Workshop

Thursday, 13 March 2025

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. 13 March Workshop Slides** ⇩

PUBLIC WORKSHOP

The public workshop covered the following items:

Scope of the Economic Development Strategy refresh

The substantive purpose of this session was to give a contextual introduction to the HBREDA/Martin Jenkins work. It also gave Councillors a briefing on the scope of a refresh/update to the CHBDC Economic Development Strategy and Action Plan (adopted in 2019).

Update on Structure Plan for Waipukurau South Growth Precinct Project

The purpose of this session was to provide an update to Councillors on the preparation of a Structure Plan (to include in the District Plan) to support and enable development in the Waipukurau South Growth Precinct.

Update on Waste Strategy Progress

The purpose of this session was to provide an update on the Investment Logic Mapping session that would inform the waste strategy and the proposed touch points with elected members throughout this work programme.

Regional Transport Committee to discuss Public Transport Regional Approach

The purpose of this session was to discuss a more regional approach to public transport. Cr Martin Williams, Chair of the Regional Transport Committee, and HBRC officers attended to discuss the approach with Councillors.

Local Water Done Well

The purpose of the session was to update Council on timelines, key decision points, and actions that Council would need to undertake ahead of the 3 September 2025 submission date.

Annual Plan 2025/26

The purpose of this workshop briefing was to provide an update on the development of the Annual Plan 2025/26 and to outline the next steps for Officers to finalise and present the Draft Annual Plan for Councillors to consider.

Stormwater Levels of Service

The purpose of this session was to provide an update on officers' work to determine the best metrics for measuring stormwater network performance and the current performance against these metrics. This could then be used to shape future levels of service and investment priorities for stormwater programmes.

Elected Member Protocols for Elections

This workshop session was to outline the protocols Elected Members needed to follow through the election year as best practice and to meet the Electoral Act requirements. Warwick Lampp from ElectionNZ presented this session.

PUBLIC EXCLUDED WORKSHOP

Waipawa Reservoir Direction

This workshop session was to provide an update to Council on the land acquisition process for the Waipawa Reservoir and the steps that Council had taken to date. The key purpose of this session was to test the risk appetite of the elected Council in relation to the use of the Public Works Act to accelerate the project.

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DISTRICT COUNCIL

Council Workshop

13 March 2025

CENTRAL HAWKE'S BAY
DISTRICT COUNCIL

Scope of the Economic Development Strategy Refresh

13 March 2025

Purpose

1

Provide update on economic development / growth context

2

Present and test options for the Economic Growth Strategy refresh / refocus

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Context

- Economic Development Action Plan (EDAP) was adopted in 2019
- Progress update on implementation of the EDAP given on 12th December 2024 (SGC meeting)
- HBREDA released 4 reports in 2024 focusing on the status and opportunities for the Hawke's Bay Economy
- National (eg, Going for Growth programme) and regional (eg, regional deals) focus on economic growth and productivity
- Staff turnover

Hawke's Bay Regional Economic Development Agency (HBREDA) - 4 reports released in 2024

- Commissioned Martin Jenkins & Infometrics to complete analysis:

    1. HB Economy – Historical performance & trends (July)
    2. Industry & sector analysis (September)
    3. Employment Outlook - TA specific (October)
    4. Challenges & opportunities (December)

- Link to reports:
- http://www.hbreda.co.nz/research

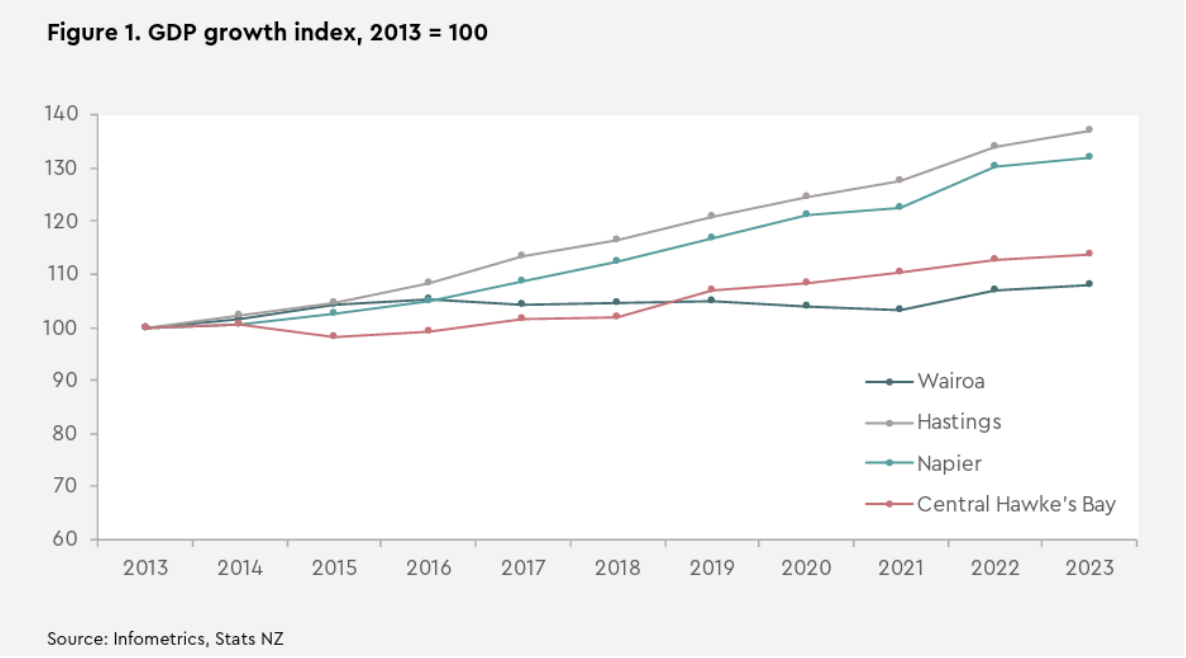
In summary:

- The reports "collectively show that despite a vibrant business community, our region is hampered by lower than average productivity, a fragile transport system, water and energy constraints, and a skills shortage".

Lucy Laitinen, CEO HBREDA, Bay Buzz Dec 2024

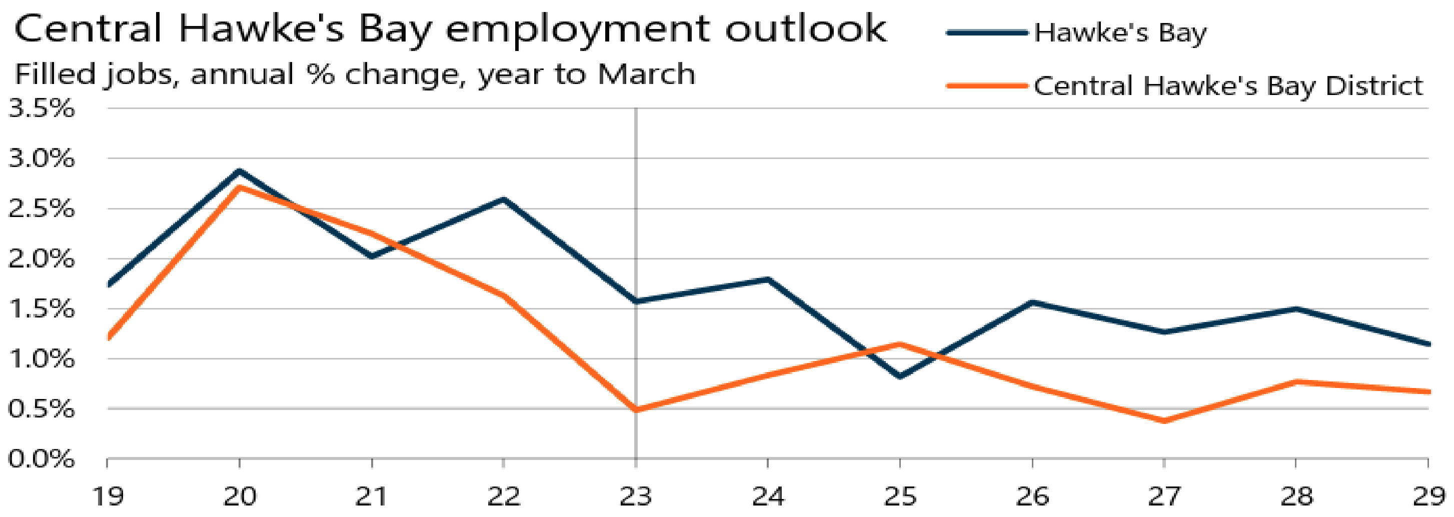
- Reiterates that our Strategic Pillars still align with current issues

CHB GDP Growth subdued compared to Napier & Hastings

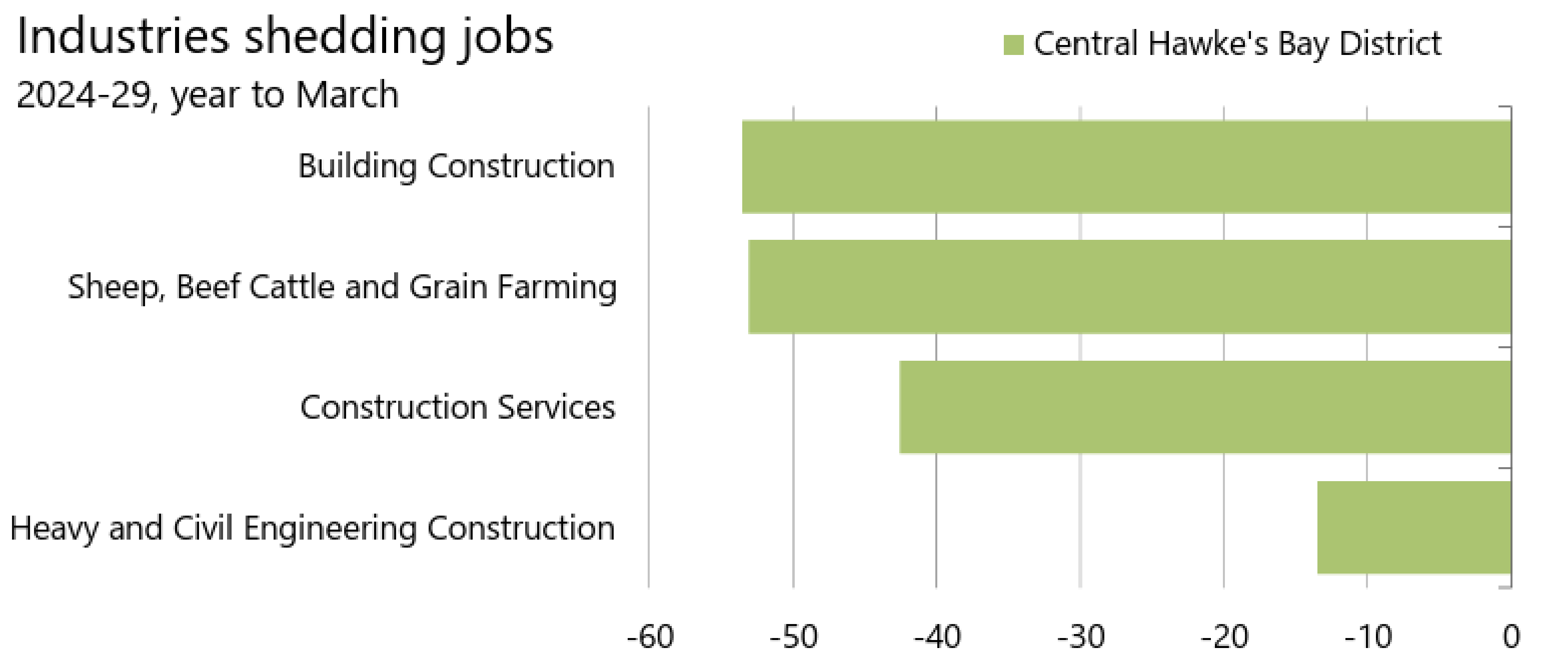


- GDP growth of 2.2% pa vs 3.3% for Napier & Hastings
- How can we enable CHB to outperform expectations?

