

Council Briefing
Hui Whakamōhio



Wednesday, 20 November 2024
Rāapa, 20 Whiringa-ā-rangi 2024

Tōtara Room, Whakatāne District Council
14 Commerce Street, Whakatāne

Commencing at: 9:00 am

Chief Executive: Steven Perdia
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whakatane.govt.nz



Recording the Briefing - *Ka hopuhia te hui*

Recording the Briefing - Ka hopuhia te hui

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A Membership - *Mematanga*

A *Membership - Mematanga*

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Councillor Toni Boynton

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Councillor Nándor Tánczos

B Briefing Purpose - *Te Take o te hui*

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Councillors have many complex issues about which to make decisions and rely on the advice they receive from the administration. Complex issues often require more extensive advice processes which culminate in the council report. Briefings are a key feature to help prepare Councillors with the appropriate background and knowledge for robust decision making during future meetings. They are sessions during which Councillors are provided with detailed oral and written material, and which provide Councillors with the opportunity to discuss the issues between themselves and with senior council staff.

Briefings are scheduled monthly; however due to the nature of Council business, additional Briefings may be held.

Briefings cannot be used to make final decisions, as final decisions and resolutions cannot lawfully be made outside the context of a properly constituted meeting.

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1 Karakia

1 [*Karakia*](#)

2 [*Briefing Notices - Ngā Pānui o te hui*](#)

1. Recording

Welcome to members of the public who have joined us today.

Council Briefings are recorded. Public gallery attendees' presence implies your consent to being broadcast.

Recordings are available upon request.

2. Health and Safety

In case of an emergency, please follow the building wardens to the nearest exit. The meeting point is across the road at Peace Park.

Bathroom facilities are located opposite the Chambers Foyer entrance.

3 [*Apologies - Te hunga kāore i tae*](#)

No apologies had been received at the time of compiling the Agenda.

4 Presentations - *Whakaaturanga*

4 *Presentations - Whakaaturanga*

4.1 *Local Water Done Well*

Bevan Gray, Nick Davis, Robyn Ward, Nicky Hunn (MartinJenkins) and Ian Morton (M Consulting) will speak to the attached report.

4.1 Local Water Done Well(Cont.)

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JENKINS**

20 November 2024

Bevan Gray - GM Infrastructure

Nick Davis - MartinJenkins

Robyn Ward - MartinJenkins

Nicky Hunn - MartinJenkins

Ian Morton - M Consulting

Whakatāne District Council Water Services Delivery

Current state review and high-level option assessment



4.1 Local Water Done Well(Cont.)

Agenda

1. Context and focus
2. Current state review framework
3. Options and assessment framework
4. Next steps

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4.1 Local Water Done Well(Cont.)

Purpose

Provide an overview of the framework for the current state review

Discuss and agree the options to be considered in the high-level options assessment

Discuss and agree the strategic objectives against which options will be assessed

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4.1 Local Water Done Well(Cont.)

01

Context and focus

Drivers and focus of work to the end of 2024



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4.1 Local Water Done Well(Cont.)

Recap

Key elements of LWDW

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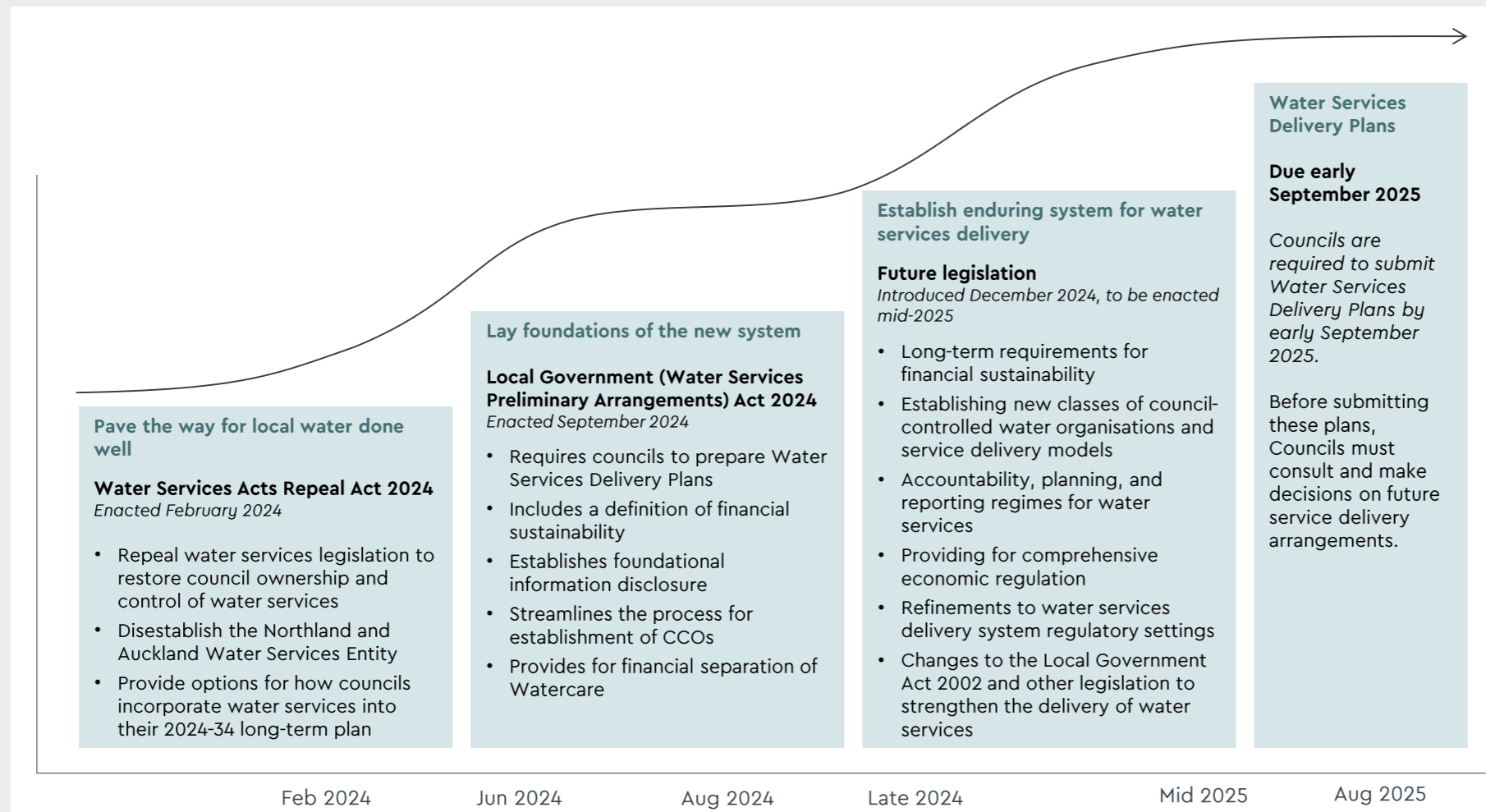


<h3>WATER SERVICES PLANS</h3> <p>Plans will need to show how councils will meet water quality and infrastructure rules, while being financially sustainable</p> <p>Plans need to include asset and financial information, investment required and proposed service delivery arrangements</p> 	<h3>FINANCIAL SUSTAINABILITY</h3> <p>Plans will need to show that:</p> <ul style="list-style-type: none">• Water revenue is sufficient to cover maintenance, financing costs and depreciation• Planned capital investment is sufficient to meet regulatory requirements and provide for growth• Available financing does not constrain investment required to support service delivery 
<h3>NEW STRUCTURAL AND FINANCING TOOLS</h3> <p>Future legislation, to be introduced in December 2024, will provide for a range of water services delivery models. In addition, LGFA and the Government have announced the intention to make lending facilities available to water CCOs.</p> 	<h3>NEW REGULATION</h3> <p>Legislation will set out long-term requirements for financial sustainability and provide for economic regulation. This will include requirements for councils to ring-fence their water services from other council activities and will include new information disclosure and reporting requirements.</p> 

4.1 Local Water Done Well(Cont.)

Recap

Legislative timeline



Pave the way for local water done well

Water Services Acts Repeal Act 2024
Enacted February 2024

- Repeal water services legislation to restore council ownership and control of water services
- Disestablish the Northland and Auckland Water Services Entity
- Provide options for how councils incorporate water services into their 2024-34 long-term plan

Lay foundations of the new system

Local Government (Water Services Preliminary Arrangements) Act 2024
Enacted September 2024

- Requires councils to prepare Water Services Delivery Plans
- Includes a definition of financial sustainability
- Establishes foundational information disclosure
- Streamlines the process for establishment of CCOs
- Provides for financial separation of Watercare

Establish enduring system for water services delivery

Future legislation
Introduced December 2024, to be enacted mid-2025

- Long-term requirements for financial sustainability
- Establishing new classes of council-controlled water organisations and service delivery models
- Accountability, planning, and reporting regimes for water services
- Providing for comprehensive economic regulation
- Refinements to water services delivery system regulatory settings
- Changes to the Local Government Act 2002 and other legislation to strengthen the delivery of water services

Water Services Delivery Plans

Due early September 2025

Councils are required to submit Water Services Delivery Plans by early September 2025.

Before submitting these plans, Councils must consult and make decisions on future service delivery arrangements.

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4.1 Local Water Done Well(Cont.)

Water service delivery plans

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Required content

Water services delivery plans will be required to include a description of:

- the current state of the water services network, including current levels of service, asset condition and lifespan, the asset management approach being used, and any issues, constraints or risks impacting on the delivery of water services
- the water infrastructure needed to meet regulatory requirements and provide for population growth
- the operational and capital expenditure required to delivery water services
- financial projections including:
 - the operating costs and revenue required to delivery water services, including how that revenue will be separated from the territorial authority's other functions and activities
 - projected capital expenditure on water infrastructure
 - projected borrowing to finance the delivery of water services.
- the anticipated or proposed model for delivering water services, including what the local authority proposes to do to ensure water services delivery will be financially sustainable by 30 June 2028.

Planning horizon

Water services delivery plans will be required to cover a period of not less than ten financial years, starting with the FY25 financial year.

Local authorities are not restricted to covering only 10 years in their plan.

Many local authorities have submitted that a 30-year horizon is more appropriate for assessing sustainability of water services given the long-asset lives and investment cycles. Future regulatory requirements are expected to drive higher costs, with many of these costs likely to be faced beyond the current LTP period. It is therefore prudent to also viability and sustainability over both a 10 year and 30-year time horizon.

4.1 Local Water Done Well(Cont.)

Decision making and consultation are key drivers of timeframes

To meet LWDW requirements for developing Water Service Delivery Plans, Council needs to be in a position to consult with its communities on future service delivery models in March/April 2025.

Before the end of the year, you need to understand the viability and sustainability of your current service delivery model, and to decide on which alternative future service delivery arrangements you want to explore further and consult on.

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Councils are required to submit to the Government (as part of their Water Services Delivery Plans) their proposed future service delivery arrangements.

Prior to taking this step, Councils must consult their communities on options for future water services delivery.

You need to determine the preferred future water services delivery arrangement for your communities and prepare a Water Services Delivery Plan by early September 2025. This means you need to:

- **Determine a short list of options** to consult on (December 2024)
- **Consult on at least two options**, noting the advantages and disadvantages of each option. (March – April 2025)
- **Agree a preferred option** to support your preferred option. (May 2025)
- **Develop a Water Services Delivery Plan**, including your proposed future service delivery arrangements and an implementation plan. (Q1-3, 2025)

4.1 Local Water Done Well(Cont.)

Focus of work pre-Christmas

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1. Current state review

You need to understand whether it will be viable and sustainable for you to continue to deliver water services under your current service delivery model into the future.

We will complete a high-level assessment of network performance, levels of service, asset condition, regulatory compliance (including future resource-consent requirements), investment needs, review of financial projections, and analysis of financial sustainability and affordability of water rates and charges.

We will also consider inflationary pressures, population changes, the council's financial position and borrowing capacity. To the extent possible, we will also consider likely future requirements from economic regulation, including the additional compliance requirements this is expected to bring.

2. High-level options assessment

You need to determine a short list of options to consult on, including identifying a preferred option.

We will complete a comparative assessment of a short-list options for water services delivery with a view to supporting council to identify a preferred alternative to further develop for consultation. This includes council-specific strategic objectives as well as more general considerations.

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4.1 Local Water Done Well(Cont.)

02

Current state review

Framework for assessing the viability and sustainability of your current water services delivery model



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4.1 Local Water Done Well(Cont.)

Ring-fencing

Plans must include information explaining how water services revenue will be ringfenced for water services.

- Ringfencing is a critical requirement for revenue sufficiency and financial sustainability. It requires that:
 - Water revenues be spent on water services, and
 - Water services charges and expenses be transparent and accountable.
- To achieve these outcomes, we recommend Plans demonstrate how water services will be ringfenced from other activities. Councils could demonstrate this by ensuring:
 - Projected financial statements for water services are consistent and reconcilable;
 - Revenue (including rates and/or water charges) for water services are separately identifiable from other revenues;
 - Revenues generated for water services are spent on water services, not other council business;
 - Cash surpluses for water services are retained for future expenditure on water services; and
 - Internal borrowings are repayable and commercial arrangements enable water revenues be utilised for water services expenditure.

Source: DIA 'Guidance for preparing Water Services Delivery Plans'



4.1 Local Water Done Well(Cont.)

Financial sustainability

Plans must include a council self-assessment of the financial sustainability of their water services delivery.

- The Act defines 'financially sustainable', in relation to a council's delivery of water services, as:
 - The revenue applied to the council's delivery of those water services is sufficient to ensure the council's long-term investment in delivering water services; and
 - The council is financially able to meet all regulatory standards and requirements for the council's delivery of those water services.
- To assess whether a council's water services delivery is financially sustainable, the Plan templates ask councils to provide information about three components:
 - Revenue sufficiency – is there sufficient revenue to cover the costs (including servicing debt) of water services delivery?
 - Investment sufficiency – is the projected level of investment sufficient to meet regulatory requirements and provide for growth?
 - Financing sufficiency – are funding and finance arrangements sufficient to meet investment requirements?

