is addressed as part of FNDC's shareholder expectations for Northland Inc, consistent with Te Tiriti o Waitangi principles. |
| Identify persons likely to be affected by or have an interest in the matter, and how you have given consideration to their views or preferences (for example – youth, the aged and those with disabilities). | The report relates to regional economic development governance. No individual or group is directly affected, and views have been informed through the elected member workshop process |
| State the financial implications and where budgetary provisions have been made to support this decision. | There are no additional financial implications arising from this report. Existing funding arrangements for Northland Inc are already provided for in approved budgets |
| Chief Financial Officer review. | The CFO has not reviewed this report. |



NorthlandInc

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

Tauākī Whāinga Statement of Intent

2025/26 - 2028/29

Draft as at 28 February 2026

DRAFT

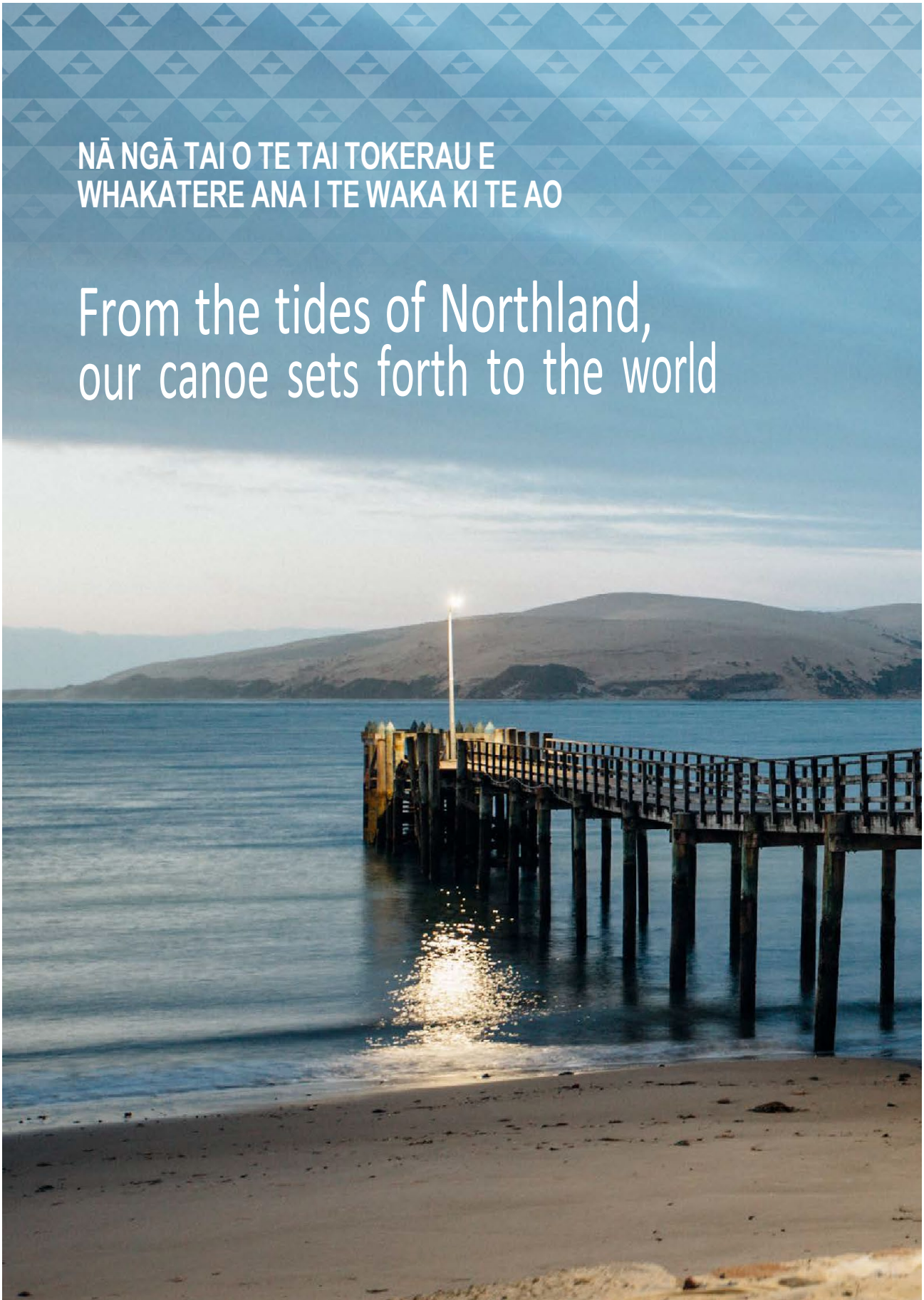


CONTENTS

| | | |
|----|--|----|
| 1 | Kupu Whakataki Introduction | 5 |
| 2 | He Pou Mahi Vision and Mission | 6 |
| 3 | Organisational Objectives, Activities and Key Performance Indicators | 7 |
| 4 | Ngā hua mō ngā Kaipupuri Shareholders' Funds, Distributions and the Value of Shareholders' Investment | 25 |
| 5 | Te Mana whakahaere o te Poari Governance | 26 |
| 6 | Ngā kaupapa here kaute Accounting Policies | 26 |
| 7 | Ngā kōrero hei tuku ki ngā Kaipupuri Information to be provided to the Shareholders | 27 |
| 8 | Ngā urunga, ngā whiwhinga me ngā hokonga hou New entities, acquisitions and sales | 27 |
| 9 | Kia rapu pūtea i ngā Kaunihera mō ēnei take Activities for which local authority funding is sought | 28 |
| 10 | Wētahi atu take Any other matters | 28 |
| 11 | Whakamāramatanga-ā-pūtea Financial Information | 29 |
| | Appendix A: Ngā Kaupapa Here Kaute Accounting Policies | 30 |

NĀ NGĀ TAI O TE TAI TOKERAU E
WHAKATERE ANA I TE WAKA KI TE AO

From the tides of Northland,
our canoe sets forth to the world



1 KUPU WHAKATAKI INTRODUCTION

The Board of Directors of Northland Inc Limited (Northland Inc) presents this Statement of Intent (SOI) as a public declaration of the activities and intentions of Northland Inc in accordance with Clause 9 of Schedule 8 of the Local Government Act 2002 (the Act).

Northland Inc is a limited liability company, registered under the Companies Act 1993, a reporting entity for the purposes of the Financial Reporting Act 1993. It is jointly owned by Far North District Council (FNDC), Kaipara District Council (KDC), Northland Regional Council (NRC), and Whangārei District Council (WDC), herein referred to as the 'Shareholders'. Northland Inc is a council-controlled organisation (CCO) as defined under Section 6 of the Local Government Act 2002.

This SOI is the guiding governance tool and terms of reference for Northland Inc and defines the key performance indicators (KPIs) as agreed by the Shareholders. It outlines the Directors' accountabilities to the Shareholders for the performance of the business.