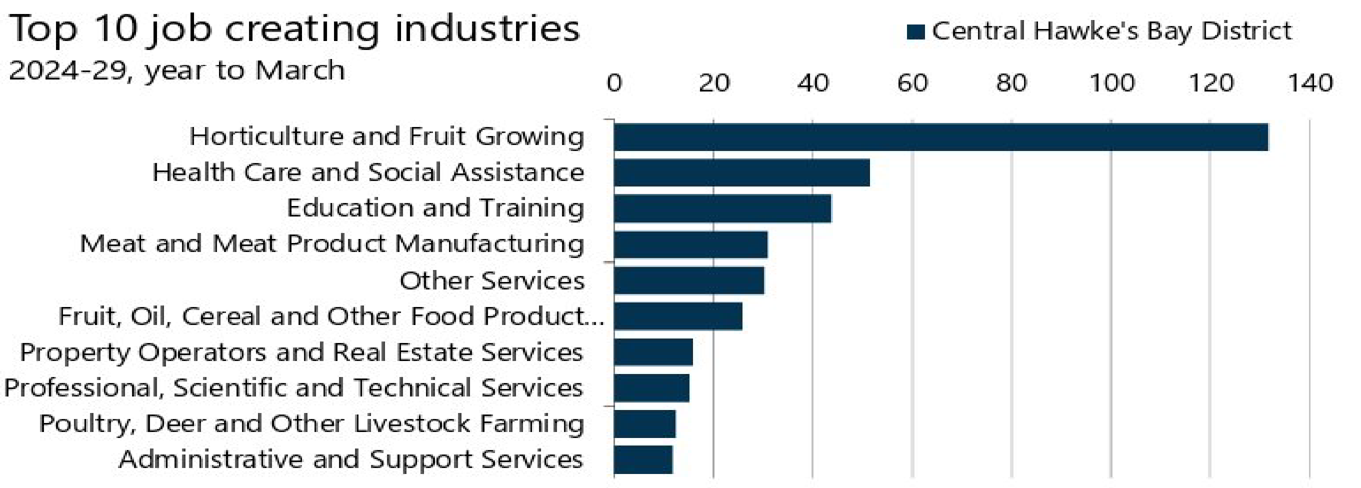
CHB Job growth projections



CHB Industries Shedding Jobs



CHB Job Creation



Industries with potential

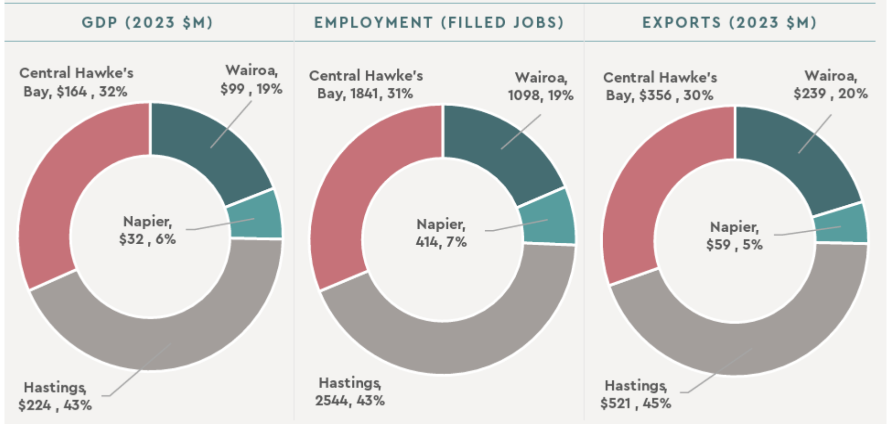
The following industries were identified as having the greatest potential to drive value and employment growth in Hawke's Bay

KEY INDUSTRIES	HIGHEST RANKING SECTORS
Forestry and wood processing	Forestry support services, converted paper product manufacturing, prefabricated wooden building manufacturing
Horticulture and related processing	Berry fruit growing, other fruit and tree nut growing
Meat and meat processing	Prepared animal feed, cured meat, and small goods manufacturing
Food and beverage product manufacturing	Soft drink and syrups, beer manufacturing
Machinery and equipment manufacturing	Electronic equipment, electrical equipment, agricultural machinery & equipment, machine tools and parts manufacturing
Construction services	Prefabricated metal building, residential building construction, heavy & civil engineering construction, engineering design and services, roofing

Meat & meat processing

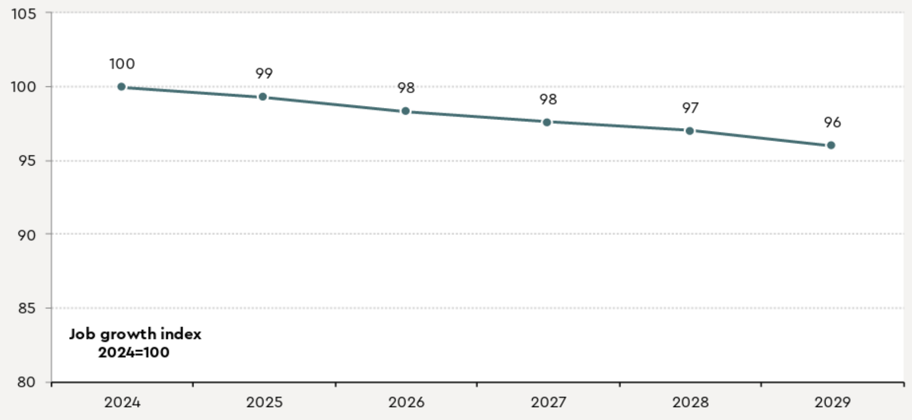
32% of CHB GDP and 31% of jobs but with a declining outlook (includes pet food)

Figure 13: Meat and meat processing: GDP, employment and exports by territorial authority, 2023



Source: MartinJenkins, based on data from Infometrics regional database

Figure 17: Meat and meat processing: forecast job growth, 2024 to 2029



MartinJenkins, based on data from Infometrics forecasts

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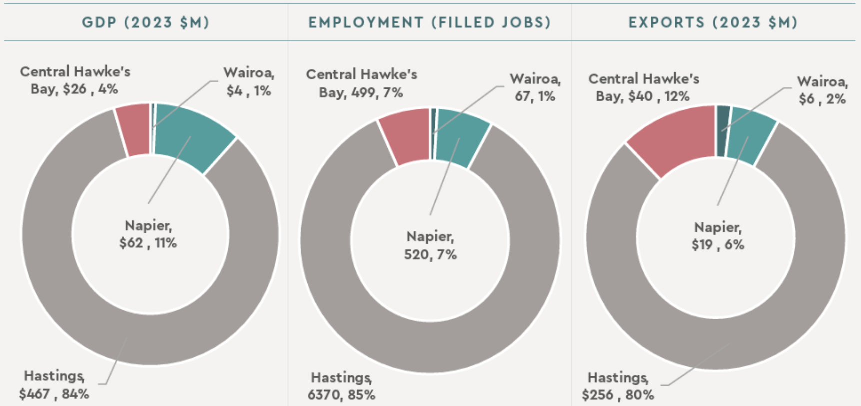
Horticulture

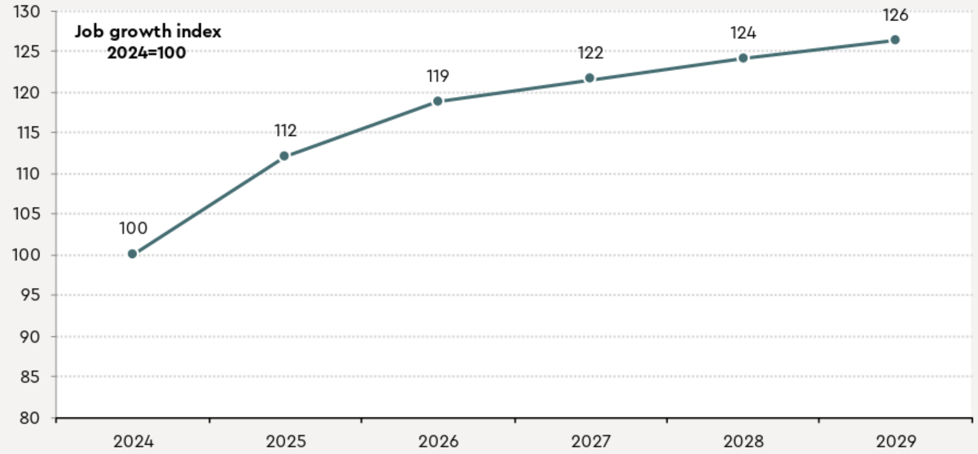
4% of CHB GDP, 7% jobs with growth outlook

Figure 8: Horticulture and related processing: GDP, employment and exports by territorial authority, 2023



Source: MartinJenkins, based on data from Infometrics regional database

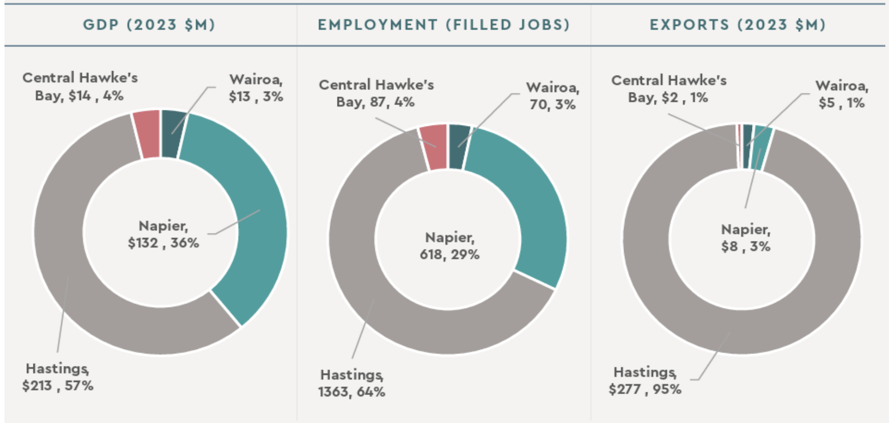
Figure 12: Horticulture and related processing: forecast job growth, 2024 to 2029



Forestry & wood processing

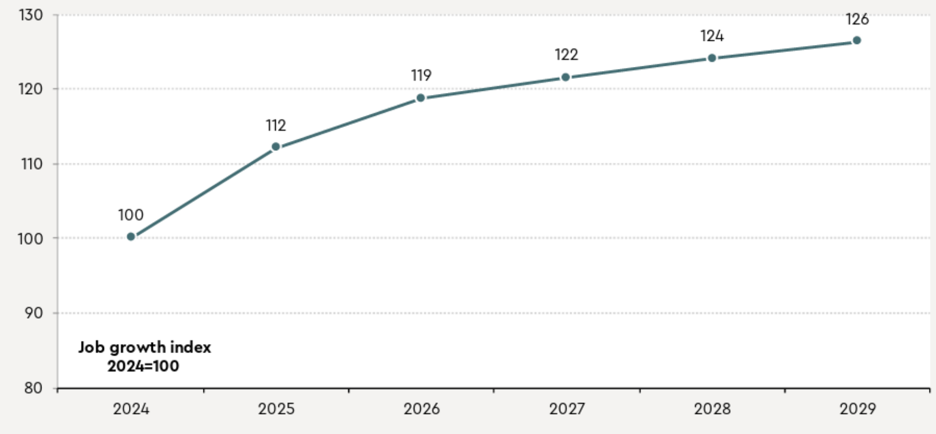
4% of CHB GDP and 4% of jobs with a growth outlook

Figure 3. Forestry and wood processing: GDP, employment and exports by territorial authority, 2023



Source: MartinJenkins, based on data from Infometrics regional database

Figure 7: Forestry and wood processing: forecast job growth, 2024 to 2029

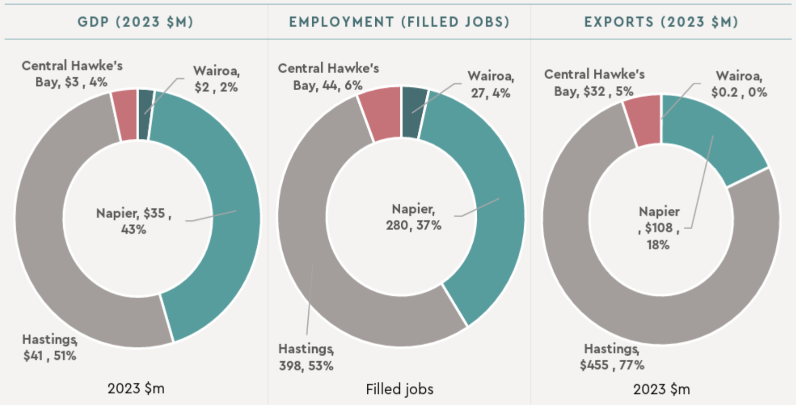


MartinJenkins, based on data from Infometrics forecasts

Food & beverage processing

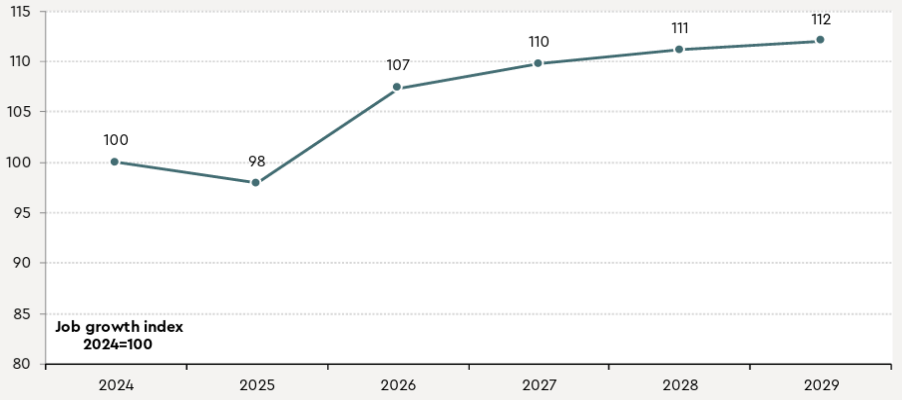
4% of CHB GDP and 6% jobs with a positive outlook (anything not meat or hort)

Figure 18: Food and beverage processing: GDP, employment and exports by territorial authority, 2023



