Regional Community Outcomes

What are Community Outcomes?

Community outcomes describe what the people of the Northland Region value and what they would like the region to be like in the future. They encapsulate the community's priorities by which the present social, economic, environmental and cultural well-being of the region can be assessed.

Community Outcomes are a community judgement and belong to the community, not the Council

The outcomes identified are intended to guide the planning process of local authorities and other organisations but are not binding on them. As a member of the community, the Northland Regional Council has a responsibility to identify which outcomes it can influence and the means by which it can contribute to the achievement of those outcomes. Community Outcomes therefore form a basis for partnership with, and action on behalf of, the community.

Under the Local Government Act 2002, one of the purposes of local government is to promote the social, economic, environmental and cultural well-being of communities in the present and for the future.

The achievement of these Community Outcomes requires individuals, community groups – including Māori, non-governmental agencies, other local authorities, government departments and the Northland Regional Council – to work together in co-operative partnerships.

Regional Community Outcomes

The table below sets out, in priority order, the Regional Community Outcomes for Northland and their strongest relationships to community well-beings.

Community Outcomes	Community Outcome relationships to well-beings			
	Social	Economic	Environmental	Cultural
1. Northland residents are safe and healthy *see pages 49 to 52*	✔	✔	✔	
2. Northland's infrastructure is developed in a sustainable way *see pages 53 to 57*		✔	✔	
3. Northland's natural environment is sustainably managed *see pages 59 to 66*	✔	✔	✔	✔
4. Northland is prosperous *see pages 67 to 70*	✔	✔	✔	
5. Northland residents are educated and skilled *see pages 71 to 74*	✔	✔		
6. Northland has cohesive communities *see pages 75 to 78*	✔			✔
7. Northland retains and enhances its regional identity *see pages 79 to 82*	✔		✔	✔
8. Northland residents have access to recreational and leisure opportunities *see pages 83 to 86*			✔	✔

Adopting a sustainable development approach

Taking a sustainable development approach to all aspects of decision making, policy and development will ensure that while our region grows it is appropriately managed for the benefit of future generations. A sustainable development approach is a process for identifying and analysing issues while working with others to find solutions. It helps decision makers to be better informed on the short and long term impacts of options considered and decisions made.

Section 14(1)h of the Local Government Act states that in taking a sustainable development approach, a local authority should take into account:

(i)   the social, economic and cultural well-being of people and communities;

(ii)   the need to maintain and enhance the quality of the environment; and

(iii)   the reasonably foreseeable needs of future generations.

One of the main benefits of the community outcomes process is that it provides a sustainable development focus in terms of both the present and future well-being of the community. Community outcomes reinforce the notion that well-being is a combination of social, economic, environmental and cultural factors. To ensure a sustainable approach is taken in Northland, all four well-beings are considered when making decisions for the long term benefit of the region. Below are the factors that contribute to the well-being of Northlanders.

Social well-being	Economic well-being	Environmental well-being	Cultural well-being
'Maximising Northland's potential'	*'Thriving in Northland'*	*'Caring for Northland'*	*'A dynamic and unique Northland'*
Factors that enable individuals, their families, hapū and communities to set goals and achieve them – such as education, health, the strength of community networks, financial and personal security, rights and freedoms of equity.	Factors relating to the capacity of the economy to generate the wealth and employment necessary to provide many of the prerequisites for social well-being, such as health services.	Factors that relate ultimately to the capacity of the natural environment to support, in a sustainable way, the activities that constitute community life.	Those factors that encompass the shared beliefs, values, customs, behaviours and identities reflected through language, stories, experiences, visual and performing arts, ceremonies and heritage.

Principles for sustainable decision making

While consideration of well-being is a crucial part of the sustainable development approach, the Northland Regional Council also uses the following guiding principles for policy and decision making.

- Consideration of the long term impacts of decisions on future generations;
- Mutually reinforcing solutions, i.e. seeking win-wins rather than trade-offs between well-beings;
- Sustainable management of the natural environment;
- Use of the best information available to support decisions made;
- Assessment of risks and uncertainty (precautionary principle);
- Working in partnership with government and other sectors to encourage transparent and participatory decisions;
- Consideration of a national perspective when making decisions;
- Decoupling of economic growth from pressures on the environment;
- Respect for the environment's limits, and protecting eco-systems;
- Promotion of integrated management principles for land, water and living resources;
- Providing opportunities for Māori to contribute to decision making; and
- Respecting human rights, the rule of law and cultural diversity.

Government direction on climate change and community outcomes

Planning for the long term implications of climate change will have the following affect on community outcomes:

Community Outcomes	Long term implications of climate change
Northland residents are safe and healthy	✔ Planning for natural hazards or other risks to residents' safety and health should consider climate adaptation.
Northland's infrastructure is developed in a sustainable way	✔ Planning for infrastructure development should take into consideration climate adaptation.
Northland's natural environment is sustainably managed	✔ Policy guidance and rules for the sustainable management of Northland's natural and physical resources should include consideration of climate change.

Government direction on climate change and well-beings

Planning for the long term implications of climate change will have the following affect on the well-being of Northlanders:

Type of Well-being	Responding to climate change
Social	✔ By responding now to climate change impacts, we can improve the resilience of the community to existing natural hazards, and in doing so, enhance the prosperity and sustainability of present and future generations.
Economic	✔ By responding now to climate change impacts, we can improve the resilience of the economy to natural hazards and potentially financially benefit key sectors of the Northland region including farming, forestry and industry.
Environmental	✔ By responding now to climate change impacts, we can better account for the environmental impacts of natural hazards and long term changes in temperature and rainfall.

How Community Outcomes were identified

During 2005, the Northland Regional Council and the Far North, Kaipara and Whāngārei District Councils decided to undertake a joint process to identify regional community outcomes for Northland. These community outcomes were included in the Northland Community Plan 2006-2016 and are featured again in this plan.

The outcomes have been developed using comprehensive "best practice" methods, and care has been taken to ensure they reflect the views of the Northland community. They are the community's outcomes.

Though not binding, these regional community outcomes are intended to guide the planning processes of the councils and other organisations.

How each council may contribute to the achievement of each community outcome will be determined as part of each council's Long Term Council Community Plan (LTCCP) process. Councils will most likely not directly contribute to every community outcome, but may offer a supporting role to other organisations or groups in the community active in a particular area.

The regional community outcomes project, "Northland: Our Place, Our Future", has provided the councils of Northland and other organisations a common foundation to continue working together in a variety of ways for the benefit of all Northlanders.

A copy of "Northland: Our Place, Our Future" is available on the Council's website www.nrc.govt.nz/ourplaceourfuture

The Regional Community Outcomes for Northland will be updated utilising extensive public consultation prior to the 2012 LTCCP.

A summary of the process that was undertaken to identify Northland regional community outcomes is as follows:

Process summary for the identification of Northland Regional Community Outcomes

Gather Preliminary Information

Obtain Agreement to Process

Analyse Existing Outcomes and Indicators

Six Focus Groups
■ Two in each of the three districts

Stakeholders Meetings
■ Sector Groups ■ Crown Agencies ■ Elected Representatives ■ Wānanga

Seven Focus Groups with Māori Residents
■ Conducted by Te Puni Kōkiri and Northland Regional Council

Telephone Survey

Review of Indicator Information from External Sources

Final Report

The Council's role in working to achieve Regional Community Outcomes

The Regional Council will not directly contribute to every community outcome, and may offer a supporting role to other organisations or groups in the community, active in a particular area.

The Council may therefore contribute to community outcomes in a number of ways, including:

- As the lead agency – largely responsible for action in a particular area.
- As the joint lead agency – managing a programme in conjunction with other organisations.
- Supporting / advocating – providing support to other lead agencies.
- No direct influence – being aware of activities being undertaken by the community or other organisations, but without a direct role to play.

When the Council does have a role to play in achieving community outcomes, it may be involved in a number of different ways including:

- As a service provider – carrying out a programme using the Council's own resources. This would be most common when the Council is the lead agency or joint lead agency.
- As a funder – making a financial investment in a programme, but not necessarily leading it.
- As a regulator – developing and enforcing rules, as appropriate.
- As a promoter/facilitator – encouraging progress by organising interested parties, publicly expressing support or securing financial support from other sources.

Working with other organisations and groups to achieve Regional Community Outcomes

The Northland Regional Council has existing working relationships, and in some cases Memoranda of Understanding or other such agreements, with a number of other organisations including government departments, sector and community groups, Māori, private enterprise, and the region's three territorial authorities. Because the Regional Council's resources are limited, and because community outcomes belong to the Northland community as a whole, the Council recognises that organisations such as those listed above need to work together to achieve the community's vision for the future. The Council intends to continue to expand opportunities for further agreements with its stakeholders.

The Council continues to use the Northland Inter-Sectoral Forum (NIF), as a central working party for ongoing activities with other organisations on community outcomes. Forum membership includes a wide range of government and community organisations and has high-level representation from all Northland local authorities. This commitment to work together is reflected in a partnership charter agreed to by all NIF members. One of the primary goals of NIF is "to facilitate local and central government agencies to work together to achieve agreed community priorities". Furthermore, the Forum enables agencies to adopt an informed and consistent approach to the planning and aligning of services in Northland.

NIF Stakeholder organisations have created a "planner's forum" which meets regularly and shares information and data for measuring the community's progress towards achieving community outcomes over the years to come.

A more detailed explanation of the Council's role and those organisations it intends working with can be found in the following sections relating to each community outcome.

Monitoring and reporting on Community Outcomes

Council has the responsibility to report regularly on the community's progress towards achieving its outcomes.

