



Tai Tokerau Northland Economic Action Plan

FEBRUARY 2016





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1. FOREWORD

Tēnā koutou katoa

The Tai Tokerau Northland Economic Action Plan starts now. As it progresses, we must work together productively to create real change in Northland; change that will transform our economy. This Action Plan brings into focus the first group of projects that will drive the transformation. Northland is a region rich in resources and opportunities. Together, guided by this Action Plan, we can unlock these. Many have shown interest in the Action Plan. But this is the beginning of the journey; the start of the conversation. These actions should be seen as part of a wider narrative exploring the region's opportunities and barriers; they demonstrate steps towards transformation.

This Action Plan is for everyone; young people (to help them understand future areas for employment), businesses (to make sure that their aspirations are understood and supported through regional processes and to provide the right signals for investment), Iwi/Māori (to show how resources and skills can be used to grow their assets and realise their aspirations) and for local and central government (to see where and how they can play crucial leadership and support roles).

The projects in this Action Plan are aimed at supporting and leveraging private sector investment. Local and central government can ensure enabling infrastructure is in place giving the private sector confidence to invest, with the top priorities being transport, digital infrastructure, skills and capabilities, and water resources.

If the region is to achieve its growth potential, it will require persistent, long term commitment to the goals and outcomes that are articulated in this document. As we move along the journey we will need to refine, refocus and redirect our efforts. This is a living document that will be updated as a result of ongoing conversations and collaboration. Success will benefit us all but requires us to collaborate and play to our strengths; business, Iwi/Māori, community, local government and central government.

To those who have been involved so far, we congratulate you on your commitment. To those who are still to walk alongside this Action Plan, we welcome you.

Ngā mihi maioha

Tai Tokerau Northland Economic Action Plan Advisory Group

Harry Burkhardt, John Carter, Ben Dalton, Lindsay Faithfull,
June McCabe, Bill Shepherd.

2. EXECUTIVE SUMMARY

The Tai Tokerau Northland Economic Action Plan (the Action Plan) brings into focus a group of projects that together will contribute to transforming Northland's economy. These actions are founded on the opportunities laid out in the Tai Tokerau Northland Growth Study (the Study). Through the process of arriving at this Action Plan, the goals of He Tangata, He Whenua, He Oranga: An Economic Growth Strategy for the Tai Tokerau Māori Economy have been considered alongside the opportunities and barriers set out in the Study. The importance of Iwi/Māori participation in the economy is reflected in many of the projects contained in this document.

The Action Plan is short to medium term, covering 10 years; one that encourages new projects to be included as existing projects come to completion. A broad range of organisations will contribute to the success of the Action Plan, from business and Iwi/Māori through to not-for-profit organisations and local and central government. This first iteration of the Action Plan is to "get us on the road". Over the next 12 months, we will use this process to develop a deeper dialogue with Iwi/Māori and business to develop further actions that will build in a significant and transformational way on the opportunities set out here.

The Study highlighted a range of opportunities for Northland. These have been narrowed down in the development of the Action Plan to coalesce limited resources around the projects that will make the greatest short to medium term difference. These projects have been organised together into common work areas that fall under four broad work streams. The objectives for each are:

- 1. Enablers:** To bring Northland's transport, digital infrastructure, skills and capabilities and water resources to a standard that creates an enabling environment for economic development in Northland.
- 2. Land & Water:** To identify and develop opportunities for more productive use of land and water resources across a range of primary industry sectors.
- 3. Visitor Industry:** To reduce the impact of seasonality, improve product dispersal across the region and enhance tourism promotion.
- 4. Specialised Manufacturing & Services:** To support the development of new innovation and specialised manufacturing and service sectors.

This diagram shows the specific work areas for each of the four work streams that are included in this first iteration of the Action Plan:



3. BACKGROUND

Northland is a regional economy that has been underperforming relative to other New Zealand regions and relative to its resource base for too long. The regional economy was impacted by the Global Financial Crisis (e.g. a large reduction in tourists from the UK and the USA) and some significant climatic events, both severe storms and drought conditions. Far North and Kaipara districts have similar economic structures, with a strong focus on primary production. Whangārei is the region's main urban and servicing centre with a higher concentration of manufacturing and service industries.

Northland's economy accounts for 2.5% of New Zealand's Gross Domestic Product (GDP). Nominal GDP in the region increased by 2.6% per annum on average over the past five years, compared to the national average of 4.1%. Northland has an unemployment rate three percentage points above the national rate and nominal GDP per capita is 32% below the national average. Just over 20% of Northland's usually resident population live in areas that have the lowest deprivation score compared to 10% nationally.

Northland's relatively low population density and geographic remoteness have contributed to its economic underperformance despite being in relatively close proximity to the strongly performing Auckland economy. Current travel times and transport connections make it difficult to benefit from that proximity.

Northland has the highest dependency ratio (proportion of people aged under 15 and over 65 years to the total working age population) of any New Zealand region indicating a low proportion of working age people. Northland's labour force participation rate is well below the New Zealand average, and a higher proportion of the working age population earn income from benefits. The high proportion of Northland's young people not in education, employment or training (20% – twice the national rate) along with the forecast increase in the dependency ratio over the next 20 years requires both both social and economic responses if the region is to maintain and grow its economy. Despite the high levels of unemployment, skills shortages are consistently highlighted by employers. There is room to improve education attainment levels, particularly for Māori.