Source: MartinJenkins, based on data from Infometrics regional database

Figure 22: Food and beverage processing: forecast job growth, 2024 to 2029

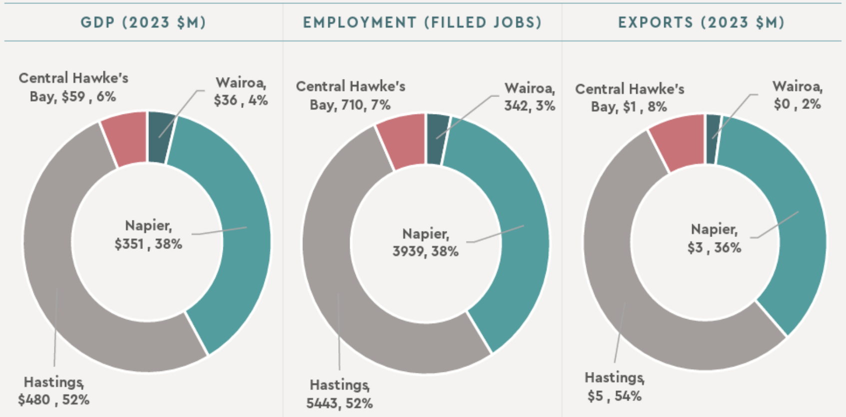


MartinJenkins, based on data from Infometrics forecasts

Construction

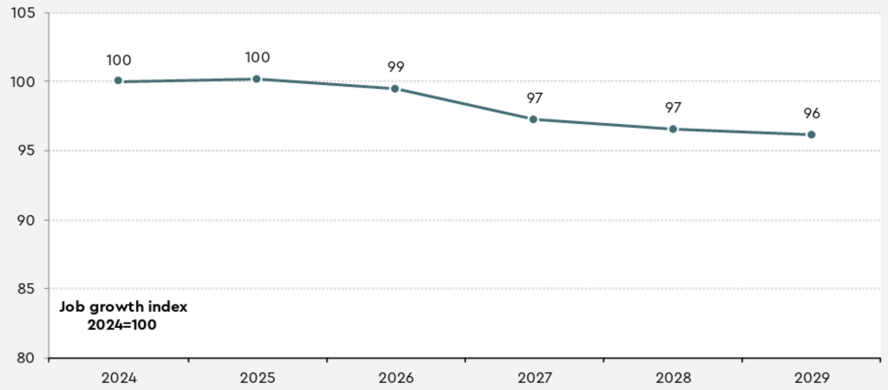
6% of CHB GDP and 7% jobs – cyclical

Figure 28: Construction and related services: GDP, employment and exports by territorial authority, 2023



Source: MartinJenkins, based on data from Infometrics regional database

Figure 32: Construction and related services: forecast job growth, 2024 to 2029



MartinJenkins, based on data from Infometrics forecasts

Our population in 10 years assuming medium growth

4,000 more people (20,000)

Age 65+ will make up 25% of our residents

We will need 1,100 new dwellings

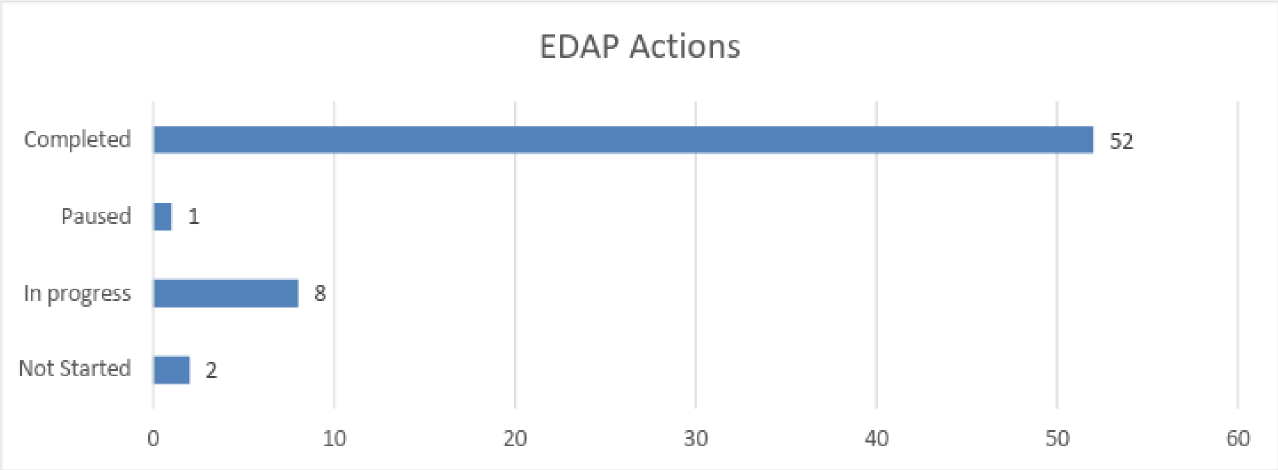
Other Opportunities (Identified in Squillions 2023)

- **Innovation & land-use diversification** – e.g: Kaikora Seed drying facility
- **Feeding the people – volume to value.** 5/6 leading industries in CHB are related to agriculture and food.
- **Te ao Māori -** exports, business models, pathways
- **Infrastructure & services**
- **Aged care and the "silver economy" -** growing demographic needing residential retirement living, healthcare, social assistance

Economic Growth Strategy Refocus

- The "Why" & "What" has not changed
- The "How" has evolved with time & changing context
- Our Pillars are still relevant as discussed in December

Progress to date (From December SCG meeting)



Context shift since 2019

Progress made against the 2019 strategy	Improved community facilities	Covid	Cyclone Gabrielle & other severe weather events	Connectivity & remote working
Technology, robotics & AI	Population growth	Carbon	Land use diversification – subdivision, forestry (timber, manuka, native), restoration (catchment groups), horticulture	Solar & battery technology
	Inflation & recession	Climate Change	HBREDA analysis & reports	

Other current context to consider

- New Government "Going For Growth" strategy evolving
- Regional Deals & Infrastructure funding
- Timing of Matariki strategy refresh
- Recovery to Growth
- LTP cycle – shaping activity plans, investment & asset management plans
- New Triennium

The crux:

Where are we best to focus our limited resource for the highest chance of tangible outcomes for our community?

In what timeframe?

How will we measure success?

3 options for strategy refresh/refocus

Light touch strategy refocus	Full strategy refresh now.	Hybrid – choose optimal timing

• Timeline: Present to May SGC meeting for adoption.
• Pros:
  • Cost - uses existing resource.
  • Uses pillars from 2019 strategy.
  • 6 – 12 month focus on 3 core areas with implementation a short term priority for Economic Growth Manager.
  • Adaptable.
• Cons:
  • Shorter term view.
	• Timeline: 6 months + with adoption prior to the election.
	• Pros:
	  • Full strategy to action for 2026 on.
	• Cons:
	  • High cost (TBC and high resource required).
	  • Delayed implementation due to strategy rewrite.
	  • Does not allow for Matariki strategy refresh.
	  • Out of sync with LTP cycle
		• Timeline: Adoption of light touch refocus in May. Consider whether to commit to full refresh commencing mid 2026.
		• Pros:
		  • Allows short term implementation on 3 key focus areas.
		  • Timing would occur post Matariki refresh
		  • New strategy can drive recommendations for investment in:
		    • Activity Planning
		    • Asset Mgmt Plans
		    • LTP
		• Cons:
		  • Cost commitment (TBC and higher resource required).
		  • Limited resource planning vs implementation.

Officers current preferred approach

Light touch strategy refocus in short term - 4 - 6 pages and a Strategy On A Page – for adoption in May

→

Focus on implementation in the next 6 – 12 months – "best bang for buck"

→

Consider timing of & commitment to a full Economic Growth strategy refresh

Light Touch Strategy Refocus proposal

6-12 month focus on 3 Strategic Pillars with most potential in current context:

Growth & Development

- Housing – WSGP, retirement village etc
- Business Development & Attraction
- Tourism

Land Use Optimisation

- Kaikora Seed Drying Facility activation
- Pursuing further opportunities

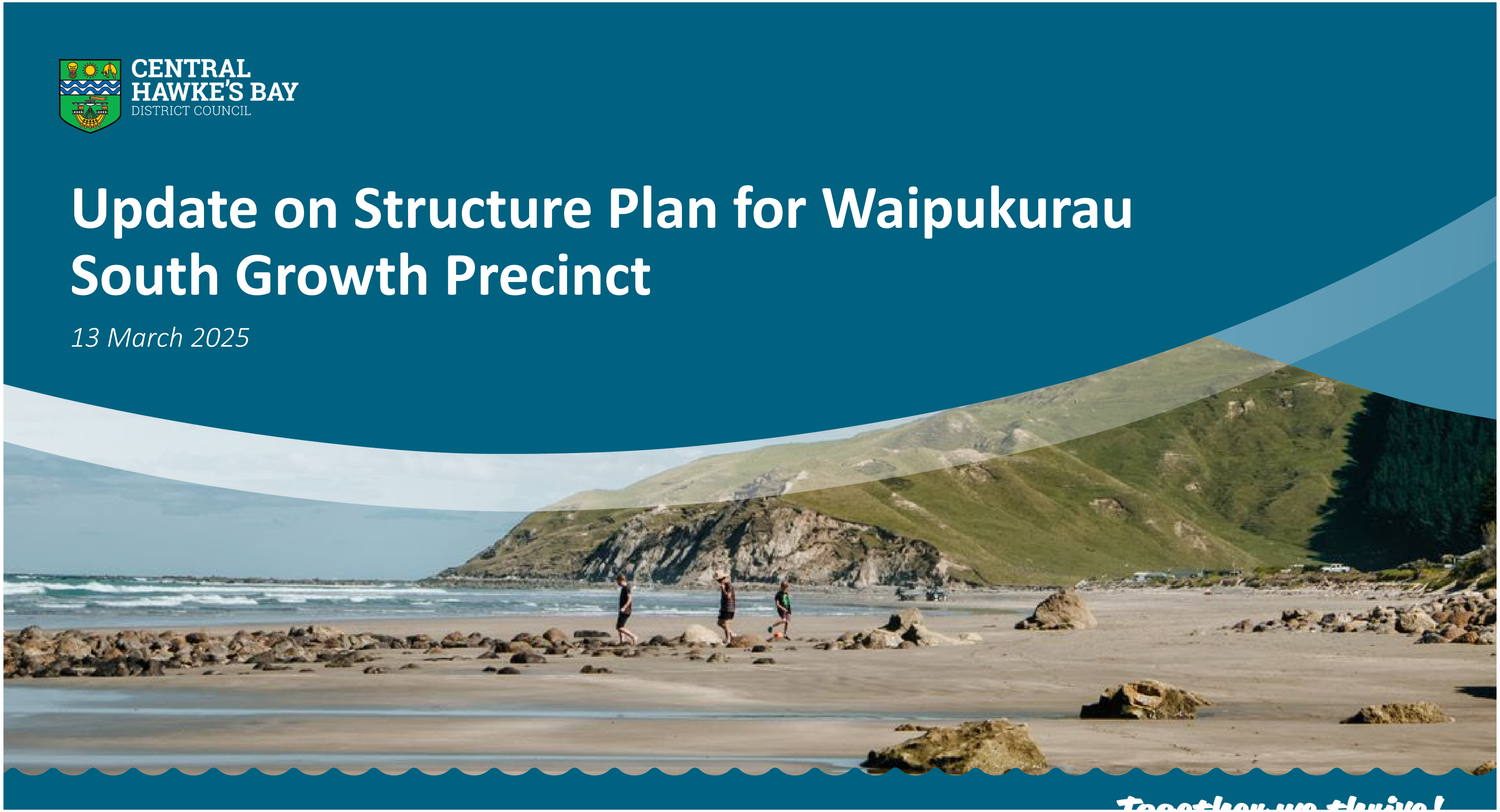
Water Security

- Appoint Trustee to HB Community Water Trust
- Decision on further involvement in water security projects?
- Progressing regional water security work

Links to national & regional strategies and our existing EDAP Pillars:

- Going for Growth
- Environmental & Sustainability Strategy
- Jobs in CHB & Skills
- Matariki (REDSAP 2016)
- Tūhono mai tūhono ātu
- Regional Land Transport Plan

QUESTIONS/DISCUSSION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DISTRICT COUNCIL
Update on Structure Plan for Waipukurau
South Growth Precinct
13 March 2025

Strategic Context

The ISP prioritised supporting 'infill' development on land already zoned.

Action to review provisions for greater housing density within 5-10 minute walk from town centre

Action to provide walkable connections between Tavistock and Porangahau Roads

Area identified for new reserves/parks – Potential green network growth

Range of housing typologies to meet changing demographics and achieve housing outcomes across housing spectrum

District Plan is the key lever for enabling and ensuring good quality growth.

What is a Structure Plan?

- A plan to ensure the **integrated** delivery of infrastructure with land use planning. To avoid situations where land is zoned but there is no plan to service it

- Best practice **and** required under the HBRC Regional Policy Statement for all new development areas (rezonings)

- A structure plan needs to be within the District plan for it to have any 'teeth' and to align it with planning rules.

- **District Plan – Operative in Part (2024)** A precinct plan was included via a CHBDC submission based on best available information at the time.

