



**CENTRAL
HAWKE'S BAY**
DISTRICT COUNCIL

Workshop Meeting Agenda

Thursday, 30 January 2025

9.00am

Council Chamber

28-32 Ruataniwha Street

Waipawa

Together we thrive! E ora ngātahi ana!

COUNCIL WORKSHOP

File Number:

Author: Doug Tate, Chief Executive

Authoriser: Doug Tate, Chief Executive

Attachments: 1. Slide Pack - 30 January 2025 Public Workshop [↓](#) 

PURPOSE

This public workshop covered the following topics:

PUBLIC WORKSHOP

2024/2025 Annual Plan

The purpose of this workshop item was to provide a further update to Elected Members on the Draft Annual Plan 2024/25 process and budget actions from the December workshop. This session also provided an update on early QV values and their impact on the annual plan.

As part of this workshop item, a section of the workshop was Public Excluded.

Annual Plan - Hawke's Bay Tourism

Hamish Saxton, the Chief Executive of Hawke's Bay Tourism, joined Councillors to highlight the funding requirements of Hawke's Bay Tourism, following the December confirmation from Hawke's Bay Regional Council that they would not be regionally contributing to Hawke's Bay Tourism ongoing.

Funding of \$75,000 was currently provided in the existing 2025/26 AP Budget to ensure Hawke's Bay Tourism could remain operating beyond 30 June 2025.

Annual Plan – Water Supply Capital Programme

The purpose of this item was to update Council on the water supply programme, including progress on each component of the programme, updated cost estimates, project and programme risks, and potential phasing opportunities to reduce risk as we head into the Annual Plan 2025/26. This update focused particularly on the Waipukurau Second Supply and Reservoir replacement projects.

Te Korowai Update to Elected Members

This session will provide Elected Members with an overview of Te Korowai (LGNZ's local government excellence programme, formally known as CouncilMark). It will highlight what the new principles and key focus areas are, as well as the new 5-step programme process.

Site Visit – Economic Growth in Action

Opportunity to Visit Ovation Plant

This site visit provided the opportunity to see the newly upgraded Ovation Plant in Waipukurau and to hear about the new products and economic growth opportunities planned for 2025 and beyond.

PUBLIC EXCLUDED WORKSHOP

Local Water Done Well Update

This session provided an update on the draft Local Water Done Well Business Case for the Hawke's Bay Region.

Regional Deals (30 mins)

Following the Strategy, Growth, and Community Meeting in December, this session provided a follow-up to elected members on the progress made in advancing a regional deal for the Hawke's Bay Region.

Council Public Workshop

30 January 2025



2024/25 Annual Plan

30 January 2025



Together we thrive!

Purpose

- Reminder of what's in the Year 2 LTP budget and why
- Where have we got to - Annual Plan Budget
- Key Assumptions
- Where this has landed the initial estimates
- Focus areas still being worked through
- Key timelines

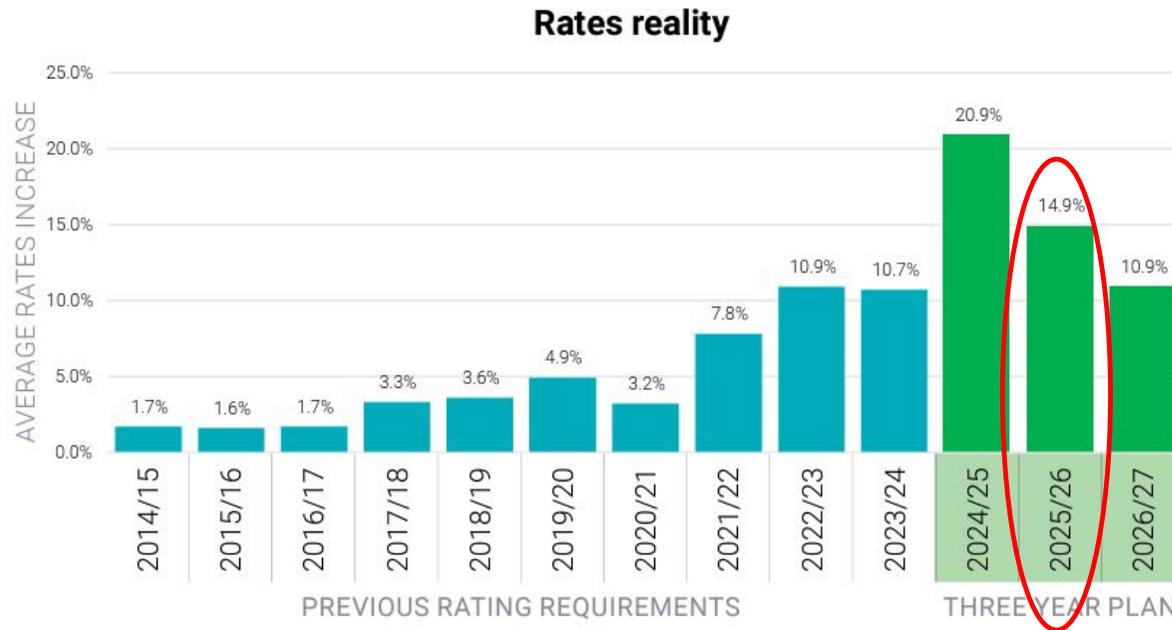


Three-Year Plan

- Focus on our key most urgent priorities:
 - Land Transport
 - Critical Three Waters investment (water and stormwater)
 - Recovery
- Plan to lead us through recovery, with some key assumptions relating to land transport funding.
- Right sizing for the future, allowing for projected growth



What had we signalled in Year 2



Annual Plan 2025/26

- Continued focus on our most key urgent priorities
- Not re-writing the Three-Year Plan
 - No changes to levels of service
 - Right sizing activities based on economic times
 - Responding to changing conditions – eg interest.
- Aim is to deliver an Annual Plan that delivers on our focus areas
 - Continues to demonstrate we are focused on delivery and value



What amendments to Year 2 of Three-Year Plan have been made?

- The Savings
 - Reduced Opex Inflation from 3.5% to 2.2%
 - Reduced Salary budgets (saved 1.1% in rates)
 - Reduced training budgets
 - Rephased Capital Programmes based on deliverability/new knowledge
 - Recalculated loan servicing based on above and lower interest rates
 - Reduced roading recovery to 89% FAR – Council contribution unchanged, deliverable reduction \$7.9m
 - Matched Roothing BAU to reduced NZTA funding Envelope – Reduce deliverables to match
 - Introduced Stormwater Efficiencies and C/Fwd some BOF Funding from 2024

What amendments to Year 2 of Three-Year Plan have been made?

- The Headwinds
 - Reduced Consenting Revenue to recognise economic conditions
 - Reduced Solid Waste volumes to match 2024 YTD Volumes
 - Increased D/Water and W/Water Opex Budgets to match 2024 YTD
 - Factored in Other Known Changes
 - Water Regulator Charges
 - Regional Tourism
 - Waipawa Pool Contract
 - Councillor Salary Pool – Determination

Where has this got us – January 2025?

- As reported pre-Christmas officers were sitting at 11.1% rates increase, rather than the original 14.9%
- Officers have been reviewing budgets line by line over January, which has moved the dial slightly to 10.9%
- Four other areas to focus on
- We need to take the time to work through these options



Focus areas still being worked through

1. Consenting Income

Finalising options to increase revenue based on outsourcing of staff for a fixed period of time to other Councils.

2. Confirming Solid Waste Revenue

Confirming return of Tararua Council solid waste volumes for 2025/26 year and guaranteed minimum volumes.

Also confirming opportunities for new waste streams from other Councils

3. Three Waters Capital Programme

Further review of the programme sequencing of its reservoir replacements, and the second supply projects. A separate workshop item will discuss options further, and rating implications in latter years.

4. Focus on right sized for the future

Further review in line with direction of Three Year Plan.