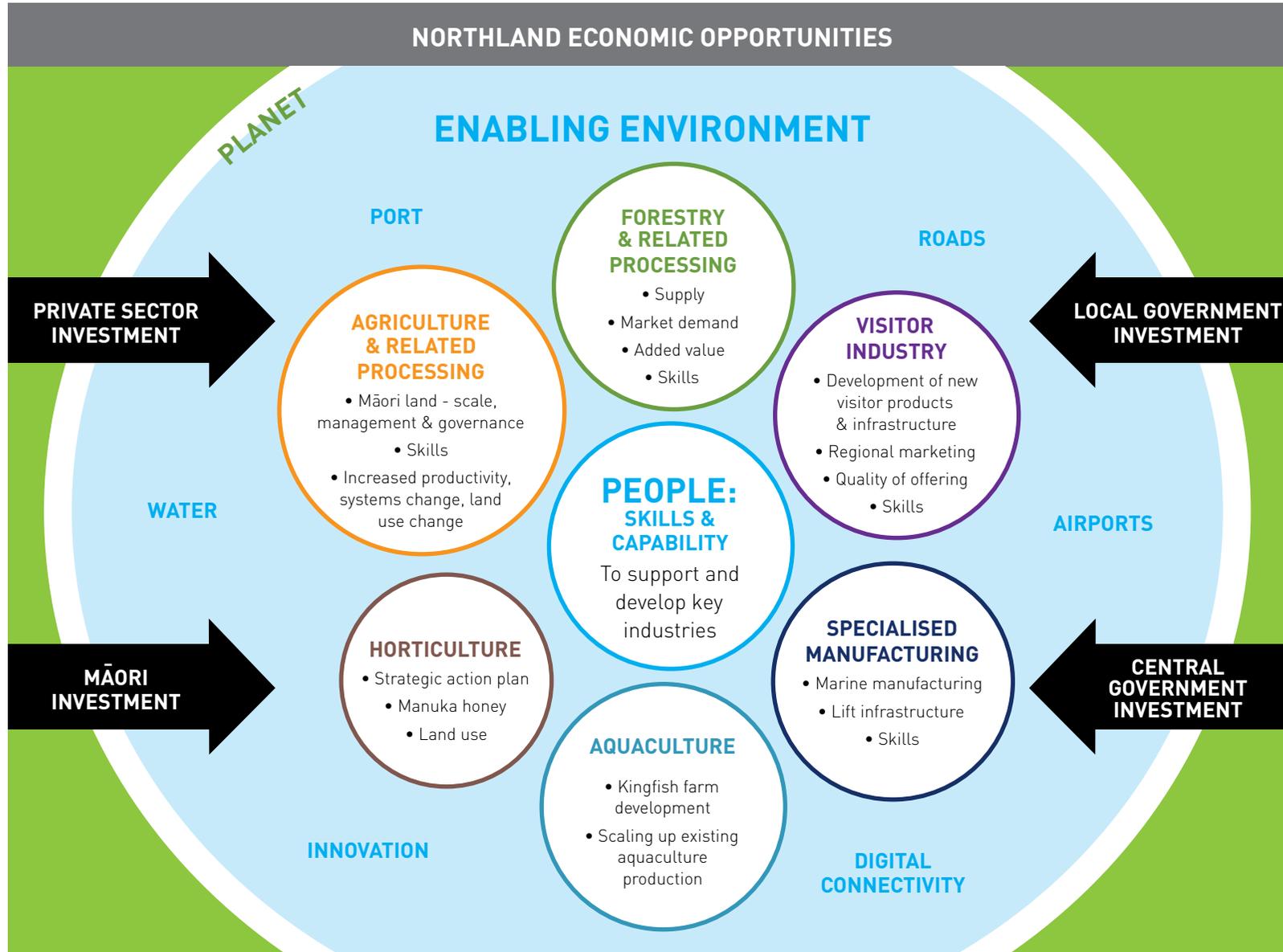


3.1. TAI TOKERAU NORTHLAND GROWTH STUDY

Northland as a region has potential but it is not yet fully realised. The Tai Tokerau Northland Growth Study (the Study) was completed in February 2015 as an independent evaluation of the region's economic opportunities (by sector) and it identified roadblocks to realising growth in investment, jobs and incomes from these key sectors.

3.2. PRIORITY AREAS OF OPPORTUNITY FROM THE STUDY

The Study identified the priority areas of opportunity set out in the diagram below:

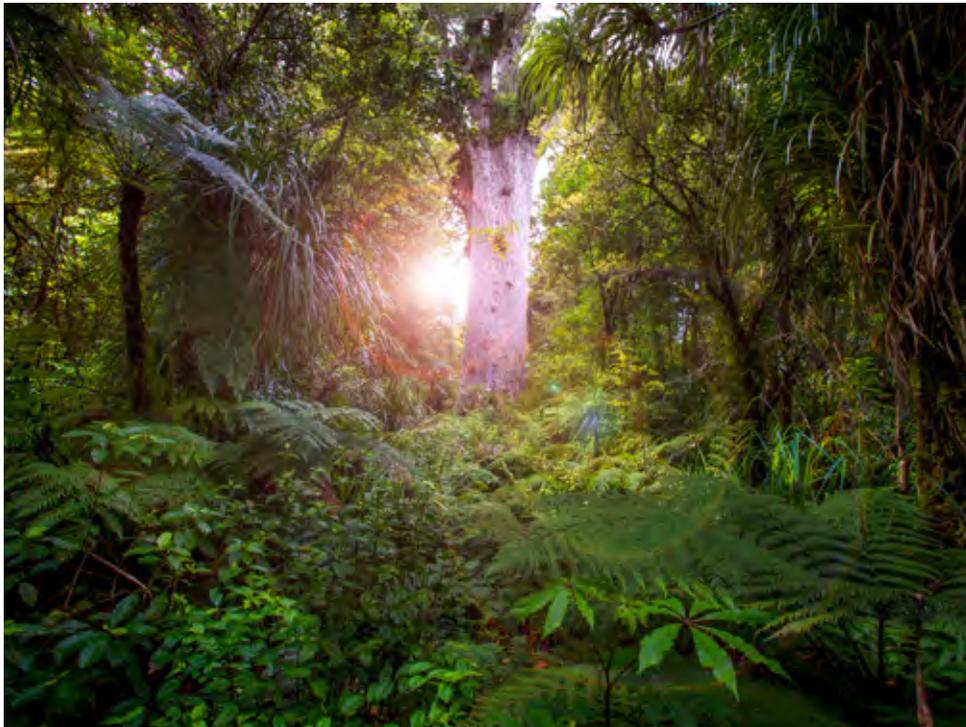


The Study recommended that the region develop a full action plan to determine how each of the opportunities in the Study will be addressed, how they will be resourced, the major milestones and the roles of different organisations involved.

4. THE ACTION PLAN

The resulting Tai Tokerau Northland Economic Action Plan (the Action Plan) prioritises these opportunities for action. It focuses on specific projects that will have significant positive impact on Northland's economic growth and social wellbeing. It takes into account readiness for action, picking up important in-flight projects. It has also considered a number of new/developing projects that will provide the foundations for growth. The Action Plan will help stakeholders and partners identify their roles and contributions, and demonstrate how we can collaborate to achieve economic transformation.

The projects in this Action Plan are aimed at supporting and leveraging private sector investment. Local and central government can ensure enabling infrastructure is in place giving the private sector confidence to invest with the top priorities being transport, digital infrastructure, skills and capabilities and water resources.



4.1. DEVELOPING THE ACTION PLAN

Following the launch of the Study, a Steering Committee was formed including representatives from central government agencies and local government to identify how best to draw out the opportunities in the Study building on known, potential and new projects within the region and map out an Action Plan to address these.

An Advisory Group was established consisting of leaders from industry, tangata whenua, central and local government. This group is charged with overseeing the implementation of the Action Plan, agreeing priorities and setting the strategic direction as the Action Plan progresses.

The Steering Committee and Advisory Group prepared the first draft of the Action Plan which was then refined following a range of engagements with partners and stakeholders across the region.

During the development of the Action Plan a number of overarching themes were considered:

- There is significant potential to improve productivity and to achieve growth
- The proximity to Auckland is a clear opportunity especially if transport corridors can be opened up
- Northland has a unique environment that makes it an attractive place to visit, live and work
- There are improvements being made to Northland's infrastructure and this must continue if growth is to be realised
- Retaining and engaging the Māori youth cohort will be a vital factor in Northland's recovery
- Iwi/Māori are significant partners and co-investors. More can be done in the region to grow this partnership – it requires all parties to walk together to build trust and understanding about how to take this journey together for the benefit of all

The “game changers” for Northland are the things that underpin business growth. These are:

1. **Transport** – better connectivity with Auckland, within the region and with export markets. Northland is a place-based economy. Roving in particular is critical for Northland to develop and affects virtually every part of the economy
2. **Digital Infrastructure** – full digital coverage (whether it is ultrafast broadband, rural broadband or mobile coverage) across the region at acceptable speeds and with a consistent connection to enable business to be conducted efficiently and effectively
3. **Skills & Capability** – governance, management, entrepreneurship, soft skills and technical and industry specific skills
4. **Water** – storage and management (including allocation), enable best use through making water more consistently available.

The Action Plan sees transport and digital infrastructure, skills and capability development and water at the heart of growth for all of the sectors. The Action Plan intends to support and leverage growth off existing private sector development.

There are four priority work streams that have been identified as contributors to growth; Enablers, Land & Water, Visitor Industry, Specialised Manufacturing & Services. These are the focus of the Action Plan. This is not to say that other sectors identified in the Study will not be more significant in the future, but that the current priority work streams are likely to deliver more immediate results. They are to be delivered by a range of public bodies, business and not-for-profit entities. Each work stream includes several key work areas under which projects that contribute to the development of the region have been organised.