Using the outcome indicators detailed under each of the community outcomes described in this section, Northland Regional Council intends to monitor and, not less than every three years, report on the community's progress towards achieving the outcomes in its Long Term Council Community Plan.

Wherever possible, progress is reported against indicators included in the Council's previous LTCCP so that trends and overall achievement are more clearly demonstrated.

Community Outcomes update

The following section outlines the community outcomes for the Northland Region that were established in 2005 and details what progress has been made. The section includes:

- What the outcomes mean;
- What indicators are used to measure progress in achieving the outcomes;
- What Council groups of activities contribute to the achievement of each community outcome;
- Trend analysis on progress measures for each outcome;
- Summary on regional trends; and
- Priorities for each community outcome and how the Regional Council will work with other organisations.

Due to the unpredictability around data collection and consistency, some indicators previously used to measure progress have been deleted and/or replaced with other indicators based on more robust data, as it has become available.

While the Council has strived to provide data on all three districts within Northland, there are some data sets that are only available at regional level. Regional data adds valuable information to the overall picture of how Northland is performing in relation to community outcomes. National averages have been used as a comparison with both district and regional data when they have been available within the same data source.

Community Outcome Priority 1

Northland residents are safe and healthy

E au, e ora hoki te noho o nga tāngata o Taitokerau

What this outcome means

- Northland is an area in which residents and visitors can feel safe and secure at any time of the day or night;

- Plans for the management of potential hazards are considered and implemented in a timely way;

- A range of affordable, good quality housing is available to Northland communities;

- Key health issues of all residents are identified and addressed; and

- All residents have appropriate access to locally-based health services of an acceptable standard.

Outcome indicators

- Crime rates
- Hazard preparedness
- Life expectancy
- Household crowding
- Access to GPs

Partners for achieving this outcome

- Northland Intersectoral Forum (NIF)
- NZ Police
- Civil Defence Emergency Management Group
- Northland District Health Board

Northland Regional Council's response

Contributing groups of activities	
Democracy and Corporate Services	
✔ Regional Information and Engagement	113
Regional Economic Development	
Resource Management Planning	
✔ Transport	145
Consents	
✔ Environmental Monitoring	161
✔ Land and Rivers	181
Biosecurity	
✔ Emergency Management	199
✔ Maritime Operations	205

More details on how the Council will contribute to this community outcome can be found by turning to the pages indicated above.
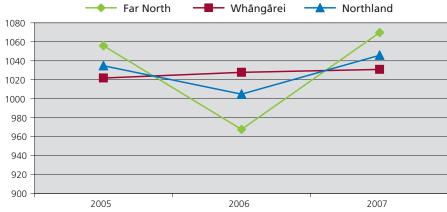
1. Northland residents are safe and healthy – progress measures

Crime in Northland

Number of recorded offences per 10,000 people

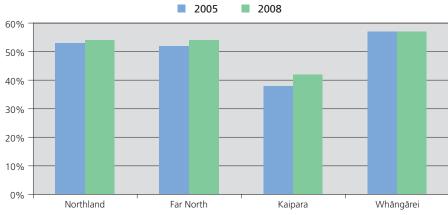*Source: Ministry of Social Development Report 2008*

District recorded crime per 10,000 population by area

Results not available for Kaipara on district boundary. Source: Northland District Crime Statistics 2007 NZ Police
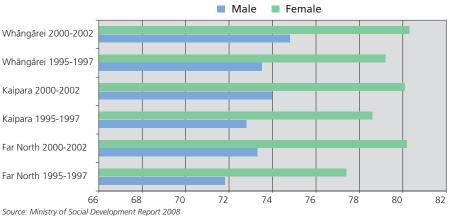
Hazard preparedness

Those who have put aside items for a civil defence emergency

Source: Northland Community Awareness Survey 2008 and Group Research 2005

Life expectancy

Total number of years a person can expect to live

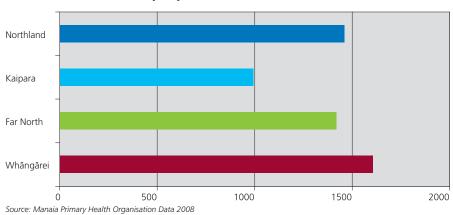

Source: Ministry of Social Development Report 2008

Household crowding

Percentage of Households with fewer bedrooms than needed

Source: Ministry of Social Development Report 2008

Access to GPs

The number of doctors per person (Dr:Patient Ratio)

Source: Manaia Primary Health Organisation Data 2008

Regional Trend Summary

Crime rates

■ The number of recorded offences for all Northland per 10,000 people has dropped from 1,187 in 2002 to 1,049 in 2007.

■ District reported crime per 10,000 population area fell between 2005 and 2006 in the Far North, and then rose again in 2007. Reported crime remained reasonably steady in the Whāngārei District, but rose slightly in 2007.

Hazard preparedness

■ The Far North and Kaipara Districts have an increased number of people who have put items aside for a civil defence emergency.

Life expectancy

■ Life expectancy has risen in Northland from 71.7 years, in 1990-1992 to 74 years of age in 2000-02 for males, and from 78.2 years to 80.1 for females.

Household crowding

■ All districts have downward trends from 1986 to 2001 and then have a very slight upward trend from 2001 to 2006.

Access to GPs

■ The ideal ratio for access to GPs is a Dr:Patient ratio of 1:1200. Kaipara has the best Dr:Patient ratio in the district with one doctor for every 993 people. Although the other districts have a Dr:Patient ratio over 1:1200, this can mean that it is balanced by a larger than usual nursing input.

1. Northland residents are safe and healthy

How the Regional Council will work with other organisations on this Community Outcome

Council's role	Priorities for 2009-2012
Lead Agency	Develop and implement river management plans on a prioritised basis, to reduce the negative impacts of flooding.
Lead Agency	Maintain and improve water quality to acceptable levels.
Joint Lead Agency	Implement the Civil Defence Emergency Management Group Plan with the district councils, emergency services and Northland District Health Board through the Northland Co-ordinating Executive Group.
Joint Lead Agency	Provide appropriate hazard information relevant to District Plans and building consents, as it becomes available.
Joint Lead Agency	Develop and implement a road safety plan for Northland with the NZ Police, NZ Transport Agency and the district councils.
Joint Lead Agency	Continue to provide and enhance harbour safety and maritime navigation aids in conjunction with Maritime New Zealand.

Advocacy roles

- Support the organisations charged with reducing and preventing crime in Northland.
- Support the organisations charged with ensuring that Northlanders have appropriate access to health services.
- Support the promotion of healthy lifestyle options for Northlanders.
- Support the organisations charged with improving the quality of affordable housing in Northland.

Community Outcome Priority 2

Northland's infrastructure is developed in a sustainable way

I hanga ai nga ara o Taitokerau kia poutu ai

What this outcome means

- Transport networks are maintained and developed to enhance access to, from and within the region;

- Northland's built environment and infrastructure are further developed in a sustainable way that contributes to the well-being of people, communities and the natural environment;

- Promote community responsibility for ensuring that the physical appearance of Northland's built environment is maintained, so that the region remains attractive for residents and visitors; and

- Decision making for Northland's infrastructure considers cultural, social, environmental and economic impacts.

Outcome indicators

- Road casualties
- Road fatalities
- Telecommunications access
- Sealed and unsealed roads
- Energy generated and energy used

Partners for achieving this outcome

- NZ Transport Agency
- NZ Police
- District Councils
- Central Government
- Communications Service Providers
- Energy Supply Companies

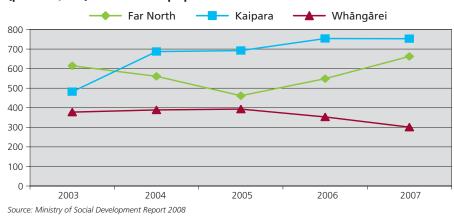## Northland Regional Council's response

Contributing groups of activities	
Democracy and Corporate Services	
✔ Regional Information and Engagement	113
✔ Regional Economic Development	127
✔ Resource Management Planning	137
✔ Transport	145
✔ Consents	153
✔ Environmental Monitoring	161
✔ Land and Rivers	181
Biosecurity	
✔ Emergency Management	199
✔ Maritime Operations	205

More details on how the Council will contribute to this community outcome can be found by turning to the pages indicated above.

2. Northland's infrastructure is developed in a sustainable way - progress measures
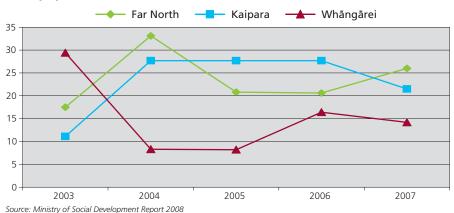
Road casualties

Number of people injured in motor vehicle crashes as a proportion (per 100,000) of the total population
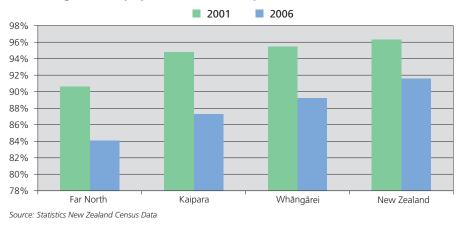

Source: Ministry of Social Development Report 2008

Road fatalities

The number of deaths from motor vehicle crashes per 100,000 of the total population

Source: Ministry of Social Development Report 2008

Telephone access

Percentage of the population with telephone access at home

Source: Statistics New Zealand Census Data

Internet access

Percentage of the population with internet access at home

Source: Statistics New Zealand Census Data

Comparison of sealed and unsealed roads

Far North District - roads in kilometres

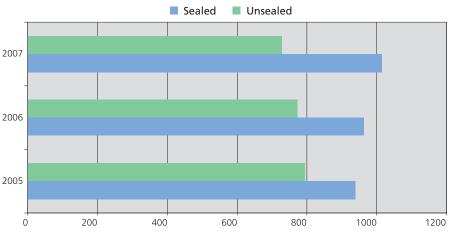Source: Land Transport NZ Network Statistics 2005-2007

Kaipara District - roads in kilometres

Source: Land Transport NZ Network Statistics 2005-2007
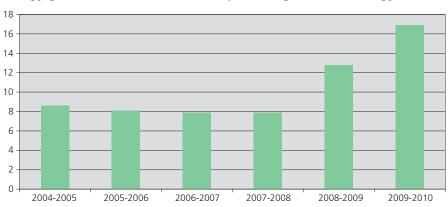
Whāngārei District - roads in kilometres

Source: Land Transport NZ Network Statistics 2005-2007

Energy generation

Energy generated in Northland as a percentage of total energy used

Source: Top Energy and North Power

2. Northland's infrastructure is developed in a sustainable way - progress measures

Regional Trend Summary

Road casualties

- Road casualties in the Whāngārei District have trended downward from 378.2 in 2003 to 300.6 in 2007. There has been a trend upwards in road casualties in Kaipara from 2003 and in the Far North from 2005.

