

**NORTHLAND
INC
PROPOSED
ACTIVITIES
2024-27**

Overview

Northland Inc Limited, established in July 2012, is the region's economic development agency and regional tourism organisation. Prior to 1 July 2021, it was 100% owned by Northland Regional Council. Since 1 July 2021, it is equally and jointly owned by NRC, Kaipara District Council and Far North District Council (together referred to as the shareholder councils).

A joint committee has been established to co-ordinate the responsibilities, duties and powers of councils as shareholders of Northland Inc. Furthermore, all three councils have committed to an annual level of funding for economic development in their Long Term Plans 2021–31, which will be transferred into, and subsequently allocated from, Northland Regional Council's Investment and Growth Reserve.

Northland Inc is primarily funded by an operational contribution from the Investment and Growth Reserve. It is project-funded through other public and private agencies, with central government being the next largest contributor. The organisation has a governance board of professional directors, each appointed on a fixed-term basis by the shareholder councils. Operational activity is led by a chief executive officer.

Proposed changes to shareholding

Whangarei District Council are consulting on becoming a joint shareholder of Northland Inc as part of their Long Term Plan 2024-2034. This includes becoming a member of the joint committee and making a funding contribution into the Investment and Growth Reserve. This eventuality is provided for in the shareholders' agreement between the three current owners.

Our contribution to Northland Inc - by way of the Investment and Growth Reserve - will remain the same whether Whangarei District Council's opt to join or not, so there's no impact on Northland Regional Council budgets as a result of this proposal. If Whangarei District Council chooses to become a joint owner, then its contributions will add more to the economic development pot.

Objectives and activities

The draft mission of Northland Inc Limited is to make a purposeful economic development impact that builds resilience and improves the prosperity, wellness and equity of Te Tai Tokerau Northland. To achieve this, three priority areas and six enabling activities are proposed. These six enablers are part of the 'BAU' of Northland Inc and support ('enable') their activities over a range of sectors and initiatives.

Strategic priorities	Objectives	Activities
1 Investment and Infrastructure	Grow investment and business support services such that regional economic activity improves consistently year on year. Prioritise activities and business ideas/proposals, with a view to applying our resources on focused impactful projects reflecting the organisational capacity at any time.	Credible and proactive in the region linking projects with private investment, Councils and Government & assisting to de-risk key projects • Leverage the Investment and Growth Reserve to increase investment into Te Tai Tokerau Northland • Actively support and facilitate investment in strategic sectors (Aquaculture, Agriculture and Horticulture, Digital, Tourism, Ship and

Strategic priorities	Objectives	Activities
	<p>Strategically focus on attracting, nurturing, and evaluating a pipeline of promising investment opportunities that align with an impact framework.</p> <p>Actively engage in advocating for and securing substantial investments for the region, in collaboration with a range of different investment and delivery partners.</p>	<p>Boat Building and Repair Services) in Te Tai Tokerau Northland</p> <ul style="list-style-type: none"> • Support and facilitate the development of new and enabling infrastructure such as renewable Energy, digital Connectivity, roads, rail, and water • Connected with investment providers into the Region to help direct investment to the most impactful projects • Credible and proactive voice for the region that is informing Government funding options and influencing priorities • Well informed on infrastructure challenges and opportunities in Te Tai Tokerau • Strongly connected at both regional and national levels, joining the dots to ensure equitable investment in infrastructure.
2 Tuputupu Grow Northland	<p>Support and facilitate adaptation and innovation in Northland's primary and associated manufacturing sectors to ensure the people and environment of Tai Tokerau can thrive into the future.</p>	<ul style="list-style-type: none"> • Facilitate adaptation and innovation in 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 • 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.
3 Tourism and Destination Management	<p>Deliver destination management and marketing activity to support a visitor economy that aims to enhance the distribution of benefits across the region, environmental sustainability, heritage, and culture.</p> <p>Position Te Tai Tokerau Northland within target markets as a desirable place to visit.</p>	<ul style="list-style-type: none"> • 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.

Strategic priorities	Objectives	Activities
		<ul style="list-style-type: none"> • 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 dual heritage and Māori story telling traditions by supporting stories told by those who have the right to tell them. A strong partnership approach with iwi, hapu, 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 leverage of the Twin Coast Discovery programme as a region wide development framework for tourism • Co-ordinate, 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.

Enablers	Objectives	Activities
1 Innovation and Enterprise	<p>Support SME's and Start Ups who want to start or grow their business in Northland.</p> <p>As well as helping owners and entrepreneurs to identify their next move, we also provide a front door for them into the many central government programmes, services and funding available to them.</p> <p>Seek to partner with others to deliver this service most effectively.</p>	<ul style="list-style-type: none"> • Support SME's and Start Ups on their business growth journey • Work with Government and other Stakeholders to deliver funding, innovation, R&D and business support programmes into Tai Tokerau • Contribute towards Tai Tokerau Northland's journey 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, New Zealand Trade & Enterprise, Callaghan Innovation and Business Mentors New Zealand • Develop clusters, business networks or associations to take advantage of market development opportunities