The Action Plan represents an evolving call to action across the region and includes a process for inclusion of new projects that meet the criteria identified in the Study. New projects will be added on an on-going basis during the life of the Action Plan making it a dynamic and living tool for progressing the economic development of the region. The Action Plan will track which actions are taken, it will measure the results that are achieved, and will identify and facilitate the next steps.

4.2. IWI/MĀORI PARTNERSHIP

Government has been clear in stating its commitment to raising Māori economic performance. For the goals of He kai kei aku ringa: the Crown - Māori Economic Growth Partnership to be realised, action must be taken in the regions where there are larger Māori populations such as Northland.

He kai kei aku ringa literally means providing the food you need with your own hands. This concept of economic independence or self-sufficiency is a fundamental principle for Māori. The full potential for Northland will only be achieved if Iwi/Māori actively work to raise the utilisation and productivity of their land and increase skills, employment and incomes of the regions’ poorest whanau.

He Tangata, He Whenua, He Oranga, the Māori Economic Development Strategy for Northland was published in February 2015 by the Te Taitokerau Iwi Chief Executives’ Consortium. It identified an important strategic alignment with the Study. It also stated that...“*Investment targeted towards the priorities identified for the Tai Tokerau Māori economy offer a massive opportunity to radically alter the economic profile of the region.*” This is mirrored by opportunities identified in the Study, many of which will need strong Māori leadership in the region if they are to be realised. There is a clear interconnection between these two strategic documents.

The Advisory Group is responsible for supporting, overseeing and monitoring the Action Plan. Tai Tokerau Iwi Chairs (Te Kahu o Taonui) nominated Harry Burkhardt of Ngāti Kuri to provide a Māori business perspective on the Advisory Group and to ensure that at a high level, Iwi/Māori interests are being prioritised in the development and implementation of the Action Plan.

The Advisory Group has invited the Te Taitokerau Iwi Chief Executives’ Consortium to enter into ongoing dialogue about how Māori economic aspirations are met and how the delivery of outcomes for He Tangata, He Whenua, He Oranga can be supported through the Action Plan.

4.3. BEING PART OF THE ACTION PLAN

Some of the projects included in the Action Plan will be privately run, either by business or by not-for-profit organisations. Some will be led by central government. Some will be driven by local government, including Northland Inc. Some will be led by Māori. What brings the projects together is that they all meet the criteria identified in the Study as being important drivers to support improvements in the Northland economy. Consideration was also given where the actions of one group might be able to support or enhance the actions of another.

For project leaders the benefits of being part of the Action Plan include:

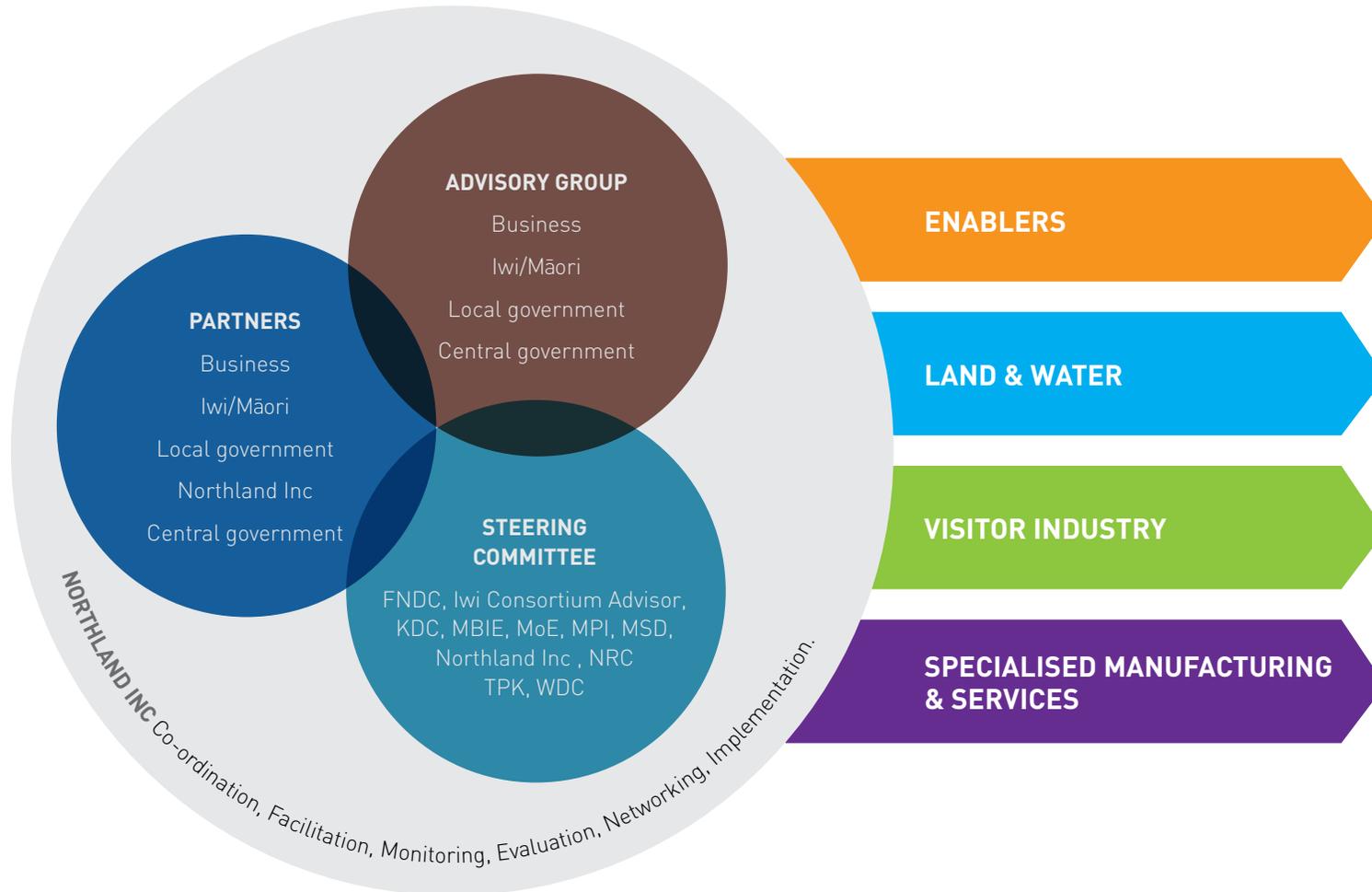
Key Benefits	Tasks
Networking and collaboration	Quarterly networking events for Action Plan projects.
Being part of the success story	Positive reporting and profiling opportunities, progress and success stories.
	Action Plan webpage with continuous progress updates.
Access to expertise, support and advocacy for economic development projects	The Advisory Group can advise on investment opportunities, leverage opportunities and provide business expertise when required.
	Northland Inc will consult with participants on a regular basis on regional economic development opportunities – the focus will be on identifying impediments and solutions working in partnership with Iwi/Māori, the private sector, central and local government. Action Plan projects will have priority.
	Central government agencies will support projects as agreed using a range of central government programmes, through co-ordination between agencies and better utilisation of resources. The focus will be on identifying impediments and the support required for projects in the Action Plan.

Transforming the Northland economy will take a concerted and co-ordinated effort across the region and all sectors and agencies. With courage, collaboration and persistence, Northland has the potential to thrive.

4.4. HOW AGENCIES WORK TOGETHER

The Action Plan represents a partnership between industry, Iwi/Māori, and central and local government. Each has a part to play.

It is essential that a climate of trust, collaboration and co-operation is established to support the transformation of Northland's economic wellbeing. This will, in turn, support better social outcomes. This partnership is facilitated by Northland Inc, the regional economic development agency for Northland.