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Together

QV Valuation Update

- Draft Valuation is now complete
- Being peer reviewed by the Valuer General
- Formal update to Council on 13 February 2025



Draft QV revaluation outcomes – District Overview

Sector	No. Assets	2024 CV (\$000)	% Change	2024 LV (\$000)	% Change
Dairy	49	\$335,074,500	-8.6%	\$268,588,000	-10.4%
Pastoral	1,255	\$3,746,329,550	-10.6%	\$3,163,423,200	-11.7%
Arable	0	\$0	0.0%	\$0	0.0%
Horticultural	10	\$81,555,000	-6.2%	\$48,850,000	-10.3%
Specialist	9	\$25,995,000	-9.8%	\$19,622,000	-12.0%
Forestry	61	\$141,607,900	-0.1%	\$130,330,400	0.0%
Mining	3	\$5,141,000	0.0%	\$3,121,000	0.0%
Lifestyle	1,861	\$1,323,532,900	-5.6%	\$549,309,000	-16.2%
Residential	4,607	\$2,440,207,900	-8.6%	\$860,785,000	-19.8%
Commercial	187	\$106,709,000	-6.8%	\$48,747,000	-9.0%
Industrial	177	\$142,173,000	17.7%	\$65,048,000	8.5%
Other	291	\$146,018,050	2.4%	\$58,764,350	-17.2%
Utilities	43	\$181,827,000	22.7%	\$1,526,000	-18.8%
TOTAL	8,553	\$8,676,170,800	-7.9%	\$5,218,113,950	-13.1%



Draft QV revaluation outcomes - Residential and Rural Overview

Sale Group	No. of Assets	Average 2024 CV	Average 2024 LV	CV% Change	LV% Change
Rural	1474	\$649,326	\$234,199	-4.86%	-15.08%
Waipawa	802	\$566,521	\$161,819	-7.46%	-20.72%
Waipukurau	1401	\$532,248	\$156,307	-11.88%	-25.57%
Overall	3677	\$586,657	\$188,734	-7.94%	-19.72%

Sector	No. Assets	% Change Capital Value	% Change Land Value
Dairy	49	-8.6%	-10.4%
Pastoral	1,255	-10.6%	-11.7%
Horticulture	10	-6.2%	-10.3%
Forestry	61	-0.1%	0.0%
Mining	3	0.0%	0.0%

Proposed Next Steps Annual Plan

30 January 2025 Workshop	Update on progress
13 February 2025 Council Meeting	Endorse general direction of Annual Plan Receive update from QV on revaluation outcomes
February 2025	Officers continue to progress talks with other Councils, Water Engineers
13 March 2025 Workshop	Update on discussions progress, and where the Annual Plan is sitting
10 April 2025 Council Meeting	Adopt Annual Plan and set Fees & Charges (delay if necessary)
5 June 2025 Council Meeting	Strike Rates

Annual Plan – Hawke's Bay Tourism

30 Jan 2025



Hawke's Bay Tourism Reduced funding structure

Setting the scene

Hawke's Bay (2023)

- \$774,000,000 visitor expenditure
 - \$139,000,000 exports (international expenditure)
 - \$271,000,000 GDP
 - 5,141 filled jobs
-
- Current ratepayer investment \$1,520,000
 - \$8.20 per capita (NZ av \$21.90)
 - \$20.08 per rateable unit
 - \$296 per job

Rule of thumb

1. Country first – Tourism NZ
2. Region second – RTOs
3. Product/experience/city third

Background

- Other iterations including Hawke's Bay Wine Country
- 2008 Hawke's Bay Inc
- 2010 Venture HB collapsed (HBRC)
- 2011 HBT, LLC owned by HBTIA (rates collected by HBRC)
 - 14 years of stability

Purpose

- Hawke's Bay Tourism (HBT) is the official Regional Tourism Organisation (RTO) for the Hawke's Bay region. Its primary role as a marketing and promotion agency is to generate the demand that will support business investment into products and services.
- Destination branding – **New Zealand's Food & Wine Country**

Destination marketing, sales, promotion

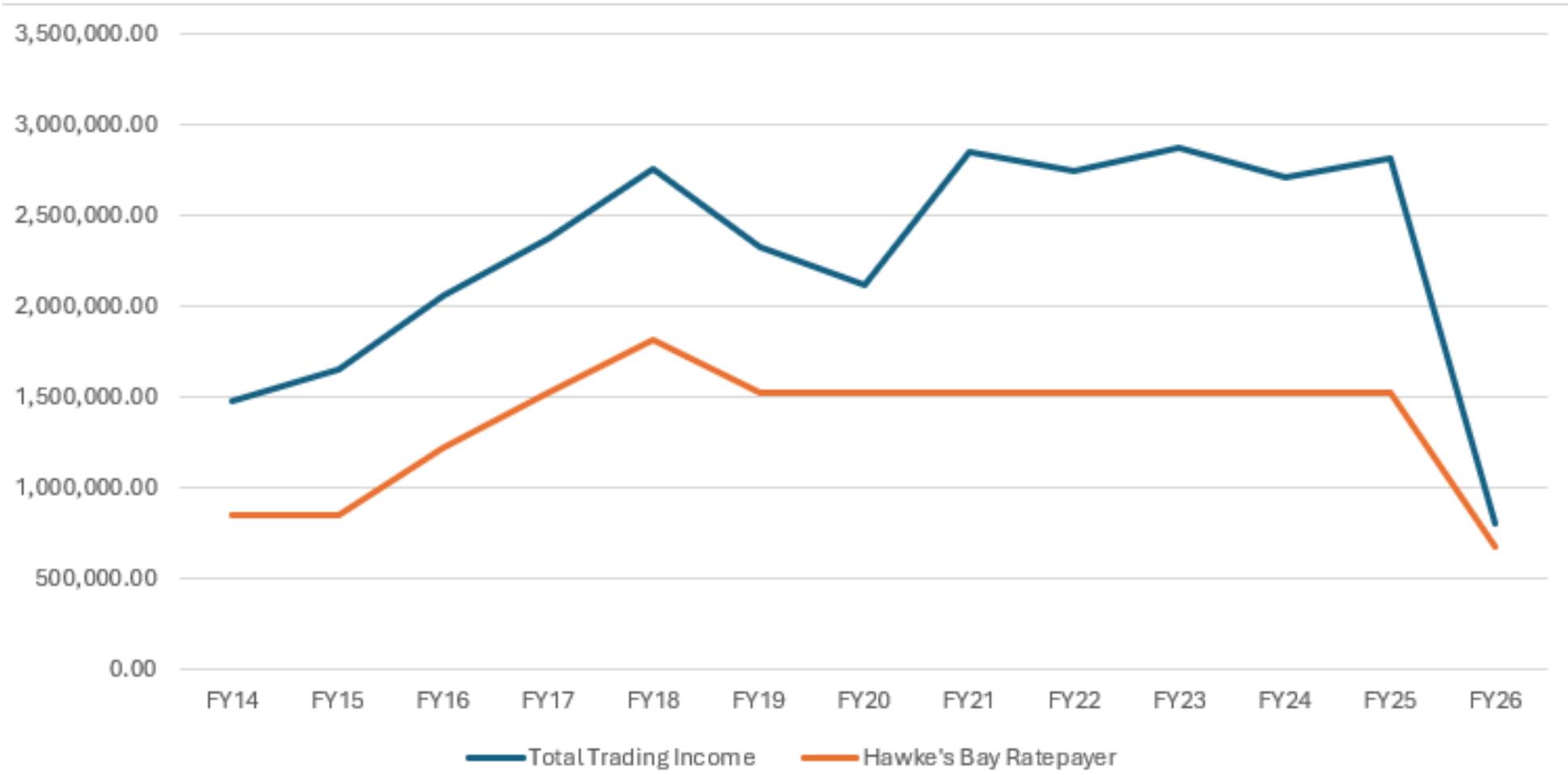
- Owned
 - Website (hawkesbaynz.com), social media, database/newsletters, brochures, image/video library, F.A.W.C!
- Earned
 - Press releases, famils, media releases/contacts, Tourism NZ, travel agents, travel wholesalers & inbound operators, professional conference organisers, cruise
- Paid
 - Advertising/campaigns

Background – ensuring a future for HBT beyond 01JUL25

- HBRC withdraws from funding 30JUN '25
- “Minimum viable funding model” requested from councils – “keep the lights on” \$1m

- HDC, NCC confirm funding of \$300k each from 01JUL '25
- CHBDC confirm funding of \$75k from 01JUL '25
 - TOTAL local govt = \$675k

- Membership fee increase from \$300 to \$500
- Investors reduced as result of council reductions?



Vision

Maintain and protect Hawke's Bay Tourism's assets and positioning as **New Zealand's Food and Wine Country**, through promotion and activation, until adequate funding solutions can be sourced.

*(When adequate funding solutions can be sourced – 5 yrs?
Not this term of govt...and 24-36mths into new term to
imbed/operationalise?)*

Considerations:

- Reduce activities
- Reduce costs to protect assets and IP
 - hawkesbaynz.com (660,000 sessions pa)
 - Facebook (>100,000)
 - Instagram (>10,000)
 - Youtube
 - Images & video
 - Database (>25,000) (Hawke's Bay + F.A.W.C!)
 - Multiple urls
- Focus on best ROI.
- Focus on achievable.
- Reduced governance model.
- Reduced staffing.

Reduced staffing (current 7.5 FTE)

- \$675k + membership (\$70k)
 - 3.5 FTEs
 - GM (PR specialist)
 - Digital (web/social)
 - Membership/events/general
 - .4 finance/admin
 - .2 GWC
- \$1m + membership (\$150k)
 - 5 FTEs
 - GM
 - Media/content specialist
 - Digital specialist (web/social)
 - Trade specialist/membership
 - .5 finance/admin
 - .2 GWC

What we can no longer resource

- Paid advertising/campaigns
- Marathon sponsor/investor
- F.A.W.C! & Grand Long Lunch
- TEC membership/conf
- BEIA membership/conf
- Cruise membership/conf
- Event attraction
- HB Visitor Guide/brochure
- HB Trails guide
- Food & Wine map
- Trade sales role*
- eXplore attendance*
- TRENZ attendance*
- Conference bids*

* (could) incorporate into \$1m

What we're proposing

- \$1m:
 - \$450k NCC
 - \$450k HDC
 - \$75-\$100k CHBDC
 - \$25k WDC
- A minimum viable funding model for keeping the lights on.