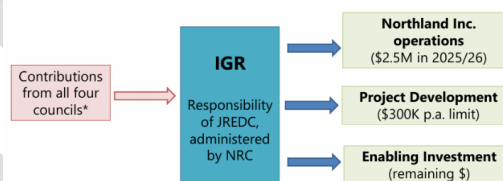
The Shareholders of the CCO (the four councils of Northland) collectively oversee the SOI and appoint directors as shareholder representatives.

The organisation is governed by a board of five independent directors appointed for three years (or as otherwise specified from time to time by the Shareholders). The Board Chair is elected by the directors. The Chief Executive Officer leads the operational activities.

Northland Inc is funded by annual contributions from each of the Shareholders which supports the operational activities of the organisation. Project-based funding is obtained through other public and private agencies, with central government being the next largest funder of Northland Inc.

Northland Inc is funded from a number of sources – shareholder contributions, Central Government (generally under specific contracts) and other sources (usually project based and time limited).

Shareholder contributions are funded into the Investment and Growth Reserve (IGR) which is the responsibility of the shareholder councils through the Joint Regional Economic Development Committee (JREDC) and is administered by NRC.



For the FY 2026/27 contributions in total from all Shareholders to the IGR are \$3.35M. Of this the allocation to Northland Inc's core Opex is around \$2.8M (including out years for inward delegations support to the four councils) – with the balance for project development and enabling investment initiatives.

The majority of funding (62%) is provided by NRC (the original sole shareholder of Northland Inc) with the other three councils contributing to the 38% balance based on population size or as may have been agreed. For the 2026/27 year WDC contributes 18%, FNDC 15% and KDC 5%.

Northland Inc understands the dynamics of our region; its challenges and opportunities and what needs to be done to transform our economy and our communities. Central to this is ensuring alignment with regional statements and leadership forums.

Northland Inc focuses on regional reach and is set up to prioritise regional benefit and serve the region as a whole.

It aims to provide vision, aspiration, leadership and unity-of-purpose in sustainable economic development for Te Tai Tokerau Northland

Te Rerenga, Taitokerau Northland Economic Wellbeing Pathway sets a long-term intergenerational vision for a sustainable, innovative, and prosperous economy focusing on the wellbeing of people, the economy, and the environment.

The Regional Deal framework Northland Inc facilitated on behalf of Shareholders outlines more immediate strategic priorities, priority sectors and specific projects for the region as well as the critical infrastructure enablers required to achieve economic growth.

Northland Inc will work with key industry sectors in Northland to address market failures, facilitate value-added activities and value chain improvements, increase exports, and provide business, job and investment opportunities

Northland Inc's strategy and work aligns with the Northland Mayoral Forum goals. The Forum is committed to strategically collaborating to take Te Tai Tokerau Northland forward together and identified six regional priorities which underpin Northland Inc's work:

- Connecting Northland – multi model transport system
- Infrastructure resilience and climate change
- Northland as a regional economic hub – including Marsden Point / Ruakākā and Kaikohe
- Housing and associated infrastructure
- Restoring the health of the environment
- Local Government as a trusted partner with central government

Northland Inc acknowledges that Northland's Councils have made commitments to their communities through long-term plans, annual plans, spatial plans and policies. At its core, regional economic development is about improving the livelihoods of Te Tai Tokerau Northland's people. Therefore, Northland Inc makes a commitment to work in alignment with the plans and policies of our Shareholders, in their districts to ensure the same positive outcomes for Te Tai Tokerau Northland.

2 HE POU MAHI VISION AND MISSION

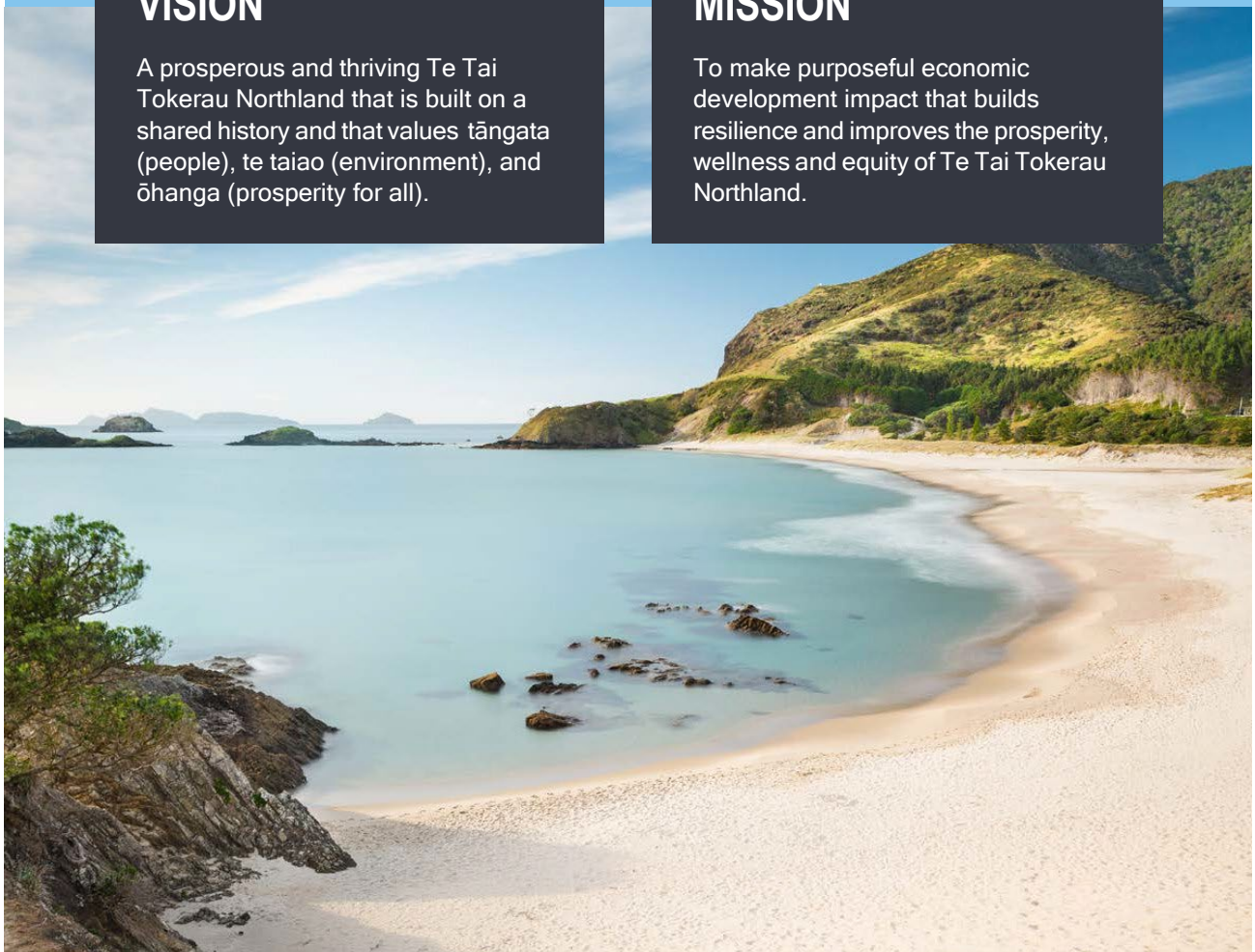
Northland Inc works with public and private organisations in Te Tai Tokerau Northland with a common purpose to identify and focus on activities and relationships that strengthen, diversify, and grow Te Tai Tokerau Northland’s economy.