- Key differences between Structure Plan and Precinct Plan

Figure 10 – Waipukurau South Precinct Plan

Risks, Issues, Opportunities

- All resource consent applications will need to demonstrate that their development is in accordance with the Structure Plan

- A structure plan allows development to be staged, based on the available capacity of infrastructure

- Risks of not including it in District Plan are ad hoc and unplanned development

- Housing outcomes (eg, social housing) is not something determined by the Structure Plan or the District Plan

- Faultlines through area have been discussed with Geotechnical experts

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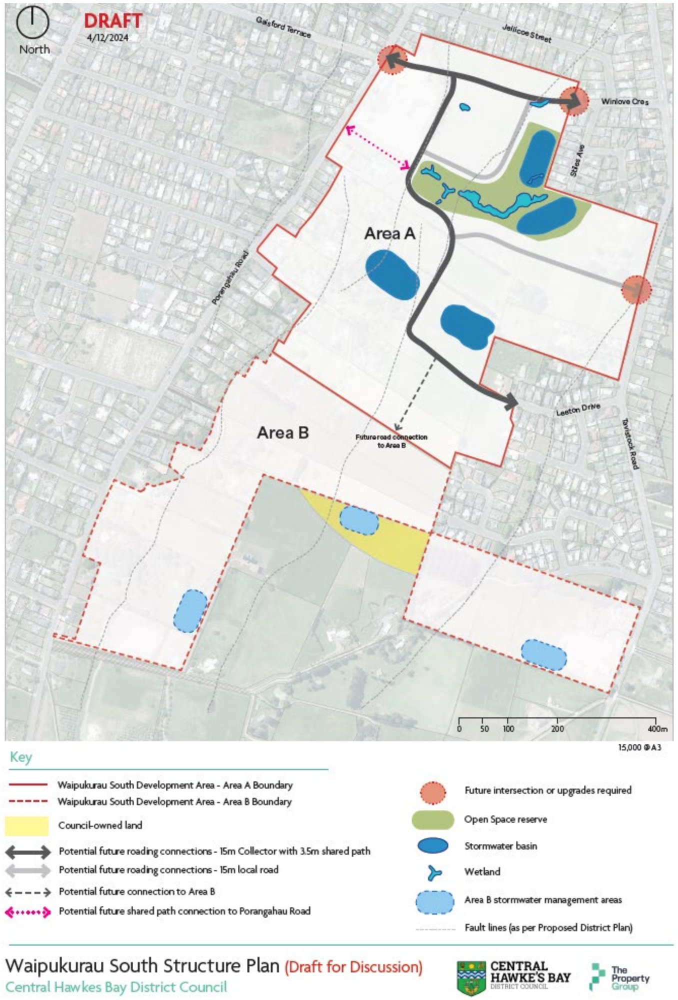
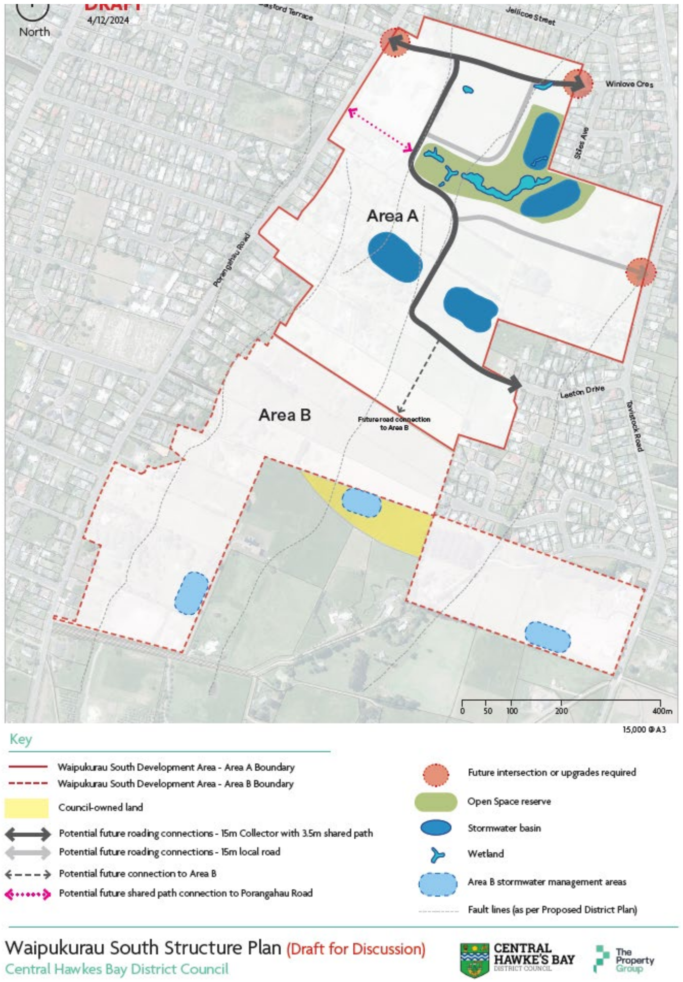
Draft Structure Plan

Informed by the following updated and/or new reports:

- Transportation
- 3 Waters
- Ecology
- Urban design
- Cultural Values

Structure plan aligns with the IAF projects and partially funded by IAF





DRAFT
4/12/2024
North
Jellicoe Street
Winlove Cres
Stiles Ave
Area A
Porangahau Road
Area B
Future road connection to Area B
Leeton Drive
Tavistock Road
0 50 100 200 400m
15,000 @ A3
Key
Waipukurau South Development Area - Area A Boundary
Waipukurau South Development Area - Area B Boundary
Council-owned land
Potential future roading connections - 15m Collector with 3.5m shared path
Potential future roading connections - 15m local road
Potential future connection to Area B
Potential future shared path connection to Porangahau Road
Future intersection or upgrades required
Open Space reserve
Stormwater basin
Wetland
Area B stormwater management areas
Fault lines (as per Proposed District Plan)
Waipukurau South Structure Plan (Draft for Discussion)
Central Hawkes Bay District Council

The Precinct Plan provisions

- A min. lot size of 500m2 with a density of one dwelling per 500m2
- Less density than the Residential Zone that allows a second dwelling providing an overall density of 350m2 per dwelling unit, or 150m2 if the dwelling is under 60m2
- The precinct chapter includes stated outcomes that could be more directive if using the Development Area approach.

Figure 10 – Waipukurau South Precinct Plan

Plan Change 1

- To ensure development occurs in accordance with the Structure Plan it needs to be included it in the District Plan via a plan change

- Under the national planning standards, the chapter will be called the **Waipukurau South Development Area**

- Objectives and policies to ensure cultural values are recognised and provided for.

- Subdivision rules will include trigger points to ensure the relevant infrastructure is in place before development can occur. The 3 waters report is still being finalised

Plan Change Draft Timeline

1. Council adopt plan change for public consultation and appoint hearing panel
   June 2025
2. 30 day consultation period
   July - August
3. Hearing of submissions
   October/Nov
4. Panel recommendation adopted by Council, publicly notified and appeal period commences
   Jan/Feb 2026
5. If no appeals received, plan change becomes operative.
   April/May 2026

Next steps

- Commence the plan change process. This will include direct engagement with affected landowners before coming back to Council with a plan change for Council adoption and to appoint a hearing panel

- Other ‘wash-up’ items to be included e.g. those deemed more significant than minor but do not require full technical justification e.g some assessment matters have been missed off certain rules

- The sites of significance to Māori workstream is a project on its own and discussions with TPW to get this project underway have commenced

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Update on Waste Strategy Progress

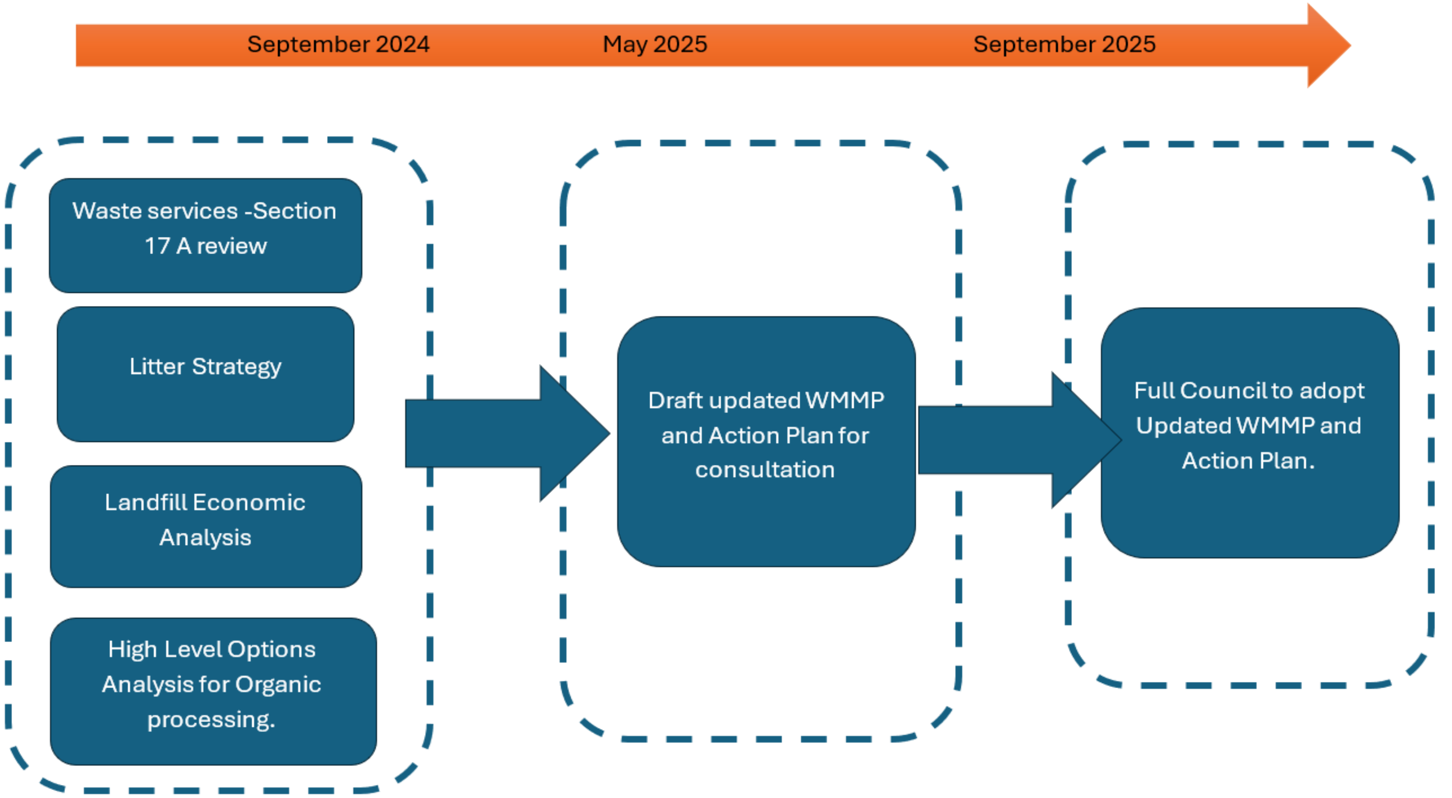
13 March 2025

Together we thrive!

Purpose

Provide the council with a summary of the workstreams, timelines, and suggested touchpoints for the initiative to revise the existing WMMP (Waste Strategy) in compliance with the Waste Minimisation Act and Local Government Act, aiming for completion by September 2025.

Recap on previous workshop on 9 May 2024



Updated workstreams and timelines.

Reference Group

- We suggest establishing a Councillor & Advisor Reference Group (CARG) to act as a forum for the team, offering direct feedback and insights during the various workstreams.
- The anticipated time commitment for members of the reference group is between 8 to 10 hours in total.
- It is proposed that the chair of the SGC committee, the chair of the FIP committee, and one of the Pou Whirinaki Advisors create the CARG for this initiative.
- All decisions will be made through the relevant committees or during full Council meetings.

Pātai - Questions?

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Regional Transport Committee to discuss Public Transport Regional Approach

13 March 2025

PUBLIC TRANSPORT POTENTIAL FUTURE DELIVERY MODELS

Central Hawke's Bay District Council

13 March 2025

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Transport system investment

Current delivery model

- HBRC is the NZTA approved organisation for funding and operating public transport and Total Mobility in Hawke's Bay
- HBRC contracts a bus operator to run the Napier & Hastings public bus services
  - HBRC is responsible for all administration, fares, enquiries, timetable and promotional needs
  - NZTA funds 51% of the net cost of the services
  - HBRC rates Napier & Hastings urban ratepayer for the remaining 49%
- HBRC has contracts with taxi/companion service transport companies for Total Mobility services in Napier, Hastings and Central Hawke's Bay
  - HBRC also has agreements with assessment agencies for assessing Total Mobility clients
  - NZTA funds 60% of the Total Mobility discount
  - HBRC rates Napier & Hastings urban ratepayer for the remaining 40%
- Wairoa currently has no public transport services.