Road fatalities

- Road fatalities have fallen in both the Kaipara and Far North Districts from a peak in 2004 (33.1% and 27.7%, respectively) to 26% and 21.5% in 2007. Road fatalities have risen in the Whāngārei District since 2005.

Telephone access

- Home telephone access dropped in all Northland districts between 2001 and 2006. The reductions are greater than the drop in New Zealand, overall, which has changed from 96.3% in 2001 to 91.6% in 2006.

Internet access

- There has been a significant rise in home internet access in all three districts from 2001 to 2006. Access in the Far North District has risen from 24.8% to 49.3%, Kaipara from 26% to 48.9% and Whāngārei District from 31% to 54.3%. All three districts are still marginally behind the New Zealand total of 60.5% for access to the internet at home.

Sealed roads

- The length of sealed roads in all three districts has risen between 2005 and 2007. Whāngārei District had the largest increase of 77.3 kms from 2005 to 2007. Whāngārei District is the only district with more sealed than unsealed roads.

Unsealed roads

- All three districts experienced a drop in the length of unsealed roads between 2005 and 2007. Whāngārei District had the largest reduction of 66.9 kms over this time.

Energy generation

- Currently, 7.9% of the energy used in Northland is generated in Northland. This trend has been steadily increasing, and the 2008 to 2010 bars in the graph show the predictions of this indicator over the next two to three years. Over this time the percentage of energy generated and used in Northland is expected to rise to 16.9% due to the increased capacity of the Ngāwhā geothermal plant and the continuation of power from the Northern Wairoa Hydro Plant.

How the Regional Council will work with other organisations on this Community Outcome

Council's role	Priorities for 2009-2012
Lead Agency	As part of the Regional Growth Programme for Northland, promote the integrated development of Northland's infrastructure in a structured and sustainable way including, but not limited to, rail links and other transport networks, electricity generation and distribution, sewage treatment and port operations.
Lead Agency	Co-ordinate the funding and development of the integrated transport network for Northland to improve access to, from and around the region.
Lead Agency	Work with central government and district groups to progress broadband services and other communication technologies in Northland.
Lead Agency	Provide for the efficient use of limited water resources.
Joint Lead Agency	Reduce the risks to essential infrastructure from floods, land instability, wind and other natural and man-made hazards in conjunction with the Northland Civil Defence Emergency Management Group and the infrastructural managers.

Advocacy role

■ Support plans for all improvements to Northland's infrastructure.

Community Outcome Priority 3

Northland's natural environment is sustainably managed

E mau tika ana nga tikanga kaitiaki i roto i te Taitokerau

What this outcome means

- Protect the natural character of the region's coastline and beaches;
- Northland communities have access to the natural environment in a sustainable way;
- Effective pollution control and recycling are endorsed and promoted;
- Communities, in partnership with local/central government, take responsibility for ensuring that the natural biodiversity, land, soil, water, air and coast features and landscape are sustainably managed and enhanced for future generations;
- There is sustainable use, development and protection, where appropriate, of natural resources; and
- Development is sustainably managed, considering impacts on the natural environment.

Outcome indicators

- River water quality
- Environmental incidents
- Air quality
- Natural areas of ecological significance
- Perceptions of managing the natural environment

Partners for achieving this outcome

- District Councils
- Northland District Health Board
- Department of Conservation
- Ministry of Health
- Central Government
- Research Organisations

Northland Regional Council's response

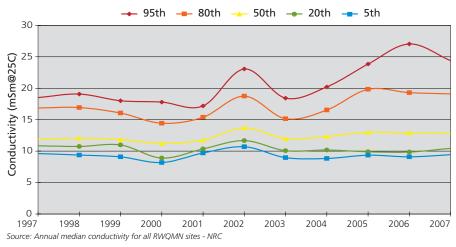| Contributing groups of activities	
✔ Democracy and Corporate Services	103
✔ Regional Information and Engagement	113
✔ Regional Economic Development	127
✔ Resource Management Planning	137
Transport	
✔ Consents	153
✔ Environmental Monitoring	161
✔ Land and Rivers	181
✔ Biosecurity	193
Emergency Management	
✔ Maritime Operations	205

More details on how the Council will contribute to this community outcome can be found by turning to the pages indicated above.

3. Northland's natural environment is sustainably managed – progress measures
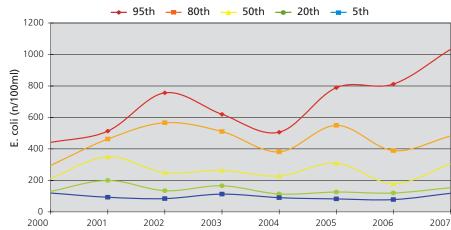
River water quality

The following graphs illustrate measures pertaining to Northland's river water quality. They are calculated according to various percentiles which split the rivers into groups. For example, the 5th and 95th percentiles measure the best and worst rivers, and the 50th percentile illustrates what is happening in our average rivers. The red lines indicate rivers with poor water quality and the blue lines indicate rivers with good water quality. The data for the graphs was collected from the 21 rivers monitored monthly.

Conductivity

Source: Annual median conductivity for all RWQMN sites - NRC

Conductivity is an indicator of nutrients in the water but also catchment geology - for example, volcanic rock geology can cause high water conductivity. Downward trends are a positive sign of a reduction in conductivity in rivers.
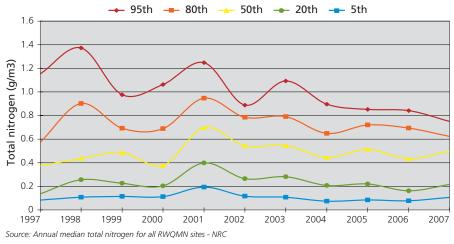
Escherichia Coli (E-Coli)

Source: % of E. coli results that comply with recreational bathing guidelines for 21 RWQMN sites for all years sampled - NRC
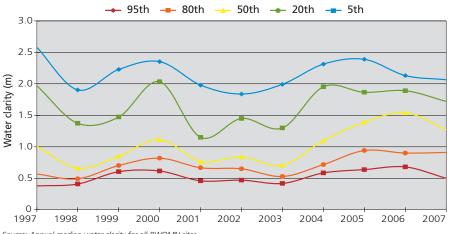
Too much Escherichia Coli (E-Coli) can make rivers unsafe for human consumption, stock and bathing use. Downward trends are a positive sign of a reduction in E-Coli in the rivers. The safe level of E-Coli for a bathing site is 126 per 100mls.

Total Nitrogen

Source: Annual median total nitrogen for all RWQMN sites - NRC

While low levels of nitrogen are required for plant growth, medium and high levels encourage the growth of pest plants in rivers. Downward trends are a positive sign of nitrogen reduction in rivers.
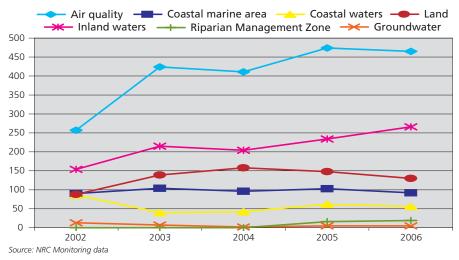
River water clarity

Source: Annual median water clarity for all RWQMN sites

Poor water clarity in rivers generally indicates a high level of nutrients, high silt levels and high conductivity levels. Improvement in water clarity is desirable for all rivers and is indicated by an upward trend.

3. Northland's natural environment is sustainably managed – progress measures

Environmental incidents

Environmental incidents by resource affected and type

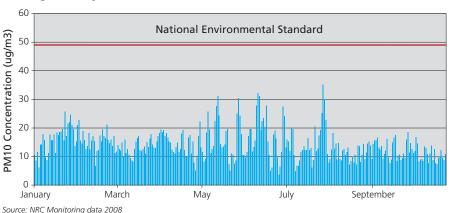

Source: NRC Monitoring data

There were 1033 environmental incidents reported to the Northland Regional Council in the 2006-2007 financial year. This compares with 1,042 in 2005-2006, 913 in 2004-2005, 929 in 2003-2004 and 688 in 2002-2003. Air quality incidents remain the most reported type.
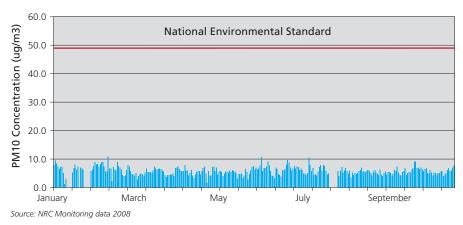
Air quality

A good measure of air quality is the measure of particulate matter (PM^{10}).This is a collective term used to describe very small solid or liquid particles such as dust, fume, smoke and mist or fog. PM^{10} is measured to ascertain air quality both in Whāngārei and Kaitāia.