ENABLERS

GOALS

1 That regional infrastructure is targeted to support key economic growth opportunities

2 To increase innovation through building strong relationships between businesses, research providers and tertiary institutions

3 Businesses have access to improved information about Northland to assist with investment

4 Businesses in growth sectors are communicating their skill needs to schools, communities of learning, tertiary education and other training providers resulting in the provision of fit-for-purpose education and training that supports the needs of both employers and employees

OUTCOMES

An equitable, minimum standard of digital coverage across the region with uptake increasing

A sustainable transport system that enhances the growth and existing economic development of Northland and New Zealand

At least 85% of Northland's 18 year olds will hold an NCEA Level 2 qualification or equivalent by 2017

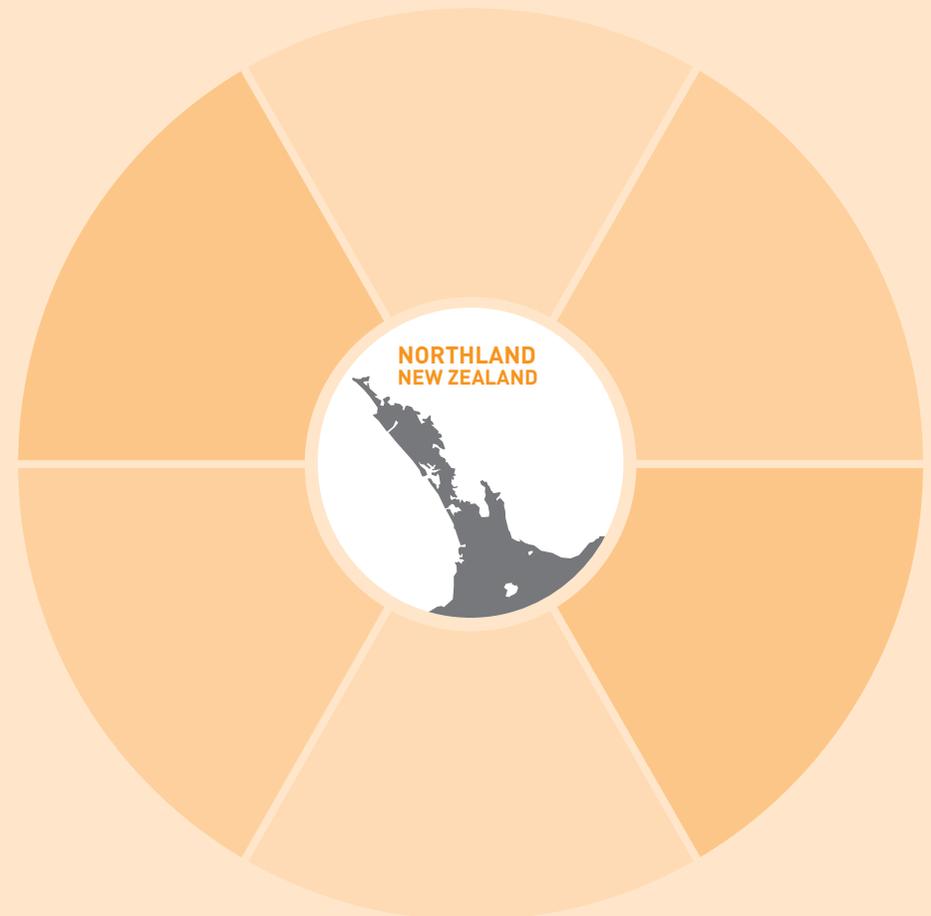
At least 20% of Northland's population will have higher qualifications by 2020 (currently 12.4% compared to the National average of 20%)



Northland's rate of youth not in employment, education or training will have declined from 20.3% to 12% by 2020 (national rate is 11.4%)



Northland's rate of Māori unemployment will have declined to 10% by 2025



WORK STREAM: ENABLERS

Logistics and Transport Infrastructure: Northland's long, narrow geography and position at the top of New Zealand makes the transport infrastructure network a critical foundation of the economy. Further strategic investment is required to complete enhancements and improve the region's connections through air transport, shipping and roading.

Digital Infrastructure: Broadband infrastructure and ICT needs to be further developed so that it provides a platform to add value to primary and other industries in the region.

Skills and Capability: The regional economy will need skills of various kinds – governance, management, entrepreneurship, soft skills, and technical and industry specific skills. Interventions to improve the demand for and supply of local skills for key industries are needed at all levels of the education system, and include pastoral care and whānau support, welfare and immigration initiatives.

There is the potential for significant employment growth across industries in Northland. However, there are also impediments to this which include a shrinking working age population, perceptions about attractive jobs, low skills acquisition and disengagement by youth. Employers and young people can find it difficult to access information about skills requirements for, and likely occupational demands of growth industries.

A forward focused, substantive and long term approach needs to be taken across all sectors to create a skills investment programme that matches industry and business needs. This work area includes projects that are geographically focused and targeted at specific age groups. They have strong employer connections in both the design of the programmes and in providing employment with ongoing support. These actions are intended to work together so their economic and social impact complement and reinforce one another. Together, they are intended to increase existing business activity and encourage the formation of new ventures. Refinement of this approach and rollout across the region in a long term, sustained manner will be required to transform the skills base.

Encouraging networks for mentoring, investment and attracting innovators and entrepreneurs who can add to the skills base of the region is also important for growing businesses. This is incorporated in the Business Innovation and Support section below.

Encouraging connections and better outcomes around and within education through communities of learning, secondary-tertiary partnerships and employer education partnerships will be crucial to building a workforce with the skills necessary to service growth sectors.

Fresh Water Use and Storage: Fresh water resources are essential for the growth of Northland. Droughts and flood events are becoming increasingly common and there is a need to be able to manage these extremes whilst supporting the development of industries to which water is essential including agriculture and horticulture.

Better water storage and management underpins the ability to grow sustainable productivity from the use of land in the region. This needs to be coupled with good land use information to allow land owners (particularly Māori) to make decisions about the most productive use of their land. It also requires working with fragmented land owners to promote efficient land use. In turn, this will require strong commercial governance and management as well as capital to develop the land into profitable enterprises.

Business Innovation and Support: There is an opportunity to provide solutions to Northland's regional primary sector, alongside public and private sector research and development organisations, business support and incubation services and improving access to capital.

Innovation is not just about research and development or technology transfer but covers business processes and systems for doing business. In a region where business skills are in short supply, creating an environment for sharing knowledge and expertise is critical to transforming the region's ability to grow.

Improved Regional Land Information: Open source detailed geographic information obtained through a region-wide LiDAR capture project, including a digital elevation model, will assist the development of land and water resources, improve the reliability of models and tools, and reduce the costs of establishing and maintaining infrastructure.