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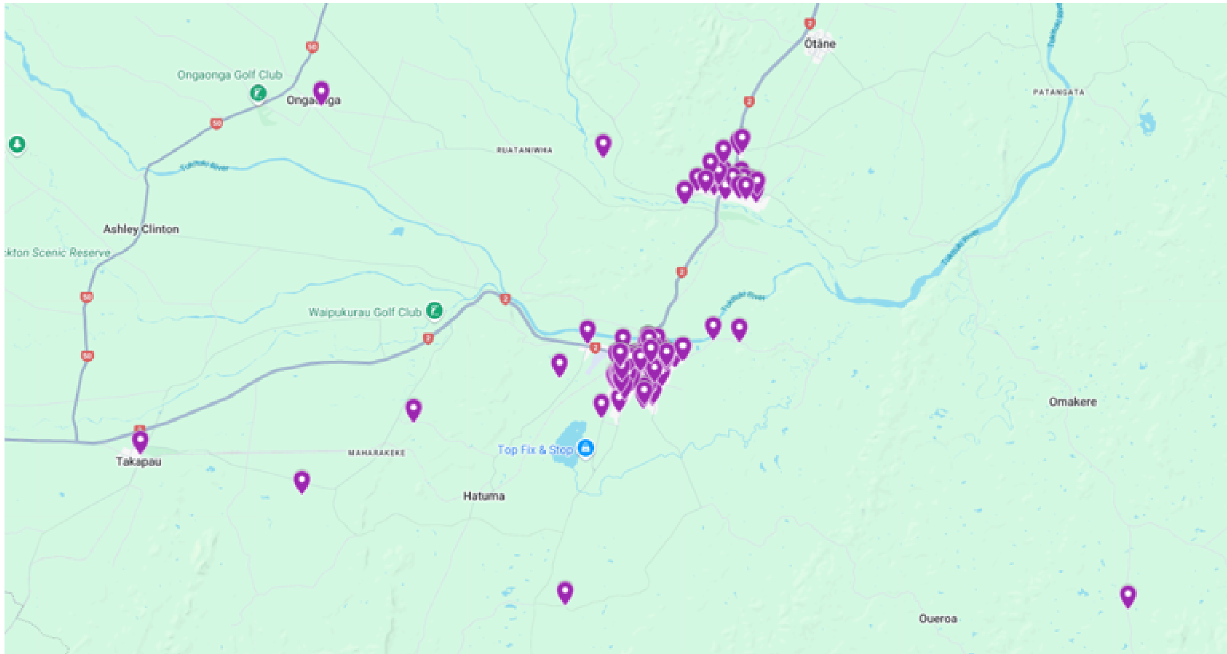
Central Hawke's Bay Total Mobility users = 200. ~$73k per year



- **Proposed targeted rating change**

- 10% indirect rate (of the PT total rate)on CV to all ratepayers with access to Total Mobility. This is all CHB, Hastings, and Napier ratepayers.
- This equates to an average of $9 per annum per CHB ratepayer

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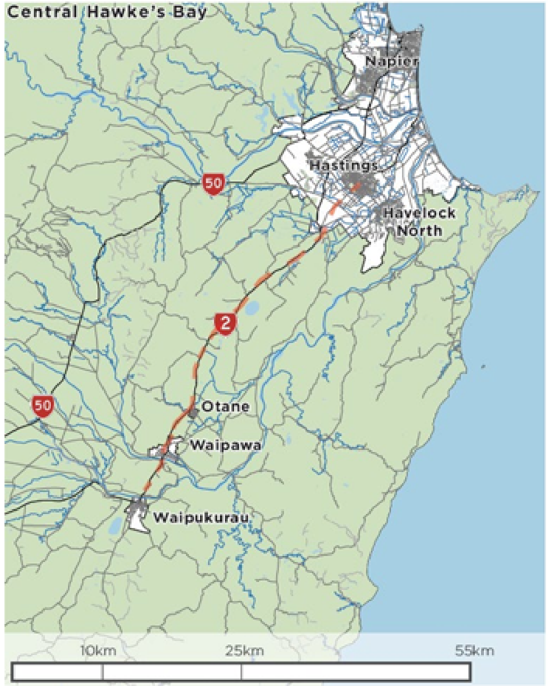
Central Hawke's Bay Peak Express Proposal



Proposed Route 9: Central Hawke's Bay Peak Express Route

Description

- New limited-stop service targeting commuters from Central Hawke's Bay to Hastings. From there, people can easily transfer to the frequent trunk route and other frequent routes with minimal wait time.

Stops at:

- Waipukurau outside the Visitor Information Centre,
- Waipawa on High Street
- Ōtāne stopping outside the Town Hall

Frequency and Span

- Two AM peak services to Hastings
- Two PM peak services to Central Hawke's Bay
- Weekdays only.

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No funding in 2024-2027 NLTP

Key Issues & Opportunities – Funding & Public Perception

- Funding challenges: targeted rate structure, ratepayer willingness, and sustainability.
- Political and public perception issues: transport as a political statement, NIMBYism, and affordability concerns.
- Need for clear communication on public transport benefits across Napier, Hastings, CHB, and Wairoa.
- Balancing smaller communities' needs (e.g., CHB) vs. urban demands.
- Potential for increased demand in CHB for fixed-route services and/or flexible (community transport) transport options, such as:
  - Local shuttle services.
  - Partnerships with health providers and social services.
  - Demand-responsive transport for key trips (e.g., health, shopping, work).

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Operational Challenges – Vehicles, Depots & Network Design

- Transition to Zero Emission Buses (ZEB) and alternative fuels.
- Infrastructure needs: charging, fuelling, and depot ownership across all districts.
- Misaligned investments in services vs. infrastructure.
- Land use planning and public transport viability, especially in lower-density areas like CHB and Wairoa.
- Connectivity challenges:
  - CHB: Need for better links to Napier & Hastings for work, education, and health.
  - Wairoa: No current services—opportunities for community transport.

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Transport Options

- Fixed route CHB to Hastings services
- Investigating community-led transport models, such as:
  - Community-run or council-supported shuttle services.
  - On-demand transport for key travel needs.
  - Connecting to fixed services?
- Partnerships with businesses and local organisations to provide flexible transport.
  - Shuttle services run by local organisations or iwi.
  - On-demand transport options.
  - Partnerships with health providers and social servicesf or transport support.
- Encouraging modal integration and third-party participation (corporate incentives, council staff programs).

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Can we provide these services in a better way?

- Evaluate different delivery models for public transport services.
- Will need to:
  - Ensure effective procurement and contract management of operators.
  - Council roles and responsibilities in planning and oversight.
  - Balancing regional and local needs in service design and funding.
  - Explore opportunities for exploring partnerships with iwi, community groups, and businesses to enhance service delivery.
  - Ensure long-term funding sustainability while meeting community needs.

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LTMA

7B Transfer of responsibilities between regional councils and territorial authorities

(1) A regional council may transfer 1 or more of its responsibilities under this Act to a territorial authority under section 17 of the Local Government Act 2002.

(2) A territorial authority may transfer 1 or more of its responsibilities under this Act to a regional council under section 17 of the Local Government Act 2002.

(3) In this section, **responsibility** means any responsibility, duty, or legal obligation under this Act and includes—

(a) a responsibility that has previously been transferred under section 17 of the Local Government Act 2002; and

(b) any powers associated with the responsibility, duty, or legal obligation.

Section 7B: inserted, on 22 October 2019, by section 40 of the Local Government Act 2002 Amendment Act 2019 (2019 No 54).

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Management and contracting options

- Council Controlled Organisation
- Shared services model (CHB, NCC, HDC, WDC, HBRC?)
- HBRIC ownership of assets / company control
- Internal CCO (HBRC)
- Public Private Partnership
- Mixed ownership model between operator/s and Council (via SPTF)
- Opportunity for a trust to run?
- Iwi run

HAWKES BAY
REGIONAL COUNCIL
TE KAUNIHERA Ā-ROHE O TE MATAU-A-MĀUI

Joint management unit with all TA's – led by HBRC

- Greater operational oversight (eg by RTC/TAG)
- Greater co-ordination & collaboration (like a CCO without asset ownership challenges)
- Provides flexibility in delivery and network changes
- Enables greater infrastructure integration and delivery
- Provides clear line of sight for key delivery partners (e.g. Council's) via governance level reporting
- Enables greater ownership / oversight of community needs and delivery
- Increases service delivery capacity & capability
- Could enable a greater rating base – predicated on increased regional delivery

- Will ultimately require uplift in overhead & contract cost
- Would require new / revised MOU or other structure – could result in short term implementation challenges. These would iron out over the long term
- Would require resource / capability build in the short – medium term

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Discussion

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Issues & opportunities

Funding

- Current targeted rate approach and rating footprint
- Ratepayer willingness to fund public transport
- Political environment's impact, where transport use can become a political statement
- NIMBYism – support only if it directly benefits one's area, but no bus stop in front of my house!
- Service quality, variability and affordability – impact on public perception
- Funding sustainability – fares, local contributions and NZTA support

Public need and perception

- Ability to clearly identify, articulate, and demonstrate benefits
- Public perceptions of public transport
- Limited understanding of travel types and user motivations
- Limited historical and current service marketing
- Service reliability – perceptions vs. reality
- Balancing the needs of smaller communities with larger service demands

- On-Demand & Total Mobility
  - Role of On-Demand Public Transport (ODPT) vs. fixed routes vs. Total Mobility (TM) – potential for integration?
  - Future role of ODPT and network requirements
  - Role of TM and ODPT as population needs (ageing and growth) evolve

Issues & opportunities (cont.)

Vehicles and depots

- Transition to Zero Emission Buses (ZEB) and alternative fuels
- Charging and fueling infrastructure, and grid stability
- Depot and vehicle ownership

Partner roles

- Misaligned investments in services and supporting infrastructure
- Role of NZTA as a co-investor

Matching land use to PT delivery

- Land use changes and limited density, impacting public transport viability
- Geographic challenges of urban areas 25km apart, affecting connectivity and resilience
- Network design – does it meet real needs, e.g., access to key employment areas?

- Transport options
  - Opportunity cost of transport options, e.g., low-cost parking
  - Modal integration at key hubs (e.g., Clive) to encourage uptake
- Third party roles
  - Potential for corporate and business incentives in public transport
  - Role of other organizations' programs and concessions (e.g., RCA and NZTA staff incentives)

HAWKES BAY REGIONAL COUNCIL
TE KAUNIHERA Ā-ROHE O TE MATAU-A-MĀUI

Potential structure	Pros	Cons
Joint CCO	• Provides greater potential (regionalised) rating base to better (more affordably) serve smaller communities • Removes some political element • Focuses staff resource on delivery and network optimisation • Enables greater collaboration and cohesive investment in infrastructure • Provides a centralised delivery agency for the transport system • May realise some long-term synergy and efficiency • Offers economies of scale • Focus on executing with excellence	• Could rate regionally any way. • Significant to establish and would require substantial technical resource • Likely by-law/law changes required?? • Substantial asset ownership transfer from Councils to CCO – creating significant write down & associated credit risk • New governance structures required • Potential for CCO to develop 'own' direction • Limited ability to recycle / renew assets and pool constrained to local operations only • Challenge offloading end of life assets
TA's managing & controlling their respective units (delegate to HDC & NCC respectively)	• Places service delivery ownership within communities • Potential for services to be more responsive to demand / community need • Could run smaller, targeted, or streamlined services • Offers community centric branding opportunities • Integrated delivery of services and infrastructure	• Would have substantial local rating impacts • Likely higher contract delivery price as a result of 'condensed' unit / limited economies of scale • Potential to have dis-jointed delivery approach across urban areas • xxx
HBRIC ownership/operation	• Centralised / owned delivery of services across urban areas • Opportunity for partial vertical integration • Full ownership of service design and delivery (incl. driver terms & conditions)	• Significant capital cost & depreciation • Large financial risk in rolling stock R&M / liability • Investment required in supporting services e.g. R&M facility / contract • Investment required in additional resource and capability • Limited ability to recycle / renew assets and pool constrained to local operations only • Challenge offloading end of life assets • Unlikely to be competitive with national operator - economies of scale

Potential structure C	Pros	Cons
Internal CCO (HBRC)	• Enables long term centralised delivery • Enables asset ownership • Could extend rating base • Unlock greater opportunities for services in outlying communities • Potential for more affordable service delivery (removal of operator margin)	• NB – largely same as previous model
Public Private Partnership	• Unlocks potential for private capital • Could provide new revenue streams / partnership opportunities / third party revenues • May provide opportunity for enhanced investment into service improvements • Could provide sustainable investment levels for service delivery • Potential to enable new / innovate service delivery models	• Certain level of commercial return likely required • Long term funding uncertainty if some form of return is not realised / clear • May result in more reporting / management (e.g. increased fixed overhead) • Possible exposure to different / new liability (e.g. NZX / shareholder reporting requirements – depending on investor) • Risk of funding being pulled at short notice exposing rate payers • Limited ability to recycle / renew assets and pool constrained to local operations only • Challenge offloading end of life assets
Mixed ownership (Council & Operator)	• NB – could roll this in to other ownership options??	
Community Trust ownership / management	• Run as a social enterprise based on social good • Enable community centric delivery • Opens a range of funding / financing streams via trust funding model • Potential to enable wider / different approaches to procurement • Opportunity to encompass wider service uses / types (e.g. school services) • Provide community responsiveness / opportunity • May enable greater long term funding sustainability via multiple (ideally enduring) funding streams • May reduce contract cost if run as social enterprise via reduced or non-existent operator margin	• Not an AO so can't apply for NLTF funding • Not a PTA and may not be able to be appointed PTA – won't meet regulatory requirements • Potential to create double layered governance and reporting (trust & RTC) • Would require significant upfront CAPEX to establish (kit, people, place, systems, technology) • Significant resource and capability build required • Challenging commercial model • May be challenging to offload & recycle assets (e.g. re-allocate older buses to smaller runs or school runs) • Open to commercial risk / liability • Risks potential of inconsistent funding, even for BAU operations

Potential structure	Pros	Cons
Shared services	• Places service delivery ownership within a tighter community • Potential for services to be more responsive to demand / community need • Could run smaller, targeted, or streamlined services • Integrated better chance of delivery of integrated services and infrastructure	• Would have local rating impacts • Still potential to have dis-jointed delivery approach across urban areas • Potential for direct council mismatching of priorities
Iwi management	• Enable greater understanding of community need, and thus delivery based on need • Creates greater access • Enables different deliver approach / perspective to delivery • Creates enhanced career pathways for Iwi • May create lower contract cost depending on commercial model (e.g. where the margin – if any – sits)	• Not an AO or PTA so would not meet regulatory or funding requirements – cannot apply for NLTF funding • Significant resource and capability build required • Significant technical expertise required • Large capital based needed • Challenge to turn a profit (even small) • Difficult commercial model • Risks potential of inconsistent funding, even for BAU operations • May be challenging to offload & recycle assets (e.g. re-allocate older buses to smaller runs or school runs)
Joint management unit with all TA's – led by HBRC	• Greater operational oversight (eg by RTC/TAG) • Greater co-ordination & collaboration (like a CCO without asset ownership challenges) • Provides flexibility in delivery and network changes • Enables greater infrastructure integration and delivery • Provides clear line of sight for key delivery partners (e.g. Council's) via governance level reporting • Enables greater ownership / oversight of community needs and delivery • Increases service delivery capacity & capability • Could enable a greater rating base – predicated on increased regional delivery	• Will ultimately require uplift in overhead & contract cost • Would require new / revised MOU or other structure – could result in short term implementation challenges. These would iron out over the long term • Would require resource / capability build in the short – medium term