Whāngārei City 24 hour PM^{10} concentration

Source: NRC Monitoring data 2008

The graph of air quality in Whāngārei City illustrates, for the most part, that the city enjoys reasonably good air quality. The levels of PM^{10} in the atmosphere did not reach the National Environmental Standard at any time from January 2008 to September 2008. The rises in PM^{10} levels are during the winter months and are most likely the result of the winter fires.

Kaitāia 24 hour PM^{10} concentration

Source: NRC Monitoring data 2008

The graph of air quality in Kaitāia illustrates that this town enjoys better air quality than Whāngārei City. The levels of PM^{10} in the atmosphere rarely climb above 10 on the scale on which 50 is the maximum National Environmental Standard.

Natural Areas of Ecological Significance (NAES)

Number of statutory protection mechanisms per Natural Area of Ecological Significance (NAES) in Northland - December 2007

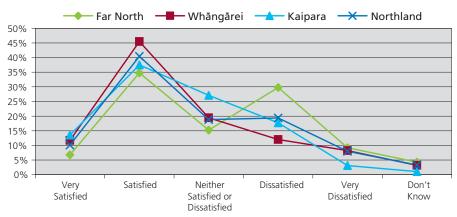| Number of mechanisms	Number of NAES	% number of NAES
0	808	61.2
1	327	24.8
2	82	6.2
3	61	4.6
4	17	1.3
5	14	1.1
6	5	0.4
7	1	0.1
8	3	0.2
9	1	0.1
10	1	0.1

Source: Protected Natural Areas in Northland and Care Standards for Protected Natural Areas – Wildland Consultants, 2008

There are 1,320 identified Natural Areas of Ecological Significance (NAES) in Northland with a combined area of 283,947.8 ha. Sixty-one percent of NAES are not protected or managed by any mechanism.

3. Northland's natural environment is sustainably managed – progress measures

Managing the natural environment

Satisfaction with managing the environment for future generations

Source: Northland Community Outcomes Survey, APR Consultants, 2008

Overall satisfaction with managing the environment for future generations in Northland was 50.6%. Individually the Whāngārei and Kaipara districts were also rated above 50% but the Far North district had satisfaction levels of 41.5%.

Regional Trend Summary

River Quality - Conductivity

- In the region's best rivers, conductivity has remained reasonably stable. In the worst rivers there is a trend downwards from 2006-2007, however this trend would need to reduce substantially to equal the levels of conductivity in the best rivers.

River Quality – E-Coli

- From a downward trend to 2004, E-Coli was reducing overall in all the rivers monitored. However, from 2005 onwards there has been a steep rise in E-Coli in the worst rivers. This may be as a result of increased intensive farming in these catchments.

River Quality – Total nitrogen

- From 2003 onwards there has been an overall downward trend in nitrogen levels in all of the rivers monitored in the region.

River Quality – Water Clarity

- There was an increase in water clarity in all rivers in 2003 then a slight decease from 2006 onwards. Decreasing water clarity in 2006 and 2007 is likely to be a result of higher rainfall.

Environmental incidents

- There were 1,033 environmental incidents reported to the Council in the 2007 financial year. This was less than in the 2006 year (1,042) and more than the 2005 year (913). After a sharp rise in the number of air quality incidents between 2002 and 2003, this type of incident remains the most reported.

Air Quality

- Both Whāngārei and Kaitāia, for the most part, enjoy good air quality and low PM_{10} levels. The air quality in Kaitāia is consistently better than in Whāngārei City.

Natural Areas of Ecological Significance

- Of the 1,320 identified Natural Areas of Ecological Significance (NAES) in Northland, 808 or 61.2% are not formally protected or managed.

Managing the natural environment for future generations

- Overall 50.6% of Northlanders were very satisfied or satisfied that the natural environment was being well managed for future generations.

- In Whāngārei 57.2% were very satisfied or satisfied compared with 51% in Kaipara and 41.5% in the Far North.

How the Regional Council will work with other organisations on this Community Outcome

Council's role	Priorities for 2009-2012
Lead Agency	Integrate regional and district planning provisions to progress the development of a consolidated planning framework for the region.
Lead Agency	Maintain and improve water quality to acceptable levels.
Lead Agency	Prioritise and develop management plans for specific harbour or coastal areas and/or communities.
Lead Agency	Maintain and, where necessary, improve air quality as compared to national and regional guidelines.
Lead Agency	Promote and deliver environmental education in Northland.
Joint Lead Agency	Contribute to the management of Northland's environment including, but not limited to, adopting a sustainable development approach and adapting to climate change in conjunction with other central and local government agencies.
Joint Lead Agency	Work with other parties, as appropriate, to ensure that Northlanders have reasonable access to the natural environment in a sustainable way.
Joint Lead Agency	Maintain and, where necessary, improve coastal water quality at bathing sites and marine farming areas, in conjunction with district councils, Northland District Health Board, industry and the Ministry for the Environment.
Joint Lead Agency	Maintain and, where necessary, improve soil conservation as an integral part of all land use and development activity, in conjunction with district councils.
Joint Lead Agency	Protect Northland's high biodiversity values, in conjunction with landowners, relevant government agencies and the district councils.

Advocacy roles

- Support a precautionary approach to genetic engineering by the Environmental Risk Management Authority.
- Participate in a Northland inter-council working group on the management of genetically modified organisms in Northland.
- Encourage the district councils' solid waste minimisation programmes of re-use and recycling.

Community Outcome Priority 4

Northland is prosperous

He rohe whai rawa te Taitokerau

What this outcome means

- Northland has sustainable growth and retention of population;
- Northland has strong business and industry growth that fits within and complements the natural and social environment of the region;
- Residents have a range of employment opportunities with increased employment and income levels;
- There is an increased opportunity for Māori business ownership and operations;
- Opportunities in Northland are sufficient to attract skilled professionals to the region and to prevent young people from leaving the region; and
- Northland needs to be continually promoted as a tourist destination.

Outcome indicators

- Income levels
- Annual Income
- Unemployment rate
- Number of businesses
- GDP growth
- Number of tourists

Partners for achieving this outcome

- Industry
- Work and Income
- Enterprise Northland
- Northland Intersectoral Forum (NIF)
- Education Providers
- District Councils
- Chamber of Commerce
- Māori / Iwi

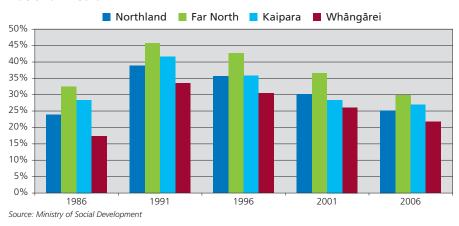## Northland Regional Council's response

Contributing groups of activities	
✔ Democracy and Corporate Services	103
✔ Regional Information and Engagement	113
✔ Regional Economic Development	127
✔ Resource Management Planning	137
✔ Transport	145
✔ Consents	153
✔ Environmental Monitoring	161
✔ Land and Rivers	181
✔ Biosecurity	193
Emergency Management	
✔ Maritime Operations	205

More details on how the Council will contribute to this community outcome can be found by turning to the pages indicated above.

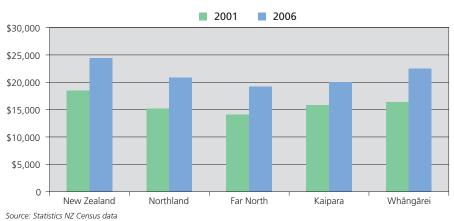# 4. Northland is prosperous – progress measures

Income levels

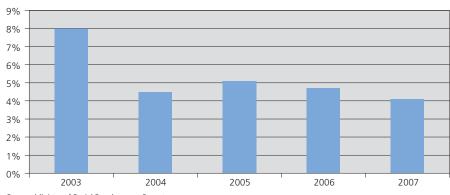**Percentage of Northlanders with an income less than 60% of the national median**

Source: Ministry of Social Development

Annual Income

Median level of annual income for Northlanders

Source: Statistics NZ Census data
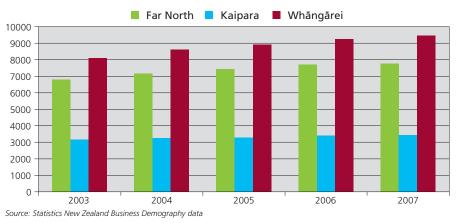
Unemployment

Percentage of the Northland labour force, 15 yrs and over, not employed
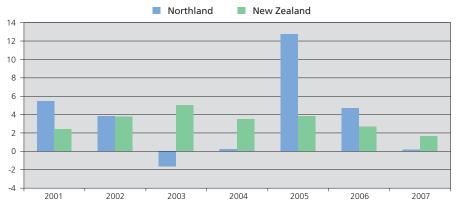

Source: Ministry of Social Development Report

Business numbers

Number of businesses in Northland

Source: Statistics New Zealand Business Demography data
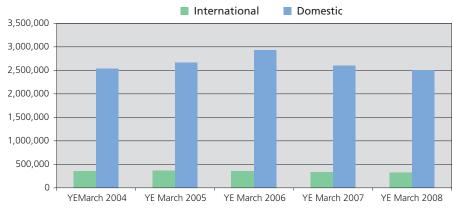
GDP growth in Northland

Estimated real GDP growth in Northland

Source: Based on national GDP data and employment data from the Household Labour Force – Business and Economic Research Ltd (BERL)

Tourists visiting Northland

Number of tourists visiting the Northland Region

Source: Tourism New Zealand

Regional Trend Summary

Income levels

- As a region, Northland has had a decline in the number of people who have income less than 60% of the national median from 38.9% in 1991 to 25.2% in 2006 (now comparable to 1986 levels).