Source: DIA 'Guidance for preparing Water Services Delivery Plans'



4.1 Local Water Done Well(Cont.)

How we will approach the assessment

Operating context

- Good levels of water supply metering
- Significant wastewater upgrades needed to meet replacement consent requirements
- Low drinking water compliance – only one scheme fully compliant
- Significant investment in asset renewals, resilience and wastewater treatment plant upgrades were deferred beyond LTP period
- Geographically disparate communities – most schemes service small populations
- Climate change – low lying settlements and high ground water
- Mix of council and community supplies, with pressure to extend service provision to currently unserved areas
- Affordability for ratepayers in the district
- Funding and financing challenges for current infrastructure strategy
- Complex rating system

Service levels

- Network performance
- DWS compliance
- RM consent compliance
- Customer service

Cost drivers

- Asset age and condition
- Improved levels of service
- Growth
- Asset revaluations
- Borrowing
- Operating costs

Financial projections

- Revenue and expenses
- Investment
- Borrowing
- Other capital funding

Viability and sustainability assessment

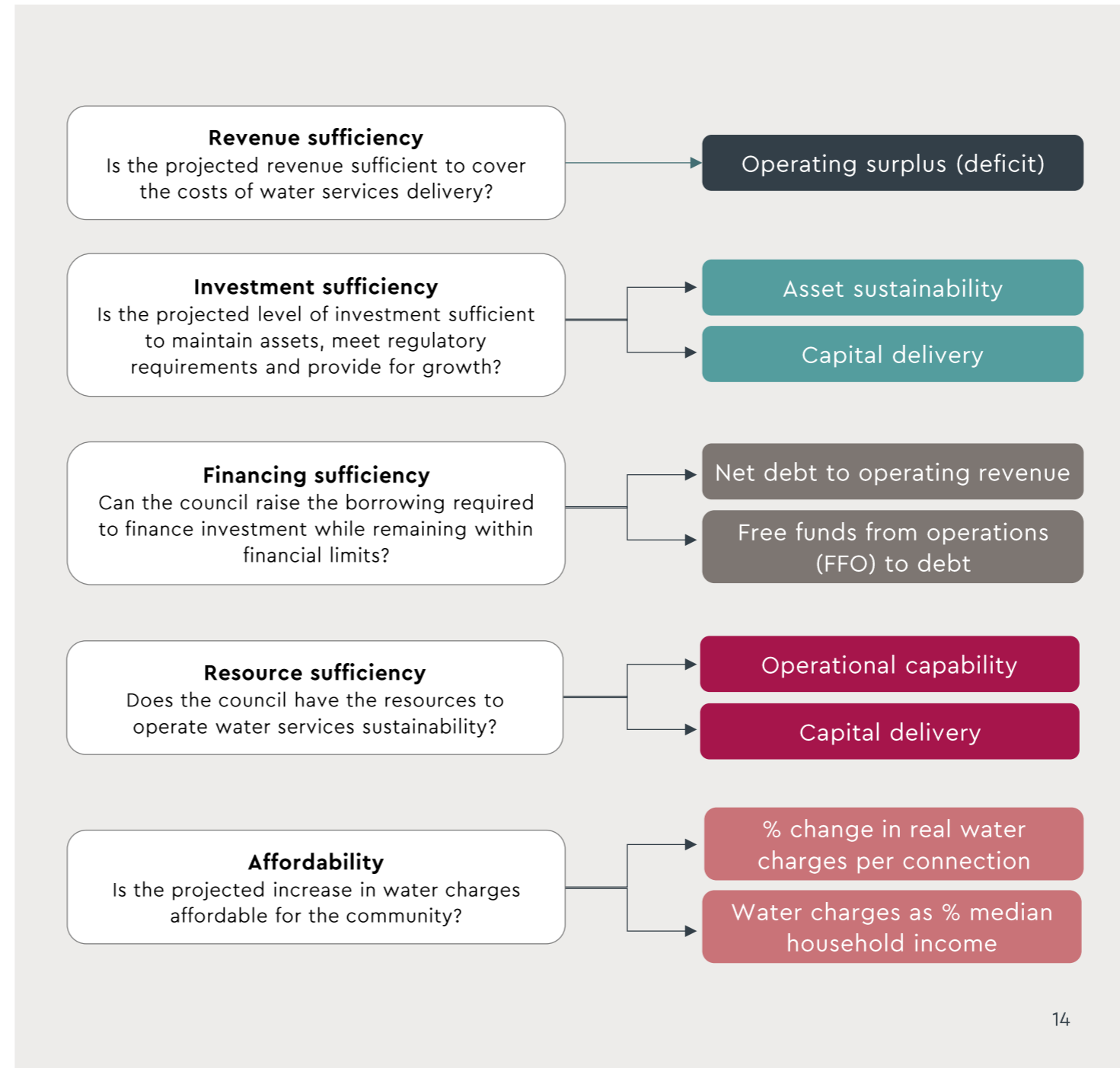
- Revenue sufficiency
- Investment sufficiency
- Financing sufficiency
- Resource sufficiency
- Affordability

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4.1 Local Water Done Well(Cont.)

Criteria for assessing viability and sustainability



Viability and sustainability measures

Operating surplus (deficit)

Operating surplus (deficit) measures the surplus (deficit) remaining after deducting all operating costs (including depreciation and interest) from operating revenues. Operating revenues include general and targeted rates, fees and charges but excludes sources of capital funding (e.g., financial and development contributions and any capital subsidies).

Asset sustainability

Asset sustainability measures the ratio of capital expenditure on renewals to depreciation, which indicates whether assets are being adequately maintained (when assessed over the long-term).

Capital delivery

Capital delivery is an historical measure of the gap between actual and planned capital expenditure, which is a proxy for whether future capital expenditure is likely to be delivered.

Net debt to operating revenue

Net debt to operating revenue measures the level of debt (net of any cash reserves) relative to operating revenue, which is an indication of the degree to which borrowing is supported by revenue over time. Local authority debt limits and financial covenants usually refer to this ratio.

Free funds from operations (FFO) to debt

FFO to debt and EBITDA (earnings before interest, taxes, depreciation, and amortization) **to debt** are two of the core financial ratios used by credit rating agencies when assessing the financial strength and credit quality of standalone water organisations.

EBITDA to debt

Real charges per water connection

Real charges per connection indicates the extent to which water charges are required to increase over time to achieve revenue sufficiency, measured in today's dollars.

Water charge % median household income

Charges as a percentage of median income indicates the proportion of median household income required to pay for water charges, which can be assessed with reference to affordability benchmarks.



4.1 Local Water Done Well(Cont.)

03

High-level options assessment

Options to be included and framework for
assessing these



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4.1 Local Water Done Well(Cont.)

Considering options

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- Before adopting its water services delivery plan, a local authority is required to make decisions about its proposed model for delivering water services.
- The decision-making process requires councils to develop and then **consult its community on the current service delivery model and at least one alternative option.**
- The Act's requirements imply options can be described in sufficient detail to allow the advantages and disadvantages of each option to be assessed. This is likely to require outlining:
 - Ownership, governance and accountability arrangements
 - Water services operating model, including staffing and contractual arrangements
 - Revenues and costs of water services (and any differences between the options)
 - How the arrangements will meet ringfencing and financial sustainability requirements
 - Assessment of impacts on council and ratepayers, including affordability.
- This is a challenge for multi-council options where that work needs to be progressed in partnership with other councils.

4.1 Local Water Done Well(Cont.)

Minimum requirements for service delivery models

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The requirements will likely include that all water services providers:



Will be subject to economic, environmental and water quality regulation – further information on economic, environmental and water quality regulation is available in the related factsheets: Economic regulation of water services (refer to the economic regulation factsheet for more information), Drinking water quality regulation, and Standards to help reduce water infrastructure costs.



Will be subject to a new planning and accountability framework for water services, including the need to produce stand-alone financial statements for water supply, wastewater, and stormwater – further information outlined in the factsheet: Planning and accountability for local government water services.



Must be financially sustainable – legislation will include an enduring objective for water service providers to be financially sustainable, including a requirement for the ringfencing of water services, an expectation of revenue sufficiency, and accommodating for maintenance, renewals and growth.



Must act consistently with statutory objectives – legislation will set out a list of statutory objectives that will apply to all water service providers. There will also be several additional statutory objectives that apply to water organisations.



Will be subject to restrictions against privatisation – legislation will include prohibitions on losing control, selling or disposing of significant infrastructure. Further, water services assets cannot be used as security.

Source: DIA 'Guidance for preparing Water Services Delivery Plans'

4.1 Local Water Done Well(Cont.)

Additional requirements for water organisations

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The following additional requirements apply to water organisations:



Current council staff and elected members cannot be appointed to boards.



Water organisations **must be companies**.



Activities of water organisations will be **limited to the provision of water services** and directly-related activities.



Only councils or consumer trusts can be shareholders of a water organisation.



Board appointments must be competency-based and have the appropriate mix of skills, knowledge, and experience.



There will be a range of protections against privatisation.

Source: DIA 'Guidance for preparing Water Services Delivery Plans'

4.1 Local Water Done Well(Cont.)

How we will assess the options

Draft strategic objectives

STRATEGIC OBJECTIVES	ASSESSMENT APPROACH / MEASURE
The delivery of water services is efficient, financially sustainable and affordable for Whakatāne District's communities	<ul style="list-style-type: none"> • Financially sustainable – revenue, financing and investment sufficiency, and ring-fencing. • Resource sufficiency – sufficient resource to operate water services sustainability, and that the management of those resources is effectively and efficiently undertaken. • Affordable – the projected increase in water charges is affordable for the community.
There is investment at a level that protects and promotes public health and the environment	<ul style="list-style-type: none"> • Investment sufficiency – to meet public health and environmental regulatory requirements.
The right workforce capability and capacity is available	<ul style="list-style-type: none"> • Ability of the future delivery model (whether within council or not) to attract and retain people with the skills to plan, manage and deliver water services.
The model enables and supports high quality development and growth outcomes	<ul style="list-style-type: none"> • Investment sufficiency – to meet future growth needs. • Ability of the future delivery model to support integrated planning and decision-making around spatial, district and strategic planning with water infrastructure planning for urban development and economic growth.
Water services meet the needs and expectations of Whakatāne District's communities.	<ul style="list-style-type: none"> • Strength of mechanisms for local voice and influence provided for in the model. • Ability to act in the best interests of present and future consumers and communities.
Water services are resilient to natural hazards and the effects of climate change	<ul style="list-style-type: none"> • Investment sufficiency – to ensure resilience over the long-term. • Ability of the future model to support alignment and co-ordination with BOP Regional Council flood protection functions.
Responsibilities to hapū and iwi are met	<ul style="list-style-type: none"> • Strength of engagement with hapū and iwi ensures consistent levels of involvement that effectively influences decisions.

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4.1 Local Water Done Well(Cont.)

How we will assess the options

Other considerations

Implementation and transition considerations

Potential challenges and risks in the implementation of a new or enhanced service delivery model, including potential transfer arrangements.

Timing and durability of benefits

The degree to which the model presents potential benefits, when those are likely to be realised, and how durable those benefits might be.

Certainty of option

The viability of the option for council to consider right now, given the timeframes for delivery of water services deliver plans (e.g. where there is no formal commitment from potential partners for multi-council options or where design of options is not sufficiently advanced).

Impact on rest of council

The degree to which remaining council operations are viable – the ability of council to continue to deliver core services and meet communities' expectations, sustainably and affordably.

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4.1 Local Water Done Well(Cont.)

Discussion

It is important that the strategic objectives reflect your views as representatives of Whakatāne District communities.

We want to understand:

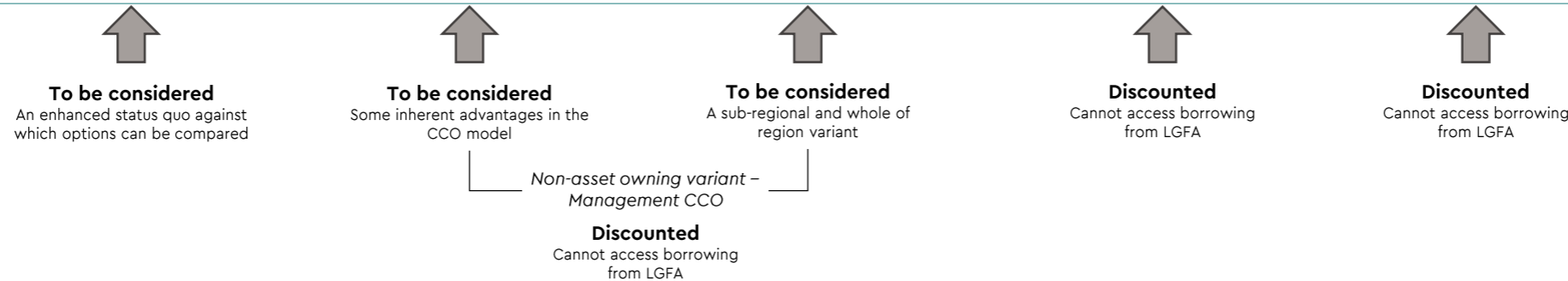
- What your priorities for water services delivery arrangements are?
- If there is anything you would like to change or to add to the strategic objectives?
- If there are other considerations to be aware of through our analysis?



4.1 Local Water Done Well(Cont.)

Key features of the range of options available

	Internal business unit or division	Single council owned water organisation	Multi-council owned water organisation	Mix council / consumer trust-owned water organisation	Consumer trust-owned water organisation
Ownership	Council-owned (internal division)	100% owned by Whakatāne DC	Owned by Whakatāne DC plus others	Part-owned by council, part owned by trust	100% owned by trust
Governance	Council oversight (option of independent committee)	Council appointed or committee (Council officers and elected members cannot be on board)	Shareholder council	Shareholder council (trust + council)	Trustees appoint the board
Accountability	Water-focused annual reports and financial statements	Reports to owners quarterly, prepares audited annual report, acts consistent with statutory objectives	Reports to owners quarterly, prepares audited annual report, acts consistent with statutory objectives	Reports to owners quarterly, prepares audited annual report, acts consistent with statutory objectives	Reports to owners quarterly, prepares audited annual report, acts consistent with statutory objectives
Borrowing	Council borrows (LGFA limits)	Borrow via LGFA (up to 500% debt to revenue), if there is council support	Borrow via LGFA (up to 500% debt to revenue), if there is council support	Independent, likely via banks (more expensive)	Independent, likely via banks (more expensive)
Planning	Council prepares a Water Services Strategy, fully integrated with overall council strategy and budgeting	Water organisation prepares its own Water Services Strategy, guided by a council-issued Statement of Expectations	Multi-council shareholders jointly issue a Statement of Expectations; the water organisation prepares a Water Services Strategy	Shareholders (councils and trust) issue combined expectations; water organisation prepares its strategy to meet both councils and trust goals	Trustees issue a Statement of Expectations, with the water organisation preparing a strategic plan aligned with community goals
Operations	Integrated with council operations	New independent water organisation	Joint council ownership	Mixed ownership; community involvement	Full independence from council



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4.1 Local Water Done Well(Cont.)

Options to be assessed

- Options:
- 1
Internal business unit with possible shared service arrangements
Enhanced status quo
 - 2
Standalone council-owned water organisation (WSCCO)
 - 3 a
Sub-regional asset owning water organisation (WSCCO)
 - 3 b
Whole of region asset owning water organisation (WSCCO)

	Option 1: Internal business unit with possible shared service arrangements	Option 2: Standalone council-owned water organisation (WSCCO)	Option 3a: Sub-regional asset owning water organisation (WSCCO)	Option 3b: Whole of region asset owning water organisation (WSCCO)
Description:	Council works with neighbouring councils to share corporate, planning and delivery services across multiple districts.	Council establishes a water organisation to deliver water services.	Council partners with other Councils to establish [or join] a sub-regional asset owning water services organisation. Possible partners TCC and WBOPDC.	Council partners with Bay of Plenty Councils to establish a regional asset owning water services organisation.
Who decides levels of service and investment intentions?	Elected members continue to decide; current mechanisms maintained. Option for service level agreements.	Elected members issue Statement of Expectations; governed by a competency-based board.	Shareholding council issue Statement of Expectations, guided by ownership rights set out in constitution / shareholders agreement.	As for option 3a.
Who undertakes strategic planning and delivery?	Council staff responsible for planning and delivery, working with private suppliers and contractors. Option to collaborate and share planning resources. Opportunity to seek efficiencies from joint procurement and delivery efficiencies.	WSCCO plans and delivers services, but required to consult the council.	WSCCO responsible for planning and delivery, likely with a requirement to consult with shareholding councils.	As for option 3a.
What are the mechanisms for mana whenua representation and influence?	Existing Council relationships and processes will continue. Option to enhance these, depending on council mix, geography and hapū and iwi relationships.	Council determines representation mechanisms in WSCCO design.	Shareholding councils set representation mechanisms in WSCCO design.	As for option 3a.
What are the mechanisms for local voice and influence?	Access to councillors through current mechanisms, consultation on LTPs and Annual Plans.	Council appoints directors and sets local engagement mechanisms during design and establishment of WSCCO.	Shareholding councils can appoint and remove directors. If the council is involved in establishment, it can influence what mechanisms are included in the design of the water organisation.	As for option 3a.
Who owns the assets?	Assets remain with council.	Council may retain or transfer assets to WSCCO	Councils transfer ownership of assets. Potentially an opportunity to contract for stormwater.	As for option 3a.
Who employees staff?	Staff remain in council, either as part of unit, internal shared services arrangement, or shift to 'parent' council (if not Whakatāne).	Water staff transition to WSCCO.	Some water staff could transfer to WSCCO.	As for option 3a.
How is investment funded / financed?	Council funding and debt via LGFA, capped at 280% debt to revenue.	Water organisation charges water users, borrowing via council or directly from LGFA supported by council guarantee or uncalled capital. Up to 500%.	Water organisation charges water users, borrowing directly from LGFA with financial support from shareholding councils. Up to 500%.	As for option 3a.

Design choices

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4.1 Local Water Done Well(Cont.)

Discussion

- Are these the right options to include in the high-level assessment?
- What benefits and risks do you see with each option?
- What do you anticipate community views would be on each option?

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4.1 Local Water Done Well(Cont.)