TIROHANGA KI MUA VISION

A prosperous and thriving Te Tai Tokerau Northland that is built on a shared history and that values tāngata (people), te taiao (environment), and ōhanga (prosperity for all).

TE ARONU MISSION

To make purposeful economic development impact that builds resilience and improves the prosperity, wellness and equity of Te Tai Tokerau Northland.



3 ORGANISATIONAL OBJECTIVES, ACTIVITIES AND KEY PERFORMANCE INDICATORS

The following pages provide the context, the objectives, nature and scope of activities and the key performance indicators for the enablers and strategic pou that make up the organisational strategy. Enablers are core, supporting or contracted activities while 'Pou' are areas that Northland Inc will be prioritising effort in.

There are four priority areas (pou) – Investment and Infrastructure; the Primary Sector, Tourism and Destination Management, Innovation and Enterprise



There are six enablers - Advocacy and Brand, Māori Economic Development, Environmental Sustainability, Partnerships, Organisational Culture and Capability and Workforce and Education. These enablers are part of Northland Inc's 'business as usual' (BAU) and supports our activities over a range of sectors and initiatives.

- 1 ADVOCACY AND BRAND
- 2 MĀORI ECONOMIC DEVELOPMENT
- 3 ENVIRONMENT SUSTAINABILITY
- 4 PARTNERSHIPS
- 5 ORGANISATIONAL CULTURE AND CAPACITY
- 6 WORKFORCE AND EDUCATION

Each section includes Regional Outcomes (often macro-economic), which do not form part of the direct and measurable performance framework. These are the longer-term regional-scale outcomes that we hope to influence as part of our collective approach to regional economic development. Many are outside of our direct control, but the work Northland Inc does contribute to their outcomes.

We are guided by economic models that focus on creating a society that can provide enough materials and services for all, while utilising resources in a way that does not compromise our future security and prosperity. They emphasise connecting people to their local environment and hold space for indigenous knowledge. Their social foundation and ecological approach aim to enable a system-shift to a more collaborative, distributive, circular and regenerative future.



INVESTMENT AND INFRASTRUCTURE

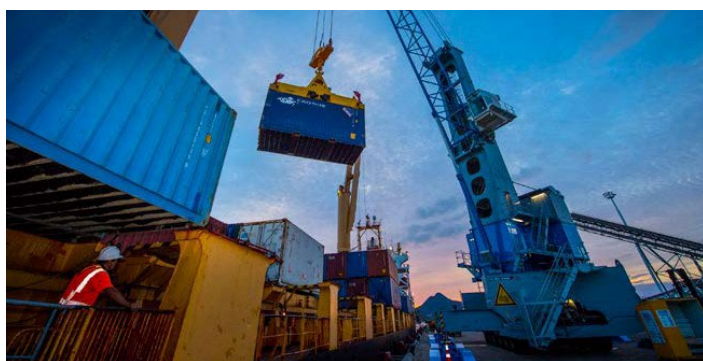
CONTEXT:

Although underpinned by primary production and manufacturing, Te Tai Tokerau Northland's economy is diverse. High-performing sectors include pastoral farming and processing, horticulture, tourism, and marine manufacturing. There is huge potential to further strengthen these areas, in addition to other emerging industries.

OBJECTIVE:
 Grow investment and infrastructure support such that regional economic activity improves consistently year on year.

ACTIVITY:

- We will strategically focus on attracting, nurturing, and evaluating a pipeline of promising investment opportunities that align with our impact framework and reflect the organisational capacity at any time. Credibly and proactively link projects with private investment, Councils and Government and assist in de-risking key projects;
- Leverage the Investment and Growth Reserve to increase investment. Actively support and facilitate investment in strategic sectors (aquaculture, agriculture and horticulture, digital, tourism, marine manufacturing);
- Support and facilitate the development of new and enabling infrastructure such as renewable energy, digital connectivity, roads, rail, and water;
- Connect with investment providers to help direct investment to the most impactful projects;
- Credibly and proactively inform Government funding options and influence priorities;
- Remain well informed on infrastructure challenges and opportunities;
- Connect regionally and nationally levels to ensure equitable investment in infrastructure.



| KEY PERFORMANCE INDICATORS | | TARGET |
|----------------------------|--|-------------|
| Output | Number of inward delegations hosted | 3 per annum |
| Outcome | Number of high impact projects that are being actively supported (reporting by regional strategic sectors) | 4 per annum |

ADDITIONAL REGIONAL OUTCOMES SOUGHT

Positive change in regional economic profile (increase in average household income, productivity, structure of economy).

Increase in level of government investment into the region (where possible breakdown by co-investment, sector and research / tertiary activity).

Increase in the number of filled jobs in the region.

Te Rerenga Outcomes - Our Economy:

- Productivity (GDP per worker) 2040 Target - **increase productivity by 1% in real terms**
- Economic Diversity (HH Index) 2040 Target - **reduction in HH Index to less than 20**
- Underutilisation rate 2040 Target - **reduce to less than 10%**
- Young people actively engaged in employment, education and training 2040 target - **no less than 95%**
- Annual mean income from salaries and wages 2040 target - **Increase 1% per annum in real terms**
- Business capital Index 2040 target - **growth in private sector 1% per annum**



THE PRIMARY SECTOR TUPUTUPU - GROW NORTHLAND

CONTEXT:

Te Tai Tokerau Northland’s economy has long depended on the economic returns and employment opportunities created by the primary and associated manufacturing sectors. In the Grow Northland/Tuputupu framework, the primary sector encompasses pastoral & arable farming, horticulture, aquaculture and forestry. The changing environment is demanding that we as individuals, as landowners, and as business owners adapt, which brings a number of significant challenges. Adaptation and innovation in the primary and associated manufacturing sectors is critical to ensure the people and the environment of Te Tai Tokerau Northland can thrive into the future.

OBJECTIVE:

Support and facilitate adaptation and innovation in Te Tai Tokerau Northland’s primary and associated manufacturing sectors to ensure the people and environment of Te Tai Tokerau Northland can thrive into the future.