- Until...aim for future aspiration for tourism in Hawke's Bay supported by ***optimal*** funding model.

Income area	Amount	Comment
Local government grant <ul style="list-style-type: none"> • Commercial levy • General rate 	\$1.52m	Unchanged since 2017 Concludes 2025
Tourism sector membership investment	\$140k (if doubled)	Not enough to support HBT Dependent on local govt investment
Visitor levy via accommodation	\$1.5m - \$2m	<ul style="list-style-type: none"> • Possible. Requires advocacy. • Requires national or local legislation. • Not this term of govt (25/26)
Air passenger levy	\$640k @ \$1pp	Not possible
Cruise passenger levy	\$138k @ \$1pp	Not possible
Joint marketing initiatives	< \$100k	Requires desirable initiatives. Investors more likely to be corporates (incl HBAL/councils)
International Visitor Levy	\$0 (\$35pp excl NZ/AUS & proposed to increase to \$100)	Not going to come to RTO
Short term rental accommodation (peer to peer)	\$140k 1400 properties? X extra \$100 in rates?	Requires local govt rating system & identification – or national system legislation
Events income & Sponsorship	< \$50k	Councils already main sponsors of events

Annual Plan – Water Supply Capital Programme

30 January 2025



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Introduction

- To provide an overview of the Drinking Water Capital Programme over the next 5 years
- Discuss sequencing options and seek direction for Annual Plan
- Provide visibility and direction on next steps

*# the BIG.
Water Story*

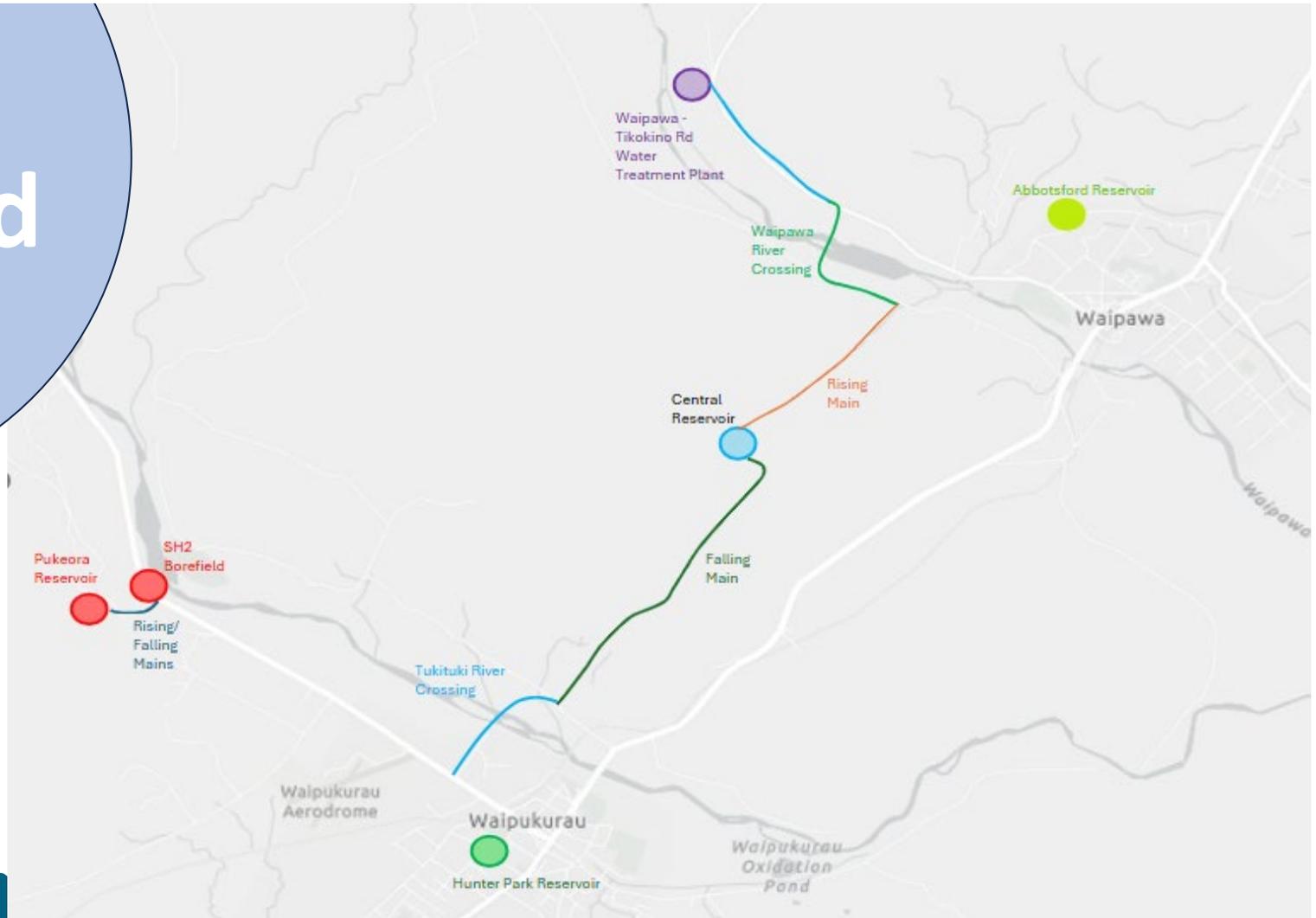
Programme



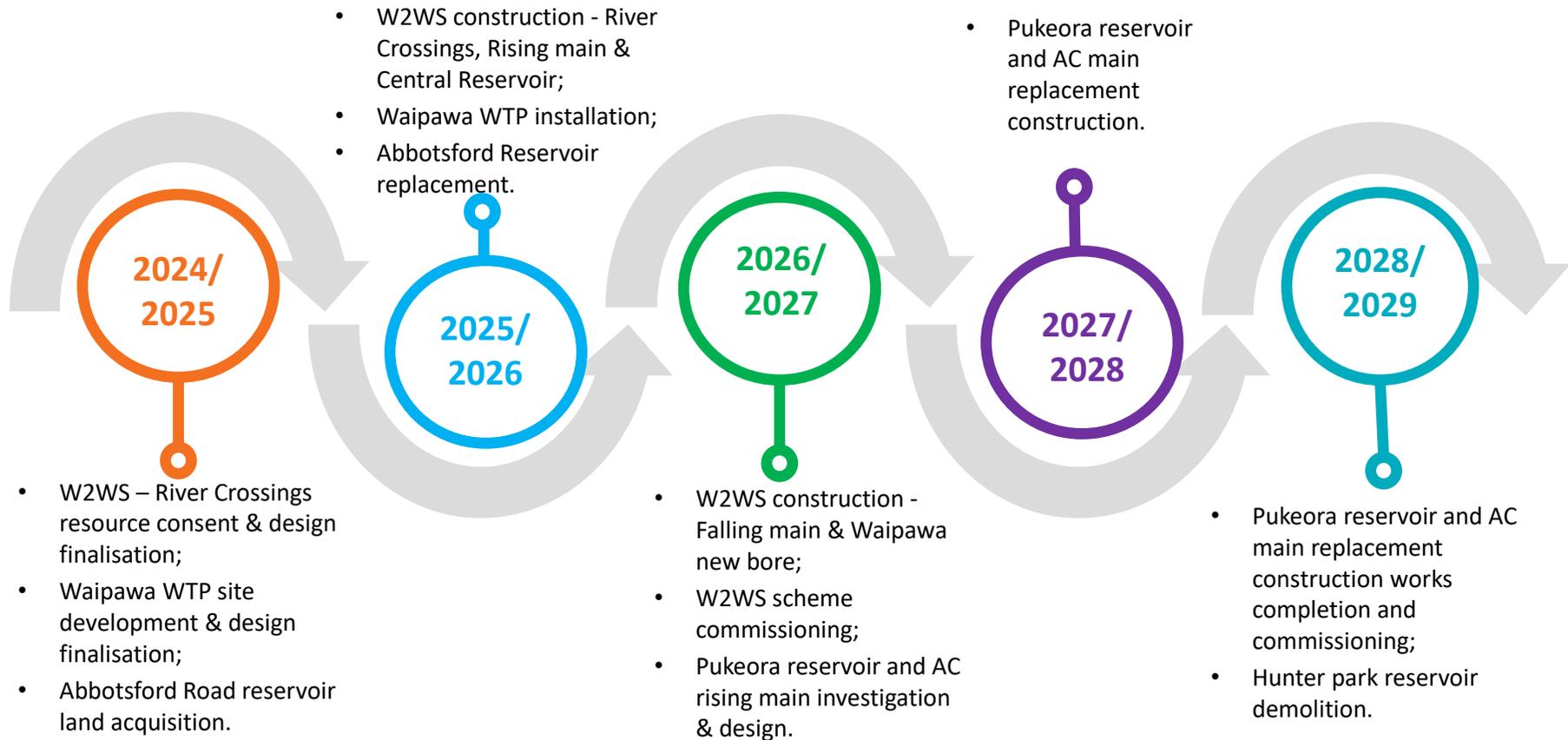
- #thebigwaterstory:
 - Project Thrive emphasised the importance of water to the community and includes upgrades to ensure the water infrastructure meets current and future needs
- **Headline Programmes:**
 - Waipukurau Second Water Supply (W2WS)
 - Reservoir Replacements
 - Pipeline Renewals
- **Key Information/Decisions made:**
 - Reservoirs 100+ years old
 - May 2022 – W2WS council resolved to continue with project and cross under both rivers (subject to geotechnical and resource consenting analysis)
 - Risk & Assurance Committee discussion on critical risks and effectiveness of controls that could significantly impact our drinking water supply to the community