TE KAUNIHERA Ā-ROHE O TE MATAU-A-MĀUI

Integrated delivery model framework

Context for procurement

Service delivery models	Outsourced to PTO				
Asset delivery models	(A) Short term Trial services, emergency contracts or similar.	(B) Partnering Standard delivery model.	(C) Supplier pool Two or more PTOs operating within same locality.	(D) Alliance Shared risk & reward, PTOs working together.	(E) In-house Services delivered by PTA
(1) PTO provisioned All enabling assets provided by PTO	Dependent on being able to utilise existing PTO assets.	Assets and services responsibility of PTO to deliver. Strategic assets may transfer to PTA's nominee at end of contract.	Same as B1 except tender approach structured to ensure two or more PTOs are present within a locality. Options for negotiated performance-based tenure extensions.	All assets and services are delivered by the PTO members of the alliance. PTA is the participating owner in an advanced alliance and the customer in an alliance (lite).	PTOs are responsible for all assets and take all asset risk. PTAs employ workforce and operate services.
(2) Mixed Some enabling assets provided by PTO, some by PTA	Dependent on being able to utilise existing assets.	Services responsibility of PTO. Some assets provided by PTO, which may transfer at end of contract. Some assets provided by PTA, could be via third party. PTO operates services.	Same as B2 and B3 except two or more PTOs share key enabling assets provided by PTA. PTOs are a supplier pool for that locality. Options for negotiated performance-based tenure extensions for highest performing units. Lower ranked units to be retendered.	Some assets provided by PTA; all services delivered by the PTO members of the alliance. PTA is the participating owner in an advanced alliance and the customer in an alliance (lite).	Some assets provided by PTO, some provided by PTA PTAs employ workforce and operate services.
(3) PTA provisioned All enabling assets delivered by PTA	Dependent on being able to utilise existing PTA assets.	PTA responsible for all assets. PTO responsible for workforce and operating services. Management style contract.		All enabling assets provided by PTA, all services delivered by the PTO members of the alliance. PTA is the participating owner in an advanced alliance and the customer in an alliance (lite).	PTA delivers all elements.

CENTRAL HAWKE'S BAY
DISTRICT COUNCIL

Local Water Done Well

13 March 2025

Purpose

- Update on progress to date
- Outline of key next dates and decision points
- Next steps for Council

Water Services – legislative context

- Arrangements for the new water services delivery system, including:
  - Structural arrangements for water services provision such as establishment, ownership, and governance of water organisations
  - Operational matters such as arrangements for charging, bylaws, and management of stormwater networks
  - Planning, reporting, and financial management

- A new economic regulation and consumer protection regime based on the existing economic regulation regime in Part 4 of the Commerce Act which currently applies to electricity lines services, gas pipeline services, and airport services.

- Changes to the water quality regulatory framework and the water services regulator, including:
  - Changes to the Water Services Act 2021 to reduce the regulatory burden of the drinking water quality regime and improve proportionality in the application of regulatory powers.
  - A change in approach to Te Mana o te Wai
  - A new single standard for wastewater and stormwater environmental performance

Key milestones to achieve

- Confirmation of at least two options/models and a preferred option for consultation
- Requirement to consult community on options/model and preferred consultation model.
- Development of Water Service Delivery Plan (WSDP)
- Adoption of water service delivery plan
- 3 August closing date for any extension
- 3 September – WSDP's must be submitted to DIA

Background

- 27 June 2024 adoption regional terms of reference
- Late 2024 data collation for business case development
- December provided Council update on draft business case (PX)
- Shortly after received updated guidance from LGFA on debt ratios
- January and February reworking numbers
- Public submissions on the Third Bill closed 23 February
- 26 February update on numbers (PX)
- Now have an updated programme for LWDW

Key progress this week

- Further clarifications and updates from:
  - Commerce Commission on impact of economic regulation
  - DIA and LGFA (Funds from Operations – FFO) expectations of models

- Next week:
  - Mayors meeting with the Minister on LWDW

LWDW

key dates & milestones.

- Repeal of Water Services Reform legislation
  February 2024
- Local Government water services preliminary arrangements legislation enacted
  September 2024
- Local Government Water Services bill introduced
  December 2024
- Meetings with LGFA and DIA to seek clarity on treatment of different models – as materially impacts Hawke's Bay financial modelling
  March 2025
- Meeting with Minister
  March 2025
- Councils agree Water Service Delivery options and endorse a preferred option
  April 2025
- Councils consider and adopt Consultation Documents and engagement plans
  April 2025
- Community consultation
  May 2025
- Hearing of submissions
  June 2025
- Drafting and review of Water Service Delivery Plans
  June/July 2025
- Council decisions on future water services delivery model
  By end of July 2025
- Councils adopt Water Service Delivery Plans
  By end of August 2025
- Water Service Delivery Plan submitted to DIA
  3 September 2025
- Hear back from Government – confirm acceptance or advise if changes are required;
  Minister can appoint a Crown Facilitator or Water Specialist at this point to support an acceptable plan if not accepted.
  Circa October 2025
- Implementation period
  November 2025 – June 2027
- Councils or new Water Entity(s) must prove financial sustainability
  30 June 2028

Central Hawke's Bay Dates

10 April Council Meeting	Endorsement of options and preferred option for consultation
24 April FIP Workshop	Workshop update on consultation document and engagement approach
8 May Council Workshop/Extraordinary Council meeting	Confirmation of Consultation document
3 July Council workshop	Possible Extraordinary meeting to receive the feedback and to confirm direction on preferred option for Water Service Delivery Plan or possible hold point.

CENTRAL HAWKE'S BAY
DISTRICT COUNCIL

Annual Plan 2025/26

13 March 2025

Purpose

- Overall update on progress
- Updates on four key areas

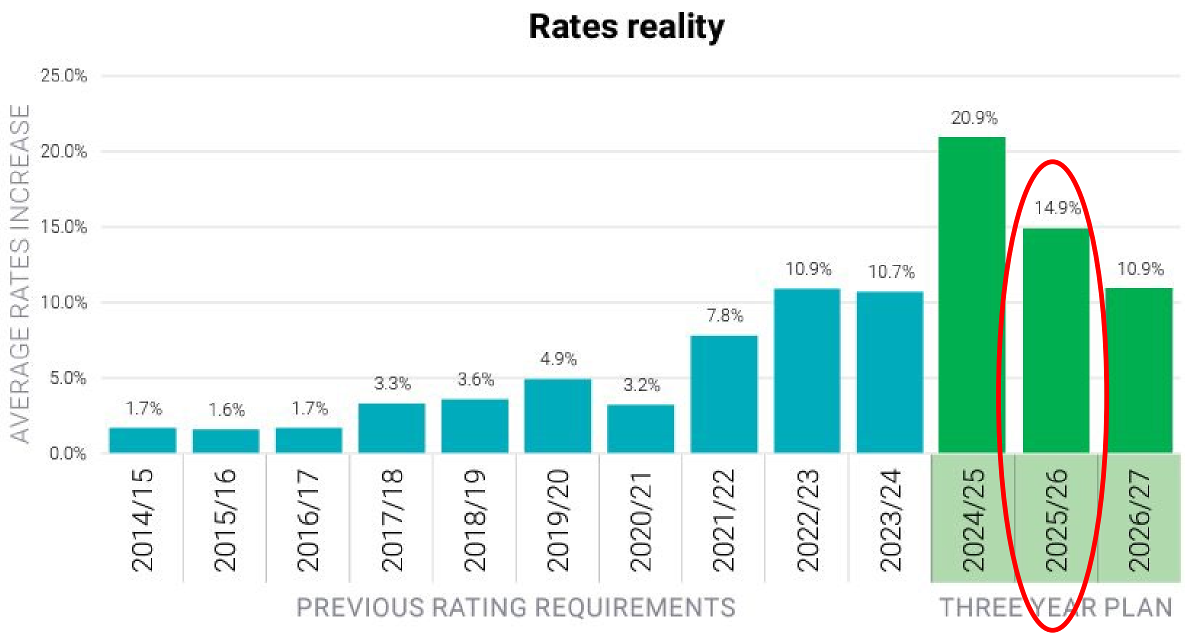
- Update on timeline
- Feedback on engagement approach with community

Key updates

- FIP Update 7 November meeting
- 30 January Workshop Update
- 13 February Council meeting
  - endorsement direction
  - Confirmation to not materially impact levels of service
  - Outlined four key areas for further work

CENTRAL HAWKE'S BAY Together

What had we signalled in Year 2



Where we got to?

- 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 moved the dial slightly to 10.9% at the end of January
- There were four more areas to work through

Four focus areas

1. Consenting Income
2. Confirming Solid Waste Revenue
3. Three Waters Capital Programme
4. Focus on right sized for the future

Focus areas still being worked through

1. Consenting Income

Re-introduced income into the model as we have finalised outsourcing of staff for a fixed period of time to other Councils.

2. Confirming Solid Waste Revenue

We have made progress, however still have further work to complete with Tararua to confirm final expected volumes and revenue/cost implications

CENTRAL HAWKE'S BAY Together

3. Three Waters Capital Programme

We are delivering programme well. External review of deliverability of 2024/25 year projects, to understanding opening balance.

4. Focus on right sized for the future

Organisational change has been launched, yet to be finalised.

CENTRAL HAWKE'S BAY Together

Where are we at?

- We’re down from 10.9%
- Need to finalise last areas
- Expect a formal update at the 10 April Council meeting

Timeline

10 April 2025 **Council Meeting**	Confirm Annual Plan Direction Adoption of Fees & Charges
April	Preparation of Annual Plan document
8 May 2025 **Council workshop**	General Feedback on Draft Annual Plan document
22 May **Extraordinary Council meeting**	Adopt Annual Plan 2024/25
5 June 2025 **Council Meeting**	or adopt Annual Plan and Strike Rates

Feedback on engagement approach

- Timing for engagement during proposed consultation on Local Water Done Well
- Opportunity to align 3 waters rating implications with LWDW

- Develop Annual Plan Document and Summary

Want to test:

- Appetite on in person community engagement on Annual Plan?
  - Could align with LWDW consultation
- How much direct engagement do Councillors wish to have?
- Will then develop engagement plan for Annual Plan for Council feedback