ACTIVITY:

- Facilitate adaptation and innovation in Te Tai Tokerau Northland’s primary sector around land use optimisation through to commercialising new agri-business opportunities for domestic and export markets
- Facilitate and enable proposals for commercialisation and value-added manufacturing investment locally;
- Support the Ngawha Innovation and Enterprise Park;
- Develop collaborative engagements across central and local Government, national and regionally based sector organisations; landowners and supply chain enablers;
- Advocate for world-class food and fibre businesses to be based in and grow out of Te Tai Tokerau Northland



| KEY PERFORMANCE INDICATORS | | TARGET |
|----------------------------|---|---------------------|
| Outcome | Projects assisted through stages of growth | 3 per annum |
| Outcome | Number of businesses and landowners that as a result of engagement are exploring, developing, leading and delivering on change activity | 12 per annum |

ADDITIONAL REGIONAL OUTCOMES SOUGHT

Positive change in regional economic profile - living standards, productivity and contribution of primary sector to the economy.

- Te Rerenga Outcomes - Our Economy:**
- Productivity (GDP per worker) 2040 Target - **increase productivity by 1% in real terms**
 - Economic Diversity (HH Index) 2040 Target -**reduction in HH Index to less than 20**
 - Underutilisation rate 2040 Target - **reduce to less than 10%**
 - Young people actively engaged in employment, education and training 2040 target - **no less than 95%**
 - Annual mean income from salaries and wages 2040 target - **Increase 1% per annum in real terms**
 - Businesses (number of units) 2040 target - **growth at least equal to population growth**
 - Business capital Index 2040 target - **growth in private sector 1% per annum**



3

STRATEGIC POU

TOURISM AND DESTINATION MANAGEMENT

CONTEXT:

Tourism is integral to economic development in Te Tai Tokerau Northland and can be strategically utilised to achieve wider economic development outcomes. Destination Management provides the platform for enabling this to occur through ensuring that an integrated approach is taken across the three interdependent components of:

- Visitor experience - the destination's experience offering, including activities, attractions, supporting infrastructure, services and amenities;
- Marketing and promotion - the destination's marketing and promotional activity, creating demand and enabling the destination to be competitive, productive and sustainable;
- Resource management and development

OBJECTIVES:

- ▶ Support Te Tai Tokerau Northland's visitor industry through delivery of destination management and marketing activity that aims to better manage the impacts of visitation, improve the distribution of benefits and enhance our region's, heritage, and culture.
- ▶ Position Te Tai Tokerau Northland within target markets as a desirable place to visit.



ACTIVITY:

- Lead the Destination Management Plan (DMP) in partnership with relevant stakeholders, industry, iwi and hapū;
- Facilitate regional investment through sector collaboration groups, marketing the region nationally and internationally, and providing targeted business support for tourism operators;
- Play a key role in attracting direct investment into the region for infrastructure to support tourism and support the development of sustainable pathways for businesses operating in the region;
- Honour Māori storytelling traditions by supporting stories told by those who have the right to tell them. A strong partnership approach with iwi, hapū, Māori tourism operators and landowners are the basis for growing this portion of the market;
- Improve regional dispersal, length of stay, expenditure, and the appeal of off-peak travel particularly through leveraging the Twin Coast Discovery programme as a regionwide development framework for tourism;
- Coordinate, and where appropriate, lead the implementation of an Annual Regional Tactical Marketing Plan for destination marketing, in alignment with the direction of national tourism organisations and in partnership with the Te Tai Tokerau Northland tourism sector



| KEY PERFORMANCE INDICATORS | | OUTPUT TARGET |
|----------------------------|--|-----------------------------|
| Output | Number of destination marketing campaign initiatives to generate national exposure to the region (reporting will include number of businesses that are engaged in the campaign). | 1 campaign per annum |
| Outcome | Number of Destination Management Plan initiatives completed in partnership with stakeholders. | 8 per annum |

ADDITIONAL REGIONAL OUTCOMES SOUGHT

Dispersal of tourism activity into the region measured through the accommodation data programme.

Tourism activity in the region measured through TECT (electronic transactions indicating tourism spend).

Te Rerenga Outcomes - Our Economy:

- Productivity (GDP per worker) 2040 Target - **increase productivity by 1% in real terms**
- Economic Diversity (HH Index) 2040 Target - **reduction in HH Index to less than 20**
- Young people actively engaged in employment, education and training 2040 target - **no less than 95%**
- Annual mean income from salaries and wages 2040 target - **Increase 1% per annum in real terms**
- Business capital Index 2040 target - **growth in private sector 1% per annum**
- Māori Unemployment rate 2040 target - **Decrease to 5%**



INNOVATION AND ENTERPRISE

CONTEXT:

Business growth is crucial for Te Tai Tokerau Northland's economy as it creates jobs, increases revenue, fosters innovation and competition, benefits the supply chain, diversifies the economy, and enhances the quality of life for residents. It also creates a ripple effect in the supply chain, benefiting other local businesses.

Whatever size or stage a business is at, Northland Inc has tools and resources to help. Our role is to support businesses on their journey.

This might include employing more staff, setting up scalable business processes, identifying new finance options or exploring the export potential of products. We can also help activate innovation, accelerate commercialisation, develop new and innovative products, processes, or services, or supporting established Research and Development (R&D) programmes.

OBJECTIVE:

Support small to medium enterprises (SMEs) and start-ups who want to start or grow their business in Te Tai Tokerau Northland.

ACTIVITY:

- Work with Government and other stakeholders to deliver funding, innovation, R&D and business support programmes into Te Tai Tokerau Northland;
- Contribute towards a more innovative, digital and technologically advanced environment that supports our core and developing industries;
- Deliver business advice effectively across the region to support innovation, capacity and capability development through incubation services and the Regional Business Partnership
- Develop clusters, business networks or associations to take advantage of market development opportunities that leverage Te Tai Tokerau Northland's key sectors and comparative advantages;
- Build and share specialist knowledge through a business events programme and provide opportunities to access a range of capital support mechanisms for Te Tai Tokerau Northland businesses

| | KEY PERFORMANCE INDICATORS | TARGET |
|---------|--|---|
| Output | Number of business engagements assisted (includes both one to one and one to some assistance and reporting by TA and Industry) | 250 per annum |
| Output | Number of business engagements that are Māori (by TA and Industry) equivalent to 35% of target engagements. | 86 per annum |
| Outcome | Client satisfaction with businesses assistance provided by Northland Inc and measured by Net Promotor Score | Annual net promoter score >50 |

ADDITIONAL REGIONAL OUTCOMES SOUGHT

Positive change in regional economic profile (living standards, productivity, structure of economy).

Increase in the number of filled jobs in the region.

Sustaining the number of business units in the region.

Te Rerenga Outcomes - Our Economy:

- Productivity (GDP per worker) 2040 Target - **increase productivity by 1% in real terms**
- Economic Diversity (HH Index) 2040 Target - **reduction in HH Index to less than 20**
- Underutilisation rate 2040 Target - **reduce to less than 10%**
- Annual mean income from salaries and wages 2040 target - **increase 1% per annum in real terms**
- Businesses (number of units) 2040 target - **growth at least equal to population growth**
- Business capital Index 2040 target - **growth in private sector 1% per annum**
- Māori Unemployment rate 2040 target - **decrease to 5%**





ENABLER 1 **ADVOCACY AND BRAND**

CONTEXT:

Advocacy efforts help promote Te Tai Tokerau Northland as an attractive destination for investment, tourism, and talent. By showcasing the region’s unique assets, such as its natural beauty, Māori culture, heritage, and business opportunities, Northland Inc can attract interest and support for the region’s economic development.