the **BIG**
Water Story

Proposed works



WATER SUPPLY - CURRENT THREE YEAR PLAN/LTP



3 Year Plan Budget & Estimates to complete

Budget	2024/25	2025/26	2026/27	2027/28	2028/29	Total	Estimated cost at completion**
WAIPUKURAU 2 ND WATER SUPPLY*	\$0.5M	\$10.672M	\$7.258M			\$18.429M	\$16.683M
WAIPAWA WTP UPGRADE*	\$1.56M	\$3.04M				\$4.600M	\$5.75M
ABBOTSFORD ROAD RESERVOIR	\$0.06M	\$3.604M				\$3.664M	\$3.664M
PUKEORA RESERVOIR			\$1.506M	\$4.655M	\$1.598M	\$7.759M	\$9.217M
SH2 AC MAINS		\$0.59M	\$0.465M	\$0.479M	\$0.949M	\$2.483M	
HUNTER PARK RESERVOIR					\$1.598M	\$1.598M	\$1.598M
TOTALS	\$4.256M	\$15.846M	\$9.591M	\$5.134M	\$4.145M	\$38.534M	\$36.912M

*Includes some External Funding

**Estimate maturity is variable across projects



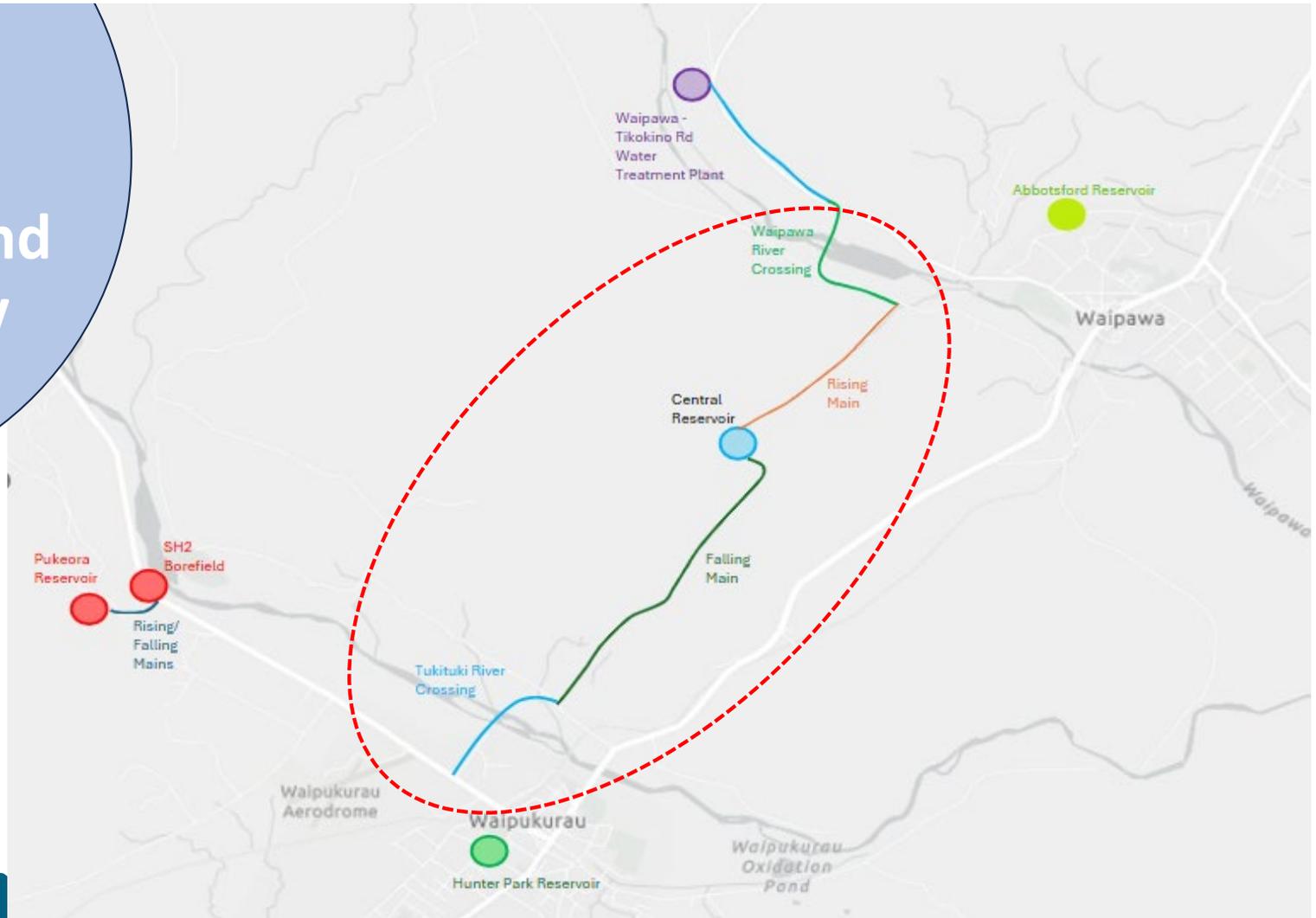
the BIG Water Story

Waipukurau 2nd Water Supply

Outcomes:

Enhance the resilience of Waipukurau's water supply

Improve the ability of the water supply to meet growth demands



W2WS 3YR Budget & Estimates to complete

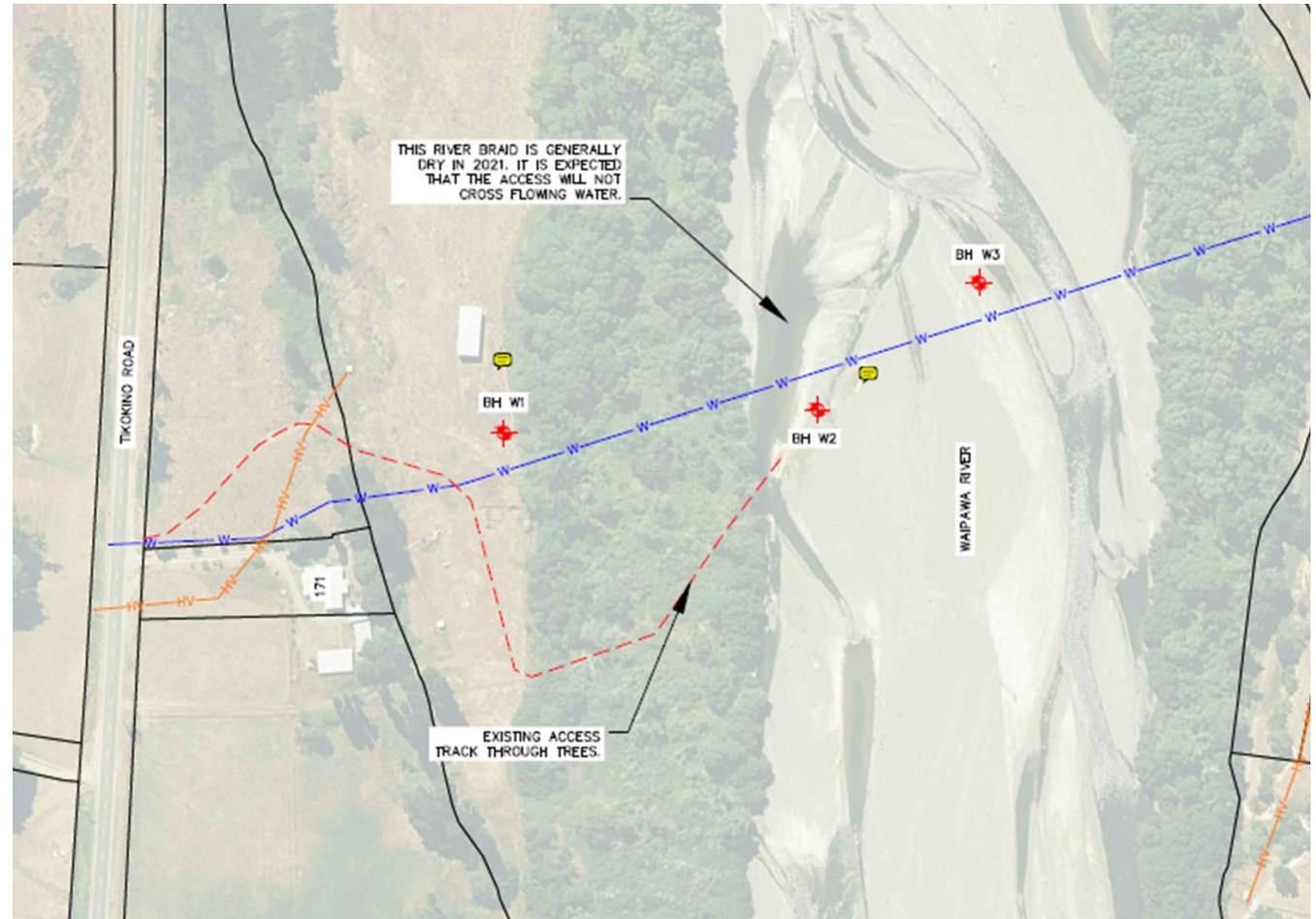
Item of work	2024/25	2025/26	2026/27*	TOTAL	
Resource consent & Design Finalisation	\$182K				
Rising Main installation		\$1.688M			
River Crossings		\$4.768M			
Central Reservoir		\$2.177M			
Falling main installation			\$3.931M		
Waipawa new bore			\$225K		
Council cost & Contingency	\$318K	\$1.705M	\$1.290M		
TOTALS (Estimate to complete)	\$0.500M	\$10.337M	\$5.446M		\$16.683M**
Budget	\$0.5M	\$10.672M	\$7.258M*		\$18.43M