- Although the annual median income in all Northland districts has risen between 2001 and 2006, to $19,200 in the Far North, $20,100 in Kaipara and $22,500 in Whāngārei, it is still low when compared to an annual median income of just under $25,000 for NZ overall.

Unemployment

- Northland's unemployment rate (15 years and over) has dropped from 8% in 2003 to 4.1% in 2007.

Numbers of businesses

- The number of businesses in the Whāngārei District has risen from 8,112 in 2003 to 9,472 in 2007.

- The number of businesses in the Far North District has risen from 6,800 in 2003 to 7,776 in 2007.

Real GDP growth

- The average annual percentage change in Regional Real GDP growth from March 2002 to March 2007 was 3.1% in Northland compared to 3.3% in all of New Zealand. This places Northland seventh of the twelve regions nationally.

Number of tourists visiting Northland

- The number of visitors to the region trended upwards from 2004 to 2006 and then dropped slightly between 2006 and 2008 (2,500,809 domestic and 328,245 international). In 2006, international and domestic travellers spent a total of $657.6m in Northland. By 2013, total visitor expenditure in Northland is forecast to increase $227.7m (34.6%) to $885.3m.

4. Northland is prosperous

How the Regional Council will work with other organisations on this Community Outcome

Council's role	Priorities for 2009-2012
Lead Agency	Develop a Regional Growth Programme for Northland to provide a clear vision and strategic direction for the sustainable management of the region's future growth prospects.
Lead Agency	Promote the sustainable economic development of Northland through the activities of the Northland Regional Council Community Trust, Northland Intersectoral Forum and other key stakeholders working within the Regional Growth Programme.
Joint Lead Agency	Ensure that Northland provides a "business friendly" environment to foster the ongoing growth and development of existing businesses and attract new businesses to the region, in conjunction with the District Councils and Enterprise Northland.
Joint Lead Agency	Work with other parties, as appropriate, to improve Northlanders' income levels, employment opportunities and overall standard of living.

Advocacy roles

- Support primary industry, recognising it as a significant part of the economy.
- Encourage businesses and industry to act sustainably.

Community Outcome Priority 5

Northland residents are educated and skilled

He tāngata matatau, pukenga hoki nga tāngata o Taitokerau

What this outcome means

- Provision of relevant industry-based training which enables the local labour force to meet the skill requirements of the local industries;
- The number of residents who achieve formal secondary and tertiary qualifications continues to increase;
- Provision of a range of quality educational training opportunities; and
- Good access and participation in early childhood education.

Outcome indicators

- Educational attainment of the adult population
- Participation in early childhood education
- Highest qualifications of school leavers
- Employment Rate

Partners for achieving this outcome

- Education Providers
- Northland Intersectoral Forum (NIF)
- Industry
- Ministry of Education

Northland Regional Council's response

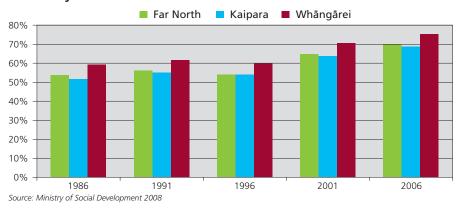| Contributing groups of activities	
Democracy and Corporate Services	
✔ Regional Information and Engagement	113
✔ Regional Economic Development	127
Resource Management Planning	
Transport	
Consents	
Environmental Monitoring	
Land and Rivers	
Biosecurity	
Emergency Management	
Maritime Operations	

More details on how the Council will contribute to this community outcome can be found by turning to the pages indicated above.

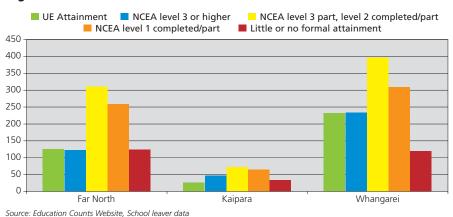# 5. Northland residents are educated and skilled – progress measures

Education attainment

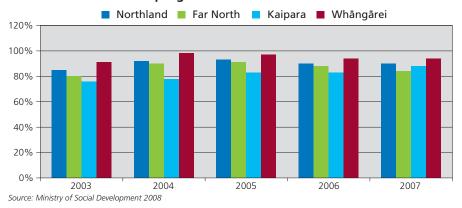**Percentage of population 25-64 years of age with at least upper secondary school education**

Source: Ministry of Social Development 2008

Highest qualifications of school leavers 2005

Number of students leaving secondary school during 2005 and level of highest attainment

Source: Education Counts Website, School leaver data

Early childhood education

Percentage of 3 and 4 year-olds enrolled in early childhood centres or home-based education programmes

Source: Ministry of Social Development 2008

Highest qualifications of school leavers 2007

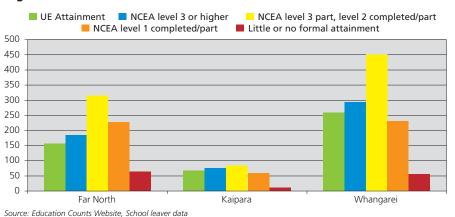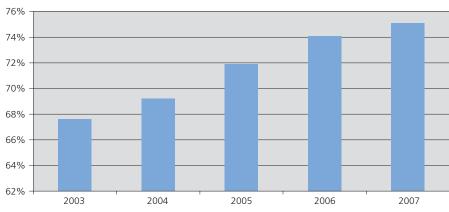**Number of students leaving secondary school during 2007 and level of highest attainment**

Source: Education Counts Website, School leaver data

Employment rate

Percentage of Northland population 15–64 years of age in paid employment

Source: Ministry of Social Development Report 2008

Regional Trend Summary

Educational attainment

- There has been an overall rise in all three districts of 25-64 year olds with upper secondary school education between 1986 and 2006.
- Whāngārei District has the highest levels of upper secondary school education for 25-64 year olds at 75.3% in 2006, followed by Far North District at 69.9% and Kaipara District at 68.7%.

Early childhood education

- As a region, the rates of early childhood education have grown from 85% in 2003 to 90% in 2007, peaking at 93% in 2005.
- Kaipara has had a rise of 12% in the rates of early childhood education from 76% in 2003 to 88% in 2007.
- Whāngārei District has the highest rate of early childhood education enrolments at 94%, rising from 91% in 2003.

School leaver qualifications

- There has been a marked reduction in the number of students leaving school with little or no formal attainment in all districts of the region.
- There were higher numbers of students taking NCEA level 2, 3 or higher in 2007 than in 2005.

Employment Rate

- The employment rate of the population 15-64 years old showed a steady trend upwards from 2003 to 2007.

5. Northland residents are educated and skilled

How the Regional Council will work with other organisations on this Community Outcome

Council's role	Priorities for 2009-2012
Lead Agency	Promote and deliver environmental education in Northland.
Joint Lead Agency	As part of the Regional Growth Programme for Northland, increase skill levels and educational achievement across Northland in conjunction with the Northland Intersectoral Forum and relevant education providers.
Joint Lead Agency	Ensure Northland's education needs are met, including, but not limited to: ■ Supporting the provision of relevant industry-based training and apprenticeships which enable the local labour force to meet the skill requirements of local industries, in conjunction with relevant Industry Training Organisations. ■ Supporting strategies aimed at keeping young people at school longer and decreasing the number of young people leaving the region. ■ Supporting increased access to appropriate tertiary level education in Northland, in conjunction with NorthTec and other tertiary education providers.

Advocacy roles

■ Support the development of student facilities, making it easier for students to live and study in Northland.
■ Support education providers to meet the needs of industry, as detailed below.

Priority tertiary training needs in Northland

Lower than average levels of primary and secondary educational attainment have resulted in people who lack minimum skill levels. Consequently, foundation skills training in literacy, numeracy, basic computer literacy and financial literacy are required in Northland. Priority labour market needs for tertiary training for each district are listed below:

Far North District	Kaipara District	Whāngārei District
■ Agriculture and fishery ■ Forestry ■ Tourism and hospitality ■ Arts and creative industries ■ Horticulture ■ Trades training ■ Health worker training	■ Agriculture and fishery ■ Trades-related training ■ Construction ■ Automotive ■ Service industries ■ Horticulture ■ Small business training ■ Arts and creative industries	■ Marine industry training ■ Engineering ■ Automotive ■ Construction ■ Hospitality and service industries ■ Health and aged care ■ Education

Source: Tertiary Education in Te Tai Tokerau, APR Consultants, 2006

Community Outcome Priority 6

Northland has cohesive communities

He hapori piritahi nga hapori o Taitokerau

What this outcome means

- Northland communities have appropriate access to social support services and advice;

- All people feel valued and have a sense of belonging and equality within the community;

- The multi-cultural make-up of Northland communities is acknowledged and promoted, and different cultural values are respected;

- The place of Māori is recognised and respected. Mutually beneficial relationships between Māori and the wider community are built and nurtured;

- Appropriate recognition and integration of hapū and iwi in the planning process and management of resources; and

- Leaders in the region collaborate to ensure the best outcome for Northlanders on issues of regional importance.