Advocacy also helps Te Tai Tokerau Northland unify its voice and strengthen its relationship with Central Government by bringing the region together and seeking support for infrastructure, programmes and funding. Northland Inc is seen as a trusted channel to Central Government, and for Central Government to provide industry and business support into the region.

A strong brand identity helps distinguish Te Tai Tokerau Northland from other regions, creating a positive perception and reputation. This can attract businesses, investors, tourists, and skilled workers who are aligned with Northland’s values and offerings.

A strong organisational brand and reputation positions Northland Inc regionally and nationally as a unique effective entity able to support the region.

OBJECTIVE:

- ▶ Advocate for Te Tai Tokerau Northland to improve the economic well-being of the region, helping to support strong communities and environmental sustainability.
- ▶ Develop and improve the profile of economic development and of Northland Inc to ensure that Te Tai Tokerau Northland understands and values the efforts of Northland Inc.

ACTIVITY:

- Be proactive and well informed on both the challenges and opportunities in Te Tai Tokerau Northland and is acknowledged as regional leader in impactful economic development;
- Be a respected voice for the region and a credible source for central and local Government to understand the regional context and to prioritise investment, policy settings and decisions on key economic opportunities;
- Use powerful communications and a well-connected network to improve the reputation and visibility of the region while advocating for its needs;
- Lead the implementation of the Te Rerenga, the region’s long-term Economic Development Strategy and provide economic development intelligence and insights;
- Assist with project management and delivery of economic response activities

| | KEY PERFORMANCE INDICATORS | TARGET |
|--------|---|---------------------|
| Output | Number of regional economic development updates or reports released | 6 per annum |
| Output | Number of media features that profile the region | 24 per annum |
| Output | Number of media activity that references Northland Inc | 52 per annum |

ADDITIONAL REGIONAL OUTCOMES SOUGHT

Active support from Central Government and other partners into Northland.

Positive change in the profile of economic development and Northland Inc.

Sustaining the number of business units in the region.

Te Rerenga Outcomes - Our Economy:

- Productivity (GDP per worker) 2040 Target - **increase productivity by 1% in real terms**
- Economic Diversity (HH Index) 2040 Target - **reduction in HH Index to less than 20**
- Annual mean income from salaries and wages 2040 target - **increase 1% per annum in real terms**
- Businesses (number of units) 2040 target - **growth at least equal to population growth**
- Business capital Index 2040 target - **growth in private sector 1% per annum**



ENABLER 2

MĀORI ECONOMIC DEVELOPMENT

CONTEXT:

The regional aspiration is to establish an equitable economic platform which enhances Māori participation in the Te Tai Tokerau Northland economy and enables whānau, hapū and iwi to be economically secure and to grow their wealth

We are focused on building and enhancing our Māori relationships in Te Tai Tokerau Northland to identify opportunities which deliver sustainable economic growth for our whānau, hapū and iwi. We support by Māori for Māori initiatives which recognise the mana motuhake of Māori enterprises and collectives to lead their own economic success

OBJECTIVE:

Assist strategic partners in the Māori Economic Development economy with their high impact Māori economic development projects across all levels, with a specific focus on improving capacity and capability of those with whom we partner with for delivery.

ACTIVITY:

Respect and implement the principals of Te Tiriti o Waitangi, which support meaningful partnership with Māori

- Support tangata whenua to develop and implement their own visions and economic development plans;
- Partner with Māori organisations to deliver services to Māori businesses¹;
- Connect into existing local and national Māori Economic Development activity and strategies that will support Te Tai Tokerau Northland;
- Engage and partner with iwi, hapū, marae and the Māori community, Central Government agencies and other entities supporting Māori Economic

Development to advance their aspirations in economic development and enable investment, business growth and completion of economic development projects;

- Work with, advocate for and support Māori businesses, trusts and entities with their aspirations for growth;
- Engage with the Ministry of Business, Innovation and Employment on the continual improvement of the RBP delivery into the Māori economy

| | KEY PERFORMANCE INDICATORS | TARGET |
|---------|---|--|
| Output | Number of iwi/hapū groups and other Māori organization, eg. Marae,land trusts etc. actively supported | 2026/27 :22 2027/28 :24 2028/29 :24 |
| Outcome | Proportion of Māori organization that are satisfied with Northland Inc support | >80% |

ADDITIONAL REGIONAL OUTCOMES SOUGHT

Reduction in Māori unemployment rate in Northland.

Positive change in the profile of economic development and Northland Inc.

Te Rerenga Outcomes - Our Economy:

- Productivity (GDP per worker) 2040 Target - **increase productivity by 1% in real terms**
- Economic Diversity (HH Index) 2040 Target - **reduction in HH Index to less than 20**
- Underutilisation rate 2040 Target - **reduce to less than 10%**
- Young people actively engaged in employment, education and training 2040 target - **no less than 95%**
- Annual mean income from salaries and wages 2040 target - **increase 1% per annum in real terms**
- Businesses (number of units) 2040 target - **growth at least equal to population growth**
- Business capital Index 2040 target - **growth in private sector 1% per annum**
- Māori Unemployment rate 2040 target - **decrease to 5%**

¹ A Māori business is a business that is owned by a person or people who have Māori whakapapa, and a representative of that business self-identifies the business as Māori



ENABLER 3

ENVIRONMENTAL SUSTAINABILITY

CONTEXT:

In Te Tai Tokerau Northland, as our export economy is predominantly biologically based our long-term economic wellbeing is more reliant on the environment than other regions. The environment plays a critical role in supplying our needs for resources, food, energy, water, recreation and cultural connections and as such as a polluted or degraded environment has public health, economic and social consequences.

Pursuing environmental sustainability initiatives that give focus to reducing the impact on the natural environment can make a business more efficient, long term and less costly to run. Furthermore, global export markets are now demanding imports comply with climate and carbon reporting standards as they seek to achieve their national commitments on climate action. Careful consideration and planning for climate change adaptation is also key for ensuring the sustainability of businesses within the region over time.

OBJECTIVE:

Help Te Tai Tokerau Northland businesses achieve environmental sustainability; through partnerships that provide support and practical programmes.

ACTIVITY:

- Support Te Tai Tokerau Northland businesses to meet climate adaptation targets set by central Government through access to appropriate information and tools;
- Partner to provide support to businesses with practical programmes;
- Use an environmental sustainability focus for all active projects;
- Assess the environmental aspirations of businesses and projects;
- Utilise te ao Māori/mātauranga Māori in environment/sustainability kaupapa;
- Have environmentally sustainable business practices within Northland Inc

| | KEY PERFORMANCE INDICATORS | TARGET |
|--------|---|---|
| Output | Number of business and organisations supported to improve their environmental sustainability. | 2024/27: 40 2027/28: 50 2028/29: 50 |

ADDITIONAL REGIONAL OUTCOMES SOUGHT

Reduction in Māori unemployment rate in Northland.