04 Next steps

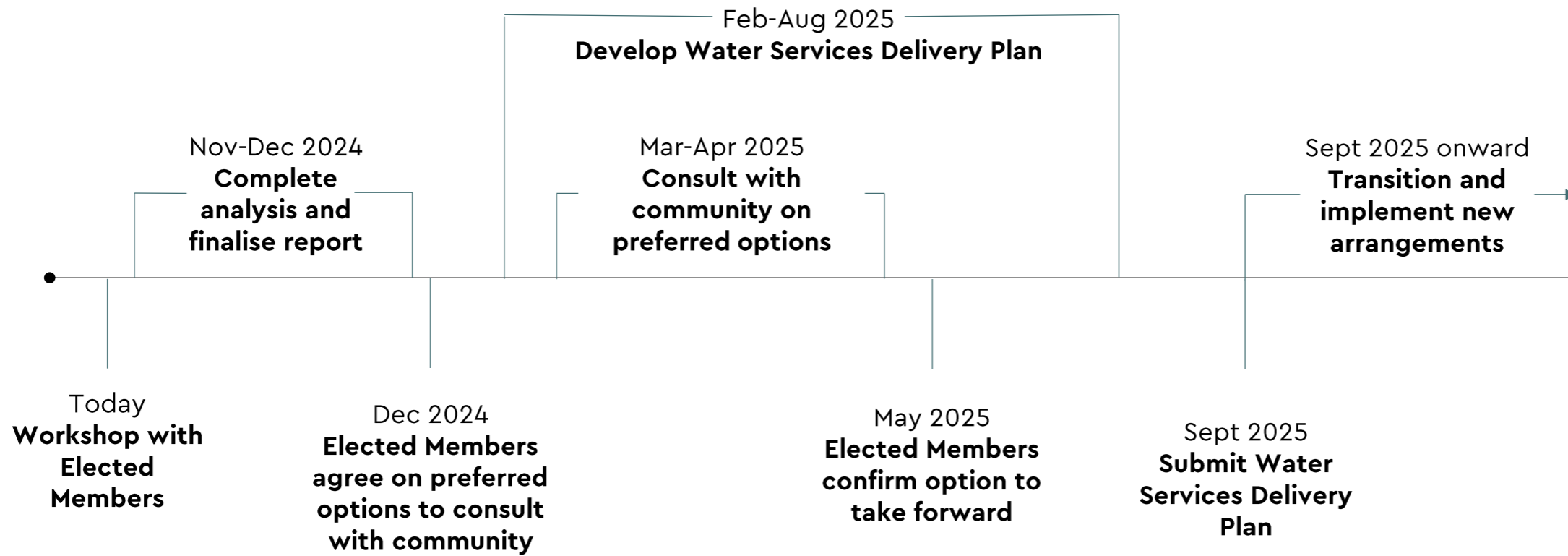


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4.1 Local Water Done Well(Cont.)

Where to from here?



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4.2 Seal Extension Policy Review

4.2 *Seal Extension Policy Review*

Bevan Gray, Ann-Elise Reynolds & Joe Metcalfe will speak to the attached report.

4.2 Seal Extension Policy Review(Cont.)

Seal Extension Policy Review

20 Nov 2024

Bevan Gray – GM Infrastructure

Ann-Elise Reynolds – Transport Manager

Joe Metcalfe – Team Leader Transport Strategy and Assets



whakatane.govt.nz

Better Together Toitū te Kotahitanga



Agenda



Today's briefing session will cover:

- Check in on Seal Extension Policy and potential review areas if necessary
- Changes to Implementation of the Policy
- Works completed to date
- Current Seal Extension Programme
- Forthcoming Seal Extension decisions

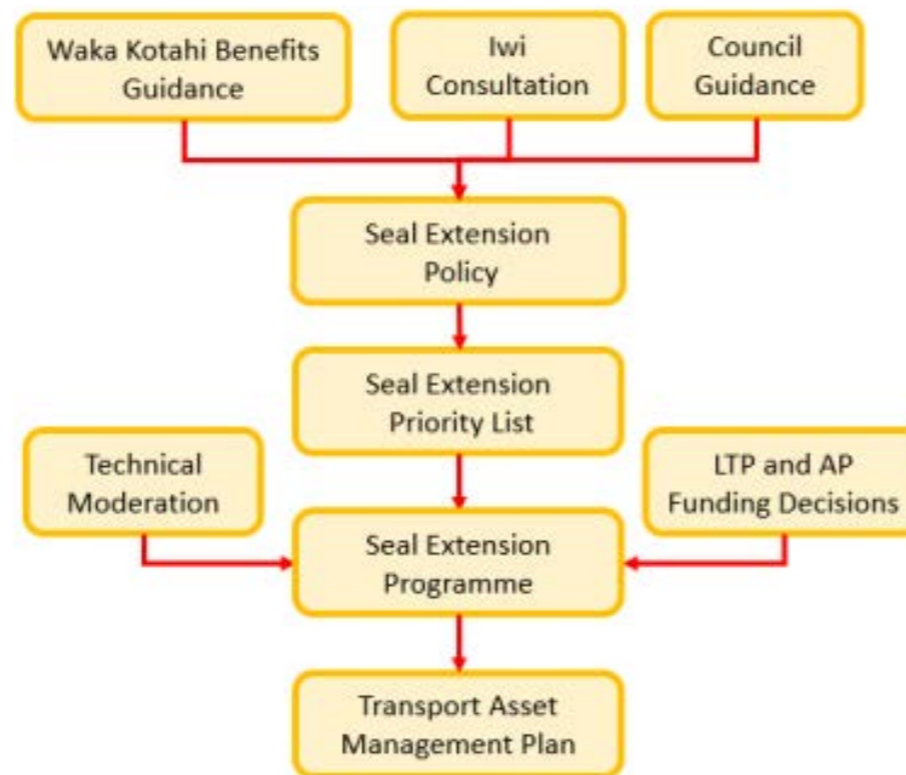


4.2 Seal Extension Policy Review(Cont.)

Current Policy



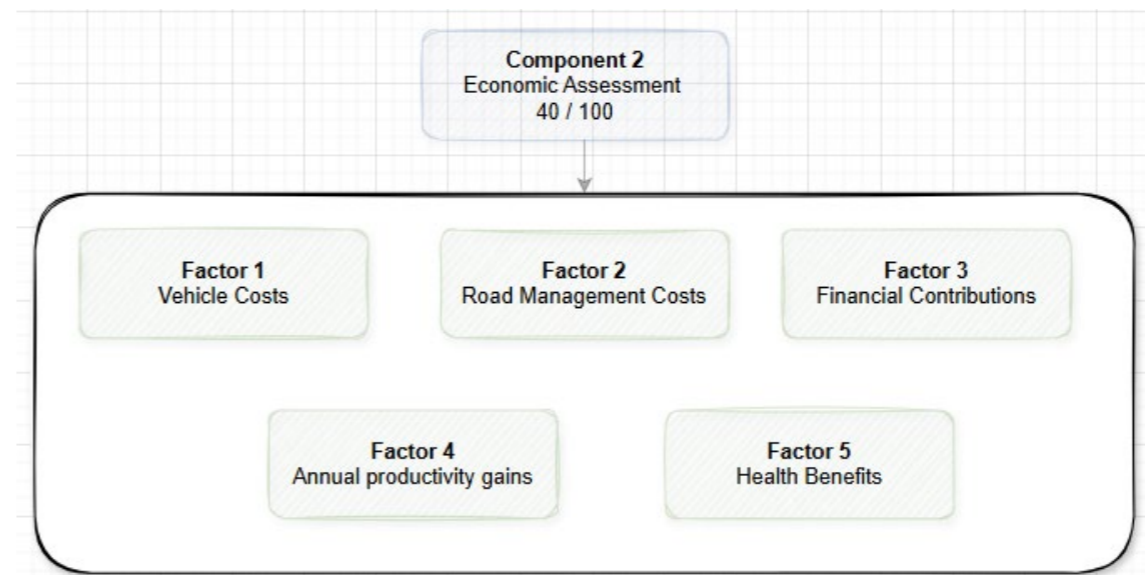
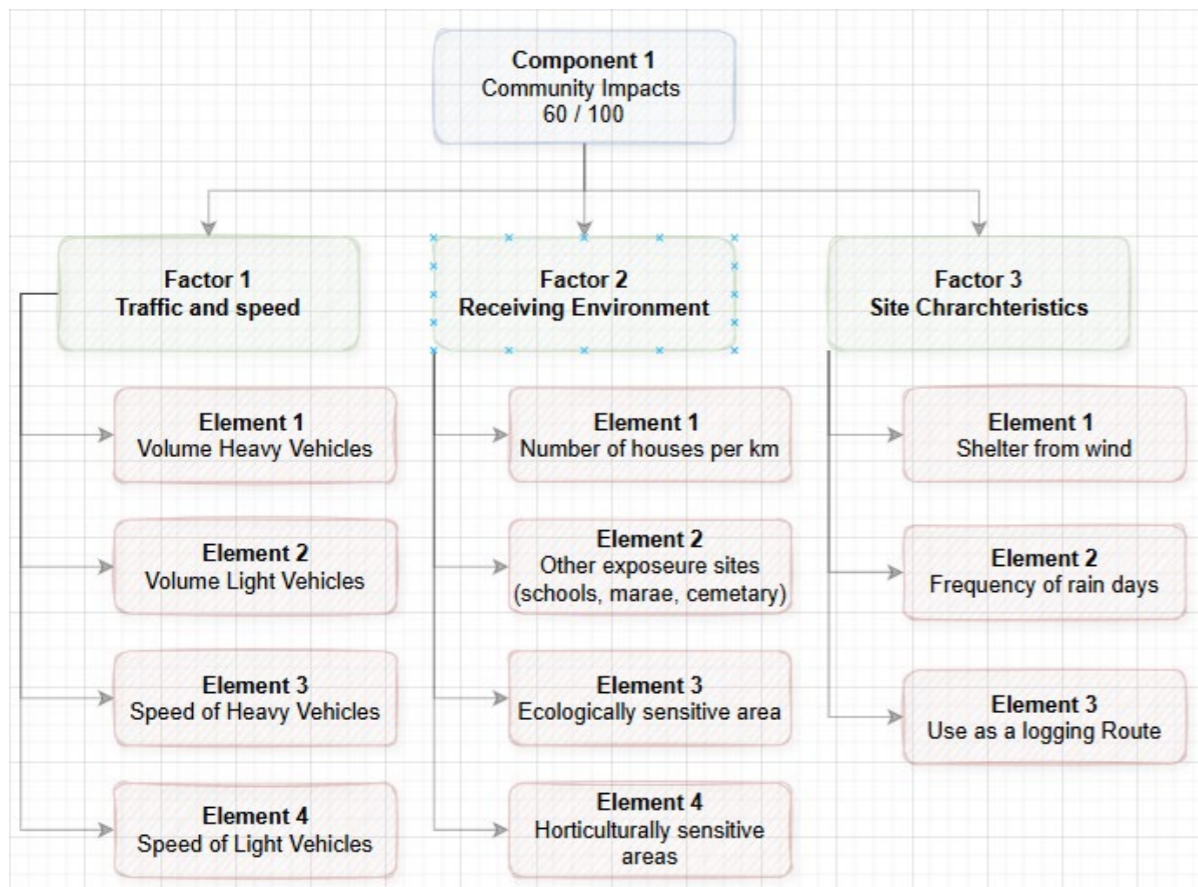
How the current policy sits within our programme delivery structure



4.2 Seal Extension Policy Review(Cont.)



How seal extensions are prioritised



4.2 Seal Extension Policy Review(Cont.)

OPURANA ROAD



5

Better Together Toitū te Kotahitanga



4.2 Seal Extension Policy Review(Cont.)

RANGI ROAD



6

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4.2 Seal Extension Policy Review(Cont.)

Kawekawe Road



Better Together Toitū te Kotahitanga



Implementation Changes



More refined segmentation

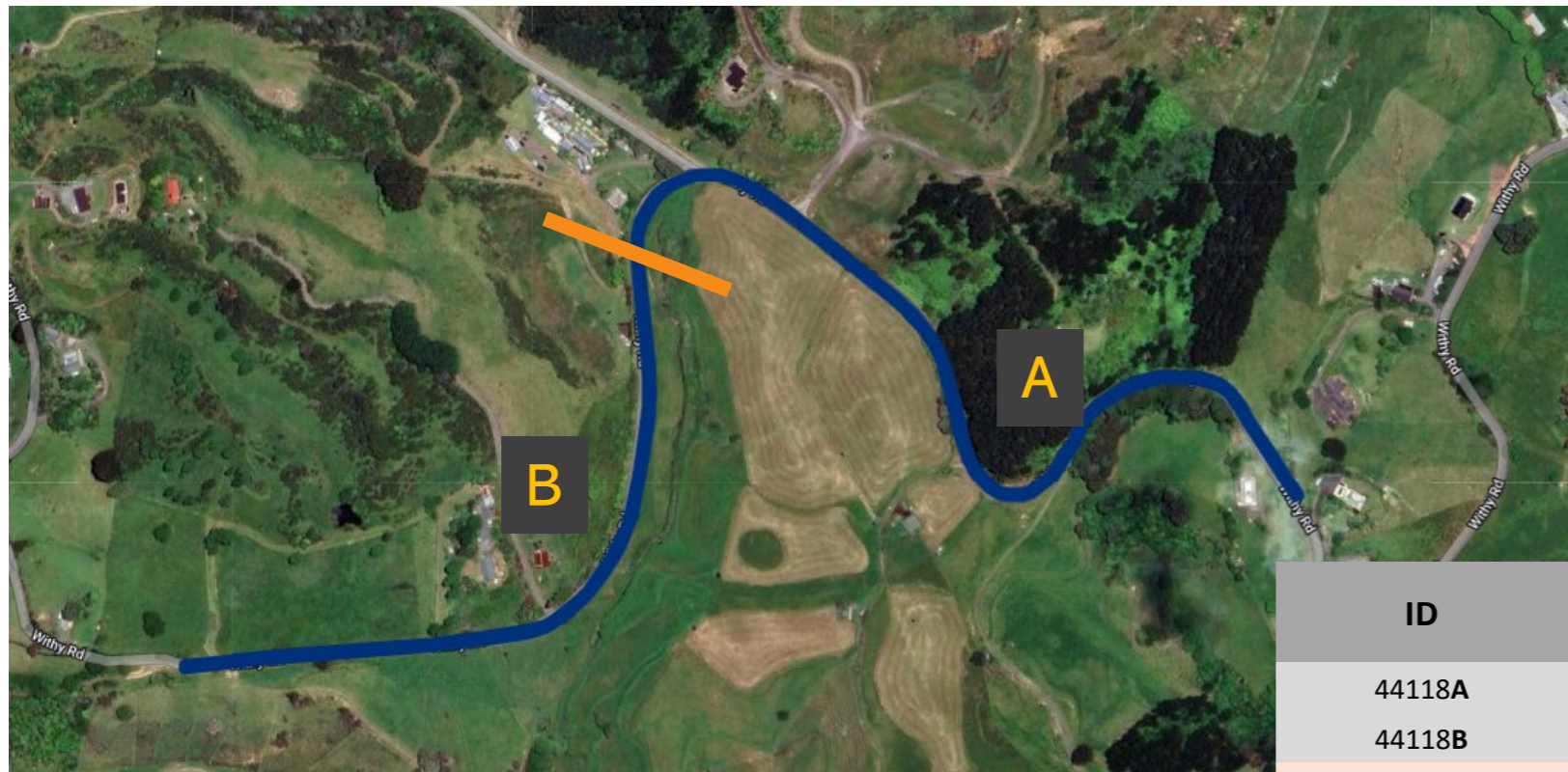
- Provides shorter road lengths in the evaluation
- Previously used pre-determined lengths from our asset management database
- Now use more logical breaks in length ie. around clusters of houses or marae
- Has required a significant amount of rework but will provide better value for money

Updated construction costs to reflect recent projects and escalations



4.2 Seal Extension Policy Review(Cont.)

Implementation Changes

ID	Road Name	Length	BCR	Construction Estimate
44118A	WITHY ROAD	782	2.13	493,215
44118B	WITHY ROAD	641	0.95	418,133
44118	WITHY ROAD	1423	1.89	834,548

4.2 Seal Extension Policy Review(Cont.)

Implementation Changes



Impact on prioritisation

ID	Road Name	Length	completed	New Ranking	Old Ranking	Explanation where significant change
44116	THORNTON HALL ROAD	396	no	3	6	Design complete, scheduled Year 2
44045	MATAHI VALLEY ROAD	200	no	4	2	Scheduled Year 2
44002	NO 1 ROAD	469	no	5	4	Design complete, scheduled year 2
44044A	MATAHI VALLEY ROAD	562	no	6	17	Increased ranking due to segmentation, Scheduled Year 2
44046A	MATAHI VALLEY ROAD	480	no	8	23	Increased ranking due to segmentation , Scheduled Year 2
44044C	MATAHI VALLEY ROAD	540	no	10	17	Increased ranking due to segmentation , Scheduled Year 2