* External Funding \$1.31M IAF in YR3

**Estimate is recent (Oct 2024)

Risks

- Time to obtain resource consent for two river crossings

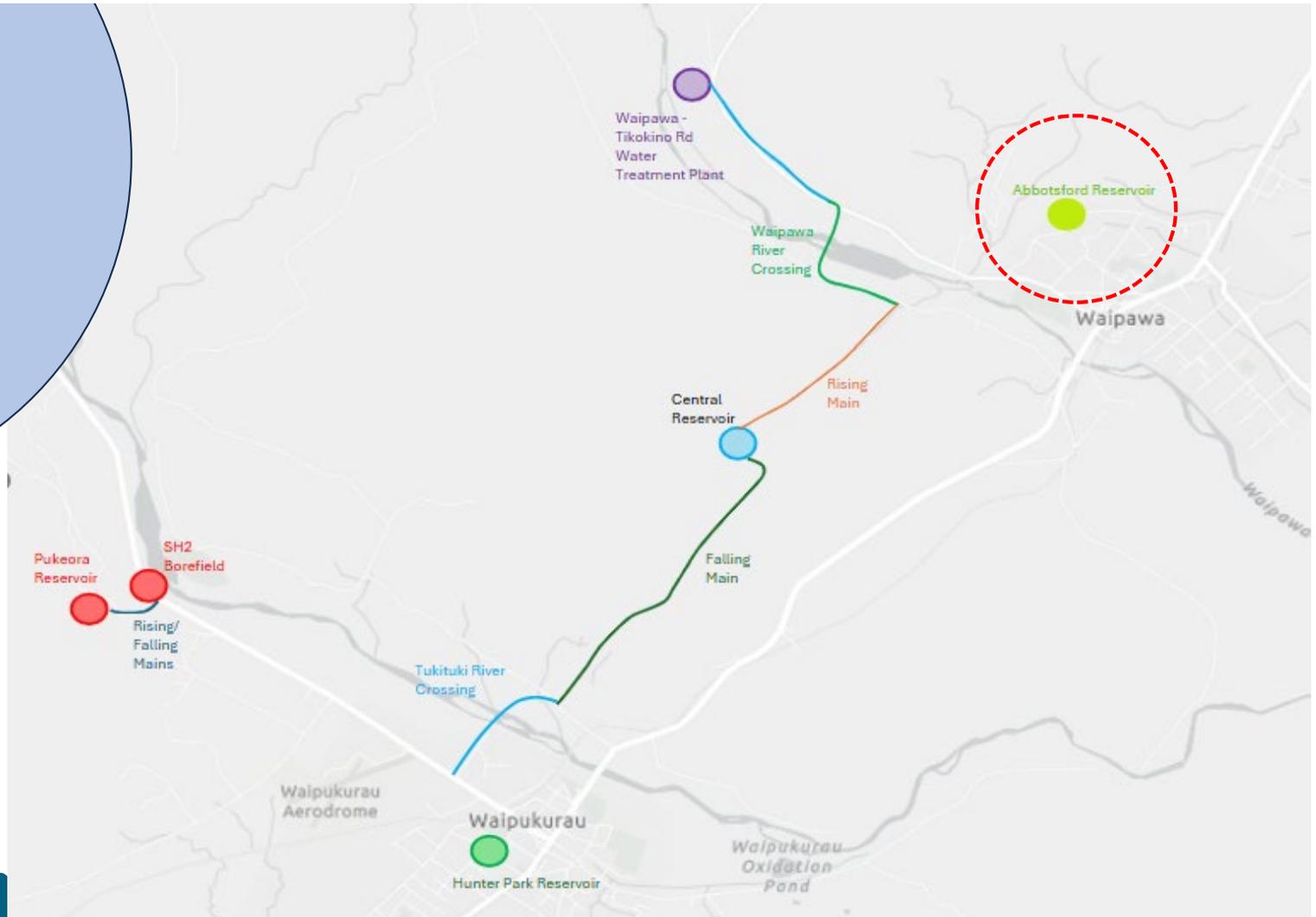


the BIG Water Story

Abbotsford Reservoir

Outcomes:

- Replace assets that are at end of life and increase capacity to meet future growth demands



3YR/LTP Budget & Estimates to complete*

Item of work/Budget	2024/25	2025/26	2026/27	2027/28	2028/29	Total
Reservoir Abbotsford Road	\$0.060M	\$3.604M				\$3.664M

*Note: High level estimate based on 2022 estimates CPI adjusted

Risks

- Land acquisition and timing to acquire the land

Next Steps

- Time-bound offer to landowner
- Requires Council decision at end of time-bound offer – April '25

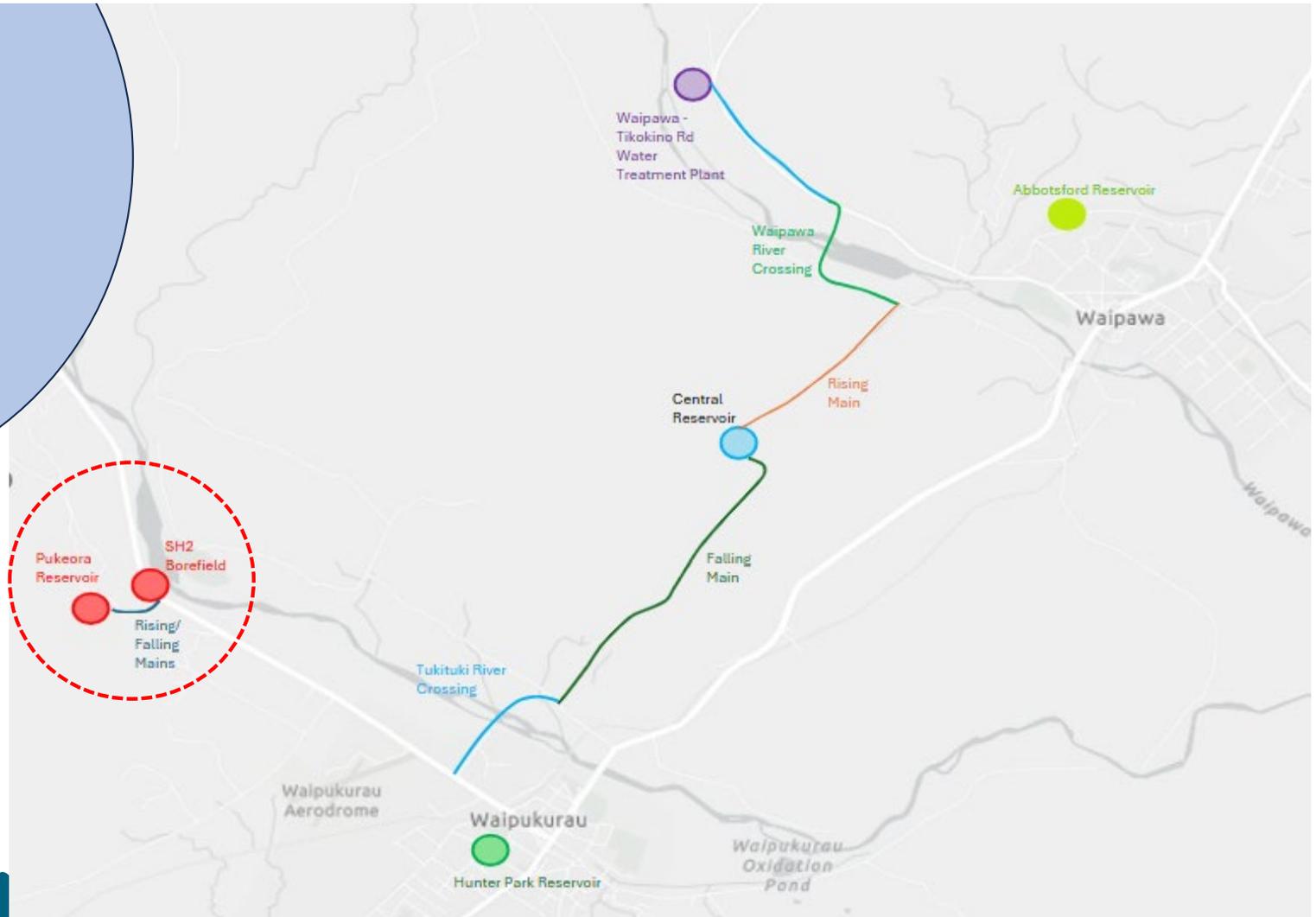


the BIG Water Story

Pukeora Reservoir

Outcomes:

- Replace assets that are at end of life and increase capacity to meet future growth demands



3YR/LIP Budget & Estimates to complete

Item of work / Budget	2024/25	2025/26	2026/27	2027/28	2028/29	Total	Estimated cost at completion
Pukeora reservoir replacement			\$1.506M	\$4.655M	\$1.598M	\$7.759M	\$9.217M (SH2 site)*
SH2 AC main		\$0.590M	\$0.465M	\$0.479M	\$0.949M	\$2.483M	
TOTALS		\$0.59M	\$1.971M	\$5.134M	\$2.547	\$10.242	\$9.217M**

*includes connection to network

**Estimate is recent (June 2023)

Risks

- Current site suitability - Option to relocate to SH2 borefield site. Reservoir size 3ML with room to add more in the future
- SH2 site prone to flooding – implement flood protection

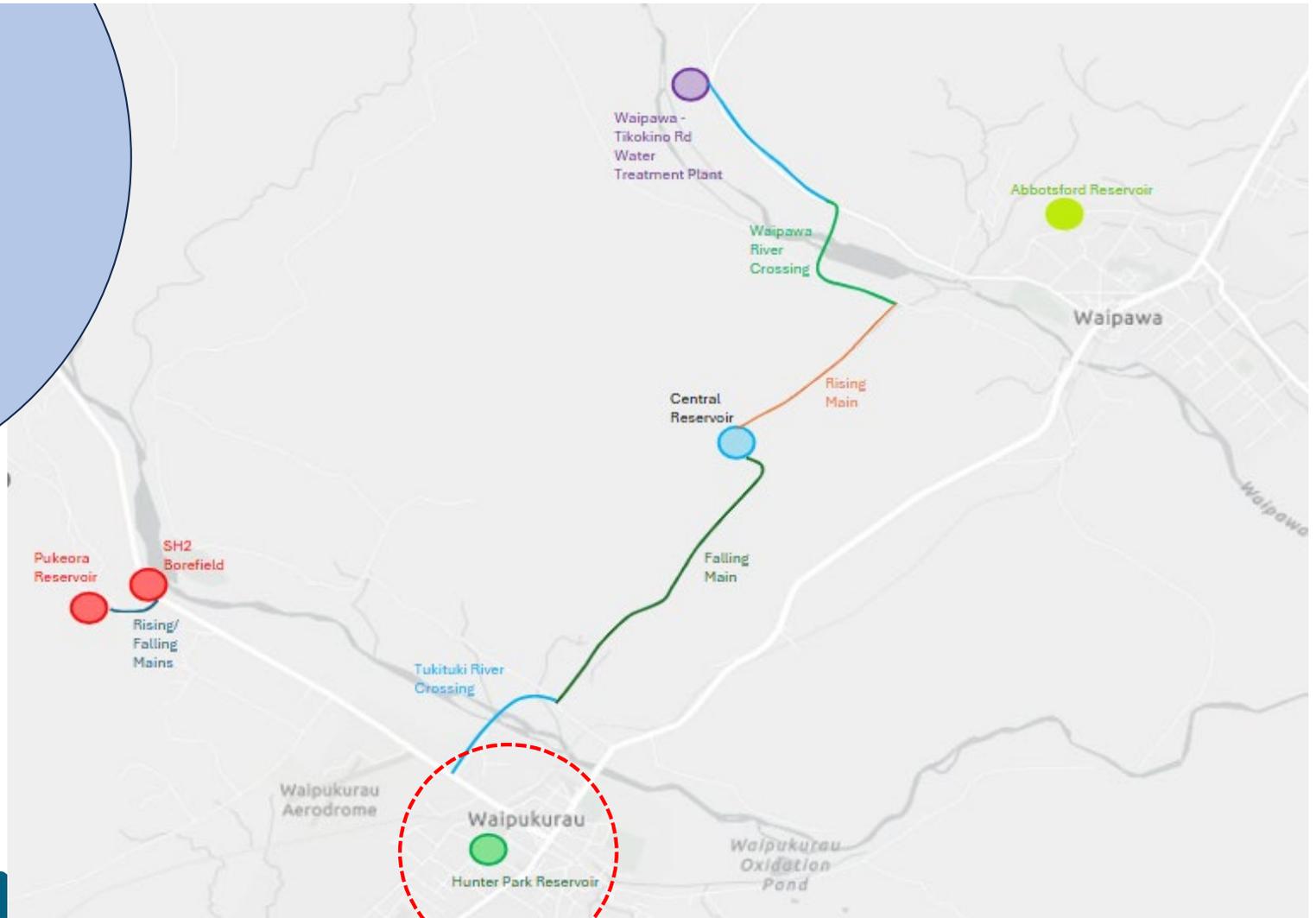


the BIG Water Story

Hunter Park Reservoir

Outcomes:

Demolish asset that is at end of life and surplus to requirements



3YR/LIP Budget & Estimates to complete™

Item of work/Budget	2024/25	2025/26	2026/27	2027/28	2028/29	Total
Reservoir demolition					\$1.598M	\$1.598M

*Note: High level estimate based on 2022 estimates CPI adjusted

Risks

- Site in urban area
- Steep slope and unknown ground conditions

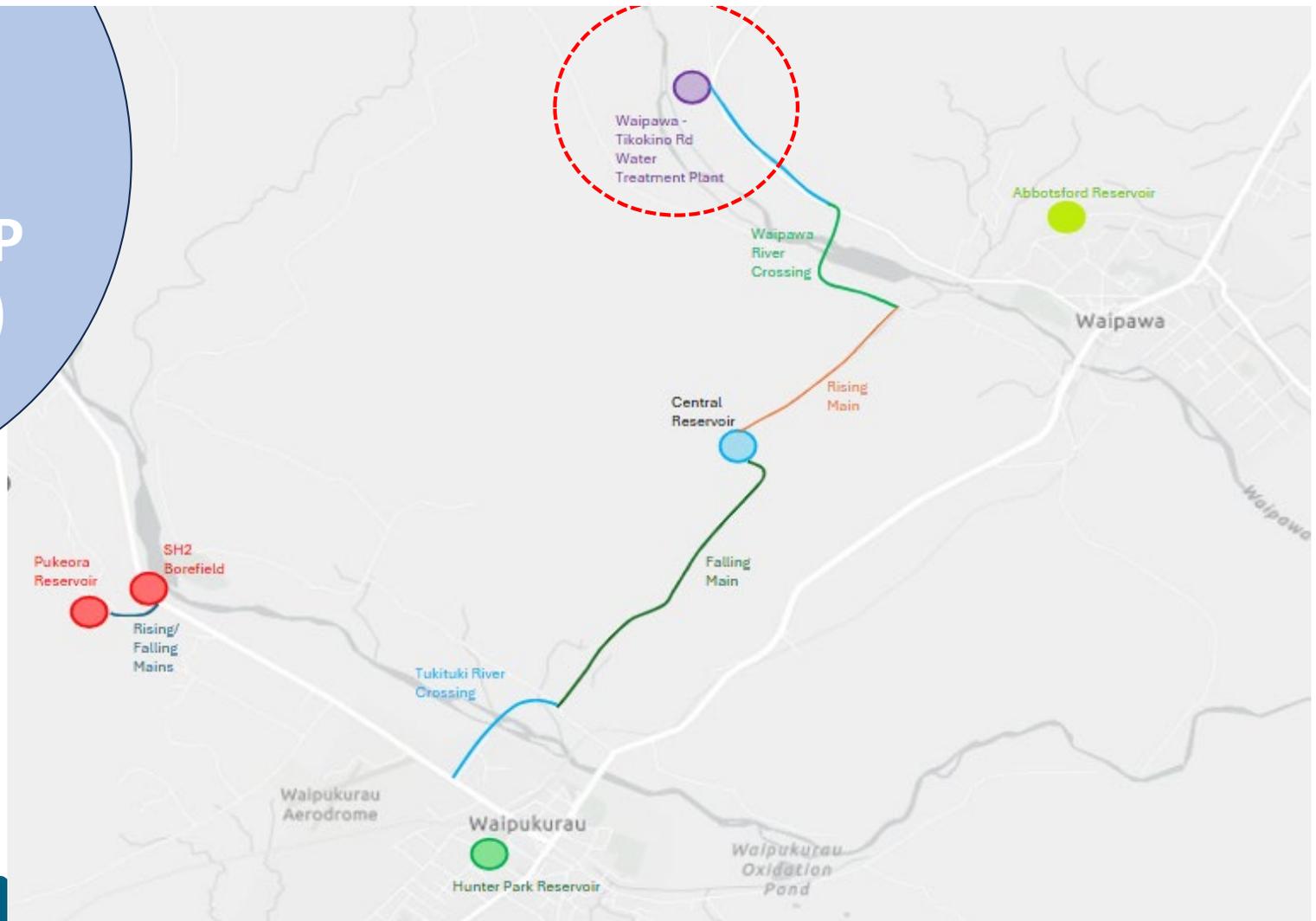


the BIG Water Story

Waipawa WTP (Tikokino Rd)