Positive change in the profile of economic development and Northland Inc.

Te Rerenga Outcomes - Our Environment:

- Freshwater quality index 2040 Target - improve
- Swimming quality 2040 Target - improve
- Air Quality 2040 Target - maintain air quality

DRAFT



ENABLER 4

PARTNERSHIPS

CONTEXT:

Partnerships are essential in economic development as they enable organisations to leverage each other’s strengths, resources, and networks to achieve shared goals and drive economic development. As a region, we recognise the importance of combining our efforts to achieve the best results and overcome the challenges we face.

OBJECTIVE:

Develop and nurture high trust partnerships across the region with those who have the capability to positively impact economic development outcomes across Te Tai Tokerau Northland.

ACTIVITY:

- Northland Inc is a trusted and valuable organisation to partner with that develops initiatives that have visible and measurable impact and generates positive economic development outcomes
- Expand these partnerships leading to increased opportunities and resilience, creating a stronger, interconnected region
- Develop and maintain high trust partnerships with stakeholders who impact economic development outcomes across Te Tai Tokerau Northland;

- Northland Inc is embedded within a network of relationships that bring capabilities and contributions to key projects with shared interests;
- Partnership activity spread across central government, local government, business communities, investors and other stakeholders

Note: KPI’s and Regional Outcomes covered by other sections

ENABLER 5

ORGANISATIONAL CULTURE AND CAPABILITY

CONTEXT:

Upholding a culture of respect and support within Northland Inc is crucial for fostering employee wellbeing, team cohesion, and organisational reputation. A positive internal culture maintains morale, motivation, and productivity among employees, leading to better outcomes for the organisation. It also helps attract and retain top talent, strengthens relationships with stakeholders, enhancing our reputation as a supportive and respected organisation.



OBJECTIVE:
 Uphold our culture where we are respectful, and supportive of one another; our histories, our whānau, our aspirations and development journey.

ACTIVITY:

Our culture is supportive, encouraging and positive - supporting our people and their livelihoods. Our capability is performance-focused, fit for purpose and within the resource available.

- Have quality resources that support capability uplift in staff skills;
- Develop the capability to deploy impact or surge capacity in times of crisis or emergency response and have a strong network of operational partners that can activate as opportunity or needs arise;
- Stay well-connected across the region; understand our local economy and employ highly skilled networked people;
- Attract, retain and grow appropriate talent aligned to our culture and capability needs;

- Maintain a culture of being performance and outcome driven, encouraging professional development, and personal wellbeing
- Implement our internal capability pathway – He Korowai Manawanui – a programme of continuous cultural development that elevates the importance of Māori Economic Development and becoming a better partner for Māori with a genuine understanding of tikanga and te ao Māori
- Build a competent team (Northland Inc and partners) that operates as Te Tiriti based partners to support iwi, hapu, whānau and pakihi in achieving their economic development goals;

Note: KPI's and Regional Outcomes covered by other sections



ENABLER 5

WORKFORCE AND EDUCATION

CONTEXT:

Education is fundamental to a thriving, prosperous, functioning society. It supports individuals to fully participate in and make positively contribute economically to their whanau and community. Education can improve people’s employability and earnings and develops the workforce of the region to meet broader community aspirations. Workforce development and education enables innovation and exploration for economic development. Matching education needs with our economic growth aspirations and our population growth will help ensure that the workforce and education sectors are enablers.

OBJECTIVE:
Support the development of a skilled and resilient workforce and workforce pipeline, to ensure our people match employment opportunities.

ACTIVITY:

Northland Inc is a trusted and valuable organisation to partner on initiatives that have visible and measurable impact including:

- Engage with significant projects to undertake local procurement initiatives and maximise economic benefit to the region;
- Support the development of the Knowledge, Education and Arts (KEA) Hub, recognising the potential benefits of an investment in education and workforce development;
- Undertake workforce mapping to ensure changes in the sectors we work with are matched by the education providers
- Grow capability in existing businesses by providing access to appropriate training and upskilling opportunities

Note: KPI’s and Regional Outcomes covered by other sections

4 NGĀ HUA MŌ NGĀ KAIPUPURI SHAREHOLDERS' FUNDS, DISTRIBUTIONS AND THE VALUE OF SHAREHOLDERS' INVESTMENT

Shareholders' funds (being retained surpluses plus share capital) 30 June 2025 was as follows:

| | 30 June 2025 |
|--|--------------|
| Total Assets (\$) | 1,952,870 |
| Total Liabilities (\$) | 1,741,645 |
| Shareholders' Funds (\$) | 211,225 |
| Shareholders' Funds as % of Total Assets | 10.82 |

Northland Inc forecasts small surpluses year-on-year. Accordingly, Shareholders' Funds as % of Total Assets will remain approximately at this level.

Northland Inc is not required to make any distributions to its Shareholders.

The value of the shareholders' investment in Northland Inc is estimated by directors to be equal to current shareholders' funds being \$211,085.

5 TE MANA WHAKAHAERE O TE POARI GOVERNANCE

The Board will effectively represent and promote the interests of its Shareholders by seeking to fulfil its mandate as described above. The Board will discharge their duties in accordance with Northland Inc's Board Charter.

In undertaking its activities, Northland Inc will:

- Achieve the objectives of its Shareholders, both commercial and non-commercial as specified in this Statement of Intent;
- Demonstrate ethical and good behaviour in dealing with all parties;
- Achieve active partnerships with Māori, and other key stakeholders and ethnic groups within the region, promoting effective communication where appropriate;
- Comply with all relevant legislative requirements, including those relating to the principles of Te Tiriti o Waitangi;
- Maintain an open and transparent approach to decision-making with its Shareholders while respecting the need for commercially sensitive information to be protected;
- Be a good employer; and
- Hold itself to the highest standards of social and environmental responsibility.

The Board will adopt the following approach to its fiduciary responsibilities to ensure good governance:

- Prepare a 3-year SOI setting out its strategic goals for agreement with its Shareholders, as shareholder;
- Establish a clear business plan which reflects the agreed SOI;
- Establish a clear performance framework and job description for the Chief Executive Officer;
- Approval of detailed operating, capital and cashflow budgets;
- Attend regular meetings to review performance and progress towards set objectives and budgets; and
- Operation of appropriate Board subcommittees to appropriately manage Risk, Compliance, Remuneration and Board performance.

The Board believes regular communication with its Shareholders is important to ensure good governance. The Board and Chief Executive will use their best endeavours to communicate in a regular and timely manner and ensure that matters are raised so there will be 'no surprises'. Established processes will be maintained to ensure regular contact between the Board, management and its Shareholders, and informal meetings will be encouraged to ensure regular communication flows regarding matters of mutual interest.