Next steps

- 10 April Council meeting endorsement
- 8 May Council workshop update

- Adopt Annual Plan

CENTRAL HAWKE'S BAY DISTRICT COUNCIL

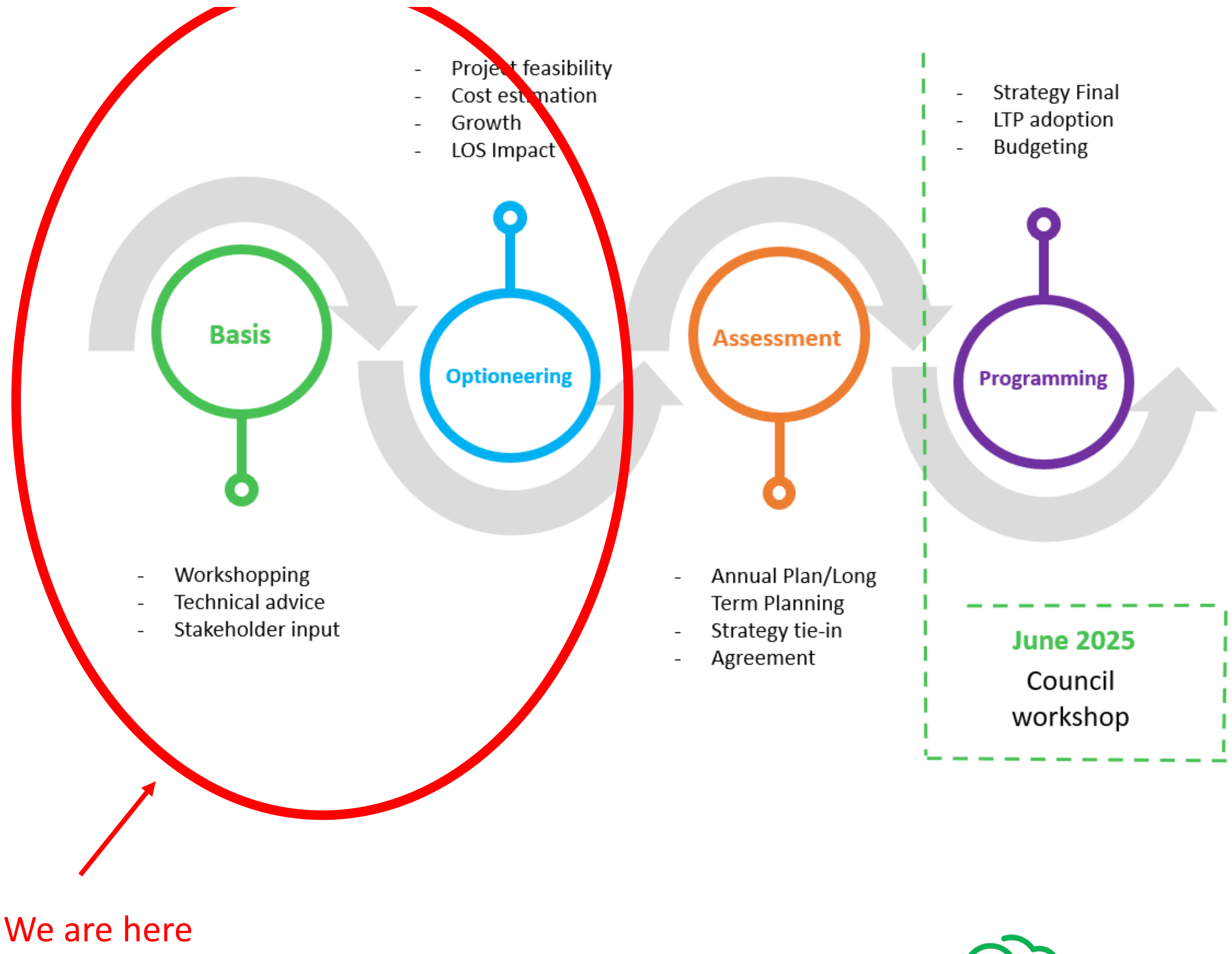
Stormwater Levels of Service – Part 1

13 March 2025

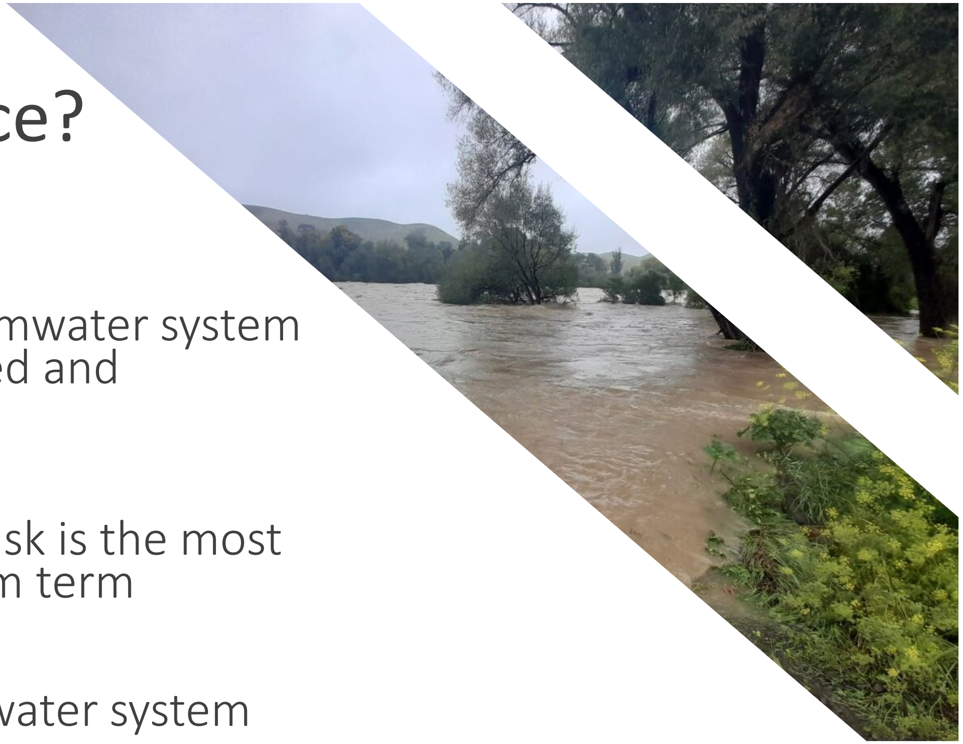
Purpose

- Share what we plan to focus on in the stormwater activity and our current performance against this key Level of Service (LoS)

- Provide an update on current stormwater physical works



Why determine Level of Service?



- Consistent way of measuring how our stormwater system performs – aligns with nationally recognised and commonly used metrics
- We need to confirm that managing flood risk is the most important to our community short/medium term
- Set realistic goals for improving our stormwater system performance
- We need to plan our future investment wisely, ensuring right sizing and value for money

#the BIG Stormwater Sto

What we have done?

To determine key level of service measure:

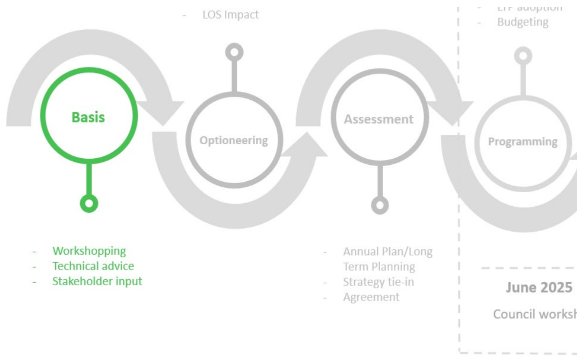
- Considered feedback from stakeholders including focus groups
- Sought technical advice
- Aligned with other territorial authority and DIA measures

Proposed focus on level of service measure – Number of habitable floors affected

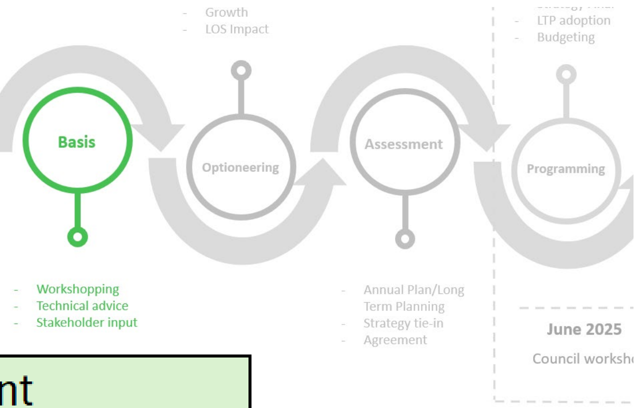
- Understood baseline information – how we currently perform
- Progressed models including Takapau/Porangahau

Also note:

- Two new LoS measures for Maintenance and Inspection added as part of 3 Year Plan
- Commenced OPEX works following procurement of small contractors panel

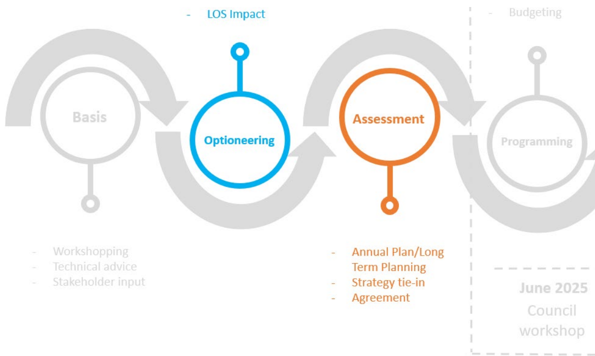


Level of Service - Baseline

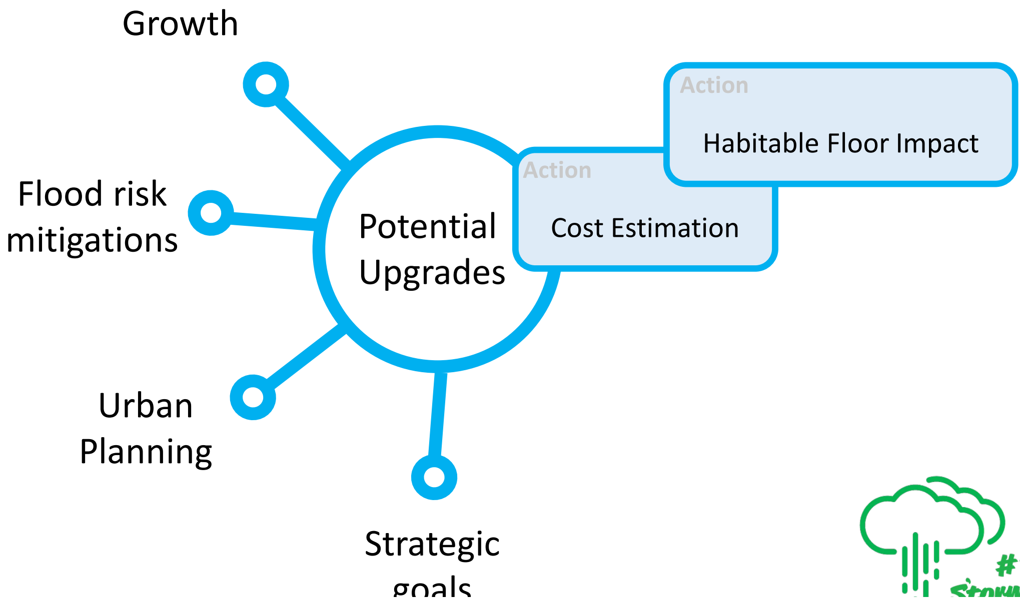


Habitable floor flooding count by rain event	1 year event	5 year event	10 year event	20 year event	50 year event	100 year event
Waipukurau	4	20	58	71	150	196
Waipawa	2	15	35	39	56	64
Otane	2	9	24	27	40	44
Porangahau	0	0	1	3	7	17
Takapau	0	1	9	11	25	58
Total	8	45	127	151	278	379

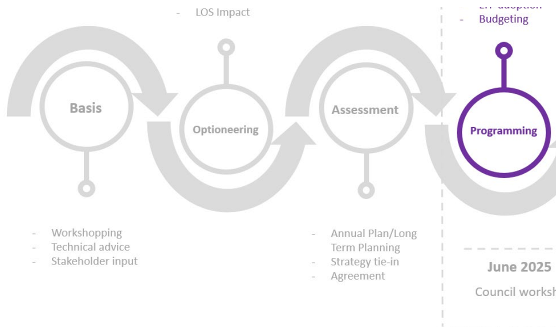
Identify solutions & Optioneering



- We need to ensure our investment is effective and provides value for money
- Projects to be prioritised based on **habitable floor impact**
- Scored on price per habitable floor saved