Outcomes:

Relocation of the water treatment plant out of the flood zone and increase capacity to meet future demands



3YR/LIP Budget & Estimates to complete

Relocation & upgrade	Item of work / Budget	2024/25	2025/26	Total	Estimated cost at completion
Resilience	Relocating the plant to higher ground	\$1.566M	\$2.236M	\$3.802*	\$4.952
Growth	Upgrade to enable Waipukurau 2nd supply connections	\$0.000	\$0.798	\$0.798	\$0.798
TOTALS		\$1.566	\$3.034	\$4.600	\$5.750**

* CIP Funding: Split over two years - totaling \$3.457M

**Recent (Jan 2025) P95 estimate

Risks

- Budget shortfall
- Council paper February 2025 to allocate \$1.15M from W2WS



Options – Rate of investment vs Residual RISK

2 Options:

- Option 1 - Status Quo
- Option 2 – Re-phase W2WS

Key driver:

- Provide an option that addresses the immediate critical asset risk and provides the opportunity to re-phase investment

What changes/What doesn't?:

- Waipawa and Otāne resilience projects continue
(Waipawa-Tikokino Rd WTP & Abbotsford Reservoir)
- Pukeora Reservoir Replacement brought forward (incorporating AC Mains replacement), W2WS investment rephased over 5 years

Opportunities

- Critical asset failure (Pukeora Reservoir) can be fully mitigated through capital investment
- Re-sequencing the programme reduces delivery risks with greater certainty on outcome achievement in the short to medium term
- Re-sequencing enables smoothing of the investment
- Allows for meaningful engagement with Mana Whenua on river crossings

Implications of potential changes

- 3 Year plan narrative would need to change

Option 1 - Status Quo

Summary:

- Delivery as per the 3 Year Plan

Risks:

- W2WS - deliverability risks due to river crossings
- Critical asset risks remain with Pukeora Reservoir

Benefits:

- Waipawa/Otane treatment plant prioritised
- Provides source protection for Waipukurau once W2WS completed

Investment Phasing Table

Budget	2024/25	2025/26	2026/27	2027/28	2028/29	Total
TOTALS (Council only funded)	\$1,750,000	\$15,968,816	\$7,919,042	\$5,133,646	\$4,145,253	\$34,916,757

Option 2 – Rephase W2WS

Summary:

- Prioritise Pukeora replacement over W2WS
- Continue to develop detailed design and consenting of W2WS

Risks:

- No source protection for Waipukurau until W2WS completed – mid 2029
- Storage and critical pipeline risk until Pukeora Reservoir replaced – mid 2027

Benefits:

- Reduced deliverability risk to achieve resilient storage in Waipukurau

Investment Phasing Table

Budget	2024/25	2025/26	2026/27	2027/28	2028/29	Total
TOTALS (Council only funded)	\$1,750,000	\$6,580,900	\$10,968,953	\$6,589,197	\$5,100,453	\$30,989,504

Option 2 – Financial Summary

- May be a cost saving through not needing to replace AC pipes
- May be a cost saving from reduced loan servicing in the short to medium term (range of 1-2%)
- Cost estimate maturity is variable across the projects and require more work to increase level of certainty

next steps

- Subject to direction today, decision on re-phasing (April)
- Request for budget increase - Waipawa (Tikokino Rd) WTP (13th February)
- Abbotsford Rd Reservoir – Direction on land purchase (April)



**CENTRAL
HAWKE'S BAY**
DISTRICT COUNCIL

Te Korowai Update

30 Jan 2025



Together we thrive!

The logo for Te Korowai features three stylized, dark green, curved vertical bars of varying heights and thicknesses, resembling a stylized 'K' or a traditional Maori symbol. Below these bars, the words 'TE' and 'KOROWAI' are stacked in a bold, dark green, sans-serif font.

**TE
KOROWAI**

Insight. Implementation. Impact.

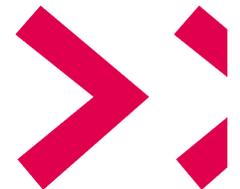


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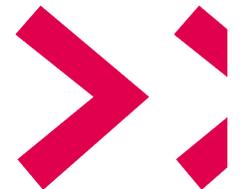
Background

- From CouncilMARK to Te Korowai
- Local Government reputation research
- CouncilMARK launched 2017
- Key focus - measure performance and improve reputation and community value
- 2022-2023 independent review by The Research Agency (TRA)



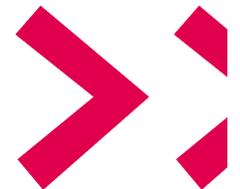
Recommendations

- Clear audience, clear purpose – continuous improvement
- Tikanga
- Create safe spaces
- Create expected behaviours
- Grades are important...but...



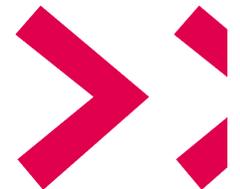
Recommendations

- Accessible, accessible, accessible
- Provide alternative options to engage with Te Korowai
- Make results easy to engage with and understand
- Two-way reciprocal conversation/feedback



Recommendations

- Ako and beyond
- Unlock sharing opportunities – teach and learn
- Provide tools and ongoing and regular support
- Create connections



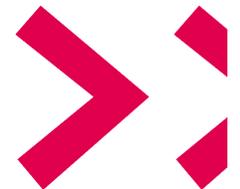
New focus – new brand



This concept is based on the hukahuka tassel and fringe of a korowai garment. The shape reflects the way the tassel is woven into the garment, acknowledging the skill and mastery of the weaver.

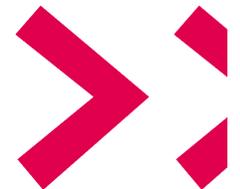
It is then reversed to create a closed pattern symbolising the protection provided by a korowai.

The element is stepped to represent a common arrangement seen on modern korowai mirroring the Poutama/pouhine pattern in te ao Māori, which speaks to the attainment of knowledge and scaffolded teaching practices.