6 NGĀ KAUPAPA HERE KAUTE ACCOUNTING POLICIES

The accounting policies that have been adopted are detailed in the company's latest audited financial statements. A copy is included as **Appendix A**.

7 NGĀ KŌRERO HEI TUKU KI NGĀ KAIPUPURI INFORMATION TO BE PROVIDED TO THE SHAREHOLDERS

Directors will formally report progress against the SOI to its Shareholders quarterly via a written report submitted within six weeks of the end of the 1st and 3rd quarters, and attendance at Joint Regional Economic Development Committee or Council(s) meetings thereafter as scheduled by Shareholders

In compliance with Clause 66 of Part 5 of the Act the Directors will, within two months after the end of the first half of each financial year, deliver to its Shareholders an unaudited half year report containing:

- a Statement of financial Performance, Position and Cash flow as at the half year balance date
- financial forecasts for the full year and comparison to approved budgets
- commentary on progress to meeting performance targets and the expected year end position

In accordance with Section 2 of Schedule 8 of the Act the Directors will deliver a draft SOI to its Shareholders as the shareholder by 1 March of each year for the subsequent three-year period

In accordance with Section 3 of Schedule 8 of the Act the Directors will deliver a Board approved SOI to its Shareholders as the shareholder on or before the 30 June of each year

In compliance with Clause 67 of Part 5 of the Act the Directors will, within three months of the end of the financial year, deliver to its Shareholders an audited Annual Report which meets the requirements of Section 68 and Section 69 of Part 5 of the Act. In addition, the Annual Report is to contain a declaration by the Board as to the compliance with the Act and specifically that the requirements of Schedule 8 have been met

8 NGĀ URUNGA, NGĀ WHIWHINGA ME NGĀ HOKONGA HOU NEW ENTITIES, ACQUISITIONS AND SALES

Directors may not create any new legal entity, acquire shares or any equity interest in any existing legal entity or sell any interest held by Northland Inc without the specific approval of the Shareholders as the shareholder

9 KIA RAPU PŪTEA I NGĀ KAUNIHERA MŌ ĒNEI TAKE ACTIVITIES FOR WHICH LOCAL AUTHORITY FUNDING IS SOUGHT

Northland Inc reserves the right to seek compensation from time to time for the necessity to provide any service required by its Shareholders where funding has not been previously agreed

1 WĒTAHI ATU TAKE ANY OTHER MATTERS

Northland Inc can request its Shareholders hold a confidential meeting of the Joint Regional Economic Development Committee or Council(s) meeting for discussion about commercially sensitive matters, subject to this request meeting the requirements of section 7(2) of the Local Government Official Information and Meetings Act 1987. Any report submitted by Northland Inc for formal consideration by its Shareholders should be accompanied by advice from their management.

DRAFT

1 WHAKAMĀRAMATANGA-Ā-PŪTEA A PROSPECTIVE STATEMENT OF FINANCIAL PERFORMANCE

| NORTHLAND INC Forecast Prospective Statement of Financial Performance | | | | | |
|---|---------------------|---------------------|-----------------------------|-----------------------------|-----------------------------|
| Income | Actuals 24/25 | Budget 25/26 | Draft Forecast Budget 26/27 | Draft Forecast Budget 27/28 | Draft Forecast Budget 27/28 |
| BAU | | | | | |
| CCO Opex | \$ 2,245,000 | \$ 2,400,000 | \$ 2,584,000 | \$ 2,406,000 | \$ 2,552,000 |
| Delegations 2.5yr | \$ - | \$ - | \$ 225,000 | \$ - | \$ - |
| IGR Project Development | \$ 175,000 | \$ 110,000 | \$ 110,000 | \$ 220,000 | \$ 300,000 |
| MBIE RBP | \$ 369,063 | \$ 369,063 | \$ 369,063 | \$ - | \$ - |
| WDC | \$ - | \$ - | \$ - | \$ 110,000 | \$ 110,000 |
| Orchard Income | \$ 244,247 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 |
| Website Income | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 |
| Other Income/Interest/gains | \$ 72,996 | \$ - | \$ - | \$ - | \$ - |
| Total BAU Income | \$ 3,121,306 | \$ 3,094,063 | \$ 3,503,063 | \$ 2,951,000 | \$ 3,177,000 |
| BAU Expenses | | | | | |
| Investment - IGR Project Development | \$ 40,000 | \$ 110,000 | \$ 110,000 | \$ 220,000 | \$ 300,000 |
| Business Grow - awards | \$ 9,541 | \$ 12,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 |
| RBP Partnership | \$ 75,100 | \$ 75,100 | \$ 75,100 | \$ - | \$ - |
| The Orchard | \$ 16,206 | \$ 7,000 | \$ 7,000 | \$ 7,000 | \$ 7,000 |
| Destinational Management & Marketing | \$ 148,879 | \$ 140,000 | \$ 140,000 | \$ 150,000 | \$ 150,000 |
| Salaries | \$ 1,734,005 | \$ 1,840,000 | \$ 1,840,000 | \$ 1,593,932 | \$ 1,625,810 |
| Overheads | \$ 916,248 | \$ 88,000 | \$ 88,000 | \$ 830,000 | \$ 846,600 |
| Total BAU Expenses | \$ 2,939,978 | \$ 3,062,100 | \$ 3,062,100 | \$ 2,812,932 | \$ 2,941,410 |
| Strategic Projects Income | | | | | |
| Whariki | \$ 14,570 | \$ 439,000 | \$ - | \$ - | \$ - |
| Grow Northland /Tuputupu | \$ 308,001 | \$ 315,000 | \$ - | \$ - | \$ - |
| Peanuts | \$ 2,829 | \$ - | \$ - | \$ - | \$ - |
| REF | \$ 581,973 | \$ - | \$ - | \$ - | \$ - |
| Other Project Income | \$ 1,122,117 | \$ - | \$ - | \$ - | \$ - |
| Total Strategic Projects Income | \$ 2,357,141 | \$ 754,000 | \$ - | \$ 90,000 | \$ 45,000 |
| Strategic Projects Expenses | | | | | |
| Whariki Activities | \$ 1,000 | \$ 188,039 | \$ - | \$ - | \$ - |
| Grow Northland /Tuputupu | \$ 5,273 | \$ 88,000 | \$ - | \$ - | \$ - |
| Peanuts | \$ 2,829 | \$ - | \$ - | \$ - | \$ - |
| Delegations 2.5 yr loading | \$ - | \$ - | \$ 180,000 | \$ 45,000 | \$ 22,500 |
| Other Project Expenses | \$ 1,739 | \$ - | \$ 80,000 | \$ 70,000 | \$ 230,000 |
| Strategic Salaries | \$ - | \$ 419,848 | \$ - | \$ 45,000 | \$ 22,500 |
| Overheads | \$ - | \$ 53,961 | \$ - | \$ - | \$ - |
| Total Strategic Project Expenses | \$ 2,314,739 | \$ 750,000 | \$ 260,000 | \$ 160,000 | \$ 275,000 |
| Total Income BAU & Strategic | \$ 5,478,447 | \$ 3,844,063 | \$ 3,503,063 | \$ 3,041,000 | \$ 3,222,000 |
| Total Expenses BAU & Strategic | \$ 5,254,720 | \$ 3,754,020 | \$ 3,395,910 | \$ 2,972,932 | \$ 3,216,410 |
| Total Net Surplus/Deficit | \$ 223,727 | \$ 90,043 | \$ 107,153 | \$ 68,068 | \$ 5,590 |
| Other Income/Expenses | | | | | |
| NIEP | | | | | |
| IGR Project Development | \$ - | \$ 190,000 | \$ 190,000 | \$ 80,000 | \$ - |
| Tenant Income | \$ 207,561 | \$ 120,000 | \$ 120,000 | \$ 60,000 | \$ - |
| Total NIEP Income | \$ 207,561 | \$ 310,000 | \$ 310,000 | \$ 140,000 | \$ - |
| NIEP Expenses | | | | | |
| Overheads | \$ 329,435 | \$ 337,619 | \$ 344,119 | \$ 168,752 | \$ - |
| Salaries | \$ 89,961 | \$ 61,696 | \$ 67,084 | \$ 35,376 | \$ - |
| Total NIEP Expenses | \$ 419,396 | \$ 399,315 | \$ 411,203 | \$ 204,128 | \$ - |
| Total Net Surplus/Deficit Other Income/Expenses | -\$ 211,835 | -\$ 89,315 | -\$ 101,203 | -\$ 64,128 | \$ - |
| Total Net Surplus/Deficit | \$ 11,892 | \$ 728 | \$ 5,950 | \$ 3,940 | \$ 5,590 |