Outcome indicators

- Community spirit

- The number of iwi management plans lodged with Council

- Outcomes from the Northland Intersectoral Forum (NIF)

- Collaborative leadership

Partners for achieving this outcome

- District Councils

- Community Organisations

- Iwi CEOs' Forum

- Northland Intersectoral Forum (NIF)

- Ministry of Social Development
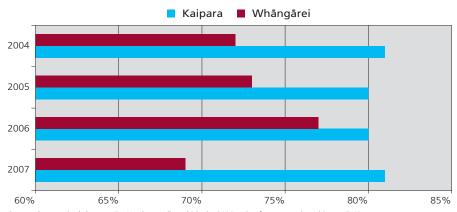
Northland Regional Council's response

Contributing groups of activities	
✔ Democracy and Corporate Services	103
✔ Regional Information and Engagement	113
✔ Regional Economic Development	127
✔ Resource Management Planning	137
✔ Transport	145
Consents	
✔ Environmental Monitoring	161
Land and Rivers	
Biosecurity	
✔ Emergency Management	199
Maritime Operations	

More details on how the Council will contribute to this community outcome can be found by turning to the pages indicated above.

6. Northland has cohesive communities – progress measures

Community spirit

Percentage of residents who rate their community spirit as good or very good

Source: Communitrak Surveys. Far North overall total District 2008 rating for community spirit was 71%.

Outcomes from NIF – NIF initiated projects

Engaging Taitamariki in Learning

In 2007, the Northland Intersectoral Forum (NIF) agreed to support the Engaging Taitamariki in Learning (ETL) strategy with the intention to realise Taitamariki (youth) potential by lifting the educational achievement of young Māori in the Northland region. The mission is to 'maximise Taitamariki potential through engaging Taitamariki in learning'.

Three sub-strategies have been developed:

(i) **Te Ako o Nga Taitamariki:** the school-community interface;

(ii) **Tama Tu Tama Ora:** personalised learning pathways for Māori boys; and

(iii) **Te Mana o Nga Taitamariki:** sport, culture and leadership events for Taitamariki.

Source: Northland Intersectoral Forum Report 2008

The ETL strategy involves a five-year (2008-2013) time horizon to maximise taitamariki potential through engaging taitamariki in learning.

Otangarei Community Renewal

The Otangarei Community Renewal project focuses on the following goals:

- Improving neighbourhood safety and security;
- Improving and enhancing the physical environment, amenities and services;
- Providing intensive tenancy and property management services;
- Implementing community led solutions; and
- Building and fostering social networks.

Connecting Communities

The Connecting Young People project is part of a wider environment of activity and aims to build on existing services, programmes and initiatives that are already working with young people and their families. It also looks at how NIF can work together better, across sectors.

Number of iwi planning documents lodged with the Council

Seven operative documents

- Ngāti Rehia – Environmental Management Plan 2007.
- Ngātiwai Aquaculture Plan 2005.
- Te Iwi o Ngātiwai – Iwi Environmental Policy Document 2007.
- Ngāti Kuta ki Te Rāwhiti Hapū Management Plan – Whakatakoto Kaupapa Mo Te Hapū O Ngāti Kuta Ki te Rāwhiti.
- Ngāti Hine Iwi Environmental Management Plan 2008 – Nga Tikanga mo te Taiao o Ngāti Hine.
- Ngāti Korokoro, Ngāti Whaarara me Te Pouka Hapū Environmental Management Plan 2006 (confirmed in 2008).
- Patuharakeke Te Iwi Trust Board (Takahiwai Marae) Environmental Plan 2007.
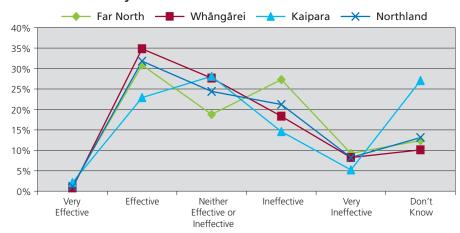
Two draft plans

- Te Roroa Iwi Environmental Policy Document Draft 2008 - Nga Ture mo Te Taiao o Te Roroa.
- Kororāreka Marae – He Kaupapa Mo Te Taiao (Environmental Policy Statement) 1999.

Source: Northland Regional Council Iwi Liaison Officer

Collaborative Leadership

Effectiveness of collaboration between Northland leaders to find the best solutions for your district

Source: Northland Community Outcomes Survey, APR Consultants, 2008. (First year survey undertaken 2008)

6. Northland has cohesive communities

Regional Trend Summary

Community spirit

- Community spirit in the Kaipara area remains fairly constant at 80% or above. Community spirit in the Whāngārei District rose from 72% in 2004 to 77% in 2006, and then reduced slightly to 69% in 2007.

Northland Intersectoral Forum (NIF) achievements

- NIF is working hard to ensure that the community projects of Engaging Taitamariki in Learning, the Otangarei Community Renewal and Connecting Communities will be successful.

Iwi management plans

- There are four completed iwi management plans lodged with the Council and two draft plans presented.

Effectiveness of collaboration between Northland leaders to find the best solution for your district

- Thirty three percent of Northlanders thought that collaboration between regional leaders to find the best solutions for their districts was very effective or effective, 53.8% considered collaboration to be ineffective. Far North district had the highest percentage of people who rated the collaboration as ineffective (55.3%) with Whāngārei rating 54.3% and Kaipara 47.9%.

How the Regional Council will work with other organisations on this Community Outcome

Council's role	Priorities for 2009-2012
Lead Agency	Review plans for public passenger transport services in Northland.
Joint Lead Agency	Improve communication and collaboration with Northland communities, including with Māori.
Joint Lead Agency	Encourage a collaborative leadership approach.

Advocacy role

- Support organisations that are working to ensure Northland communities have access to locally-based social support services and advice.

Community Outcome Priority 7

Northland retains and enhances its regional identity

E mau ana, e whakahii ana te Taitokerau i tona tuakiri

What this outcome means

- Awareness and knowledge of Northland's unique heritage and history are increased;
- Development of a strong and positive regional identity that all Northland residents are proud of;
- People have access to and are encouraged to participate in a range of Northland events and activities;
- Northland has a friendly, relaxed and supportive atmosphere;
- Promotion of Northland as an arts and culture region;
- Residents are informed about decisions being made about the region and asked for their opinions; and
- Connection with regional identity by voting.

Outcome indicators

- Quality of life
- Māori language speakers
- Language retention
- Voter turn out
- Regional identity
- Regional pride

Partners for achieving this outcome

- District Councils
- Northland Intersectoral Forum (NIF)

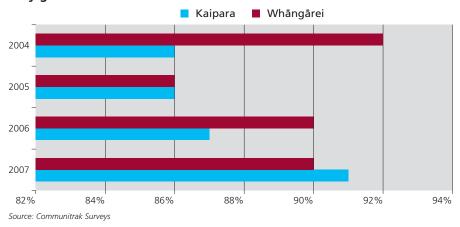## Northland Regional Council's response

Contributing groups of activities	
✔ Democracy and Corporate Services	103
✔ Regional Information and Engagement	113
Regional Economic Development	
✔ Resource Management Planning	137
Transport	
Consents	
Environmental Monitoring	
Land and Rivers	
✔ Biosecurity	193
Emergency Management	
✔ Maritime Operations	205

More details on how the Council will contribute to this community outcome can be found by turning to the pages indicated above.
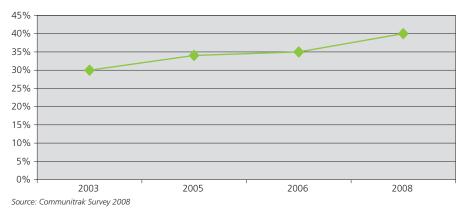
7. Northland retains and enhances its regional identity – progress measures

Quality of life

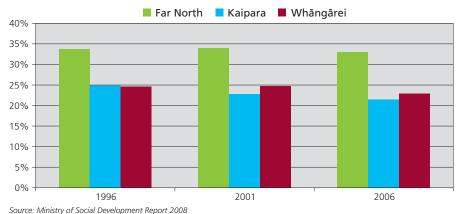**Residents who rate the quality of life in their district as good or very good**

Source: Communitrak Surveys

Perception of the Far North District as a 'better place to live'

Source: Communitrak Survey 2008

Māori language speakers

Percentage of Māori who can hold a conversation about everyday things in Māori

Source: Ministry of Social Development Report 2008
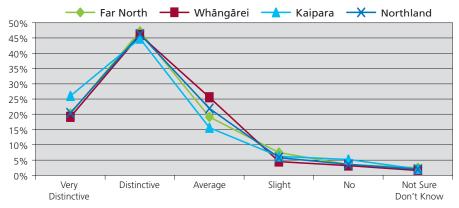
Language retention

The proportion of people who can speak the "first language" (excluding English) of their ethnic group, for ethnic groups other than Māori.

* Where a person reported more than one ethnic group, they have been counted in each applicable group.
Source: Ministry of Social Development Report 2008
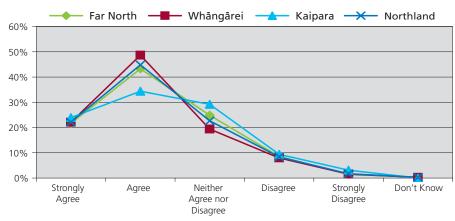
Regional identity

Perception of Northland having a distinctive regional identity

Source: Northland Community Outcomes Survey, APR Consultants, 2008. (First year survey undertaken 2008)

Regional pride

Agreement to feeling a sense of pride in Northland

Source: Northland Community Outcomes Survey, APR Consultants, 2008. (First year survey undertaken 2008)

Regional Trend Summary

Quality of life

- After a fall to 86% in 2005, the Whāngārei District remains steady for 2006 and 2007, with 90% of residents rating their district as good or very good to live in. There has been a slight rise in the percentage of residents who think the Kaipara District is good or very good to live in, from 86% in 2005 to 90% in 2007.

Māori language speakers

- There has been a slight fall in all districts for the number of Māori who can hold a conversation about everyday things in Māori.