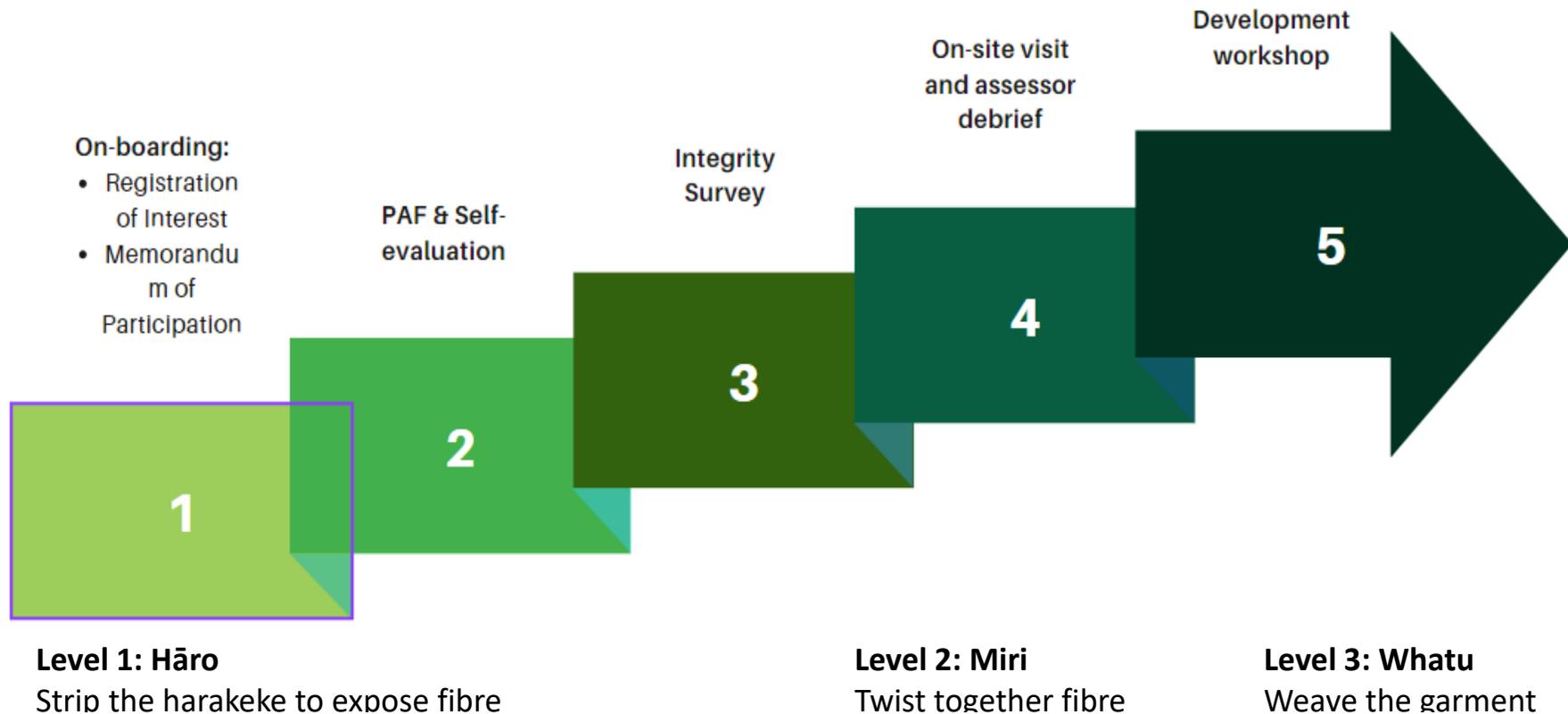
New Principles & Focus areas

INSIGHT	Integrity survey & early intervention logic	Independent assessment & performance evaluation	Detailed performance mapping & tracking
IMPLEMENTATION	On-going engagement	Pre and post assessment support	Development Workshop
IMPACT	Additional modules (ToW / climate change)	From insights to recommendations	Save space for growth



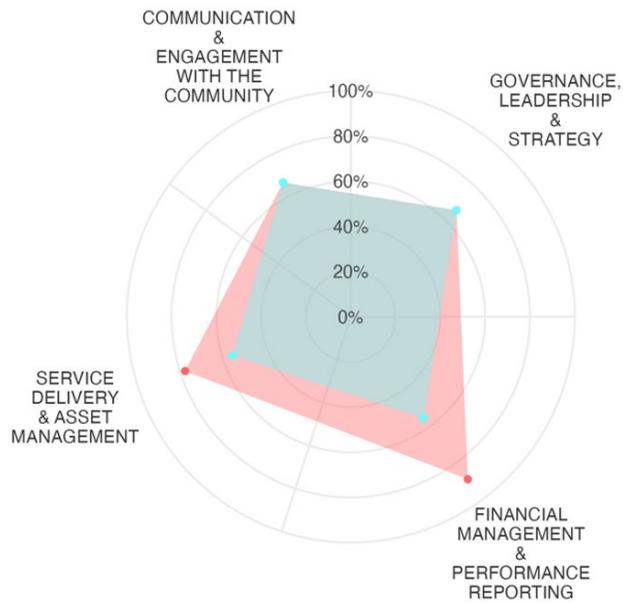
TE KOROWAI

5-Step Programme Process

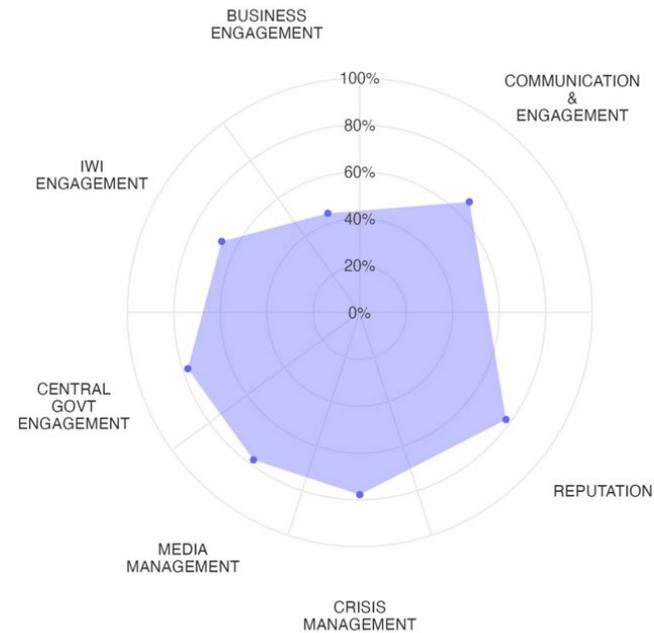


Mapping & Insights

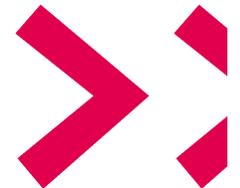
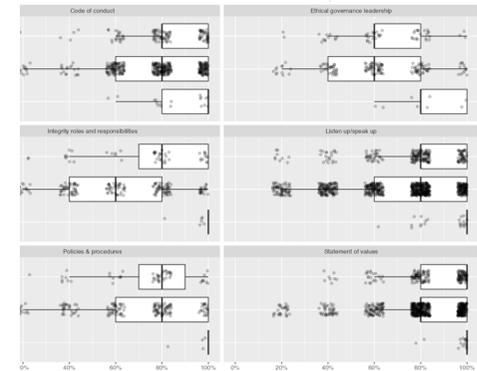
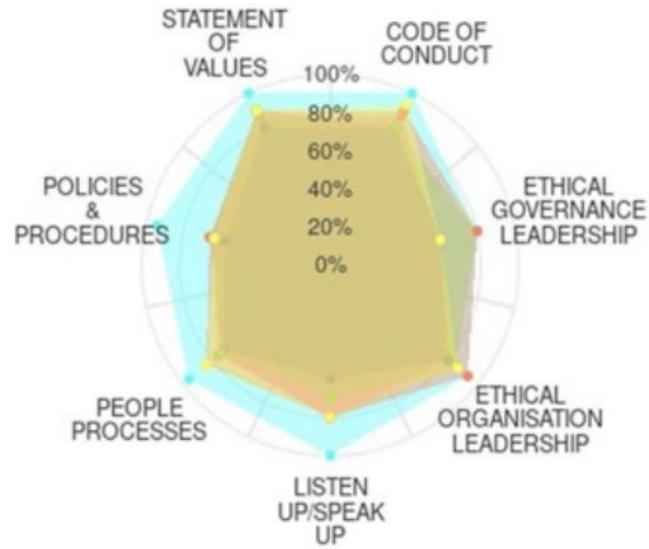
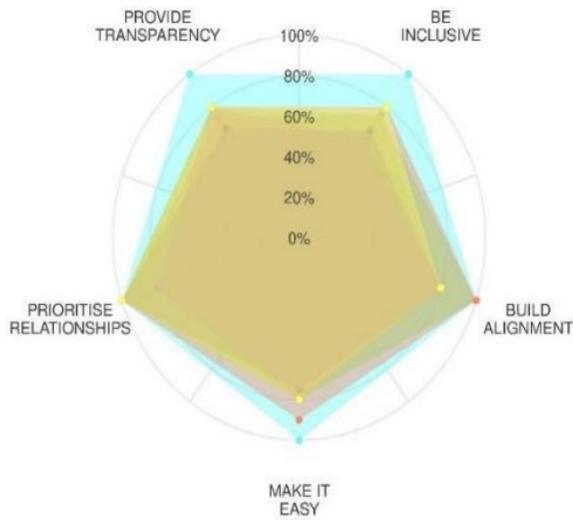
MEASURING PERFORMANCE OVER TIME



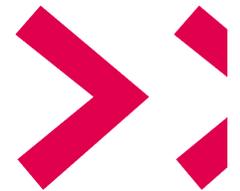
DETAILS FOR EACH ASSESSMENT PRIORITY



ANNUAL MAPPING OF BUILDING BLOCKS AND WAYS OF WORKING FOR A HEALTHY ORGANISATIONAL CULTURE



He Pātai?





**CENTRAL
HAWKE'S BAY**
DISTRICT COUNCIL

Site Visit – Ovation Plant

30 January 2025



Together we thrive!

Ovation Pasture Petfoods



Together we thrive!

The "Who" and the "Why"



Willem Sandberg
Managing Director



DAMIEN FERGUS
Chief Operations Officer



Paul MacDonald
Site Manager

What we hope to get of today's conversation.

1. Land Diversification 🌱

- **Sustainable Land Use:** Identify new ways to use land that balance economic, environmental, and social benefits.
- **Agricultural Innovation:** Conversation around alternative farming methods? (e.g., regenerative agriculture, agroforestry, vertical farming).

2. Electricity ⚡

- **Infrastructure Investment:** Improve energy distribution networks to reduce outages and ensure efficiency.
- **Industry Partnerships:** Foster collaboration between energy providers, councils, and businesses for innovation.

3. Employment 👷

- **Job Creation:** Development of employment pathways, in collaboration with MTFJ
- **Workforce Upskilling:** Investment in training programs for future-focused industries.