WORK AREA	PROJECT	PROJECT STATUS	LEAD AGENCY	KEY PARTNERS	INDICATIVE TIMEFRAME
1. Improve logistics and transport infrastructure	1.1 Connecting Northland (Roading)	New	NZTA	Treasury, Local Govt	Years 3-6
	1.1a Completion of Puhoi to Warkworth	New	NZTA		Years 1-5
	1.1b Route protection for Warkworth to Wellsford	New	NZTA		Years 1-3
	1.1c Completion of Warkworth to Wellsford	New	NZTA		Years 5+
	1.2 Connecting Northland (Roading) – completion of Wellsford to Whangārei section	New			
	1.2a On-line improvements for Wellsford to Whangārei	New	NZTA, Local Govt (RTC)	Local Govt, Treasury	Years 10+
	1.2b Completion of Wellsford to Whangārei	New	NZTA		Years 10+
	1.3 Twin Coast Discovery Route Upgrade – improving bridges, layovers and byway signage. (refer also 1.3, Visitor Industry)	In progress	NZTA, Local Govt (RTC)	Local govt, Northland Inc, Treasury	Years 1-5
	1.4 Stormwater management and flood protection for SH1 north of Whangārei	In progress	NZTA	Local Govt	Years 1-3
	1.5 Mangakahia Road is converted and upgraded to a State Highway enhancing network resilience	In progress	NZTA	Local Govt	Years 1-3
	1.6 Advocating to businesses within and outside the region of the value of using local port facilities	In progress	Northland Inc		Years 1-3
1.7 Completing the Kerikeri airport improvements	In progress	FNH		Year 1	
1.8 Completing the Whangārei airport improvements	In progress	WDC		Year 1	
1.9 Investigation into the options for, and opportunities created by, the relocation of Whangārei airport	Commencing	WDC	NZTA, MoT, Treasury	Years 1-5	

2. Ensure region-wide digital infrastructure is available to support key industries	2.1 DIGITAL INFRASTRUCTURE: Address deficits in rural broadband coverage, implement ultra-fast broadband in key towns and address mobile blackspots along state highways and at key tourism destinations	Commencing	Industry, Local and Central Govt	MBIE	Years 1-4
	2.2 IMPLEMENT THE DIGITAL ENABLEMENT PLAN: Addressing issues of affordability and enhancing the digital skills and capabilities of businesses in the region	New	Digital Leadership Group	Businesses, Schools, Tertiary Education Providers	Years 1-5
3. Skills and Capability Pathways to Employment <i>Continued on next page</i>	3.1 KAIKOHE GROWTH INDUSTRIES PATHWAY – FOCUS FOR YOUTH NOT IN EDUCATION, EMPLOYMENT OR TRAINING (NEETs) 16-24 year olds: A collaborative prototype co-designed with employers to better connect local youth to available jobs in growth industries	New	MSD, MPI & Kaikohe Social Sector Trial	MPI, TPK, MoE Employers and Iwi ITOs & Training Providers Whānau support & coordination	Years 1-2
	3.2 TE HIKU PATHWAYS – FOCUS FOR YOUTH NEET’s: A pathway designed with employers to better connect local youth to available job opportunities within local communities	In progress	MSD, Make it Happen Te Hiku Taskforce	MoE, TPK, MPI, MBIE, Employers	Years 1-2

<p>Connecting employers with skills</p> <p>Strengthening the education pipeline from secondary to tertiary and through to employment</p>	<p>3.3 WORKFORCE STOCKTAKE AND PLANNING: Shared resource describing current stock of labour & skills in the region and forecasts of additional workforce needed to meet growth expectations</p>	New	MBIE	MSD, MoE, TEC, TPK, MPI Employers and Iwi ITOs & Training providers	Year 1
	<p>3.4 RESEARCH: To better understand primary sector employers' barriers to and opportunities for accessing the local labour pool</p>	In progress	MPI	Employers	Year 1
	<p>3.5 QRC TAI TOKERAU RESORT COLLEGE: Hospitality and Tourism training college supporting rangatahi from across Northland into a pathway to employment and/or higher education</p>	New	NZ Maori Tourism	TEC, TPK, QRC, MBIE	Year 1
	<p>3.6 EMBED VOCATIONAL PATHWAYS: From secondary to tertiary and through to employment</p>	New	MoE & TEC	Collaborative process Secondary-Tertiary partnerships	Years 1-3
	<p>3.7 ESTABLISH COMMUNITIES OF LEARNING IN:</p> <ul style="list-style-type: none"> • Kaitaia • Taipa • Kaikohe • Whangārei • Hokianga 	New	Sector led facilitated and supported by MoE	Schools, Kura, Early Childhood and Tertiary Providers	Years 1-3
	<p>3.8 TERTIARY EDUCATION PRECINCT/CLUSTER IN WHANGĀREI: A collaborative arrangement to build a tertiary campus focused on delivery of Diploma & Degree level education to people in the Northland Region</p>	In progress	NorthTec, WDC	Northland Inc supported by UofA, Massey University, TEC	Years 1-3

4. Economic development opportunities from better water use and storage	4.1 STRATEGIC OPPORTUNITIES STUDY: Undertake a region wide strategic study of the opportunities associated with water storage and irrigation infrastructure	In progress	NRC, MPI, Northland Inc	Iwi/Māori, Land Owners, Industry Groups, Local Communities	Years 1-2
	4.2 STRATEGIC AND FEASIBILITY PLACEMENT STUDIES: Determine the most appropriate placement for water storage and irrigation infrastructure	Dependent on the outcome of project 2.1	NRC, MPI, Northland Inc		Years 1-2
	4.3 CONSTRUCTION: Implement the construction of one or more water storage schemes if viable opportunities are identified in the strategic and feasibility studies	Dependent on the outcome of project 2.2	Industry, Crown Irrigation Investments, Local Govt	MfE, Iwi/Māori, Land Owners, Industry Groups, Local Communities	Years 3-5
5. Grow a Northland Innovation Network	5.1 Build a network of innovators and research providers to support business growth including a Regional Research Institute	In progress	Northland Inc		Years 1-3
	5.2 Create relationships with tertiary providers and CRIs outside the region to enhance the resources available to the region	Commencing	Northland Inc	Universities, CRIs	Years 1-3
	5.3 Develop the Orchard in Whangārei and a Northland wide Entrepreneurial Ecosystem – business support network	New	Northland Inc	Iwi/Māori, Local Govt	Year 1-3
6. Improved regional land information	6.1 REGION-WIDE LIDAR DATA CAPTURING PROJECT: To provide detailed geographical information (e.g. digital elevation model) to assist with private, Iwi/Māori and public sector planning and investment decisions	Commencing	Local Govt & LINZ	MPI, Treasury, MfE, Iwi/Māori	Years 1-2

LAND & WATER

GOALS

To increase the value of, and employment in, the primary sector

2

To sustainably use land and water resources to increase productivity from current enterprises and shift resources to higher value uses

3

Support the development of Māori landholdings as a priority for growth

OUTCOMES

Farms are performing at a level equal or better than national averages

Māori land holdings are as profitable and productive as other equivalent land holdings

Two thirds of Northland's forestry production is processed in Northland by 2025

ENABLERS

 Fresh water management

 Digital infrastructure

 Skills and capability

 Regional Land Information

 Logistics and transport infrastructure

 Innovation





WORK STREAM: LAND & WATER

Northland has an abundance of natural resources, which if sustainably put to good use, are expected to play a key role in improving Northland's economic future.

Central government and regional agencies are currently working with resource owners to develop pilot programmes and business cases for improving land use. Learnings from these studies are expected to inform future initiatives for promoting improvements in land productivity. Key opportunities have been identified, and are being actively sought, across a variety of sectors, including: forestry, horticulture and agriculture.

The region has a significant and high quality forestry resource that is suitable for value-added processing. However currently large volumes of logs that could be processed in the region are being exported. There is an opportunity to achieve higher value-add through a wood processing coalition within the region.

Attracting investment to develop the primary sector must be a medium term goal.

As we see increased opportunities from Northland's land and water resources, the demand for skilled labour to support the primary sector will increase. To ensure that Northland's labour force is ready to take advantage of the opportunities as they arise, central government and regional agencies are working closely with skills providers and employers to ensure that the appropriate skills programmes are in place in time to deliver effective and skilled resources.