Language

- The proportion of people who can speak their first language (excluding English) other than Māori in the Whāngārei and Kaipara Districts has remained similar between 2001 and 2006. In the Far North District, the proportion of people who can speak their first language (excluding English) other than Māori, has risen from 27% to 28.5% over the same period.

Regional identity

- Only 20.4% of Northlanders thought that the region has a 'very distinctive regional identity' while 46.3% thought that the region has a 'distinctive regional identity'. One third of Northlanders (33.3%) rated the region as having an average or worse distinctive identity. Kaipara had the highest percentage of respondents, of the three districts, who thought that Northland had a very distinctive regional identity at 26%.

Regional pride

- There were 22.1% of Northlanders who strongly agreed with the statement "I feel a sense of pride in Northland'. There were 44.8% who agreed with this statement and nearly one third (32.8%) who neither agreed or disagreed, disagreed or strongly disagreed. Whāngārei district had the highest percentage of people who agreed in feeling a sense of pride in Northland at 48.7% and Kaipara district had the lowest at 34.4%.

7. Northland retains and enhances its regional identity

How the Regional Council will work with other organisations on this Community Outcome

Council's role	Priorities for 2009-2012
Lead Agency	Enhance the Northland identity.
Joint Lead Agency	Identify record and provide for cultural heritage sites requiring specific protection, in conjunction with district councils.
Joint Lead Agency	Increase public awareness and knowledge of Northland's unique heritage and history, in conjunction with the district councils, Destination Northland Ltd, iwi and relevant government agencies.

Advocacy role

- Support the co-ordination and development of the Arts sector in Northland.

Community Outcome Priority 8

Northland residents have access to recreational and leisure opportunities

He mea angitu ana nga tāngata o Taitokerau ki nga tikanga takaro, puangi hoki

What this outcome means

- Northland communities have access to a range of affordable and quality recreational and leisure facilities that suit the different needs of different groups; and
- Northland residents have appropriate access to the natural environment to meet their recreational needs.

Outcome indicators

- Participation in sport and leisure activities
- Satisfaction with parks and/or reserves
- Satisfaction with recreation and leisure facilities
- Satisfaction with access to the natural environment

Partners for achieving this outcome

- Sport Northland
- District Councils
- Northland Intersectoral Forum (NIF)
- Schools

Northland Regional Council's response

Contributing groups of activities	
Democracy and Corporate Services	
Regional Information and Engagement	
Regional Economic Development	
Resource Management Planning	
Transport	
Consents	
✔ Environmental Monitoring	161
Land and Rivers	
✔ Biosecurity	193
Emergency Management	
✔ Maritime Operations	205

More details on how the Council will contribute to this community outcome can be found by turning to the pages indicated above.

8. Northland residents have access to recreational and leisure opportunities – progress measures

Sport and leisure

Participation in physical activity

The New Zealand Physical Activity Guidelines state that adults should participate in at least 30 minutes of moderate intensity physical activity on most, if not all, days of the week. The Active NZ Survey 2008 categorised adults into three groups:

- **'30 x 5 Guideline Met'** Adults who achieved 30 minutes of moderate intensity physical activity on at least five days out of seven.

- **'Some Activity'** Adults who did not achieve 30 minutes of moderate intensity physical activity on at least five days, but did achieve at least 30 minutes of moderate intensity physical activity in total over seven days.

- **'Inactive'** Adults who, over seven days, achieved less than 30 minutes of moderate intensity physical activity in total.
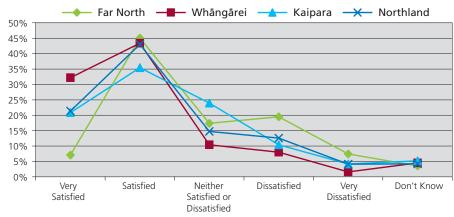
In the Northland Region

- 44.5% of adults achieved the national physical activity guideline '30 x 5 Guideline Met'.

- 39.9% of adults did 'some activity'.

- 15.6% of adults were in the 'inactive' group.

Source: SPARC Active NZ Survey Data 2008, Benchmark Survey includes respondents who are 16 years or over

Parks and reserves

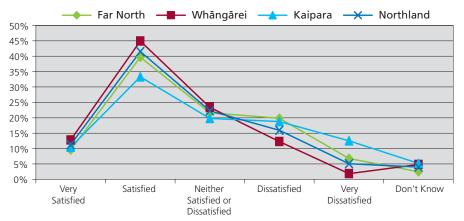### Satisfaction with parks and/or reserves

Source: Northland Community Outcomes Survey, APR Consultants, 2008. (First year survey undertaken 2008)

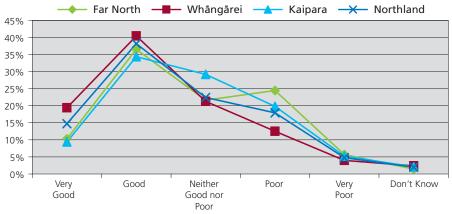## Recreation and leisure

Satisfaction with access to recreation and leisure activities

Source: Northland Community Outcomes Survey, APR Consultants, 2008. (First year survey undertaken 2008)
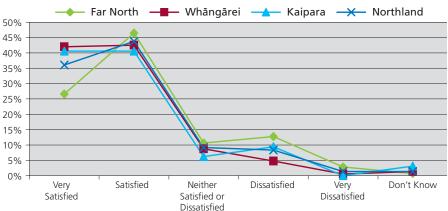
Events and activities

Access to events and activities

Source: Northland Community Outcomes Survey, APR Consultants, 2008. (First year survey undertaken 2008)

Recreation in the natural environment

Satisfaction with appropriate access to the natural environment

Source: Northland Community Outcomes Survey, APR Consultants, 2008. (First year survey undertaken 2008)

Regional Trend Summary

Sport and leisure

- Less than half (44.5%) of adults in Northland achieved the NZ Physical Activity national guideline of participating in at least 30 minutes of moderate intensity physical activity on, or most days of the week. A total of 39.9% of adults did some activity and 15.6% of adults were inactive.

Parks and reserves

- Overall 64.4% of Northlanders were very satisfied or satisfied with parks and/or reserves in their districts. However, the Far North district registered comparatively low levels of people who were very satisfied (7.1%) and comparatively high levels of dissatisfaction (19.5%).

Recreation and leisure

- A total of 52.8% of Northlanders were very satisfied or satisfied with access to a range of affordable recreation and leisure activities. The most satisfied district was Whāngārei with 57.7% of people who were very satisfied or satisfied. The district most dissatisfied with access was Kaipara where 51.1% of people gave an unsatisfactory rating. (19.8% neither satisfied nor dissatisfied, 18.8% dissatisfied and 12.5% very dissatisfied).

Natural environment

- A total of 79.9% of Northlanders were very satisfied or satisfied that they have appropriate access to the natural environment. The highest levels of satisfaction were in the Whāngārei district at 84.6%, followed by the Kaipara district at 81.2% and the Far North district at 73.1%.

Events and activities

- Overall 52.9% of Northlanders rated their access to a range of events as good or very good and 45.1% gave unsatisfactory ratings. Whāngārei District had the highest percentage of people who thought their events and activities access was very good or good at 59.8% compared to the Far North District at 46.8% and Kaipara District at 43.8%.

8. Northland residents have access to recreational and leisure opportunities

How the Regional Council will work with other organisations on this Community Outcome

Council's role	Priorities for 2009-2012
Joint Lead Agency	Support and encourage secured access to appropriate parts of the coastline, marine and natural environment for the purposes of recreation in conjunction with district councils and the Department of Conservation.

Advocacy role

- Support the continued development of and access to sports and recreational facilities and other infrastructure in conjunction with district councils, the Department of Conservation and other organisations as appropriate.

Creating a sustainable organisation

The Northland Regional Council recognises that to contribute effectively to community outcomes, it must provide an appropriate and sustainable organisational capacity. There are three main areas the Council is focusing on to create a sustainable organisation. These are workforce capability (including health and safety), financial support services and the Council's environmental footprint.

Developing a sustainable workforce capability

Workforce planning within Northland Regional Council has identified the importance of retaining a highly skilled and adaptable workforce. Developing a sustainable workforce capability centres around five key areas:

- Fostering effective leadership and values;
- Undertaking training and development to enhance individual capabilities;
- Providing a safe working environment;
- Developing and maintaining a high performance culture; and
- Maximising organisational sustainability.

Management ability and performance is measured as part of the Council's performance management system. A specific budget allocation is set aside for management training. During 2008, a major organisational review and restructure was undertaken to maximise the efficiency and effectiveness of the organisation. A key feature of the new structure is the creation of the "senior programme manager" and "programme manager" levels. Structuring the workforce with a project/programme focus is critical to enable the Council to work collaboratively across local and central government on areas of common interest. Internally, this new structure provides a framework for staff to move through the management levels of the organisation, gaining expertise and organisational value as they progress. Providing career progression opportunities and increased responsibilities will lead to both improved retention of skilled staff and high levels of motivation and satisfaction.

As part of the bi-annual performance management process, an internal training programme based on personal needs assessment is created for each member of staff. This may include technical training to keep specialist staff up to date in their fields, or ongoing skill development. All staff have the opportunity to participate in training and educational opportunities, with a mandatory minimum amount allocated in specific departmental training budgets for all staff. A subsidy on fees is available to encourage further relevant tertiary study.

The functions of the Council and the skills required of its staff will continue to be promoted to secondary and tertiary schools, by supporting appropriate work experience and cadet programmes and providing scholarships.

The Council and its management are committed to providing Equal Employment Opportunities. Its Policy is to support successful performance in staff by recognising their diverse backgrounds and needs, and having a system with the flexibility to meet that diversity.