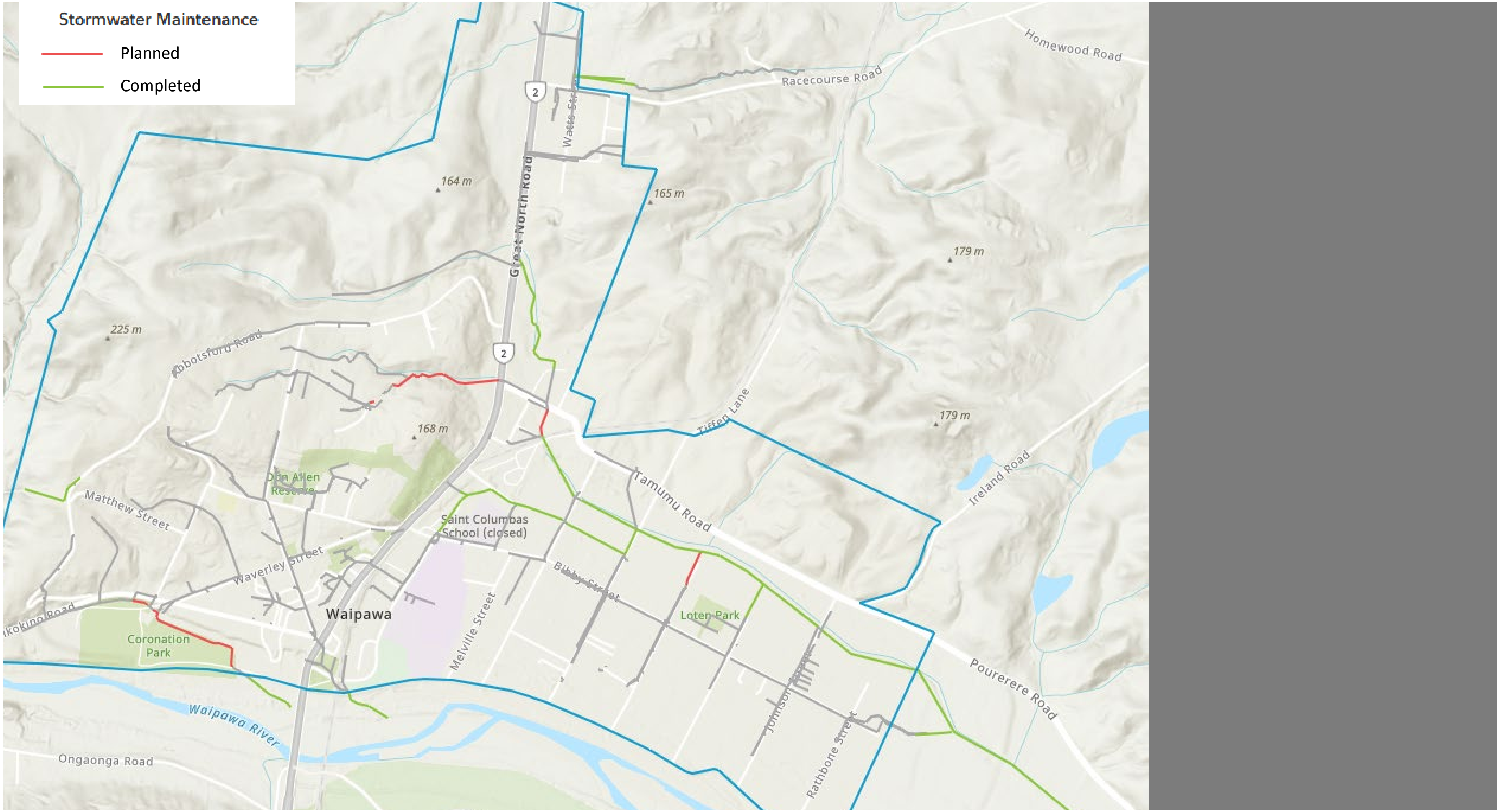
Programming



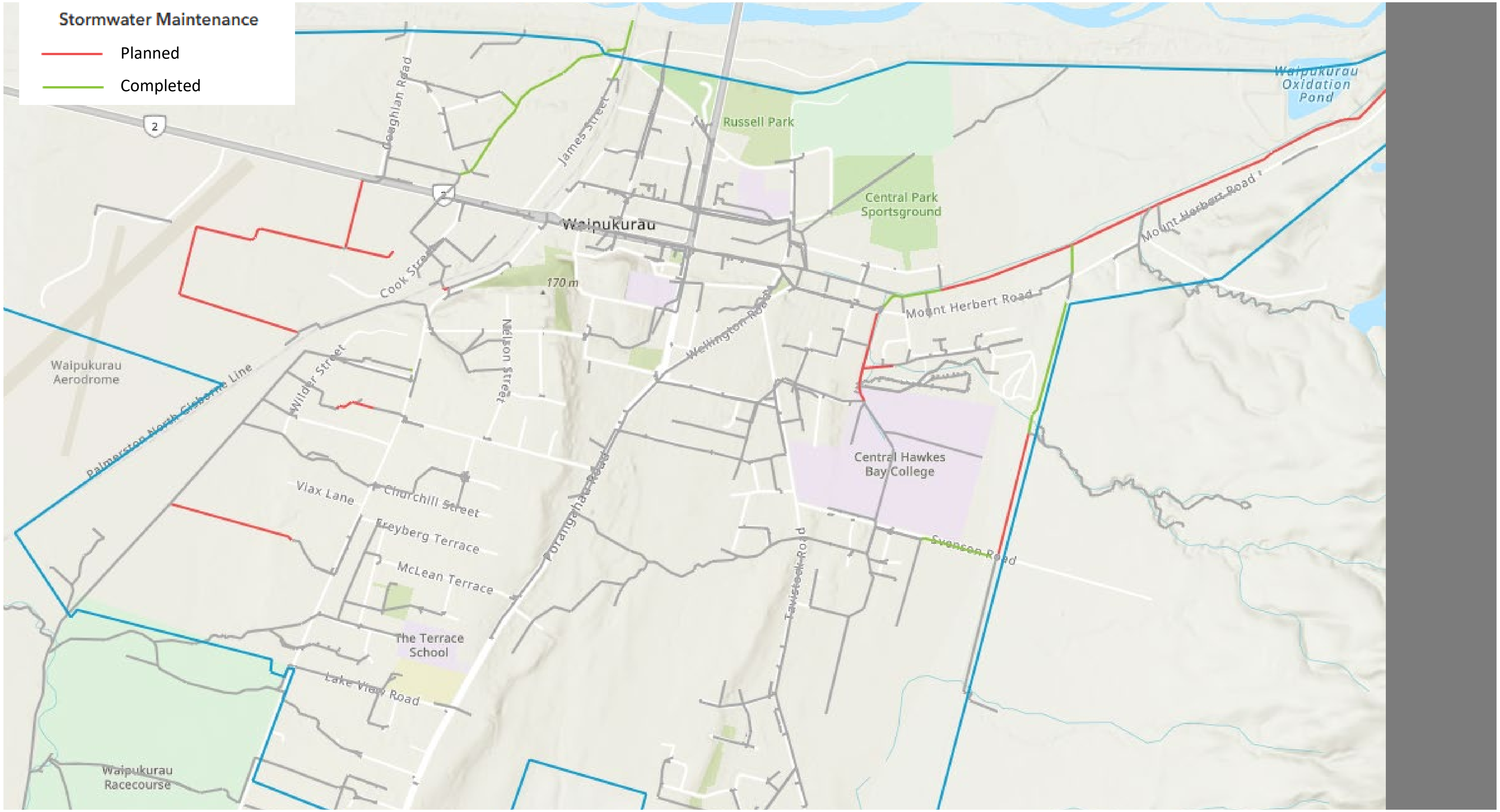
- Finalise stormwater strategy involving key stakeholders
- Projects will progress through planning stages
- Annual Plan/Long Term Plan adoptions

Update on Physical works

- New small contractor panel
  - Currently at work
- OPEX work plan
  - 4 km of network to be maintained by EOFY
- Bank Stabilisation/CAPEX
  - 8 Projects currently ongoing



Stormwater Maintenance
Planned
Completed
Homewood Road
Racecourse Road
Great North Road
164 m
165 m
179 m
225 m
Abbotsford Road
168 m
Tiffen Lane
179 m
Ireland Road
Don Allen Reserve
Matthew Street
Saint Columbas School (closed)
Tamumu Road
Waverley Street
Bibby Street
Loten Park
Waipawa
Coronation Park
Melville Street
Pourerere Road
Johnson Street
Rathbone Street
Waipawa River
Ongaonga Road


Stormwater Maintenance
Planned
Completed
Russell Park
Central Park Sportsground
Waipukurau
Waipukurau Oxidation Pond
Mount Herbert Road
Cook Street
James Street
Coughlan Road
170 m
Nelson Street
Wellington Road
Waipukurau Aerodrome
Palmerston North-Gisborne Line
Wilder Street
Central Hawkes Bay College
Viax Lane
Churchill Street
Freyberg Terrace
McLean Terrace
Porangahau Road
Svenson Road
Tavistock Road
The Terrace School
Lake View Road
Waipukurau Racecourse

Pātai - Questions?

CENTRAL HAWKE'S BAY
DISTRICT COUNCIL

Elected Members Protocols for Elections

13 March 2025

Pōtitanga Kawanatanga ā Rohe

2025 LOCAL GOVERNMENT ELECTIONS

2025 Local Elections

3 March 2025

CENTRAL HAWKE'S BAY DISTRICT COUNCIL

electionz.com voting made easy

PŌTI 2025 NGA PŌTITANGA Ā-ROHE

VOTE 2025 LOCAL ELECTIONS

Local Elections 2025 –Briefing to Elected Members

Tangata Matua | Key People

- **Warwick Lampp**, South Wairarapa DC Electoral Officer – electionz.com Limited
    - Runs the election on the Council's behalf
- **Jane Budge**, Deputy Electoral Officer
    - Supports the Electoral Officer in their functions
      Key point of contact for candidates
- **Doug Tate**, Chief Executive
    - Responsible for "facilitating and fostering representative and substantial elector participation in elections and polls held under the Local Electoral Act 2001"
- **Sarah Crysell**, Communications and Engagement Manager
    - Leading engagement function for the 2025 local elections

Wataka Pōtitanga | Key Election Dates

4 July (Friday)	Nominations open
10 July (Thursday)	Māori Electoral Option Closes
11 July (Friday)	Election Period starts
11 July (Friday)	Election signs can go up, 3 months prior
23 July (Wednesday)	Candidate Briefing, Waipawa
Noon, 1 August (Friday)	Nominations close at 12 noon
9 – 22 September (Tuesday to Tuesday)	Delivery of voting papers
9 September to 11 October	Special voting period
10 October (Friday)	Removal of election signs by midnight
Noon, 11 October (Saturday)	Close of voting at 12 noon
11 October	Progress results available by 2pm
12 October (Sunday)	Preliminary results announced
16 October (Thursday)	Final results announced, Official declaration
Late October	Inaugural Meeting of Council
probably **11 December** (Thursday)	Candidate expenses deadline

Whakatairanga Pōtitanga | Election Promotion

- Orange Ballot Bins around the district
- Candidate videos to assist voters
- Pre-Election Report
- Working with Electoral Commission to encourage enrolment
- Faster Special Voting
- Digital Comms Campaign

Huringa ture mai i te 2022

Changes Since the 2022 Local Elections

Huringa ture mai i te | Changes Since 2022

- **Amendment Act 2024:**
  - Voting period now 32.5 days
  - Postal services now have 14 days to deliver votes
  - Nomination period slightly shorter
- **Māori Electoral option:**
  - Those of Māori descent can change rolls until 10 July 2025
  - Applies to voting for CHBDC and HBRC

Huringa ture mai i te 2022 | Changes Since 2022

- DX Mail entry into vote delivery market
- Electoral Commission data sharing Supplementary Electoral Roll means faster processing of special votes
- Telephone dictation voting
- Changes to recounts and ties
- Māori Ward Polls around the country

Tukanga Pōtitanga

Election Process

Pepa Pōti? | What will be on the voting paper?

Koromatua | Mayor

Kaikaunihera | Councillors - 9 councillors, 3 each from 2 general wards, 1 Māori ward, 2 At Large

Māori Ward Poll for Council

Hawkes Bay Regional Council – election for general and Māori constituencies

Hawkes Bay Regional Council – HBRC Māori ward poll

All elections have **random** order of candidate names (TBC)

Whakaaringa | Nomination Process

You will need to (for each position you are standing for):

- Complete a nomination form and lodge this at the Council's main building, or electronically, along with a $200 deposit
- Be a parliamentary elector anywhere in New Zealand
- **Must** be a New Zealand citizen
- Get two people to nominate you, they **must** be enrolled in the area you wish to stand in
- Lodge all nomination documents at the same time
- You or your spouse/partner cannot have contracts with the Council of more than $25,000 (unless prior Auditor-General approval received).
- Nominations must be in by **12 Noon, 1 August 2025**.

Ngā kōrero whaitake me ngā whakaahua a te Kaitono | Candidate Profile Statements and Photos

- You may provide a candidate profile statement with nomination (electronically)

- No more than 150 words:
  - Must be true and accurate (not the EO's role to verify or investigate)
  - About policies and intentions, can't comment on another candidate's policies
  - Can have 150 words in English **AND** 150 words in te reo Māori.
  - Can have a mix of English and other languages to a maximum of 150 words e.g. 100 words English, 50 words Sāmoan

- May include a passport-sized colour photo taken in the last 12 months, jpg, 300 dpi
- Head and shoulders shot only (no hats, sunglasses, whanau, pets, friends)

- May have an Affiliation – can include slogan or tag line, max of 38 characters

Otinga Pōtitanga | Election Results

- **Progress results** released approx 2 pm on Election Day (Saturday 11 October). These are approx 90% of the votes cast. Progress results do not include any votes cast on Election Day, or any special votes

  Results could change between progress and preliminary results.

- **Preliminary results** announced on Sunday 12 October. Includes votes cast on Election Day, but not special votes

- **Final results** announced Thursday 16 October. These include all votes (including special votes)

Ngā Pūtea Koha | Electoral Donations

- Donations are defined as: “*gifts of money, goods or services made to a candidate*”
- Donations exclude:
  - Volunteer labour
  - Goods and service provided free which have a reasonable market value of under $300
- Anonymous donations cannot exceed $1,500
- You must keep records of all donations and expenses
- No time limit on when donations are received

Ngā Utu Whakahaere | Electoral Expenses

- Expenses that relate to more than one candidate can be shared
- The cost of any framework supporting a hoarding is not an electoral expense
- You must submit a return of your donations and expenses by mid-December 2025 (likely 11 December 2025). This includes if you did not receive any donations, or spend any money on your campaign
- Goes on Council's website for 7 years
- A candidate failing to submit a return **must** be referred to the Police

Ngā Tohu Pōti | Signs and Advertising

- Signs on public sites must have a permit approved by Council
- Signs can be erected on **Friday 11 July 2025** – 3 months prior
- Signs must be removed by **midnight Friday 10 October 2025**
- More information on sign locations will be available as part of the candidates handbook and on our website
- Election material:
  - Must not contain untrue or defamatory statements
  - Must not be an imitation of a voting document
- **Must include an authorisation statement of the name of the person authorising on every item of campaign material**
- You must include a promoter statement on social media pages

Tikanga mo mema kua pōtihia | Protocols for Elected Members – Key Messages

- Elected members seeking re-election must balance between being an elected member and candidate
- Council will not promote the re-election of current elected members
- What is BAU and what is campaigning, and when?
- Elected members will have access to the information they need to perform their current roles
- Elected members cannot use Council resources for re-election purposes **(logo, branding, colours, council FB or twitter feed, photos, council buildings)**
- Elected members may not be photographed/quoted in any media release and any standard media slots paid for by Council

Tikanga mo mema kua pōtihia | Protocols for Elected Members

- No campaigning or electioneering in council chambers or on council premises, or in the same premises as an orange ballot bin
- No articles or columns by EMs in local publications after 11 July
- Can’t use council taken photos in campaigning
- Council staff will not assist with electioneering activities
- Using your own email address for campaigning, but device agnostic
- Voting papers are not to be collected from electors by candidates or their assistants

Pae Pāpāho Pāpori | Social Media Guidelines

- **Council social media channels cannot be used for electioneering by candidates or members of the public – are constantly monitored and strictly enforced**
- Any post - positive or negative - made by any individual specifically relating to their own or someone else's nomination, intention to run for Council or election campaign, will be removed
- Council's social media channels will remain neutral. Council will promote elections and the importance of voting but will not associate these posts with any candidates
- Council's social media channels will unlike / unfollow all candidate social media channels
- Candidates must not link their own social media channels (if they are used for campaigning purposes) to the Council's social media channels, and must ensure that they have the appropriate authorisation
- Council's social media posts and campaigning – how does it work?
  - No posting on Council pages / accounts
  - No comments / replies on Council pages
  - No mentions with a tag (e.g. @TaurangaCityCouncil)
  - No picture tagging
  - No rating or reviewing Council pages or posts
  - Yes, you can take a council post and send to your audience, with comments
- **It is illegal to post a photo of your completed voting on FB**

Pātai

Questions?

Electoral Officer contact details

- Warwick Lampp, *electionz.com* Ltd
- Based in Tauranga

- 021 498 517
- wlampp@electionz.com

CENTRAL HAWKE'S BAY
DISTRICT COUNCIL

End. Close workshop

13 March 2025

Together we thrive!