4.2 Seal Extension Policy Review(Cont.)

Implementation Changes



Impact on prioritisation

ID	Road Name	Length	completed	New Ranking	Old Ranking	Explanation where significant change
45379A	KOTORENUI ROAD	11	No	11	21	Increased ranking due to segmentation , Scheduled year 3
44118A	WITHY ROAD	782	no	12	32	Increased ranking due to segmentation , Scheduled year 3
45386	POKAIROA ROAD	1382	no	14	44	Significant increase in BCR due to increased maintenance costs. Business Case planned but unfunded – attempting PGF funding.
44033A	KOPE DRAIN ROAD	751	no	15	19	
44102	POKAIROA ROAD	5012	No	17	43	Significant increase in BCR due to increased maintenance costs.
44046C	MATAHI VALLEY ROAD	338	No	18	23	



4.2 Seal Extension Policy Review(Cont.)

Implementation Changes




Impact on prioritisation

ID	Road Name	Length	completed	New Ranking	Old Ranking	Explanation where significant change
44114	POKAIROA ROAD	4647	No	19	52	Significant improvement in BCR due to increased maintenance costs
44078	TROUTBECK ROAD	232	no	20	15	
44042A	MARAETOTARA ROAD	263	no	21	46	Increased ranking due to segmentation
44035	LEADER ROAD	556	no	23	16	
44121A	POKEREKERE ROAD	174	no	24	58	
44057	MOTTRAM ROAD	659	no	25	22	
44054	MATIU ROAD	963	no	27	13	
44118B	WITHY ROAD	641	no	28	32	
44044B	MATAHI VALLEY ROAD	766	no	29	17	



4.2 Seal Extension Policy Review(Cont.)

Current Programme									
ID	Road Name	RANK	Cost Estimate	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
44116	THORNTON HALL ROAD	3	245,496		\$ 245,496				
44045	MATAHI VALLEY ROAD	4	162,000		\$ 162,000				
44002	NO 1 ROAD	5	276,594		\$ 276,594				
44044A	MATAHI VALLEY ROAD	6	376,065			\$ 376,065			
44046A	MATAHI VALLEY ROAD	8	383,520			\$ 383,520			
44044C	MATAHI VALLEY ROAD	10	364,350			\$ 364,350			
45379A	KOTORENUI ROAD	11	174,248			\$ 174,248			
44118A	WITHY ROAD	12	493,215		\$ 493,215				
45386	POKAIROA ROAD	15	812,715	Await outcome of PGF					
44033A	KOPE DRAIN ROAD	14	396,726				\$ 396,726		
44102	POKAIROA ROAD	17	3,279,468						
44046C	MATAHI VALLEY ROAD	18	292,782				\$ 292,782		
44114	POKAIROA ROAD	19	3,046,233	Await outcome of PGF					
44078	TROUTBECK ROAD	20	175,632				\$ 175,632		
44042A	MARAETOTARA ROAD	21	216,848					\$ 216,848	
44035	LEADER ROAD	23	313,656					\$ 313,656	
44121A	POKEREKERE ROAD	24	187,986					\$ 187,986	
44057	MOTTRAM ROAD	25	427,718						\$ 427,718
44054	MATIU ROAD	27	487,038						\$ 487,038
44118B	WITHY ROAD	28	418,133	Outside of 6-year programme.					
44044B	MATAHI VALLEY ROAD	29	484,695						
44000	TE WHETU ROAD	31	366,480						
45400C	TE TAWA ROAD	32	372,657						
			Total		\$ 1,177,305	\$ 1,298,183	\$ 865,140	\$ 718,490	\$ 914,756
			LTP Total		\$2,475,000		\$2,498,000		



4.2 Seal Extension Policy Review(Cont.)

Forthcoming Decisions



- Confirm no changes required as part the policy review
- Confirm through the Annual Plan if current budget allocations for the Seal Extension programme are to remain at current levels or otherwise



4.2 Seal Extension Policy Review(Cont.)



Questions



4.3 Minimalistic Speed Management Plan

4.3 *Minimalistic Speed Management Plan*

Bevan Gray, Ann-Elise Reynolds & Joe Metcalfe will speak to the attached report.

4.3 Minimalistic Speed Management Plan(Cont.)

Speed Management Plan

20 Nov 2024

Bevan Gray – GM Infrastructure

Ann-Elise Reynolds – Transport Manager

Joe Metcalfe – Team Leader Transport Strategy and Assets



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4.3 Minimalistic Speed Management Plan(Cont.)

Agenda



Today's briefing session will cover

- Changes to Setting of Speed Limit Rule
- Our Approach to School Speed Limits
- High Risk Road speed limits
- Out of context road speed limits
- Consultation requirements
- Identify February IPC decisions/next steps



4.3 Minimalistic Speed Management Plan(Cont.)

Setting of Speed Limits Rule, 2024



1. Requires variable signs to be installed at all schools by July 2026 with some exceptions:
 - Category 1 Schools - 30kph variable
 - Category 2 Schools – 60kph or less variable
2. Requires some speed limits under the previous rule to be revoked by June 2026. Doesn't impact our network.
3. Requires a cost benefit analysis for any speed limit changes (excluding those required at schools)
4. Will require consultation with the public (again)
5. There is no NLTF funding to implement required speed limit changes.

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4.3 Minimalistic Speed Management Plan(Cont.)

School Speed Limits



Requirement under the Rule

- Variable speed limits within 300m of school gates
- Static variable signs (see pic) allowed on all streets
- Electronic Variable signs can be used and will be more effective

Cost to implement

- \$480K – As per rule with Electronic Signs on Urban Arterials
- \$150k – As per rule (all static signs)

Option

- Provide an in principal agreement to proceed with school changes in line with the rule or with additional electronic signage.



4.3 Minimalistic Speed Management Plan(Cont.)

School Speed Limits



Options

1. Proceed as per the rule, seek additional funding for electronic signs through AP process
2. Proceed as per the rule, exclude electronic signage.
3. Undertake no further work on school speed limits until funding subsidy is made available for implementation.



4.3 Minimalistic Speed Management Plan(Cont.)

High-Risk Roads



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4.3 Minimalistic Speed Management Plan(Cont.)

High-Risk Roads + Other Changes



Process to implement:

1. Agree initial list of candidate roads **(today)**
2. Undertake economic assessment
3. Include roads in Draft SMP for Committee to approve for consultation **(Feb 2025)**
4. Undertake public Consultation on Draft SMP alongside School Speed Changes **(target March-April 2025)**
5. Confirm SMP through Council **(TBC 2025)**
6. Apply to Waka Kotahi for adoption
7. Installation **(2025/26 or as agreed)**



4.3 Minimalistic Speed Management Plan(Cont.)

High-Risk Roads



Overview

Injuries in last 5 years	Fatal	Serious	Minor	Current Speed	Proposed Speed
Ōhope Road	0	6	10	60temp	60
Tio Oyster	0	0	3	60temp	60
Thornton Road Blueberry Corner	0	2	14	100	80
Thornton Road – East bank, West Bank Intersections	0	0	4	100	70
Tāneatua Road	6	3	11	100	80
Te Teko Road	2	2	3	100	80



4.3 Minimalistic Speed Management Plan(Cont.)

High-Risk Roads



Ōhope Road

Temp 60kph limit to be made permanent

Injuries	Fatal	Serious	Minor
Last 5-years	0	6	10

Annual injury rate	Fatal	Serious	Minor
Pre reduction	0	1.4	2.6
Post reduction	0	0.66	1



4.3 Minimalistic Speed Management Plan(Cont.)

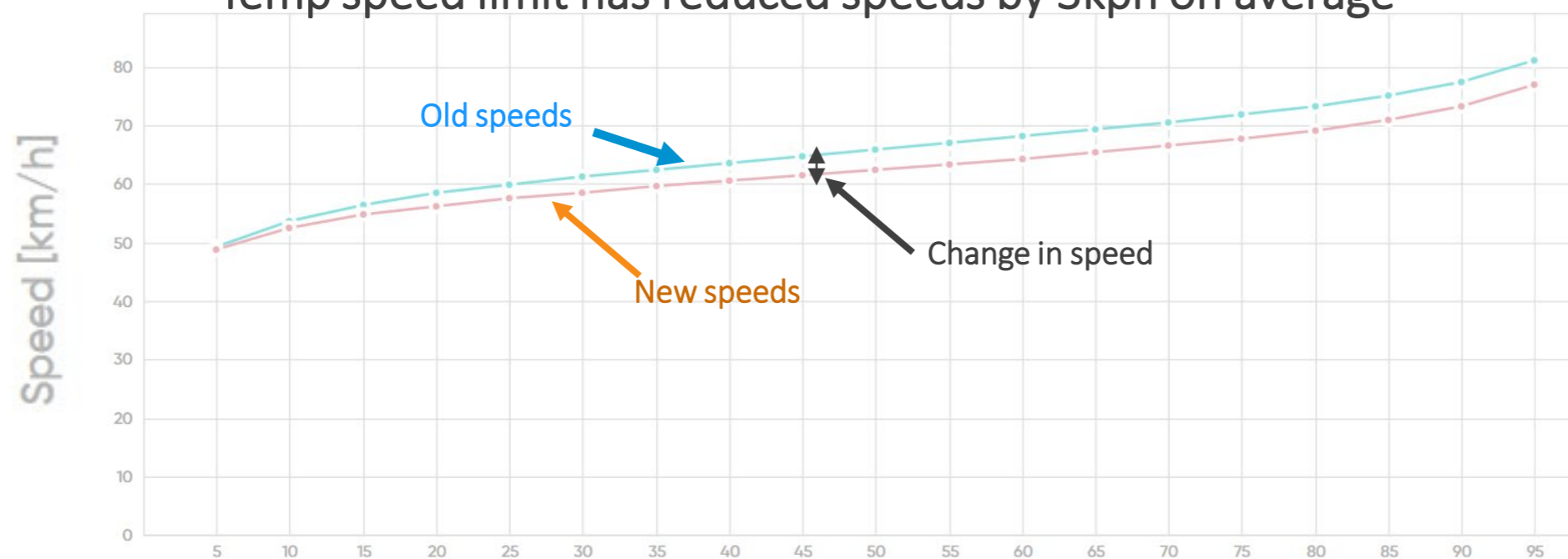
High-Risk Roads



Ōhope Road

Current 60kph limit to be made permanent

Temp speed limit has reduced speeds by 3kph on average



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Percentiles

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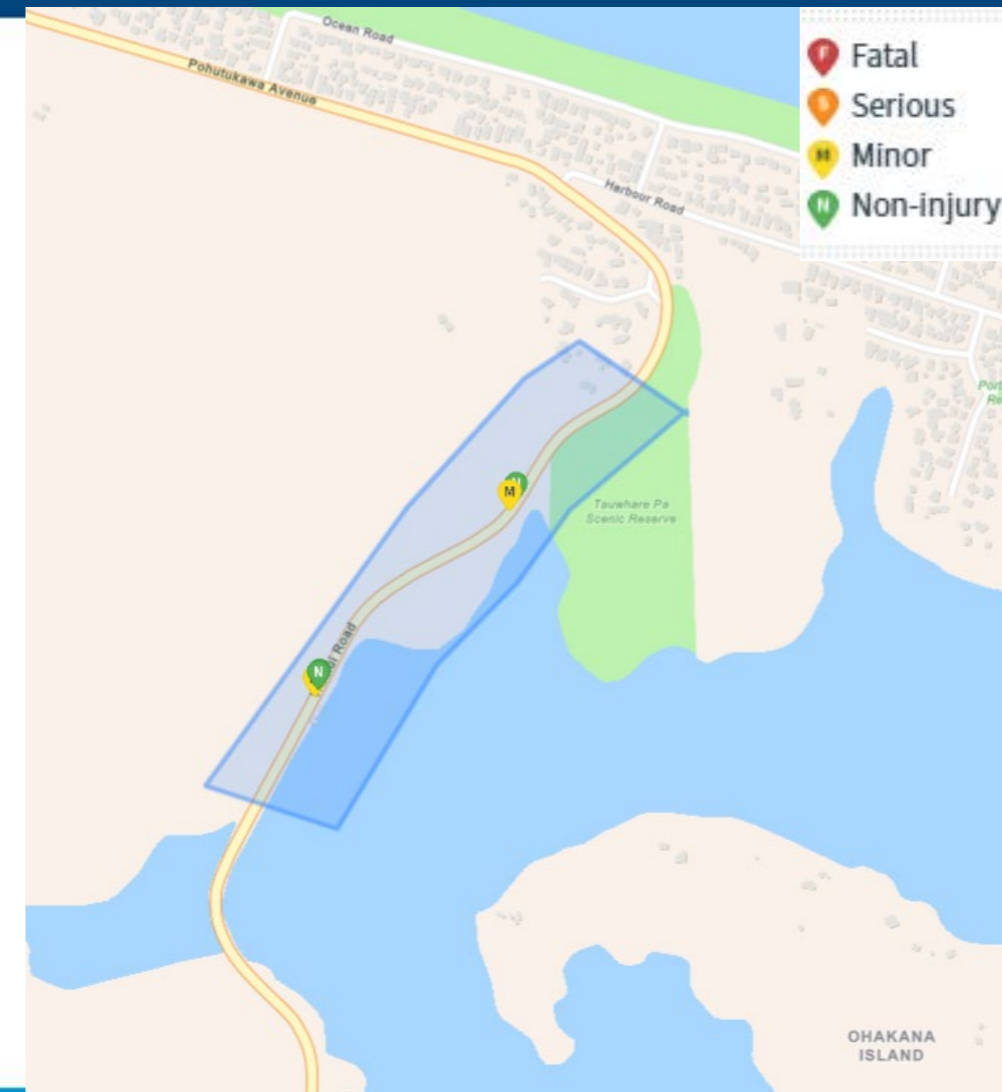
4.3 Minimalistic Speed Management Plan(Cont.)

High-Risk Roads



Tio Oyster Road

Temp 60kph limit to be made permanent



Injuries	Fatal	Serious	Minor
Last 5-years	0	0	3

Annual injury rate	Fatal	Serious	Minor
Pre reduction	0	0	0.75
Post reduction	0	0	0