NORTHLAND INC FORECAST PROSPECTIVE STATEMENT OF FINANCIAL PERFORMANCE

APPENDIX A

NGĀ KAUPAPA HERE KAUTE ACCOUNTING POLICIES

1. STATEMENT OF ACCOUNTING POLICIES

BASIS OF PREPARATION

The financial statements have been prepared in accordance with Tier 2 Public Benefit Entity (PBE) Financial Reporting Standards as issued by the New Zealand External Reporting Board (XRB). They comply with New Zealand equivalents to International Public Sector Accounting Standards Reduced Disclosure Regime (NZ PBE IPSAS with RDR) and other applicable Public Benefit Entity Financial Reporting Standards as appropriate to Public Benefit Entities.

The entity is eligible to report in accordance with Tier 2 PBE Accounting Standards on the basis that it does not have public accountability and is not large. The entity transitioned to PBE Standard Tier 2 from 1st July 2016.

The financial statements have been prepared in accordance with the Local Government Act 2002, which requires compliance with generally accepted accounting practice in New Zealand ("NZ GAAP") [LGA 111].

The entity is deemed a public benefit entity for financial reporting purposes, as its primary objective is to provide services to the community for social benefit and has been established with a view to supporting that primary objective rather than a financial return.

CHANGES IN ACCOUNTING POLICIES

Previously adopted Public Benefit Entity Simple Format Reporting - Accrual (Not-For-Profit). The impact of new and amended standards and interpretations applied in the year was limited to additional note disclosures.

NorthlandInc

Growing Northland's Economy

Kia tupu ai te 6hanga o Te Tai Tokerau

35 Walton Street, Level 1 [entrance],
Whangarei, New Zealand

PO Box 1762, Whangarei 0140,
Northland, New Zealand

Phone: +64 9 438 5110

Email: welcome@northlandnz.com

NorthlandNZ.com | [#NorthlandNZ](https://twitter.com/NorthlandNZ)



Te Tari o te Kahika o Te Hiku o te Ika
Office of the Mayor of the Far North
Mayor Moko Tepania | mayor@fndc.govt.nz

21 April 2026

The Chair

Joint Regional Economic Development Committee

Via: JREDC Secretariat

Northland Inc – Draft Statement of Intent 2026/27–2028/29

Tēnā koutou katoa,

On behalf of the Far North District Council (FNDC), I write to formally acknowledge and thank the Northland Inc Board for the preparation and presentation of the Draft Statement of Intent (SOI) for the 2026/27–2028/29 period.

FNDC recognises the effort invested by the Board and management team in preparing a draft SOI that maintains strategic continuity during an election period and responds to the Shareholder Letter of Expectations issued by the Joint Regional Economic Development Committee in October 2025. We also acknowledge the importance of stability as councils work through annual planning and transition into the next Long-Term Plan cycle.

FNDC elected members considered the draft SOI at a workshop held on 14 April 2026. The discussion confirmed general support for the proposed direction and framework of the SOI, while also identifying several areas where FNDC considers further clarity and governance-level assurance would strengthen shareholder confidence over time.

Accordingly, FNDC submits the following consolidated shareholder feedback for the Joint Regional Economic Development Committee's consideration:

- Clearer articulation and reporting of how regional activity delivers tangible value for Far North communities, including improved district-level visibility supported by narrative reporting.
- Improved transparency regarding funding flows, including clearer distinction between core operational expenditure and project or enabling investment, and visibility of contingency planning should future shareholder funding commitments (such as the Whangārei District Council contribution beyond 2027/28) not be renewed.
- Retention of auditable quantitative KPIs, supplemented by structured qualitative narrative reporting that explains outcomes achieved and lessons learned.
- Further refinement to reduce duplication between Strategic Pou and reinforce Northland Inc's role as a regional facilitator rather than a direct delivery agency.

Far North District Council | Private Bag 752, Kaikohe 0440 | 0800 920 029 | www.fndc.govt.nz



- Stronger clarity and reporting of tourism and destination management outcomes for the Far North, including consideration of the role of events funding and district-level destination benefit.
- Clearer articulation of workforce development and Māori economic participation outcomes, including how the quality of partnership with mana whenua is understood and assessed beyond activity counts such as the number of hui held.
- Consideration of additional governance-level assurance mechanisms, such as periodic stakeholder perception surveys with central government agencies, iwi, and industry bodies, to assess Northland Inc's influence and strategic leadership within the regional economic development system.
- Clear governance expectations for organisational resilience risks, including cyber security, where such risks are identified as material business risks.

In addition, FNDC notes that the Government's ongoing Local Government Reforms present an opportunity for shareholders and Northland Inc to further consider the most effective delivery arrangements for economic development and tourism industry support, both locally and regionally. As reform settings and institutional arrangements become clearer, FNDC considers that these matters are appropriately explored through future Statements of Intent and as part of the next Long-Term Plan cycle, rather than through substantive amendment of the current SOI.

FNDC offers this feedback in the spirit of constructive partnership and ongoing regional collaboration.

We thank the Committee for the opportunity to provide this feedback and look forward to continued engagement through the Joint Regional Economic Development Committee.

Nāku noa, nā

A handwritten signature in black ink, appearing to read 'Moko Tepania'.

Moko Tepania

Mayor

Far North District Council