Recruitment policies and procedures select from the widest possible cross section of applicants in a non-discriminatory way, with all staff considered for the employment opportunities of their choice.

Providing a safe and healthy working environment for all staff, visitors and contractors is a top priority. This commitment is reflected in the achievement of tertiary level status of ACC's Workplace Safety Management Programme. There is an extensive Health and Safety programme subject to annual reviews that includes:

- Hazard identification and control programme (HIAC);
- Accident / incident reporting and investigation;
- Contractor management;
- Induction;
- Training;
- Health and Safety procedures manuals;
- Personal protective equipment; Health and Safety meetings and communications;
- Occupational health monitoring;
- Audits and workplace inspections; and
- Corporate wellness programmes.

Creating a sustainable organisation

Northland Regional Council recognises the need to maintain a successful employment brand. It is critical for the future of the organisation that it continues to be able to attract and retain high quality staff. The Council has a number of initiatives in place to foster high levels of performance and satisfaction in its workforce including:

- Flexible working conditions to meet both the needs of the employer and personal demands of the staff;
- Paid parental leave in all employment agreements and flexible return to work parental leave programmes;
- An employee assistance programme to provide additional support to staff when they need it; and
- Responding to the ageing workforce with part-time options for staff approaching or at retirement age, and retaining retired staff to work on short term projects as appropriate.

Additional capacity is utilised by the Council in the valuable work of volunteers, community groups and honourary Harbour Wardens.

Developing sustainable financial capability

The Northland Regional Council is committed to ensuring ratepayer funds, government grants and other sources of income are managed efficiently and effectively in the best interests of the community. Developing sustainable financial capability focuses on four key areas:

- Providing an equitable and efficient rating system;
- Supporting delivery of work programmes throughout the organisation;
- Reporting the organisation's financial and physical performance; and
- Maximising the performance of commercial investments.

Striking and levying rates annually in accordance with the Council's funding policies is a key service underpinning the timely resourcing of annual work programmes. Rates collection is shared with the District Councils, for both ratepayer convenience and to minimise costs.

Directors, and Senior Programme Managers are provided with timely monthly reports against budgets to enable them to make sound decisions. Councillors receive financial updates monthly, and special reports that track project expenditure and performance.

Progress reports against the performance targets and measures set for Council Activity Levels of Service are reported bi-annually to the Council, including an in-depth Annual Report.

An important treasury function is managing financial reserves at a level sufficient to cope with the unexpected, such as a major flood or storm event to ensure essential ratepayer services can continue to be delivered.

Reducing the Council's environmental footprint

The Northland Regional Council is committed to continual improvement of its internal environmental performance and to reducing its environmental footprint. Initiatives are underway to progress this most topical issue in three main areas:

- Environmental performance;
- Energy efficiency; and
- Waste minimisation.

Management policies and procedures are in place to support sound environmental practices within the Council. To build on this foundation, it is intended to establish a staff committee to encourage new and innovative initiatives to promote the ongoing need for waste minimisation, energy conservation and other appropriate activities.

Energy consumption is monitored at all offices, with ongoing efforts to minimise demand. Regular staff promotions take place to encourage and inform staff of energy reducing work practices.

Staff using the Council vehicles are encouraged to use the most appropriately sized vehicle for the tasks involved. Materials and supplies needing to go to regional offices are held centrally until a vehicle is travelling on other business to that location, rather than utilise courier services or make additional trips. Teleconferencing is used whenever possible to save travel to outer offices, and staff are currently investigating the purchase of "Smartboard" technology in an effort to further reduce travel.

The vehicle fleet is carefully managed, with new vehicle purchasing taking factors such as fuel consumption, fuel type and driver safety into account. Demonstrating its innovative approach, the Council is trialling the use of a vehicle run on vegetable oil and hybrid vehicles. Due to their lower emissions and fuel efficiency, new generation diesel vehicles are purchased when fit for purpose.

The Council provides purpose built storage facilities for staff travelling to work by cycle. There are two "staff cycles" provided for staff to use for either personal or business use during the day in order to minimise vehicle use. There is an extensive recycling system operating that sorts paper, cardboard, cans, bottles and food scraps in order to minimise waste going to landfill. A worm farm is provided to dispose of food scraps, and there is an in-house trade and exchange available on the intranet for staff to advertise and exchange unwanted goods from the home or office.

How Regional Community Outcomes relate to the Council's key strategic documents and processes

The following table shows how existing Council planning documents relate to Northland's Community Outcomes. In line with the Regional Council's central responsibility as an environmental management agency, most plans relate primarily to the "Northland's natural environment is sustainably managed" community outcome. However, much of what the Regional Council does relates to some extent, to more than one community outcome. Copies of Regional Council plans are available on our website www.nrc.govt.nz

Regional Community Outcomes								Regional Council Key Strategic Planning Documents and Processes	Relationship
Northlanders are safe and healthy	Sustainably developed infrastructure	Sustainably managed natural environment	Northland is prosperous	Northlanders are skilled and educated	Northland has cohesive communities	Enhanced Northland regional identity	Recreational and leisure opportunities		
					✔			**Triennial Agreement**	Sets out the agreement concerning communication and co-ordination with the other local authorities of the region.
✔	✔	✔			✔		✔	**Northland Regional Policy Statement**	Promotes the integrated management of natural and physical resources. Contains objectives, policies and methods for land, air, fresh water, ecosystems and biodiversity, heritage, natural hazards, coastal management, hazardous substances, waste management, minerals, energy and transport.
✔		✔					✔	**Regional Water and Soil Plan**	Sets out the objectives, policies and methods (including rules) for the sustainable management of water and soil resources. Aims to maintain or improve land and water quality. Allows for the use and development of land and water resources where consistent with other aims. Aims to recognise and provide for the Māori traditional and cultural values of these resources. Promotes integrated catchment management.
✔		✔					✔	**Regional Coastal Plan**	Sets out the objectives, policies and methods (including rules) for the sustainable management of the coastal marine area. Provides for protection of natural character, landscapes, indigenous vegetation and fauna, public access, water and air quality, and cultural heritage value. Provides for Māori traditional and cultural relationships with the coast. Provides for appropriate development within all marine management areas but with specific areas set aside for marine farming, moorings and marinas, port facilities, and commercial wharves. Provides water classifications for coastal waters of the Bay of Islands and Whāngārei Harbour.
✔		✔						**Regional Air Quality Plan**	Sets out the objectives, policies and methods (including rules) for the management of discharges of contaminants into air throughout the region. Provides for discharges from trade and industrial premises and the use of agrichemicals. Provides for air quality management in and around the Marsden Point industrial area.

								Regional Council Key Strategic Planning Documents and Processes	Relationship
Northlanders are safe and healthy	**Sustainably developed infrastructure**	**Sustainably managed natural environment**	**Northland is prosperous**	**Northlanders are skilled and educated**	**Northland has cohesive communities**	**Enhanced Northland regional identity**	**Recreational and leisure opportunities**		
✔	✔	✔	✔		✔		✔	**Regional Land Transport Strategy**	Provides a planning framework for future investment decisions and research related to land transport in the region. Aims to achieve an efficient, affordable, integrated, accessible and safe land transport network while maintaining environmental quality. Reduces negative effects of transport on public health, improves safety of all transport modes, improves integration between land use and transport planning, supports economic growth and is delivered in co-ordination with other authorities. Funding for this strategy is obtained through the Regional Land Transport Programme.
✔	✔	✔			✔		✔	**Regional Passenger Transport Plan**	Specifies the passenger transport services considered necessary to provide mobility for those with limited transport options. Contributes to quality of life in the region, assists the transport disadvantaged, benefits community safety, reduces congestion and reduces vehicle emissions.
✔	✔				✔		✔	**Regional Water and Soil Plan**	Sets out the objectives, policies and methods (including rules) for the sustainable management of water and soil resources. Aims to maintain or improve land and water quality. Allows for the use and development of land and water resources where consistent with other aims. Aims to recognise and provide for the Māori traditional and cultural values of these resources. Promotes integrated catchment management.
✔	✔		✔		✔			**Northland Civil Defence Emergency Management Group Plan**	Provides a framework for civil defence and emergency management decisions to be made across Northland, by strategic partners and the community. Prepared by Northland local authorities. Aims to develop a safe and sustainable environment where the public and infrastructure are best able to coexist with natural and technological hazards.

How Regional Community Outcomes relate to the Council's key strategic documents and processes

Regional Community Outcomes								Regional Council Key Strategic Planning Documents and Processes	Relationship
Northlanders are safe and healthy	Sustainably developed infrastructure	Sustainably managed natural environment	Northland is prosperous	Northlanders are skilled and educated	Northland has cohesive communities	Enhanced Northland regional identity	Recreational and leisure opportunities		
		✔	✔					**Regional Pest Management Strategies**	Outline the Regional Council's policies for the eradication or control of pest plants and pest animals that invade habitats, disturb ecosystems, or adversely affect human health, the enjoyment of the natural environment and the productivity of land and water resources.
		✔						**Marine Spill Oil Contingency Plan**	Sets out the Council's response to mitigate the environmental effects of oil spills in the marine environment.
		✔						**State of Environment Report**	Provides the public with easy access to information on the state of the Northland environment.
✔	✔	✔	✔					**Awanui Flood Management Scheme Asset Management Plan**	Provides flood protection and conservation of soil resources within the scheme's catchment area.
✔	✔	✔	✔					**River Management Plans**	Outline the Council's plans to reduce the incidence, frequency and duration of flooding by removing obstructions from river channels and controlling streambank erosion.
✔		✔	✔					**Northland River Management Policy**	Outlines the responsibilities of the Regional Council and the three district councils in respect of river management and drainage, including reducing the threat to human life and property by improving the management of rivers in Northland.