4.3 Minimalistic Speed Management Plan(Cont.)

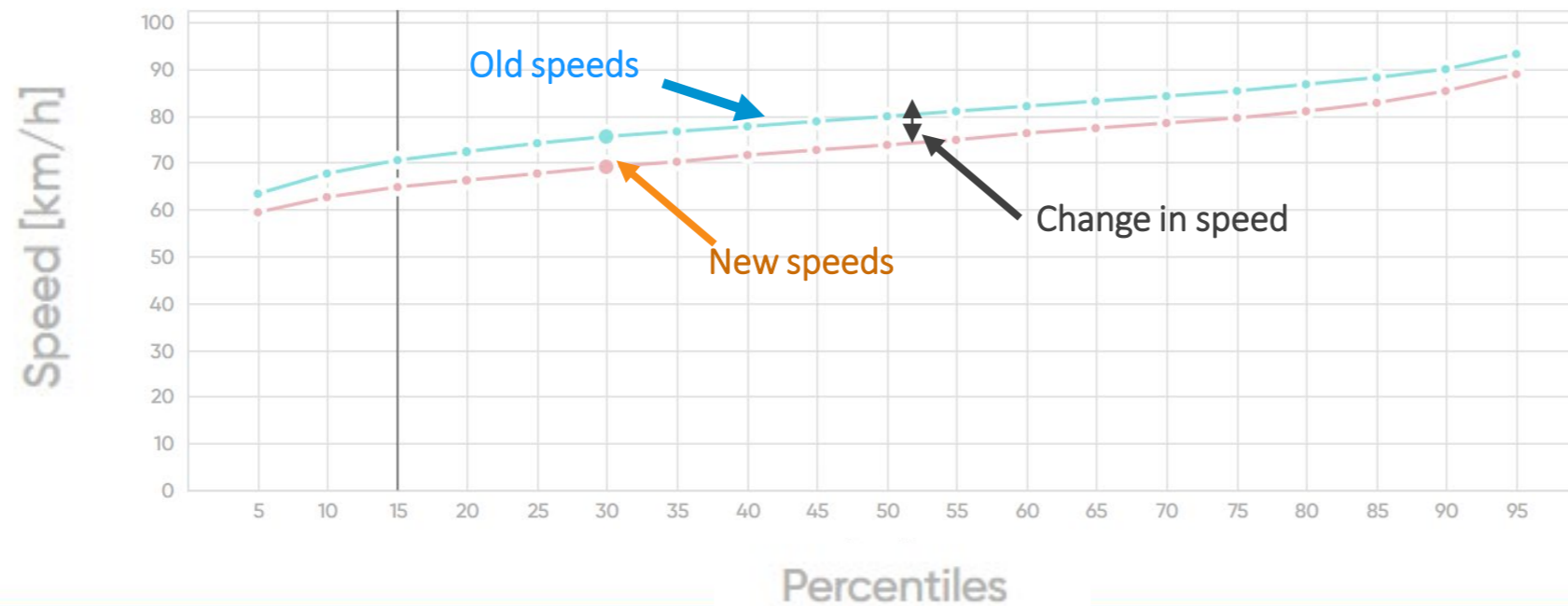
High-Risk Roads



Tio Oyster Road

Temp 60kph limit to be made permanent

Temp speed limit has reduced speeds by 5kph on average



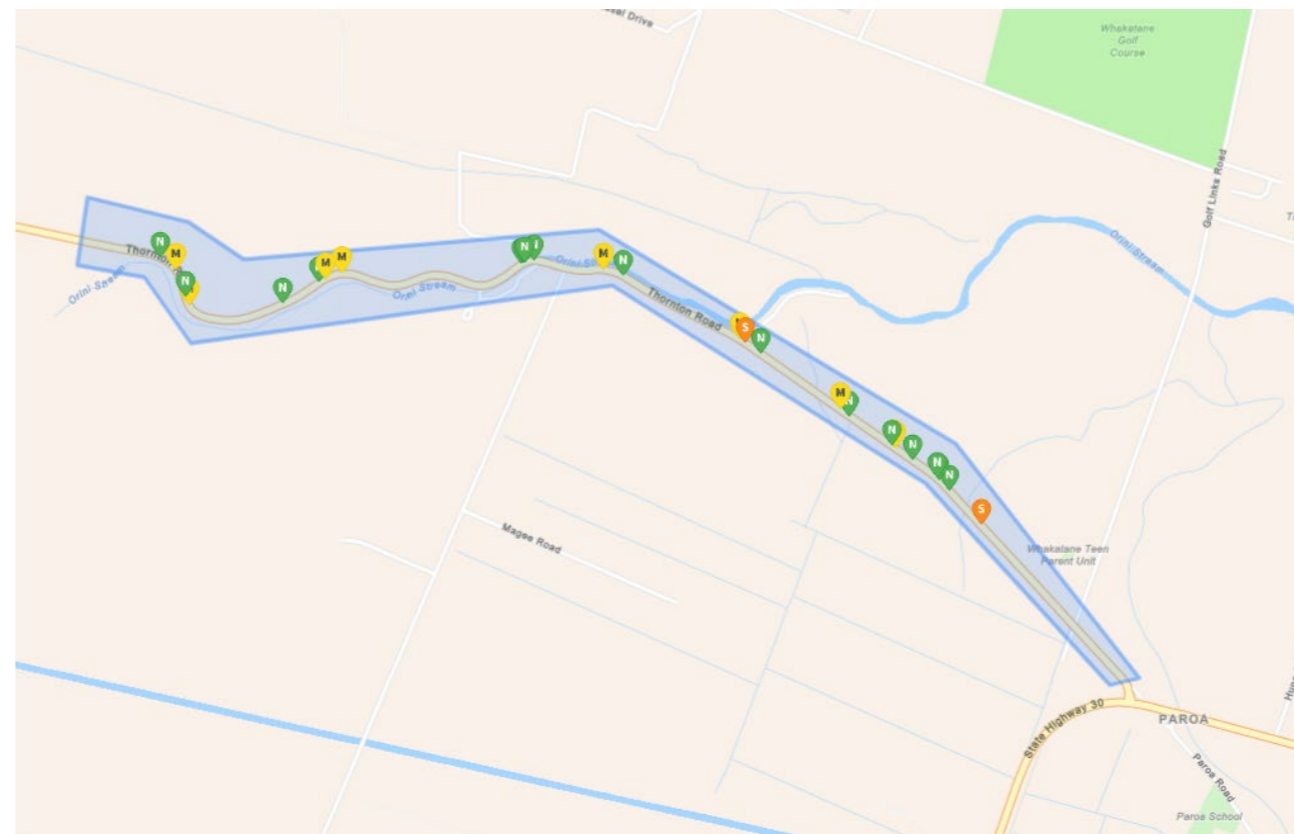
4.3 Minimalistic Speed Management Plan(Cont.)

High-Risk Roads



Thornton Road – SH30 to 472 Thornton Road
Reduced from 100kph to 80kph.
Subject to prior IPC Decision

Injuries	Fatal	Serious	Minor
Last 5-years	0	2	14



4.3 Minimalistic Speed Management Plan(Cont.)

High-Risk Roads

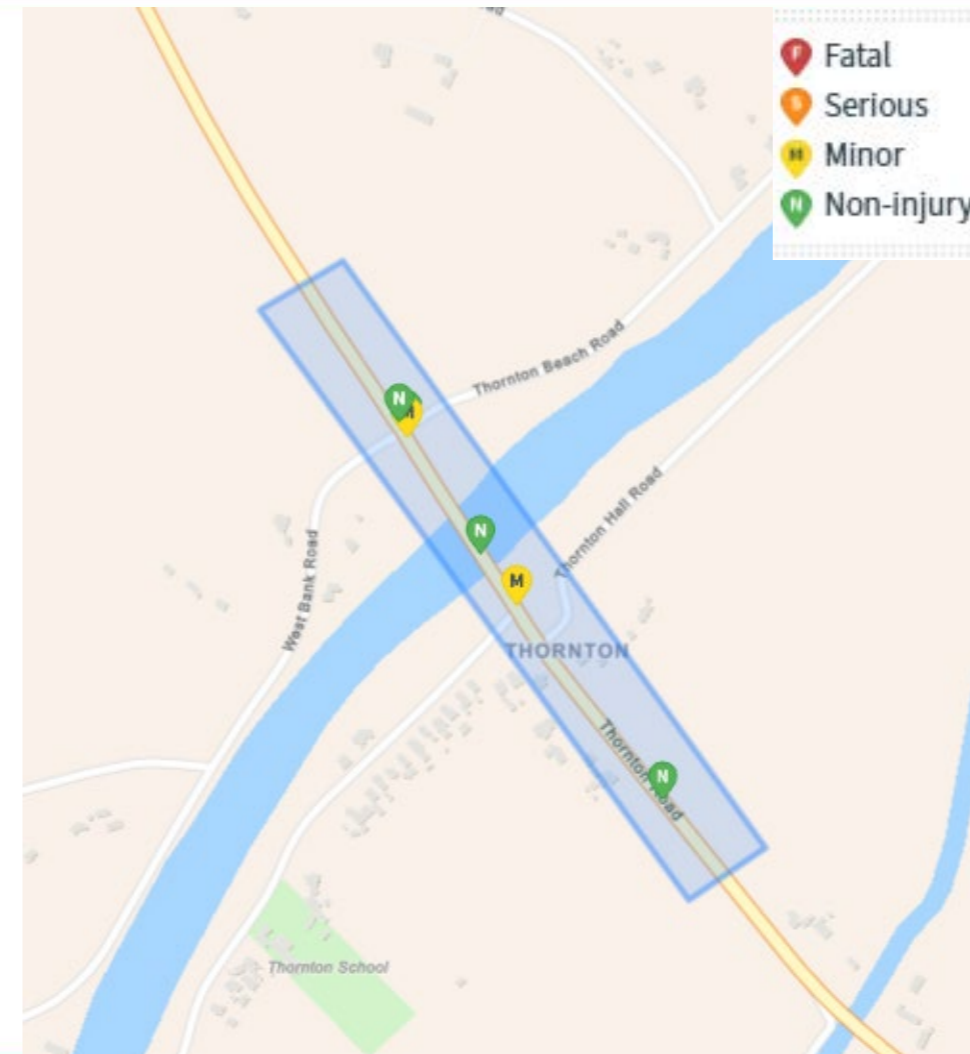


Thornton Road – East bank, West Bank Intersections
Relates to prior public submission
Will incorporate additional intersection signage (TBC)

Options

- reduce to 60kph
- reduce to 70kph.
- reduce to 80kph and connect with Blueberry Cnr speed zone (2.3km away)
- Provide all options in consultation Draft for consideration

Injuries	Fatal	Serious	Minor
Last 5-years	0	0	4



4.3 Minimalistic Speed Management Plan(Cont.)

High-Risk Roads



Tāneatua Road

Proposed reduction from 100 to 80kph

Injuries	Fatal	Serious	Minor
Last 5-years	6	3	11



4.3 Minimalistic Speed Management Plan(Cont.)

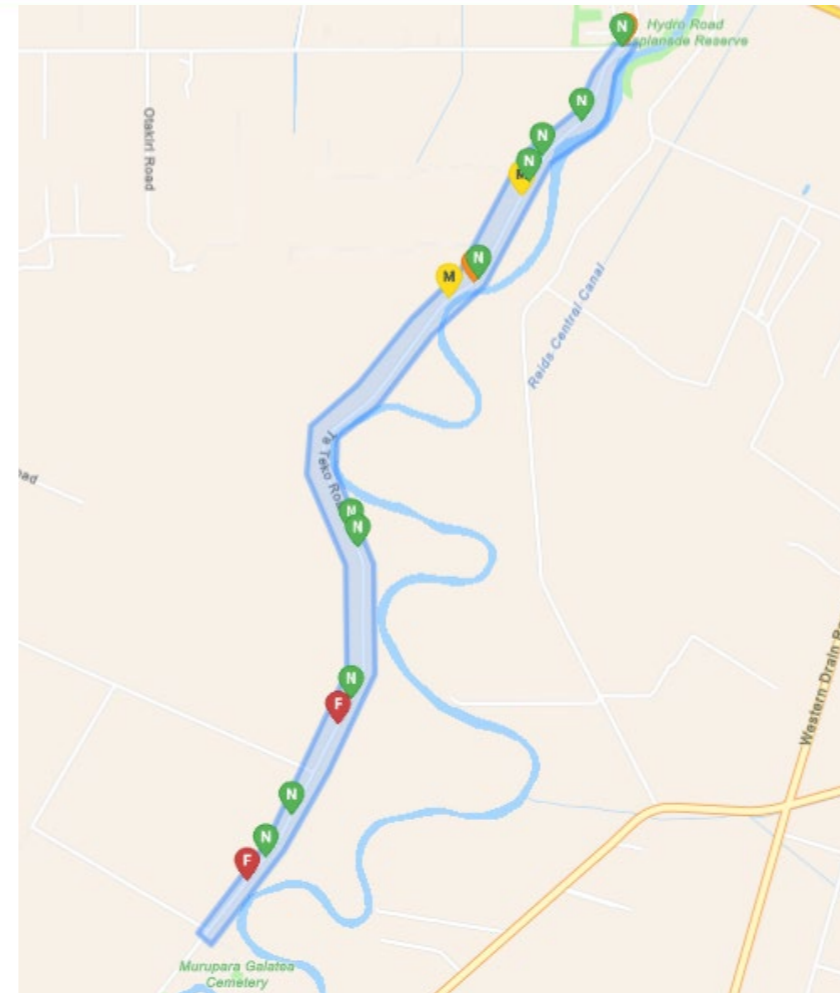
High-Risk Roads



Te Teko Road

Proposed reduction from 100kph to 80kph

Injuries	Fatal	Serious	Minor
Last 5-years	2	2	3



- F Fatal
- S Serious
- M Minor
- N Non-injury



4.3 Minimalistic Speed Management Plan(Cont.)

Out of Context Speeds



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4.3 Minimalistic Speed Management Plan(Cont.)

Out of Context Speeds



	Current (kph)	Proposed (kph)	Rational
Valley Road, Whakatane	70	50	To be consistent with other urban arterial roads in Whakatāne, reflects the high traffic, landuse (commercial business, churches) and residential function.
Keepa Road, Whakatane	80	60	To be appropriate for existing residential and commercial land use and planned growth in traffic volumes. Consistent with SH30 speed limit. Delay any change until harbour construction starts
Galatea Rd -Waiohau	80	60/50	Consistent with other rural villages (Te Teko, Awakeri, Thornton, etc)
Rūātoki	70	60/50	Consistent with other rural villages (Te Teko, Awakeri, Thornton, etc). Noting the planned development of Papakinga will further change the nature of this area.
Shaw Road	100	50	Requires updating since the sub-division to reflect normal urban residential streets



4.3 Minimalistic Speed Management Plan(Cont.)

Consultation Requirements



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4.3 Minimalistic Speed Management Plan(Cont.)

Consultation Requirements



Must include:

- Economic assessment crash reduction vs increase in travel time (similar to that undertaken for Blueberry Corners)
- Information pertaining to individual roads
 - Role and Function
 - How the road is used by different road users
 - Why a speed limit rule has been proposed ahead of infrastructure investment

Must be consistent with S82 of the LGA.



4.3 Minimalistic Speed Management Plan(Cont.)

Consultation Requirements



Must do everything reasonably possible to consult with:

- Māori affected by the change including land holders and any lands subject to claim
- Persons that use the roads for which speed limit changes are proposed
- Local communities
- Businesses located on roads
- Schools
- Road controlling authorities responsible for adjoining roads



4.3 Minimalistic Speed Management Plan(Cont.)



Committee Decisions

- Adopt a consultation draft Speed Management Plan.... Again.

OR

- Implement School Speed Limit changes with no Consultation and no Speed Management Plan

Annual Plan Decision

- Provide additional funding for school electronic signs
- Provide additional funding for implementation of new speed limits on high risk and out of context roads



4.3 Minimalistic Speed Management Plan(Cont.)



Questions



4.4 WDC Business Plan 2024-2025

4.4 WDC Business Plan 2024-2025

Leny Woolsey & Wouter Vullings will speak to the attached report.

The Business Plan supports implementation of our annual work programme, providing greater visibility and accountability for the things Council is working on for a one-year time period. The current Business Plan covers the 2024-25 financial year i.e. 1 July 2024-30 June 2025. Quarterly reporting on the Business Plan supports our intention to 'successfully deliver our intended work programme for the year'. Detailed information and insights are provided to the Executive Team for organisation management purposes, with top line results are provided through to the Finance and Performance Committee.

While the Business Plan is primarily intended for internal purposes, it can be a useful resource to share with external council stakeholders and partners and may be shared if required.

4.4 WDC Business Plan 2024-2025(Cont.)



WHAKATĀNE DISTRICT COUNCIL

Business Plan | Te Mahere Pakihi

2024-25

20 November 2024

Leny Woolsey - Acting GM Strategy & Transformation
Wouter Vullings - Senior advisor Strategy & Transformation

1. What is the Business Plan

The Business Plan summarises Council’s ‘work programme’, providing visibility and accountability for the things we are working on each year. It is a management tool for the Council to support implementation of Council’s primary business planning process - the [Long Term Plan 2024-34 \(LTP\)](#). While the LTP sets out the Council’s strategic direction, budget, services and projects for a 10-year period, the Business Plan provides a one-year ‘live’ view of the work programme at a more detailed level.

Whakatane District Council Strategic Priorities:



4.4 WDC Business Plan 2024-2025(Cont.)



2. Ensuring we are a strong, resilient organisation focused on continuous improvement

Council aims to continually improve, ensuring we evolve with our context and remaining agile to change. To deliver on this intention Council is investing into being a strong, resilient and enabled organisation that is fit for the current and future challenges that our District and its communities face. Specific areas of focus include strengthening relationships with Māori, enhancing project management culture, strengthening performance and risk management frameworks, ensuring we have the necessary tools and technology, and strengthening a values driven, people first, work culture.

3. Whakatāne District Council strives to be a values driven organisation

We recognise that it's not just about what we deliver, but also how we work. Our organisational vision and five values underpin how we work and behave and are also at the heart of our journey to continually improve as an organisation. We strive to be an organisation that delivers what we say we will, and that always learns and improves.

Whakatāne District Council Organisational Vision and Values:



4. Much of our work is delivered in partnership with others

We encourage an approach of 'working together' with our communities, iwi-hapū-whanau, central government, local businesses, neighbouring councils, and many others. This helps us keep in touch with the priorities and aspirations of our communities and also enables significant opportunities to deliver better outcomes for our District. We acknowledge that this approach of 'working in partnership' requires flexibility and that this may influence how and when we deliver on aspects of our work programme.

4.4 WDC Business Plan 2024-2025(Cont.)



5. We need to remain agile to deliver our work programme

The operating context for local government is increasingly dynamic, uncertain and changeable. Examples include changes in Central Government policy, impacts of pandemics, exposure to natural hazards, the effects of climate change, migration flows, changing housing markets, economic cycles, inflationary pressures, technology change and evolving community expectations. These types of factors can influence the timing and prioritisation of our work programme. This means Council needs to remain flexible to adjust and adapt the implementation of our work programme. While the work programme is adjusted annually as part of budget development and review cycles, changes can also be required during the year.