WORK AREA	PROJECT	STATUS	LEAD AGENCY	KEY PARTNERS	INDICATIVE TIMEFRAME
1. Develop the forestry and wood processing sectors	1.1 MANUKA PLANTING INITIATIVE: Working with numerous land blocks to scope, test, and implement projects that will see landowners plant new high performing Manuka cultivars Investigating the potential for this to be a pathway to employment for long-term unemployed (e.g. clearing the land, thinning etc)	New	TPK, MPI, Northland College	Northland Forest Owners, Iwi/Māori Land Owners, Industry, MSD, Māori Incorporations and Trusts, Northtec	Years 1-3
	1.2 A MĀORI FORESTRY COLLECTIVE FOR TE TAI TOKERAU: Establish, test and implement a Māori Forestry Collective for Tai Tokerau focused on collectivising assets to create economies of scale, skills development, employment opportunities and improve investment viability	In progress	MPI, TPK	Iwi/Māori, Industry, Northtec	Years 1-5
	1.3 FORESTRY PROCESSING: Complete an opportunity analysis regarding the establishment of a processing facility located at Ngawha	In progress	NZTE, Northland Inc	MPI, Iwi/Māori, Industry, Northland Forestry Owners	Years 1-2
	1.4 WOOD PROCESSING: Form a wood processing coalition to diversify and develop export markets	In progress	Industry, Northland Inc, NZTE		Years 1-3
2. Expand capability and opportunities in agriculture	2.1 TE HIKU SHEEP AND BEEF FARMING COLLECTIVE: Explore collaborative business opportunities through the development of a Te Hiku Farming Collective	In progress	MPI	Te Hiku Iwi and Māori Incorporations or Trusts, MPI, Treasury, KPMG, Beef and Lamb NZ	Years 1-2
	2.2 REGIONAL ECONOMIC VITALITY EXTENSION INITIATIVE: Develop a business case for the provision of on-farm mentors and expert advice to increase profitability	New	Northland Agricultural Forum supported by Northland Inc	MPI, Dairy NZ	Years 1-5

3. Build capacity and capability in the horticulture & honey industries	3.1 BUILD CAPACITY, CAPABILITY AND PARTICIPATION WITHIN THE HONEY INDUSTRY: Through the collaborative project, Te Nōta – Miere Coalition	In progress	To Nōta – Miere Coalition	DoC, MPI, Northland Inc	Years 1-5
4. Sustainable growth and productivity of Māori land	4.1 IDENTIFY FRAGMENTED MĀORI FREEHOLD LAND BLOCKS: Support informed decision making by resource owners to increase sustainable production.	In progress	MPI	Iwi/Māori, FNDC, KPMG, MBIE	Years 1-5
5. Development of the aquaculture sector	5.1 EXPLORE THE OPPORTUNITIES FOR COMMERCIALISATION OF KINGFISH PRODUCTION: Business case completed, next step is completion of Investment Memorandum	In progress	NIWA, Northland Inc, MPI	NZTE, Iwi/Māori	Year 1

VISITOR INDUSTRY

GOALS

1 To develop higher quality, culturally enriching tourism offerings across the region, that promote longer stays

2 To promote the region as a whole

3 To improve skills and capability within the tourism sector

OUTCOMES



Guest nights rise by 25% from 1.75m to 2.2m by 2020



Total visitor spend in Northland increases from \$661m to \$720m by 2020



Visitor numbers in the off peak season (May to September inclusive) increase by 30% by 2020

ENABLERS



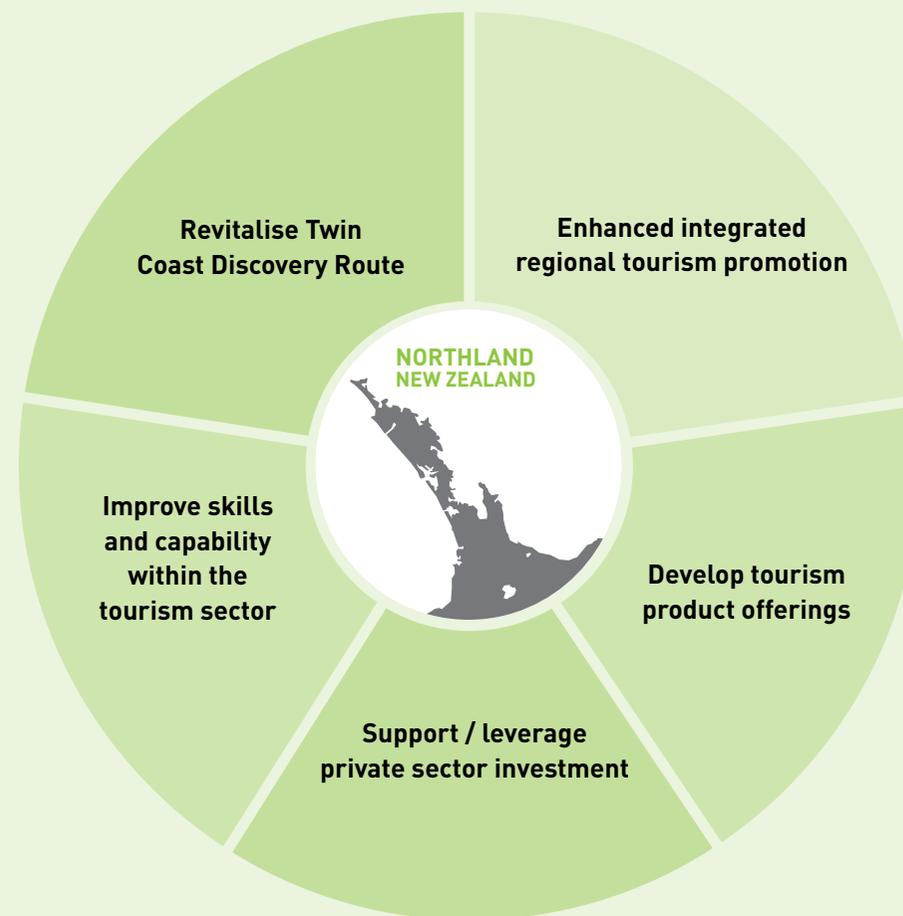
Skills and capability



Digital infrastructure



Logistics and transport infrastructure





WORK STREAM: VISITOR INDUSTRY

Northland has a wide variety of natural attractions, a mature tourism offering in the Bay of Islands, and a unique cultural and historical experience. The blend of environmental, historical and cultural tourism experiences appeals to mature western markets and domestic visitors who are prepared to pay for these experiences. However, the current visitor offering does not do the region justice. There is real opportunity to support strong growth in the visitor economy by:

- Developing more compelling value propositions based on linking cultural and natural advantages and creating authentic visitor experiences throughout the region which ultimately encourage the visitor to stay longer
- Increasing the support and funding for regional tourism promotion to benefit the whole region
- Improving the infrastructure to make the whole region more accessible – quality of roads, flights and availability of reliable internet access
- Reducing the seasonality of the sector through all-weather tourism products.

Growth in this sector will also require addressing skills shortages, the quality of tourism product in the region and seeking investment capital/partners. Building stronger relationships with schools, tertiary training providers and within the industry, is crucial to improving the quality of provision and addressing skill shortages.