Enablers	Objectives	Activities
		<p>that leverage Te Tai Tokerau Northland's key sectors and comparative advantages.</p> <ul style="list-style-type: none"> • Build and sharing specialist knowledge through a business events programme and providing opportunities to access a range of capital support mechanisms for Te Tai Tokerau Northland businesses.
<p>2 Advocacy and Brand</p>	<p>Advocate for Te Tai Tokerau Northland to improve the economic well-being of the region to help support strong communities and environmental sustainability.</p> <p>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.</p>	<ul style="list-style-type: none"> • Northland Inc is proactive and well informed on both the challenges and opportunities in Te Tai Tokerau and is acknowledged as regional leader in impactful economic development. • 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. • Uses powerful communications and a well-connected network to improve the reputation and visibility of the region while advocating for its needs. • Leads the implementation of the regions long-term Economic Development Strategy for Te Tai Tokerau (Te Rerenga) • Facilitates the Tai Tokerau Economic Action Plan (TTNEAP) for the region • Provides economic development intelligence and insights • Assists with project management and delivery of economic response activities
<p>3 Māori Economic Development ("Āe Mārika")</p>	<p>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.</p> <p>Respect and implement the principals of Te Tiriti O Waitangi, which support meaningful partnership with Māori.</p> <p>Implement of our internal capability pathway – He Korowai Manawanui – a two-year programme working on our</p>	<ul style="list-style-type: none"> • Support tangata whenua to develop and implement their own visions and economic development plans. • Partner with Māori organisations to deliver services to Māori businesses • Connect into existing local and national Māori Economic Development activity and strategies that will support Te Tai Tokerau. • 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,

Enablers	Objectives	Activities
	organisational culture towards elevating the importance of Māori Economic Development and becoming a better partner for Māori with a genuine understanding of Tikanga and Te Ao Māori.	business growth and completion of economic development projects <ul style="list-style-type: none"> • Work with, advocate for and support Māori businesses, trusts and entities with their aspirations for growth • 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. • Engage with MBIE on the continual improvement of the RBP delivery into the Māori economy.
4 Environmental Sustainability	Help prepare Northland businesses to reduce their emissions by partnering to provide support and practical programmes; and take an environmental sustainability focus when assessing all active projects.	<ul style="list-style-type: none"> • Support Northland businesses to meet climate adaptation targets set by Central Government through access to appropriate information and tools • Partner to provide support to Northland businesses with practical programmes • Use an environmental sustainability focus for all active projects • Assessing 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.
5 Partnerships	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 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.	<ul style="list-style-type: none"> • Develop and maintain high trust partnerships with stakeholders who impact economic development outcomes across Te Tai Tokerau. • 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.
6 Organisational Culture and Capability	Uphold an internal culture where our team are respectful and supportive of one another;	<ul style="list-style-type: none"> • Have quality resource that supports capability uplift in staff skills.

Enablers	Objectives	Activities
	<p>our histories, our whānau, and our aspirations.</p> <p>Our culture is supportive, encouraging and positive - supporting our people and their livelihoods.</p> <p>Our capability is performance focused, fit for purpose and within resource available.</p>	<ul style="list-style-type: none"> • 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. • Well-connected across the region; understands our local economy and employs highly skilled networked people. • Attract, retain and grow appropriate talent aligned to our culture and capability needs. <p>14</p> <ul style="list-style-type: none"> • Culture of being performance and outcome driven, encouraging professional development, and personal wellbeing.

Proposed key performance measures¹

Strategic priority 1 – Investment and Infrastructure

How we will measure	2024/25	2025/26	2026/27
Number of inward delegations hosted	3	3	3
Number of projects actively managed within the investment pipeline	10	10	10
Number of potential revenue generation opportunities fully investigated	1	1	1
Number of high impact projects that are implemented (reporting by regional strategic sectors)	4	4	4

Strategic priority 2 – Tuputupu Grow Northland

How we will measure	2024/25	2025/26	2026/27
Projects assisted through stages of growth	6	6	6
Number of meaningful engagements and relationships with landowners, businesses, stakeholder that lead to and support positive outcomes	80	80	80
Number of engagements or established relationships with iwi/hapu groups and other organisations that lead to a positive outcome	8	8	8
Projects supported to project implementation	3	3	3
Number of businesses and landowners that as a result of engagement are exploring, developing, leading and delivering on change activity	20	20	20
Number of Māori organisations that as a result of engagement are exploring, developing leading and delivering on change activity	4	4	4

¹ Key performance measures are not specifically set for Enablers 5 and 6 as these are covered by KPIS for other areas .

Strategic priority 3 – Tourism and Destination Management

How we will measure	2024/25	2025/26	2026/27
Number of destination promotion campaign initiatives to generate national exposure to the region (reporting will include number of businesses that are engaged in the campaign)	1	1	1
Number of actions under implementation from the Destination Management Plan	6	7	8
Number of engagements or established relationships with iwi/hapu groups and other organisations that lead to a positive outcome	8	8	8

Enabler 1 – Innovation and Enterprise

How we will measure	2024/25	2025/26	2026/27
Number of unique businesses assisted (reporting by TA and industry)	250	250	250
Proportion of those businesses assisted that are Māori (by TA and industry)	35%	40%	45%
Client satisfaction with businesses assistance provided by Northland Inc as measured by Net Promotor Score	NPS>50	NPS>50	NPS>50
Value of grant funding and investment facilitated for Māori businesses	\$130k	\$140k	\$150k

Enabler 2 – Advocacy and Brand

How we will measure	2024/25	2025/26	2026/27
Number of regional economic development updates or reports released	6	6	6
Number of media features that profile the region	24	24	24
Number of media activity that references Northland Inc	52	52	52

Enabler 3 - Māori Economic Development (“Āe Mārika”!)

How we will measure	2024/25	2025/26	2026/27
Number of iwi/hapū groups and other Māori organisations, e.g. marae, land trusts, etc. actively supported	18	20	22
Proportion of Māori organisations that are satisfied with Northland Inc support	>80%	>85%	>90%

Enabler 4 – Environmental Sustainability

How we will measure	2024/25	2025/26	2026/27
Number of businesses and organisations supported to improve their climate resilience journey	20	30	40
Proportion of projects funded through Project Development that have identified their pathway to low emissions	80%	100%	100%
Change in carbon footprint relative to revenue of Northland Inc	-10%	-10%	-10%