Adjusting work programme priorities is a crucial management skill in to help balance the competing drivers of getting 'business as usual' done while engaging with new projects and tasks that enable change and development, and that address challenges and opportunities as they arise. The following list sets out considerations that will be used by Council's management team to support prioritisation of the work programme. These are in no particular order of importance.

Work programme prioritisation considerations:

- Delivering on our vision and strategic goals
- Managing and reducing risk
- Meeting legislative obligations
- Managing within financial constraints and resource limitations
- Managing within human resource capacity constraints
- Leveraging timebound opportunities (such as securing external funding)
- Building relationships, trust and confidence
- Managing the reputation of the Council and our District
- Enhancing the organisation and systems so it is future fit and efficient
- Providing response and recovery for Covid, disasters, and emergencies

6. Quarterly reporting on the Business Plan

The Business Plan is monitored and reported on a quarterly basis. Monitoring helps provides insight into progress and risk on the implementation of our overall work programme. Detailed management reporting is provided to the Council Executive Team and top-line reporting to the Finance and Performance Committee of Council. Alongside the 'enterprise' view provided by overall reporting on the Business Plan, many projects and work programmes of Council are monitored and reported in greater detail.

4.4 WDC Business Plan 2024-2025(Cont.)



7. Our work programme for the 2024-25 year

The following pages present the Whakatāne District Council work programme for the 2024-25 year. It should be noted that this represents a point in time and that the work programme may require variation during the year. In the first instance, work programme variations will be managed by the Chief Executive and Council Executive Leadership Team, with decision making elevated to Council, as/when required depending on the level of significance. This published work programme is supported by a live database to manage and track variations and to support work programme monitoring.

***Note on expected work programme changes:** At the time of publishing the Business Plan a number of work programme variations are being considered and are expected to be finalised mid-financial-year. These variations relate to significant reductions in transport subsidies from central government that will impact our transport work programme. Recent changes in Council management at the senior leadership level may bring further changes.*

4.4 WDC Business Plan 2024-2025(Cont.)

Ref #	Project / work programmes	GM Sponsor	Item type	Intended completion (FY)	FY 25	FY 26	FY 27	24-25 Q1	24-25 Q2	24-25 Q3	24-25 Q4
1	Democracy - Manapori										
1.01	Governance										
1.01.01	Administer meetings and agendas for Council and Committees	GM: People & Engagement	BAU	ongoing	x	x	x	x	x	x	x
1.01.02	Provide training and development programme for elected members	GM: People & Engagement	BAU	ongoing	x	x	x	x	x	x	x
1.01.03	Coordinate Local Government elections 2025 and elected member inductions	GM: People & Engagement	BAU	2026	x	x				x	x
1.02	Community Support and Grants										
1.02.01	Manage administration of community grants portfolio	GM: People & Engagement	BAU	ongoing	x	x	x	x	x	x	x
1.02.02	Administer (new) Reo Rua contestable fund	GM: People & Engagement	BAU	ongoing	x	x	x	x	x	x	x
1.03	Community Boards										
1.03.01	Administer meetings and agendas for Community Boards	GM: People & Engagement	BAU	ongoing	x	x	x	x	x	x	x
1.03.02	Provide training and development programme for community board members	GM: People & Engagement	BAU	ongoing	x	x	x	x	x	x	x
1.03.03	Support administration of Community Board discretionary funds	GM: People & Engagement	BAU	ongoing	x	x	x	x	x	x	x
2	Arts and Culture - Ngā Toi me te Ahurea										
2.01	Libraries and Galleries										
2.01.01	Manage service delivery for Whakatane library and exhibition centre - Te Koputu a te Whanga a Toi	GM: Community Experience	BAU	ongoing	x	x	x	x	x	x	x
2.01.02	Manage/support service delivery for satellite libraries	GM: Community Experience	BAU	ongoing	x	x	x	x	x	x	x
2.01.03	Develop and deliver annual libraries and galleries activities programme	GM: Community Experience	BAU	ongoing	x	x	x	x	x	x	x
2.01.04	Renewal and improvement of library collections	GM: Community Experience	BAU	ongoing	x	x	x	x	x	x	x
2.01.05	Implement Arts Culture and Creativity Strategy	GM: Community Experience	Programme	ongoing	x	x	x	x	x	x	x
2.01.06	Facilitate the delivery of the creative hub constellation (under Arts Culture Creativity Strategy)	GM: Community Experience	Project	2025	x			Initiatio	Planni	Deliver	Closur
2.01.07	Establish Hono Hapori out reach service (BOF project)	GM: Community Experience	Project	2025	x			Deliver	Closur		
2.01.08	Deliver Hono Hapori out reach service	GM: Community Experience	BAU	ongoing	x	x	x			x	x
2.02	Museums and Archives										
2.02.01	Manage service delivery for Whakatane Museum, collections and research - Te Whare Taonga o Taketake, and Heritage Gallery	GM: Community Experience	BAU	ongoing	x	x	x	x	x	x	x
2.02.02	Investigate relocating Te Pataka Korero (Heritage Gallery)	GM: Community Experience	Project	2025	x			Conce	Conce		
2.02.03	Collections condition assessment, cataloguing, and location project (storeroom 3)	GM: Community Experience	Project	2025	x			Deliver	Deliver	Deliver	Closur
3	District Partnerships - Ngā Kōtuituinga i te Rohe										
3.01	Strategic Māori Relationships										
3.01.01	Implement and report on Te Toi Waka Whakareī (Māori Relationships Strategy)	Kaihautu Strategic Māori Partnerships	Programme	ongoing	x	x	x	x	x	x	x
3.01.02	Implement Te Kahupapa - internal cultural competency framework (Noho Marae, Te reo Classes, Treaty of Waitangi training).	Kaihautu Strategic Māori Partnerships	BAU	ongoing	x	x	x	x	x	x	x
3.01.03	Develop internal guidelines and resources to support staff engagement with Iwi Hapu Whanau	Kaihautu Strategic Māori Partnerships	Project	2025	x			Initiatio	Planni	Deliver	Closur
3.01.04	Support iwi, hapū and whānau to participate and inform policy to incorporate Māori identity, stories and history into WDC activities, projects and	Kaihautu Strategic Māori Partnerships	BAU	ongoing	x	x	x	x	x	x	x
3.01.05	Provide relationship management support for staff to consider te ao māori views and to support interface of organisation and staff with iwi hapu	Kaihautu Strategic Māori Partnerships	BAU	ongoing	x	x	x	x	x	x	x
3.01.06	Support implementation of Iwi Policy Hub (BoF project)	Kaihautu Strategic Māori Partnerships	BAU	ongoing	x	x	x	x	x	x	x
3.02	Community Development										
3.02.01	Support development of new local community plans (Taneatua, Piripai/coastlands, Murupara, Matata)	GM: People & Engagement	BAU	ongoing	x	x	x	x	x	x	x
3.02.02	Support implementation and review of existing local community plan actions (Awatapu, Edgecumbe)	GM: People & Engagement	BAU	ongoing	x	x	x	x	x	x	x
3.02.03	Facilitate Youth Council meetings and work programme	GM: People & Engagement	BAU	ongoing	x	x	x	x	x	x	x
3.02.04	Youth Strategy implementation	GM: People & Engagement	Programme	ongoing	x	x	x	x	x	x	x
3.02.05	Community Wellbeing Project implementation	GM: People & Engagement	Programme	ongoing	x	x	x	x	x	x	x
3.02.06	Develop new Diversity Equity and Inclusion Policy	GM: People & Engagement	Project	2025	x			Deliver	Deliver	Closur	
3.02.07	Implement Diversity Equity and Inclusion actions (following completion of Policy)	GM: People & Engagement	Programme	ongoing	x	x	x	x	x	x	x
3.02.08	Support/partner community response to homelessness and rough sleeping	GM: People & Engagement	BAU	ongoing	x	x	x	x	x	x	x
3.03	Community and Road Safety										
3.03.01	Deliver campaigns to protect pedestrians, cyclists, and motorists	GM: People & Engagement	BAU	ongoing	x	x	x	x	x	x	x
4	Aquatic Centres - Ngā Puna Kauhoē										
4.01	Aquatic Centres										
4.01.01	Manage recreation service delivery for Whakatane District aquatic and fitness centre	GM: Community Experience	BAU	ongoing	x	x	x	x	x	x	x
4.01.02	Manage recreation service delivery for Murupara pool (summer season facility)	GM: Community Experience	BAU	ongoing	x	x	x	x	x	x	x
4.01.03	Whakatane Aquatic Centre maintenance and renewals	GM: Community Experience	BAU	ongoing	x	x	x	x	x	x	x
4.01.04	Murupara Aquatic Centre maintenance and renewals	GM: Community Experience	BAU	ongoing	x	x	x	x	x	x	x
4.01.05	Whakatane Aquatic Centre replacement of air handling units 1,2,3 (one per year 2025-27)	GM: Community Experience	Project	2027	x	x	x		Planni	Deliver	Closur

4.4 WDC Business Plan 2024-2025(Cont.)

Ref #	Project / work programmes	GM Sponsor	Item type	Intended completion (FY)	FY 25	FY 26	FY 27	24-25 Q1	24-25 Q2	24-25 Q3	24-25 Q4
4.01.07	Murupara pool heat pump repair or replacement	GM: Community Experience	Project	2026	x	x				Initiato	Planni
5	Events and Tourism - Ngā Pāpono me te Ahumahi Tāpoi										
5.01	Visitor Information										
5.01.01	Deliver i-site operations and align to national brand	GM: Strategy & Transformation	BAU	ongoing	x	x	x	x	x	x	x
5.01.02	Move i-site location to allow for BOPRC flood wall work	GM: Strategy & Transformation	Project	2025	x			Deliver	Closur		
5.02	Marketing and Events										
5.02.01	Prepare and implement annual destination marketing plan	GM: Strategy & Transformation	BAU	ongoing	x	x	x	x	x	x	x
5.02.02	Prepare and implement annual events plan and manage council events fund	GM: Strategy & Transformation	BAU	ongoing	x	x	x	x	x	x	x
5.02.03	Tourism product development	GM: Strategy & Transformation	BAU	ongoing	x	x	x	x	x	x	x
5.02.04	Complete tourism recovery programme and product development (CG grant funded until 2025)	GM: Strategy & Transformation	Programme	2025	x			x	x	x	x
5.02.05	Progress destination cycleways planning and implementation	GM: Strategy & Transformation	Programme	ongoing	x	x	x	x	x	x	x
5.02.06	Finalise Destination Management Plan in collaboration with Iwi	GM: Strategy & Transformation	Project	2025	x			?	?	?	?
5.02.07	Wharf Side Ohope capital improvements	GM: Strategy & Transformation	Project	2025	x			Deliver	Deliver	Deliver	Closur
5.02.08	Develop a culture and heritage interpretation strategy to support key trails and sites	GM: Strategy & Transformation	Project	2025	x			Deliver	Deliver	Deliver	Closur
6	Economic Development - Te Whakawhanake Taiāhanga										
6.01	Economic Development										
6.01.01	Support key economic development stakeholder relationships and partnerships (e.g. Toi-EDA, EPIC, EBoP Chamber of Commerce, neighbouring	GM: Strategy & Transformation	BAU	ongoing	x	x	x	x	x	x	x
6.01.02	Advance Council profile/reputation for being 'business enabling' through sponsorships, programmes, and events	GM: Strategy & Transformation	BAU	ongoing	x	x	x	x	x	x	x
6.01.03	Manage sister city relationships and related initiatives	GM: Strategy & Transformation	BAU	ongoing	x	x	x	x	x	x	x
6.01.04	Support business development and navigation of Council processes	GM: Strategy & Transformation	BAU	ongoing	x	x	x	x	x	x	x
6.01.05	Development of Eastern Bay of Plenty Regional Economic Development Strategy (Toi EDA led)	GM: Strategy & Transformation	Project	2025	x			Deliver	Closur		
6.01.06	Progress application to regional infrastructure fund / Kānoa (subject to completion of Regional Economic Development Strategy)	GM: Strategy & Transformation	Project	2025	x					?	?
6.01.07	Develop Whakatane District Economic Development Strategy (following development of Regional Economic Development Study)	GM: Strategy & Transformation	Project	2026	x	x				?	?
6.01.08	Investigate opportunity to establish business activation hub / business start-up programme	GM: Strategy & Transformation	Project	2025	x					?	?
6.01.09	Manage Boat Harbour project workstreams and shareholder reporting to Council	Chief Executive	Programme	ongoing	x	x	x	x	x	x	x
6.01.10	Reset town centre riverfront project funding in negotiation with central government (Te Ara Hou)	Chief Executive	Project	2025	x					?	?
6.02	Strategic Property										
6.02.01	Manage commercial leases	GM: Strategy & Transformation	BAU	ongoing	x	x	x	x	x	x	x
6.02.02	Manage Council property acquisition fund	GM: Strategy & Transformation	BAU	ongoing	x	x	x	x	x	x	x
6.02.03	Property disposals stage 1 - Assess stage 1 disposals and develop next steps	GM: Strategy & Transformation	Project	2025	x					Planni	Planni
6.02.04	Confirm CCTO implement preferred option (subject to Council decision on feasibility)	GM: Strategy & Transformation	Project	2025	x					?	?
6.02.05	Develop a plan for the Town Centre development sites (Walleys, Babinka, Credit Union)	GM: Strategy & Transformation	Project	2025	x					?	?
6.02.06	Integrate BoPRC town centre flood management with urban design master planning	GM: Strategy & Transformation	Project	2028	x	x	x			?	?
6.02.07	Deliver Wider District Town Centre Capital improvement projects (yr 1 plan, yr 2 roll out)	GM: Strategy & Transformation	Project	2026	x	x				Planni	Planni
6.02.08	Deliver Town Centre (Kōpepeo) Capital improvement projects (yr 1 plan, yr 2 roll out)	GM: Strategy & Transformation	Project	2026	x	x				Planni	Planni
6.02.09	Rephase and deliver Mitchell Park capital improvements project	GM: Strategy & Transformation	Project	2025	x					Planni	Planni
6.02.10	Review Town Centre vision document	GM: Strategy & Transformation	Project	2025	x					Planni	Planni
7	Climate Change and Resilience - Te Huringa Āhuarangi me te aumāngea ki ngā matepā tāiao										
7.01	Emergency Management										
7.01.01	Manage EOC staff training and development	GM: Development & Environment	BAU	ongoing	x	x	x	x	x	x	x
7.01.02	Build EOC readiness through capability enhancement initiatives	GM: Development & Environment	BAU	ongoing	x	x	x	x	x	x	x
7.01.03	Develop capability through collaboration with multi-agency partners	GM: Development & Environment	BAU	ongoing	x	x	x	x	x	x	x
7.01.04	Develop plans for known hazards and ensure reference material is fit for purpose	GM: Development & Environment	BAU	ongoing	x	x	x	x	x	x	x
7.01.05	Support community resilience through community education programmes	GM: Development & Environment	BAU	ongoing	x	x	x	x	x	x	x
7.01.06	Engage with Iwi and Hapu to support resilience and readiness	GM: Development & Environment	BAU	ongoing	x	x	x	x	x	x	x
7.01.07	Support community response initiatives	GM: Development & Environment	BAU	ongoing	x	x	x	x	x	x	x
7.01.08	Enhance resources for community resilience and response (BOF project)	GM: Development & Environment	Project	2025	x					Deliver	Deliver
7.02	Climate change and natural hazards										
7.02.02	Climate change strategy - implement and report on strategy action plans	GM: Strategy & Transformation	Programme	ongoing	x	x	x	x	x	x	x
7.02.03	Climate change adaptation programme development - stage 1: risk assessment	GM: Development & Environment	Project	2025	x					Deliver	Deliver