WORK AREA	PROJECT	PROJECT STATUS	LEAD AGENCY	KEY PARTNERS	INDICATIVE TIMEFRAME
1. Revitalise Twin Coast Discovery Route	1.1 WORK WITH THE REGION TO REDEFINE THE SUB-REGIONAL POSITIONING DESTINATIONS: Workshops and concept testing and finalisation	In progress	Northland Inc	Industry, Local Organisations	Year 1
	1.2 COMMUNITY AND TOURISM CLUSTER ENGAGEMENT: Establish Steering Group, community engagement and byway applications, byway selection and concept optimisation, byway pilot testing and digital optimisation	In progress	Northland Inc	Industry, ATEED, TNZ, NZTA	Year 1
	1.3 PRODUCT DEVELOPMENT AND INVESTMENT: Feasibility studies including attracting new investments, align with TNZ and ATEED marketing activities, working with major partners, NZTA route experience improvements, including byway signage, layover improvements, and two-laning of bridges where required.	In progress	Northland Inc	Iwi, NRC, TNZ, ATEED, WDC, DoC, Heritage NZ, FNDC, KDC	Years 1-5
	1.4 INTERPRETATION AND COMMUNICATION: Produce interpretation and Communications Plan, design information hubs, facilitate interpretation across the region, co-operative promotion of sub-regions and byways, incorporation of Pou into byways/trails as iconic entry points	New	Northland Inc	NRC, WDC, KDC, FNDC, Industry, Iwi/Māori, NZTA	Years 1-2
	1.5 TOWN AND COMMUNITY BYWAY DEVELOPMENT: Produce individual byway development plans, facilitate improvement implementation, recognise community groups through awards programme, second round of byway development, work with NZTA to strengthen byways signage at entry points and layovers	Commencing	Northland Inc, Iwi/Māori		Year 2
2. Improve skills and capability to manage and support tourism	2.1 Define training needs and opportunities for the hospitality and tourism sectors	New	Northland Inc	MoE, Schools, MSD, Training Providers	Years 1-5
	2.2 Ensure that tourism companies are participants with Community of Schools programme	New	MoE, Providers		Years 1-2

3. Support / leverage private sector investment	3.1 Local companies capture the development opportunities and ongoing operational support for the Peppers Carrington Resort development. This work will initially be focused on tourism promotion opportunities	New	Northland Inc	Industry	Years 1-3
4. Develop tourism product offerings	4.1 Completion of the remaining sections of the Pou Herenga Tai - The Twin Coast Cycle Trail	Completing	FNDC	MBIE	Year 1
	4.2 Hundertwasser Art Centre with Wairau Māori Art Gallery - multi-functional including a main gallery of Hundertwasser's work and a contemporary Māori Art Gallery	In progress	Prosper Northland Trust	Northland Inc	Fundraising Years 1-2 Construction Years 3-4
	4.3 Kaipara cycleways and walkways project. Linking west coast lakes, coastline and forests	New	KDC		Years 2-3
	4.4 Manea Footprints of Kupe planned visitor centre in the Hokianga which will tell the story of Kupe	In progress	Te Hua o te Kawariki Trust	NRC, MBIE, Iwi/Māori, Foundation North, Northland Inc, Ngapuhi	Years 1-2 Fundraising Years 3-4 Construction
	4.5 Rakau Rangatira – upgrade of tracks and visitor facilities for Tane Mahuta and Kauri Walks, Waipoua Forest	Commencing	Te Roroa, DoC		Years 1-4
	4.6 National Park – a. Te Roroa Tourism Strategy developed along with a cost benefit analysis of the national park b. Progress Waipoua National Park - Understand and satisfactorily address the impact on Kauri dieback of increased visitor numbers.	In progress	Te Roroa, DoC	Northland Inc, FNDC, NRC	Years 1-2
5. Enhance integrated regional tourism promotion	5.1 Regional tourism promotions will be stepped up to a new level of service to better support the promotion of Northland as a tourism destination. This enhanced level of service includes: a. Marketing and Communications: PR, publications, website and social media b. Channel and Trade Relationships c. Planning and Product Development Support: strategy, projects, industry and iwi support d. Northland Tourism Desk: PR, trade and media visit co-ordination	New level of service	Northland Inc	NRC, Industry	Years 2-4

SPECIALISED MANUFACTURING & SERVICES

GOALS

1

More of the region's GDP is derived from high value manufacturing and services that support key industries in the region

OUTCOMES



Sustained growth in GDP per annum from specialised manufacturing



Employment in specialised manufacturing and services increases year on year

ENABLERS



Skills and capability



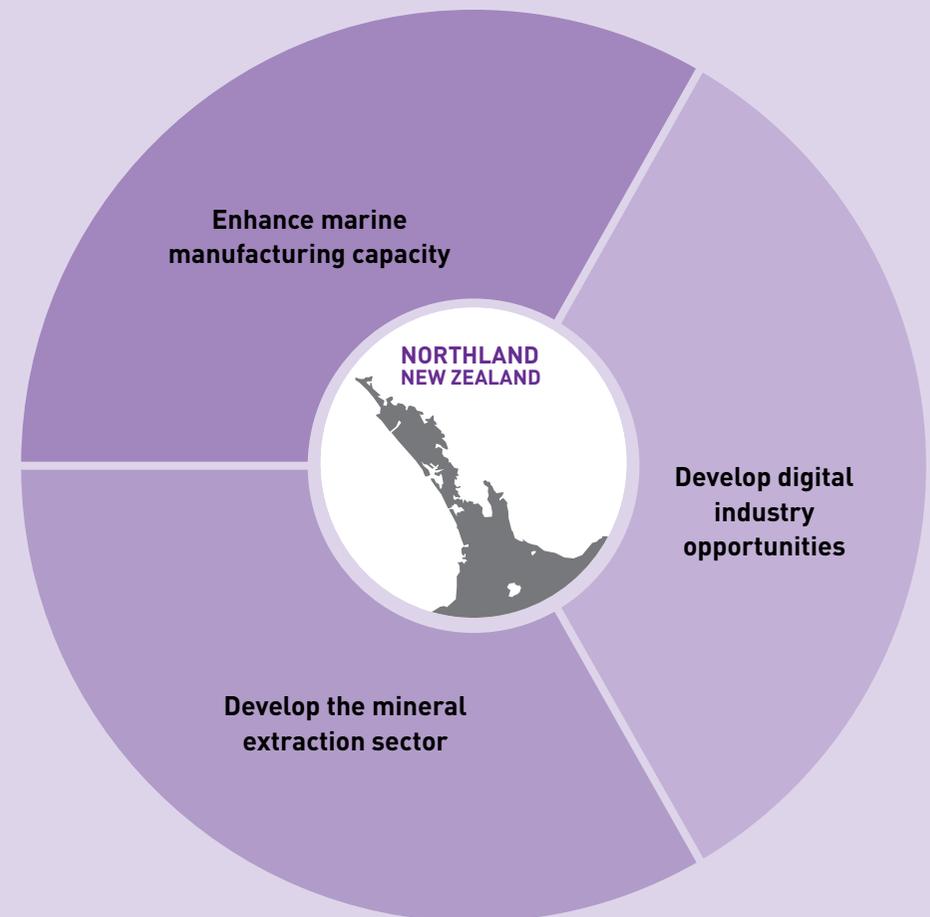
Digital infrastructure



Logistics and transport infrastructure



Innovation





WORK STREAM: SPECIALISED MANUFACTURING & SERVICES

Northland has some key areas of manufacturing capability that are a strong platform for growth.

Northland is home to the second largest boat building and refit industry in New Zealand, behind Auckland. The Whangārei marine precinct offers deep water access and a sector with a reputation for high quality, low-cost, innovative repair and refit work.

Opportunities also exist within the region to develop the mineral extraction sector in a responsible and sustainable manner.

In general, levels of digital uptake and digital based industry are low in the region. Proposed digital infrastructure improvements represent a significant opportunity to build levels of digital literacy and competence and as a result, enable innovation, education and research.