4.4 WDC Business Plan 2024-2025(Cont.)

Ref #	Project / work programmes	GM Sponsor	Item type	Intended completion (FY)	FY 25	FY 26	FY 27	24-25 Q1	24-25 Q2	24-25 Q3	24-25 Q4
7.02.04	Climate change adaptation programme development - stage 2: community prioritisation of climate risk	GM: Development & Environment	Project	2026	x	x				Planni	Deliver
7.02.08	Develop landslide risk management programme (policy, guidance, plan change)	GM: Development & Environment	Project	2026	x	x		Planni	Planni	Planni	Planni
7.02.11	Establish contestable climate change community fund (grants policy mechanism)	GM: Development & Environment	Project	2025	x			Initiatio	Planni	Deliver	Closur
8	Stormwater - Wai Āwhā										
8.01	Stormwater Drainage										
8.01.01	Stormwater operations, maintenance and renewals - Ongoing operations, maintenance and general renewals programme	GM: Infrastructure	BAU	ongoing	x	x	x	x	x	x	x
8.01.02	Stormwater operations, maintenance and renewals - Unplanned reactive works as required	GM: Infrastructure	BAU	ongoing	x	x	x	x	x	x	x
8.01.03	Stormwater renewal and upgrade - Stormwater major pump replacement projects	GM: Infrastructure	Project	2026	x	x		?	?	?	?
8.01.04	Stormwater renewal and upgrade - Hinemoa stormwater pumpstation rebuild (Whakatane western catchment)	GM: Infrastructure	Project	2025	x			Deliver	Deliver	Deliver	Closur
8.01.05	Stormwater renewal and upgrade - Whakatane James St and Riverside Drive stormwater improvements	GM: Infrastructure	Project	2026	x	x			?	?	?
8.01.06	Stormwater renewal and upgrade - Construction of Apanui Linear Park	GM: Infrastructure	Project	2025	x			Deliver	Closur		
8.01.11	Stormwater consents replacements (ongoing as required)	GM: Infrastructure	Programme	ongoing	x	x	x	x	x	x	x
9	Wastewater - Te Parakaingaki										
9.01	Wastewater Services										
9.01.01	Wastewater operations, maintenance and renewals - ongoing operations, maintenance and general renewals programme	GM: Infrastructure	BAU	ongoing	x	x	x	x	x	x	x
9.01.02	Wastewater operations, maintenance and renewals - Unplanned reactive works as required	GM: Infrastructure	BAU	ongoing	x	x	x	x	x	x	x
9.01.03	Wastewater renewals - Pumpstation renewals	GM: Infrastructure	BAU	ongoing	x	x	x	x	x	x	x
9.01.04	Wastewater renewals - Network renewals	GM: Infrastructure	BAU	ongoing	x	x	x	x	x	x	x
9.01.06	Wastewater renewals - Edgecumbe wastewater relining	GM: Infrastructure	Project	2029	x	x	x	?	?	?	?
9.01.07	Wastewater upgrades - Whakatane wastewater treatment plant upgrade	GM: Infrastructure	Project	2027	x	x	x	Planni	Planni	Planni	Deliver
9.01.08	Wastewater upgrades - Ohope wastewater treatment plant desludging and floating wetlands	GM: Infrastructure	Project	2026	x	x		Deliver	Deliver	Closur	Planni
9.01.09	Wastewater upgrades - Matata wastewater scheme development	GM: Infrastructure	Project	2029	x	x	x	?	?	?	?
9.01.10	Wastewater planning - Whakatane wastewater model network update	GM: Infrastructure	Project	2027	x	x	x	?	?	?	?
9.02	Trade Waste										
9.02.01	Trade Waste - Monitor tradewaste discharge and implement charging regime	GM: Infrastructure	BAU	ongoing	x	x	x	x	x	x	x
10	Water Supply - Te Mātāpuna Wai										
10.01	Water Supply										
10.01.01	Water Supply operations, maintenance and renewals - ongoing operations, maintenance and general renewals programme	GM: Infrastructure	BAU	ongoing	x	x	x	x	x	x	x
10.01.02	Water Supply operations, maintenance and renewals - Unplanned reactive works as required	GM: Infrastructure	BAU	ongoing	x	x	x	x	x	x	x
10.01.03	Water Supply renewals - Pump station renewals	GM: Infrastructure	BAU	ongoing	x	x	x	x	x	x	x
10.01.04	Water Supply renewals - Network renewals	GM: Infrastructure	BAU	ongoing	x	x	x	x	x	x	x
10.01.05	Water Supply renewals - Treatment plants renewals and associated upgrades	GM: Infrastructure	BAU	ongoing	x	x	x	x	x	x	x
10.01.06	Water Supply renewals - Reservoir and storage renewals and associated upgrades	GM: Infrastructure	BAU	ongoing	x	x	x	x	x	x	x
10.01.07	Water Supply renewals - Telemetry and monitoring equipment renewal and associated upgrades	GM: Infrastructure	BAU	ongoing	x	x	x	x	x	x	x
10.01.09	Water Supply safety improvements - Implementation of water safety improvements plans	GM: Infrastructure	Programme	ongoing	x	x	x	x	x	x	x
10.01.10	Water Supply safety improvements - Backflow reduction programme	GM: Infrastructure	Programme	ongoing	x	x	x	x	x	x	x
10.01.11	Water Supply safety improvements - Murupara water treatment	GM: Infrastructure	Project	2027	x	x	x	Initiatio	Initiatio	?	?
10.01.12	Water Supply safety improvements - Rūātōki water source and treatment plant	GM: Infrastructure	Project	2026	x	x		Initiatio	Initiatio	?	?
10.01.13	Water Supply upgrades - Otumahi reservoir and pipelines	GM: Infrastructure	Project	2025	x			Deliver	Deliver	Deliver	Closur
10.01.15	Water Supply upgrades - Implement digital waters strategy (including smart water metering)	GM: Infrastructure	Programme	ongoing	x	x	x	x	x	x	x
10.01.17	Water Supply planning - Whakatane water safety plan	GM: Infrastructure	Project	2027	x	x	x	?	?	?	?
10.01.18	Water Supply planning - Whakatane water scheme pressure reduction plan	GM: Infrastructure	Project	2026	x	x		Initiatio	Initiatio	Initiatio	Planni
10.01.19	Water Supply planning - Water leakage and water loss plan	GM: Infrastructure	Project	2025	x			?	?	?	?
10.02	Three Waters Management										
10.02.01	3W Management - Navigate and implement response to 'local waters done well' reform	GM: Infrastructure	Programme	ongoing	x	x	x	x	x	x	x
10.02.02	3W Management - Water equalisation rates review	GM: Infrastructure	Project	2026	x	x		Initiatio	Planni	Deliver	Deliver
10.02.03	3W Management - Development of Water Strategy	GM: Infrastructure	Project	2026	x	x			Initiatio	Planni	Deliver
15.04	Water and Wastewater Consent Replacement Programme (existing consents expiring 2026)										
15.04.01	Wastewater discharge consent replacements (Equalised schemes)	GM: Infrastructure	Programme	ongoing	x	x	x	Initiatio	Planni	Deliver	Deliver
15.04.02	Wastewater discharge consent replacements - Murupara scheme	GM: Infrastructure	Programme	ongoing	x	x	x	Initiatio	Planni	Deliver	Deliver

4.4 WDC Business Plan 2024-2025(Cont.)

Ref #	Project / work programmes	GM Sponsor	Item type	Intended completion (FY)	FY 25	FY 26	FY 27	24-25 Q1	24-25 Q2	24-25 Q3	24-25 Q4
15.04.03	Water Supply consent replacements (Equalised schemes)	GM: Infrastructure	Programme	ongoing	x	x	x		Initiatio	Planni	Deliver
15.04.04	Water Supply consent - Murupara scheme	GM: Infrastructure	Programme	ongoing	x	x	x		Initiatio	Planni	Deliver
11	Ports and Harbour - Ngā Tumū Herenga Waka me ngā Wahapū										
11.01	Ports and Harbour										
11.01.01	Ports and harbour maintenance, renewal and minor improvements	GM: Infrastructure	BAU	ongoing	x	x	x	x	x	x	x
11.01.02	Maintenance/dredging of river channel and bar	GM: Infrastructure	BAU	ongoing	x	x	x	x	x	x	x
11.01.03	Wairaka Centennial Park river steps and access improvements	GM: Community Experience	Project	2025	x			Deliver	Closur		
11.01.04	Review of Ports and Harbour operation plan	GM: Infrastructure	Project	2025	x			Deliver	Deliver	Closur	
11.01.05	Funding review of Ports and Harbour	GM: Infrastructure	Project	2025	x			Initiatio	Planni	Planni	Closur
12	Parks and Reserves - Ngā Papa Rēhia me ngā Whenua tāpui										
12.01	Parks, Reserves and Gardens										
12.01.01	Parks, reserves, playgrounds playgrounds maintenance, renewals, and minor improvements	GM: Community Experience	BAU	ongoing	x	x	x	x	x	x	x
12.01.02	Manage bookings of community facilities and reserves	GM: Community Experience	BAU	ongoing	x	x	x	x	x	x	x
12.01.03	Support mountain bike group on potential MTB trail development	GM: Community Experience	BAU	ongoing	x	x	x	x	x	x	x
12.01.04	Accessible play spaces improvements	GM: Community Experience	Programme	2029	x	x	x	x	x	x	x
12.01.05	Play space improvements	GM: Community Experience	Programme	ongoing	x	x	x	x	x	x	x
12.01.06	New playground shadesails and shelters	GM: Community Experience	Programme	ongoing	x	x	x	x	x	x	x
12.01.08	Develop People and Places Strategy (formerly Open Spaces Strategy)	GM: Community Experience	Project	2025	x			Deliver	Deliver	Deliver	Closur
12.01.09	Develop urban tree strategy	GM: Community Experience	Project	2025	x			Deliver	Closur		
12.01.10	Ngā Tapuwāe o Toi West End trail reinstatement (subject to external funding)	GM: Community Experience	Project	2025	x			?	?	?	?
12.01.11	Awatapu Lagoon wetland planning and construction	GM: Community Experience	Project	2027	x	x	x	Planni	Planni	Deliver	Deliver
12.01.13	BOF-Southern Regen-Minginui (subject to masterplan completion: 15.03.06)	GM: Community Experience	Project	2025	x			?	?	?	?
12.01.14	BOF-Southern Regen-Murupara (subject to masterplan completion: 15.03.07)	GM: Community Experience	Project	2025	x			?	?	?	?
12.01.16	Maratotara reserve improvements	GM: Community Experience	Project	2026	x	x			Initiatio	Planni	Deliver
12.01.19	New Water supply Anihenua Campground	GM: Community Experience	Project	2025	x			Deliver	Closur		
12.02	Cemeteries and crematorium										
12.02.01	Manage operation of cemeteries and crematorium	GM: Community Experience	BAU	ongoing	x	x	x	x	x	x	x
12.02.02	Cemeteries and crematorium maintenance, renewals and minor improvements	GM: Community Experience	Programme	ongoing	x	x	x	x	x	x	x
12.02.03	Acquire land and develop plan for new cemetery (subject to land availability)	GM: Community Experience	Project	ongoing	x	x	x	?	?	?	?
12.02.04	Taneatua Cemetery Expansion	GM: Community Experience	Project	2025	x			Initiatio	Planni	Deliver	Closur
13	Holiday Park - Tūnga Hararei										
13.01	Whakatāne Holiday Park										
13.01.01	Manage operation and service delivery of Whakatāne holiday park	GM: Community Experience	BAU	ongoing	x	x	x	x	x	x	x
13.01.02	Holiday Park maintenance, renewals and minor improvements	GM: Community Experience	BAU	ongoing	x	x	x	x	x	x	x
13.01.03	Holiday Park Ablutions Block upgrade	GM: Community Experience	Project	2025	x					Deliver	Closur
14	Transport Connections - Ngā Hononga Waka										
14.01	Transport Network Connections (*Subject to change due to Waka Kotahi priorities)										
14.01.01	Transport ongoing operations, maintenance and general renewals programmes	GM: Infrastructure	BAU	ongoing	x	x	x	x	x	x	x
14.01.02	Maintenance and renewals - resurfacing	GM: Infrastructure	BAU	ongoing	x	x	x	x	x	x	x
14.01.03	Maintenance and renewals - road rehabilitation	GM: Infrastructure	BAU	ongoing	x	x	x	x	x	x	x
14.01.04	Maintenance and renewals - Retaining wall projects	GM: Infrastructure	Programme	2027	x	x	x	Planni	Planni	Deliver	Deliver
14.01.05	Maintenance and renewals - Mimiha Bridge renewal	GM: Infrastructure	Project	2025	x			Deliver	Deliver	Closur	
14.01.06	* Improvements - seal extensions programme	GM: Infrastructure	Programme	ongoing	x	x	x	x	x	x	x
14.01.07	* Improvements for safety - safety, access, speed management	GM: Infrastructure	Programme	ongoing	x	x	x	x	x	x	x
14.01.08	* Improvements for Resilience - Manawahe and Matahi Road – Seal Widening	GM: Infrastructure	Programme	ongoing	x	x	x	x	x	x	x
14.01.09	* Improvements for Resilience - Taneatua Rd - Blue Rock Quarry	GM: Infrastructure	Project	2026	x	x		Planni	Planni	Planni	Planni
14.01.10	* Improvements for Resilience - Taneatua Rd - Red Devon Curves	GM: Infrastructure	Project	2027	x	x	x	Planni	Planni	Planni	Planni
14.01.11	* Improvements for Resilience - Electronic advanced warning signage	GM: Infrastructure	Project	2025	x			Planni	Deliver	Deliver	Closur
14.01.12	* Improvements for Resilience - Rewatu Road Underslip	GM: Infrastructure	Project	2025	x			Planni	Planni	Deliver	Closur
14.01.13	* Improvements for Resilience - Manawahe Rd Flood Resilience Project	GM: Infrastructure	Project	2025	x			Planni	Deliver	Closur	