WORK AREAS	PROJECT	PROJECT STATUS	LEAD AGENCY	KEY PARTNERS	INDICATIVE TIMEFRAME
1. Enhance marine manufacturing capacity	1.1 Installation of travel lifts in Whangārei to support the expansion of the marine manufacturing industry	In progress	Industry	Northland Inc	Year 1
2. Develop the mineral extraction sector	2.1 Complete the technical design and validation of Resin and Wax opportunity	Commencing	Industry	Northland Inc, NZTE	Years 1-2
	2.2 Complete the resource consent applications for Resin and Wax opportunity	In progress	Industry		Years 1-2
	2.3 Support capital raising for Resin and Wax opportunity	Pending	Industry	NZTE, Northland Inc	Years 1-2
3. Develop digital industry opportunities	3.1 Facilitate the landing of the Hawaiki cable in Northland	In progress	Northland Inc		Year 1
	3.2 Facilitate the establishment of a data centre	Commencing	Industry	Northland Inc	Year 1
	3.3 Identify and attract appropriate supporting digital industry to the region	New	Northland Chamber of Commerce, Northland Inc	Immigration NZ	Year 2

APPENDIX 1

MEMBERS OF THE ADVISORY GROUP



BILL SHEPHERD
Chair of Northland Regional Council

Bill was elected to the Regional Council in October 2013.

Bill is a dairy farmer from Purua and company director. Bill has led a number of organisations including the NZ Hockey Federation, Hockey Northland, New Zealand Federated Farmers, Northland Events Centre Trust (construction phase), Northland Regional Council Community Trust, Enterprise Northland Trust, Destination Northland, Northland Business Development Trust and Northland Chamber of Commerce.



JOHN CARTER
Mayor of the Far North District Council

John was elected in 1987 as the National Party Member for the Bay of Islands Electorate and went on to represent Northland for seven terms. When John first stood for Parliament, he was the Principal Officer of the Hokianga County Council.

John has held a number of community roles since. In Hokianga he was the chairman of the Hokianga Community Health Committee. John has also been involved with the Te Kuiti and Rawene Lions' Clubs.

John was also appointed New Zealand's High Commissioner to the Cook Islands in 2011 and became Mayor of the Far North District of New Zealand in October 2013.



HARRY BURKHARDT
Chair Ngāti Kuri Trust Board

Harry is the Managing Director and shareholder of Replas Ltd, a company that he and his partner started in 1991. Replas manufactures and markets a range of plastic products utilising waste plastic. Replas has manufacturing plants in New Zealand and Australia and supplies its products and services to over 10 countries worldwide. In 1996 Harry and his partner purchased Matta Products Ltd. Matta manufactures and markets Safety Surfacing. With a manufacturing plant in New Zealand and sales and installation teams in New Zealand, Australia, England and the United States, Matta supplies its products and services to over 12 countries. Both companies employ over 70 staff.

Harry is the Chairman of the New Zealand Maori Arts and Crafts Institute |Te Puia, Chairman for his Iwi, the Ngāti Kuri Trust Board and was also was one of their Treaty Negotiators. He is a member of the Investment Advisory Panel for the Ministry of Primary Industry Primary Growth Partnerships, President of the Packaging Council of New Zealand and a Trustee on the A+ Trust.

He was an appointed Board Member on the Auckland District Health Board from 2003 – 2010, chaired the Audit Risk and Finance Committee from 2004- 2007 and was then Deputy Chairman and Chairman of the Finance Committee from 2007-2010. Harry Chaired the Ngāti Whatua o Orakei Health Clinic from 2010- 2014. In 2007 he was part of a Maori Economic Development working group in Taranaki, a joint initiative between Venture Taranaki and the Maori Health provider Tui Ora.



LINDSAY FAITHFULL
CEO of McKay Whangārei

Lindsay was raised in Whangārei and is of Ngāpuhi, English, and Scottish descent. Lindsay and his family are the owners of McKay Ltd. McKay, established in 1936, is a multi-disciplined electrotechnology company that specialises in electrical engineering, systems integration, software development, contracting, infrastructure maintenance, switchboard manufacturing, and marine electrical activities. The Whangārei grown business employs over 230 people and has operations in Northland, Auckland, Waikato, Bay of Plenty, China, and the United States.

Lindsay is CEO & Managing Director of McKay and a Director of Maintenir, a JV company established to undertake maintenance and project activities for Refining NZ and other major industries, and is the Northland representative for the NZ Marine Industry Association.

Lindsay has a BE(HONS) from Canterbury University, is a Member of the New Zealand Institution of Professional Engineers, the UK Institution of Engineering and Technology, is a UK chartered engineer, a Member of the Institute of Directors, and is an alumni of the University of Auckland's Global Executive Leadership Programme.



JUNE MCCABE
Company Director MBA

June has extensive experience across a broad range of industries/sectors at governance and senior management levels. Following an extensive corporate career in the public, finance and banking sectors, June established Sustainable Prosperity (NZ) Limited a management consultancy business providing advice on governance, strategic planning and strategy development, investment banking and Māori capital markets. Currently, through her consultancy she is in working in partnership with JBWere, an investment specialists firm to stimulate Māori participation in the capital markets.

She is a strong advocate for building New Zealand's Leadership capability as evidenced by her role as Founding Chair of the Leadership Institute and for her work toward the economic advancement of both Māori and women. In 2003 she launched a book which she co-authored entitled Woman2Woman aimed at motivating and inspiring women in careers and business. From 1997 she has been active in promoting Māori advancement having held a number of roles that give rise to Māori investment and Māori economic development.

With governance experience of over 20 years, she has been on a number of public, private and not-for-profit organisations, including Television New Zealand, The New Zealand Venture Investment Fund, Housing New Zealand, Accident Compensation Corporation and Te Wananga o Aotearoa, to name a few. She is currently on the boards of Northland District Health Board, Procure Health Limited and associated companies Avanti Finance and Te Waka Pupuri Putea Limited, the commercial holding company of Te Rarawa.



BEN DALTON
Senior Regional Official for Northland

Ben Dalton is the Senior Regional Official endorsed by Ministers to oversee the Government’s involvement in economic development in Northland. His role is to facilitate government collaboration and coordination in support of the region’s development. Ben Dalton is the Deputy Director General of the Ministry for Primary Industries with responsibility for Sector Partnerships and Programmes.

Ben is responsible for delivering government non-regulatory interventions for increasing primary sector productivity. These include the Primary Growth Partnership Fund, Sustainable Farming Fund, Aquaculture Unit, Irrigation Acceleration Fund and Māori Agribusiness programme.

He was raised in Otara and is of Ngapuhi, Ngati Porou and Irish descent. He has a broad range of experience across the private, community, and public sectors having been the owner/operator of forestry, housing and training businesses.

He was Chief Executive for Te Runanga a Iwi O Ngapuhi for two separate terms. The Runanga was established to benefit the descendants of Ngapuhi, New Zealand’s largest tribe of approx 125,600 people. The role of the Runanga includes leading and representing Ngāpuhi in resource management, and economic and social issues at local, regional and national levels.

During his public sector career he has been Chief Executive of the Crown Forestry Rental Trust (assists Māori to prepare, present and negotiate claims against the Crown, which involve, or could involve, Crown forest licensed lands), and Deputy Chief Executive at the Ministry for Fisheries.

He has served on both the Northland and Wellington Rugby League boards and remains involved in community development projects in Kaikohe. Ben has an MBA from the University of Auckland, and is a graduate of the Senior Executive Programme at Columbia University.

APPENDIX 2 STEERING COMMITTEE MEMBERSHIP

The Steering Committee is made up of representatives from across the region’s different sectors. Each of the following organisations has nominated a representative.

STEERING COMMITTEE
Northland Inc (Chair of Steering Committee)
Ministry for Social Development
Ministry of Education
Te Puni Kokiri
Far North District Council
Kaipara District Council
Northland Regional Council
Whangārei District Council
Iwi Consortium Advisor
Ministry of Business, Innovation and Employment
Ministry for Primary Industries

FURTHER INFORMATION

To make contact with the team please email vaughan@northlandinc.co.nz or call **09 438 5110** and ask to speak with the Action Plan Portfolio Manager.