4.4 WDC Business Plan 2024-2025(Cont.)

Ref #	Project / work programmes	GM Sponsor	Item type	Intended completion (FY)	FY 25	FY 26	FY 27	24-25 Q1	24-25 Q2	24-25 Q3	24-25 Q4
14.01.14	* Improvements for Resilience - Smith Rd new bridge (BoPRC led)	GM: Infrastructure	Project	2025	x				Deliver	Deliver	Closur
14.01.15	* Improvements for Growth - Goulstone Rd Safe Crossings	GM: Infrastructure	Project	2025	x			Planni	Deliver	Deliver	Closur
14.01.16	* Improvements for Growth - Bridge/Arawa Roundabout	GM: Infrastructure	Project	2026	x	x		Planni	Planni	Planni	Planni
14.01.17	* Improvements for Growth - Keepa Rd improvements	GM: Infrastructure	Project	2026	x	x		Planni	Planni	Planni	Planni
14.01.20	* Transport planning - Network resilience	GM: Infrastructure	Project	2026	x	x		Planni	Planni	Planni	Planni
14.01.21	* Transport planning - Transport system programme business case	GM: Infrastructure	Project	2027	x	x	x	Planni	Planni	Planni	Planni
14.02	Shared Use Pathways										
14.02.01	Active Whakatane implementation - Henderson St shared use path	GM: Infrastructure	Project	2025	x			Planni	Deliver	Deliver	Closur
14.02.02	Active Whakatane implementation - Hinemoa St shared use path	GM: Infrastructure	Project	2025	x			Planni	Deliver	Deliver	Closur
14.02.03	Active Whakatane implementation - Edgcombe to Thornton trail, four stages (BoF project)	GM: Infrastructure	Project	2026	x	x		Deliver	Deliver	Deliver	Deliver
14.03	Parking Enforcement										
14.03.01	Monitor and enforce parking regulations	GM: Development & Environment	BAU	ongoing	x	x	x	x	x	x	x
15	Building and Resource Management - Whakahaere Whare me ngā Rawa										
15.01	Building Services										
15.01.01	Manage processing of building consent applications, LIMs, and territorial authority building control functions.	GM: Development & Environment	BAU	ongoing	x	x	x	x	x	x	x
15.02	Resource Consents										
15.02.01	Manage processing of resource consent applications	GM: Development & Environment	BAU	ongoing	x	x	x	x	x	x	x
15.02.02	Monitor compliance with WDC issued resource consents and district plan	GM: Development & Environment	BAU	ongoing	x	x	x	x	x	x	x
15.03	Resource Management Policy										
15.03.01	Prepare resource consents for Council key projects	GM: Development & Environment	BAU	ongoing	x	x	x	x	x	x	x
15.03.02	Navigate Resource Management Reform and legislative change	GM: Development & Environment	BAU	ongoing	x	x	x	x	x	x	x
15.03.03	Develop Eastern Bay of Plenty Spatial Plan	GM: Development & Environment	Project	2026	x	x		Deliver	Deliver	Deliver	Deliver
15.03.05	Develop housing strategy	GM: Development & Environment	Project	2025	x			Planni	Deliver	Deliver	Closur
15.03.06	Murupara future planning (and early amenity projects: 12.01.13) (BOF project)	GM: Development & Environment	Project	2026	x	x		?	?	?	?
15.03.07	Minginui future planning (and early amenity projects: 12.01.14) (BOF project)	GM: Development & Environment	Project	2026	x	x		?	?	?	?
15.03.08	Plan change 8 - rezoning of Julian's Berry farm and adjacent properties to residential	GM: Development & Environment	Project	2026	x	x		Deliver	Deliver	Deliver	Deliver
15.03.09	Plan change 4 - review of rules for built floor levels to mitigate flooding	GM: Development & Environment	Project	2027	x	x	x	Planni	Deliver	Deliver	Deliver
15.03.12	Remediation of 60 Bunyan Road site	GM: Development & Environment	Project	2026	x	x		?	?	?	?
16	Waste Management - Whakahaere Para										
16.01	Waste Disposal										
16.01.01	Manage kerbside waste collection	GM: Infrastructure	BAU	ongoing	x	x	x	x	x	x	x
16.01.02	Manage transport and disposal of landfill waste	GM: Infrastructure	BAU	ongoing	x	x	x	x	x	x	x
16.01.03	Monitor and ensure compliance of closed landfills	GM: Infrastructure	BAU	ongoing	x	x	x	x	x	x	x
16.01.04	Implement national waste management reporting requirements	GM: Infrastructure	BAU	ongoing	x	x	x	x	x	x	x
16.01.05	Review of asset management plan for Waste Management and Minimisation activity	GM: Infrastructure	Project	2025	x			Deliver	Closur		
16.01.06	Implementation of fees and charges at Murupara facility (alongside Murupara Resource Recovery Centre upgrade)	GM: Infrastructure	Project	2025	x			Initiatio	Planni	Deliver	Closur
16.02	Waste Minimisation										
16.02.01	Manage Resource Recovery Centres in Whakatane and Murupara	GM: Infrastructure	BAU	ongoing	x	x	x	x	x	x	x
16.02.02	Manage greenwaste composting services	GM: Infrastructure	BAU	ongoing	x	x	x	x	x	x	x
16.02.03	Work with communities on waste minimisation initiatives (e.g. marae initiatives, crew construction waste diversion project, subsidised home	GM: Infrastructure	BAU	ongoing	x	x	x	x	x	x	x
16.02.04	Consultation and implementation of Central Govt regulatory changes – waste minimisation act, NZ waste strategy, litter act	GM: Infrastructure	BAU	ongoing	x	x	x	x	x	x	x
16.02.05	Consultation and implementation of product stewardship schemes as initiated by Central Govt	GM: Infrastructure	BAU	ongoing	x	x	x	x	x	x	x
16.02.06	Support to regional waste strategy (central North Island waste liaison group)	GM: Infrastructure	BAU	2026	x	x		x	x	x	x
16.02.07	Upgrade Murupara resource recovery centre	GM: Infrastructure	Project	2025	x			Initiatio	Planni	Deliver	Closur
17	Community Regulation - Ngā Waeture Hapori										
17.01	Animal Control										
17.01.01	Deliver dog registration and animal control services	GM: Development & Environment	BAU	ongoing	x	x	x	x	x	x	x
17.02	Environmental Health										
17.02.01	Manage licensing and monitoring for registered premises and environmental health	GM: Development & Environment	BAU	ongoing	x	x	x	x	x	x	x
17.03	Liquor Licensing										

4.4 WDC Business Plan 2024-2025(Cont.)

Ref #	Project / work programmes	GM Sponsor	Item type	Intended completion (FY)	FY 25	FY 26	FY 27	24-25 Q1	24-25 Q2	24-25 Q3	24-25 Q4
17.03.01	Manage licensing and monitoring for liquor control, liquor bans, and gambling premises	GM: Development & Environment	BAU	ongoing	x	x	x	x	x	x	x
17.04	Regulation Monitoring										
17.04.01	Monitor and enforce Council regulations and bylaws*	GM: Development & Environment	BAU	ongoing	x	x	x	x	x	x	x
17.04.02	Review bylaw compliance framework, policy and approach	GM: Development & Environment	Project	2025	x			Initiatio	Planni	Deliver	Closur
18	Community Facilities - Ngā Rawa Hāpori										
18.01	Halls										
18.01.01	Urban and Rural Hall facilities maintenance, renewals and minor improvements	GM: Community Experience	BAU	ongoing	x	x	x	x	x	x	x
18.01.02	Interim maintenance and renewals for Whakatane War Memorial Hall	GM: Community Experience	BAU	ongoing	x	x	x	x	x	x	x
18.01.05	Rex Morpeth Park health, safety and accessibility improvements (stage 1 works)	GM: Community Experience	Programme	2028	x	x	x	x	x	x	x
18.01.03	Rex Morpeth Park recreation hub - finalise Master plan	GM: Community Experience	Project	2026	x	x	x	Deliver	Deliver	Deliver	Deliver
18.01.04	Rex Morpeth Park recreation hub - develop external funding plan	GM: Community Experience	Project	2026	x	x					Planni
18.01.06	Creative Hub building works	GM: Community Experience	Project	2025	x				Planni	Deliver	Closur
18.02	Public Conveniences										
18.02.01	Public conveniences maintenance, renewals and minor improvements	GM: Community Experience	BAU	ongoing	x	x	x	x	x	x	x
18.02.02	James St Kōpepeo toilets (relocate and rebuild - site dependent TBC before project can commence)	GM: Community Experience	Project	2026	x	x		?	?	?	?
19	Whakatane Airport CCO										
19.01	Whakatane Airport CCO										
19.01.01	Airport maintenance, renewals and minor improvements (to CAA standard)	GM: Infrastructure	BAU	ongoing	x	x	x	x	x	x	x
19.01.02	Manage Airport CCO planning, reporting and joint venture relationship	GM: Infrastructure	BAU	ongoing	x	x	x	x	x	x	x
19.01.03	Airport marketing and stakeholder relationship management	GM: Infrastructure	BAU	ongoing	x	x	x	x	x	x	x
19.01.04	Develop Airport Masterplan	GM: Infrastructure	Project	2025	x			Deliver	Closur		
19.01.05	Develop business plans, feasibility studies and funding strategy to implement Airport Masterplan	GM: Infrastructure	Project	2026	x	x			Planni	Planni	Planni
19.01.06	Feasibility study for hangar development (and initial development trial)	GM: Infrastructure	Project	2025	x			Deliver	Closur		
20	Corporate Services - Ngā Ratonga Rangatōpū										
20.01	Corporate Fleet										
20.01.01	Manage council vehicle fleet in line with vehicle strategy	CFO-GM: Business Partnering	BAU	ongoing	x	x	x	x	x	x	x
20.01.02	Fleet optimisation review	CFO-GM: Business Partnering	Project	2026	x	x			Initiatio	Planni	Planni
20.02	EPMO (Corporate Project Management Office)										
20.02.01	Develop EPMO pathway, project plan, and initial pilot	GM: Strategy & Transformation	Project	2025	x			Planni	Planni	Deliver	Closur
20.02.02	Establishment of new Council EPMO to maturity over five years	GM: Strategy & Transformation	Programme	2029	x	x	x	x	x	x	x
20.02.04	Develop/maintain WDC Business Plan and report progress and risks quarterly	GM: Strategy & Transformation	BAU	ongoing	x	x	x	x	x	x	x
20.03	Corporate Property										
20.03.01	Corporate property maintenance, general renewals, and minor improvements	GM: Community Experience	BAU	ongoing	x	x	x	x	x	x	x
20.03.02	Management and maintenance of CCTV network	GM: Community Experience	BAU	ongoing	x	x	x	x	x	x	x
20.03.03	Whakatane Library renewals	GM: Community Experience	BAU	ongoing	x	x	x	x	x	x	x
20.03.04	Depot Buildings renewals	GM: Community Experience	Project	2026	x	x		?	?	?	?
20.03.05	Museum HVAC (heating, ventilation and air-conditioning) upgrade	GM: Community Experience	Project	2026	x	x		Conce	Initiatio	Planni	Deliver
20.03.06	Whakatane Library HVAC (heating, ventilation and air-conditioning) upgrade	GM: Community Experience	Project	2025	x				Planni	Deliver	Closur
20.04	Customer Services										
20.04.01	Manage customer connections and service level agreements	GM: People & Engagement	BAU	ongoing	x	x	x	x	x	x	x
20.04.02	Manage hireage of council public meeting rooms	GM: People & Engagement	BAU	ongoing	x	x	x	x	x	x	x
20.05	Communications and Engagement										
20.05.01	Manage media relationship and deliver external communications (business partnering support)	GM: People & Engagement	BAU	ongoing	x	x	x	x	x	x	x
20.05.02	Support internal organisational communications	GM: People & Engagement	BAU	ongoing	x	x	x	x	x	x	x
20.05.03	Manage digital and social media	GM: People & Engagement	BAU	ongoing	x	x	x	x	x	x	x
20.05.04	Provide corporate design and publications support	GM: People & Engagement	BAU	ongoing	x	x	x	x	x	x	x
20.05.05	Finalise communications strategy and commence implementation	GM: People & Engagement	Project	2025	x			Deliver	Closur		
20.05.06	Website replacement and redevelopment	GM: People & Engagement	Project	2025	x			Planni	Planni	Deliver	Closur
20.06	Executive Support Admin and Exec										
20.06.01	Executive support to senior leadership and Mayor	CFO-GM: Business Partnering	BAU	ongoing	x	x	x	x	x	x	x

4.4 WDC Business Plan 2024-2025(Cont.)

Ref #	Project / work programmes	GM Sponsor	Item type	Intended completion (FY)	FY 25	FY 26	FY 27	24-25 Q1	24-25 Q2	24-25 Q3	24-25 Q4
20.07	<input type="checkbox"/> Financial Services										
20.07.01	Financial performance delivery - quarterly reporting and forecasting	CFO-GM: Business Partnering	BAU	ongoing	x	x	x	x	x	x	x
20.07.02	Manage rates processing	CFO-GM: Business Partnering	BAU	ongoing	x	x	x	x	x	x	x
20.07.03	External audit of annual accounts	CFO-GM: Business Partnering	BAU	ongoing	x	x	x	x	x	x	x
20.07.04	Treasury management	CFO-GM: Business Partnering	BAU	ongoing	x	x	x	x	x	x	x
20.07.05	Develop and implement finance continuous improvement plan aligned to Healthcheck 2020 findings - incorporating customer focused business	CFO-GM: Business Partnering	Programme	2026	x	x		Deliver	Deliver	Deliver	Deliver
20.07.06	Financial Policies review - sensitive expenditure policy	CFO-GM: Business Partnering	Project	2025	x			Planni	Deliver	Closur	
20.07.07	Financial Policies review - other financial control policies	CFO-GM: Business Partnering	Project	2026	x	x				Planni	Deliver
20.07.08	Healthcheck 2020 - Business partnering review	CFO-GM: Business Partnering	Project	2026	x	x				Planni	Deliver
20.07.09	Annual Plan budget development and review (annually for corporate planning)	CFO-GM: Business Partnering	Programme	ongoing	x	x		x	x	x	x
20.07.12	Develop and implement a reporting framework to improve expenditure management awareness, with reporting by Q3/Q4 2025	CFO-GM: Business Partnering	Project	2025	x			Deliver	Deliver	Closur	
20.08	<input type="checkbox"/> People and Capability										
20.08.01	Provide people and capability business partnering across the organisation	GM: People & Engagement	BAU	ongoing	x	x	x	x	x	x	x
20.08.02	Deliver ongoing recruitment systems and processes	GM: People & Engagement	BAU	ongoing	x	x	x	x	x	x	x
20.08.03	Deliver ongoing leadership, learning and development programmes and actions	GM: People & Engagement	BAU	ongoing	x	x	x	x	x	x	x
20.08.04	Implement employee performance development framework	GM: People & Engagement	BAU	ongoing	x	x	x	x	x	x	x
20.08.05	Manage official information act (OIA) requests	GM: People & Engagement	BAU	ongoing	x	x	x	x	x	x	x
20.08.06	Review People and Capability policies	GM: People & Engagement	Programme	ongoing	x	x	x	?	?	?	?
20.08.07	Review Council remuneration framework	GM: People & Engagement	Project	2026	x	x		Initiatio	Planni	Deliver	Deliver
20.09	<input type="checkbox"/> Health Safety and Wellbeing										
20.09.01	Deliver organisation health, safety, and wellbeing programmes and actions	GM: People & Engagement	BAU	ongoing	x	x	x	x	x	x	x
20.09.02	Implement health and safety reset project	GM: People & Engagement	Programme	ongoing	x	x	x	x	x	x	x
20.10	<input type="checkbox"/> Digital Services (*This activity has a change in GM sponsor as of 7 Oct 2024)										
20.10.01	Digital services business partnering and support including help desk, GIS, record management, data, security and infrastructure	GM: People & Engagement	BAU	ongoing	x	x	x	x	x	x	x
20.10.02	Solutions ecosystem renewals and maintenance	GM: People & Engagement	BAU	ongoing	x	x	x	x	x	x	x
20.10.03	System infrastructure renewals and maintenance	GM: People & Engagement	BAU	ongoing	x	x	x	x	x	x	x
20.10.04	Develop solutions ecosystem roadmap	GM: People & Engagement	Project	2026	x	x				Planni	Deliver
20.10.07	Project Enterprise ERP replacement - Business case and implementation plan	GM: People & Engagement	Project	2025	x			Planni	Deliver	Closur	
20.10.08	Project Enterprise ERP replacement - Project specification design	GM: People & Engagement	Project	2026	x	x			Planni	Deliver	Deliver
20.10.09	Project Enterprise ERP replacement - Implementation and delivery	GM: People & Engagement	Project	2027	x	x				Planni	Planni
20.11	<input type="checkbox"/> Procurement and Risk Management										
20.11.01	Provide procurement business partnering support across the organisation	CFO-GM: Business Partnering	BAU	ongoing	x	x	x	x	x	x	x
20.11.02	Manage internal audit delivery work plan	CFO-GM: Business Partnering	BAU	ongoing	x	x	x	x	x	x	x
20.11.03	Develop legal regulatory compliance framework	CFO-GM: Business Partnering	Project	2025	x			Planni	Deliver	Deliver	Closur
20.11.04	Implement changes to centralise council procurement systems and processes	CFO-GM: Business Partnering	Project	2025	x			Planni	Deliver	Deliver	Closur
20.11.05	Finalise policy and implementation plan to embed broader wellbeing outcomes into council procurement	CFO-GM: Business Partnering	Project	2026	x	x			Initiatio	Planni	Deliver
20.11.06	Review financial delegations	CFO-GM: Business Partnering	Project	2025	x			Planni	Deliver	Deliver	Closur
20.12	<input type="checkbox"/> Strategy and Policy										
20.12.01	Strategies - Support/review council strategies as required/in accordance with register	GM: Strategy & Transformation	BAU	ongoing	x	x	x	x	x	x	x
20.12.02	Policies - Support/review council policies as required/in accordance with register	GM: Strategy & Transformation	BAU	ongoing	x	x	x	x	x	x	x
20.12.03	Bylaws - Support/review council bylaws (ten bylaws due within first three years of LTP)	GM: Strategy & Transformation	Programme	ongoing	x	x	x	x	x	x	x
20.12.04	Corporate planning - Finalise Long Term Plan 2024-34 and transition to implementation	GM: Strategy & Transformation	Project	2025	x			Closur			
20.12.06	Corporate planning - Develop Annual Plan 2025-26	GM: Strategy & Transformation	BAU	2025	x			Planni	Deliver	Deliver	Closur
20.12.08	Corporate planning - Fees and charges schedule review (annually alongside annual plan)	GM: Strategy & Transformation	BAU	ongoing	x	x	x		Deliver	Closur	
20.12.09	Corporate reporting - Develop Annual Report (annually)	GM: Strategy & Transformation	BAU	ongoing	x	x	x	Deliver	Closur		Planni
20.12.10	Corporate reporting - Deliver quarterly reporting, org perf report, perception survey, statistics monitoring	GM: Strategy & Transformation	BAU	ongoing	x	x	x	x	x	x	x
20.12.11	Corporate reporting - Develop pre-election report to inform Oct 2025 local elections	GM: Strategy & Transformation	BAU	2026	x	x				Planni	Deliver

5 Reason to Exclude the Public - *Te take kia aware te marea*

5 *Reason to Exclude the Public - Te take kia aware te marea*

To enable any Council holding the information to carry out, without prejudice or disadvantage, commercial activities. Section 7(2)(h)Section 7(2)(a).