



TE KAUNIHERA Ā-ROHE O
ŌTOROHANGA
DISTRICT COUNCIL

Ōtorohanga District Council

Open Agenda

Date: Tuesday, 25 August 26

Time: 9.00am

Location: Council Chambers, 17 Maniapoto Street, Ōtorohanga

Meeting type: Ordinary

Public access: Open to the public

Livestream and recording: Will be livestreamed and recorded on YouTube.

Ōtorohanga District Council

An ordinary meeting of Ōtorohanga District Council will be held in Waikōwhitiwhiti (Council Chambers), 17 Maniapoto Street, Ōtorohanga, on Tuesday, 25 August 2026 commencing at 9.00am.

Tanya Winter, Chief Executive

18 August 2026

Ōtorohanga District Council membership

Chairperson	Mayor Rodney Dow
Deputy Chairperson/Ōtorohanga Councillor	Deputy Mayor Katrina Christison
Kāwhia Tihiroa Councillor	Jo Butcher
Kāwhia Tihiroa Councillor	Kit Jeffries
Kio Kio Korakonui Councillor	Andrew Barker
Ōtorohanga Councillor	Tayla Barclay
Rangiatea Councillor	Tennille Kete
Rangiatea Councillor	Jaimee Tamaki
Waipā Councillor	Michael Woodward
Wharepūhanga Councillor	Shane Carr

Disclaimer

All attendees at this meeting are advised that the meeting will be electronically recorded (audio and video) for the purpose of webcasting to ŌDC's YouTube channel. Attendees are advised they may be recorded as part of the general meeting proceedings.

Public forum

The purpose of the forum is to provide an opportunity at the start of all ordinary public meetings of the Board, for members of the community to speak to their elected members. This reflects the Board's desire to encourage public participation in decision-making. To speak at the forum please use the [online form](#) on our website. Alternatively, please contact our Customer Experience team on 07 873 4000.

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2	Community Facilities draft asset management plan	Open to the public
3	Monthly discussion with the Chief Executive	Public not permitted
4	Service provider presentation: Thrive	Open to the public
5	Civil Defence Emergency Management update	Open to the public
6	Service request dashboard update	Open to the public

Commencement of meeting**Te tīmatanga o te hui**

The Chairperson will confirm the meeting is quorate, advise whether the meeting is being livestreamed/recorded, and declare the meeting open.

Opening prayer/reflection/words of wisdom**Karakia/huitao/whakataukī**

The Chairperson will invite a member to provide opening words and/or prayer/karakia.

Apologies**Ngā hōnea**

Members may submit apologies for absence. The meeting will resolve whether to accept them.

Staff recommendation

That Ōtorohanga District Council **RECEIVE** and **ACCEPT** the apology from Councillor Jo Butcher for non-attendance, and grant leave of absence under standing orders.

Public forum**Hui tūmatanui**

Public forum allows members of the community to speak on matters of interest. Requests to speak must be received **at least two working days before the meeting**. Speakers may present for up to five minutes. No decisions will be made on matters raised unless already on the agenda.

Tama Blackburn for the Pureora Project. (A [link to a relevant article](#) has been provided).

Late items**Ngā take tōmuri**

Late items may only be considered in accordance with section 46A of the Local Government Official Information and Meetings Act 1987. A resolution is required, and the Chairperson must explain why the item was not included and why it cannot be delayed.

If a late item is raised, staff recommend that: *Ōtorohanga District Council consider the late item titled [item title] pursuant to section 46A(7) of the Local Government Official Information and Meetings Act 1987 because [reason item was not on agenda] and because the item cannot be delayed until a subsequent meeting because [reason].*

Declaration of conflict of interest

Te whakapuakanga pānga taharua

Members must declare any actual, potential, or perceived conflicts of interest. A member with a conflict must not participate in the item unless permitted under law or standing orders.

If a conflict is declared, use wording such as: *That Ōtorohanga District Council receive the declaration of interest from [member name] in relation to item [x], note that [member name] [will remain / will not participate / will leave the table] for that item, and record the declaration in the conflicts register.*

Confirmation of minutes

Te whakaū i ngā meneti

The unconfirmed open minutes are attached for confirmation.

Staff recommendation

That Ōtorohanga District Council **CONFIRM** the open minutes of the ordinary meeting held on 28 July 2026, as a true and correct record, subject to any amendments resolved by the meeting.

Note: The confirmed minutes will be kept as the official record of the meeting in accordance with the Public Records Act 2005.



Ōtorohanga District Council

Open Minutes

Date: Tuesday, 28 July 2026

Time: 9.00am

Location: Council Chambers, 17 Maniapoto Street, Ōtorohanga

Meeting type: Ordinary

Public access: Open to the public

Recording: The recording is available on YouTube

Ōtorohanga District Council

Open Minutes of an ordinary meeting of Ōtorohanga District Council held in Waikōwhitiwhiti (Council Chambers), 17 Maniapoto Street, Ōtorohanga, on Tuesday, 28 July 2026 commencing at 9.00am.

Tanya Winter, Chief Executive

07 August 2026

ŌDC Mayor and Councillor attendance record

Chairperson	Mayor Rodney Dow	Attended
Deputy Chairperson/Ōtorohanga Councillor	Deputy Mayor Katrina Christison	Attended
Kāwhia Tihiroa Councillor	Jo Butcher	Attended
Kāwhia Tihiroa Councillor	Kit Jeffries	Attended
Kio Kio Korakonui Councillor	Andrew Barker	Attended
Ōtorohanga Councillor	Tayla Barclay	Attended
Rangiātea Councillor	Tennille Kete	Apology
Rangiātea Councillor	Jaimee Tamaki	Apology
Waipā Councillor	Michael Woodward	Attended
Wharepūhunga Councillor	Shane Carr	Attended

ŌDC senior staff attendance record

Chief Executive	Tanya Winter	Attended
Group Manager Business Enablement	Graham Bunn	Attended
Group Manager Engineering & Assets	Mark Lewis	Apology
Acting Group Manager Engineering & Assets	Paul Strange	Attended
Group Manager Regulatory & Growth	Tony Quickfall	Attended
Group Manager Strategy & Community	Nardia Gower	Attended

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No reports.

Closing formalities

Ngā tikanga whakakapi

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Closing prayer/reflection/words of wisdom

Karakia/huritao/whakataukī

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Workshops

Hui awheawhe

1	Service request dashboard update	Open to the public
2	Ōtorohanga Kiwi House	Public not permitted
3	Papakāinga National Environmental Standard	Open to the public
4	Monthly discussion with the Chief Executive	Public not permitted
5	Flood affected properties update	Public not permitted

Commencement of meeting**Te tīmatanga o te hui**

Mayor Dow declared the meeting open at 9.00am.

Opening prayer/reflection/words of wisdom**Karakia/huitao/whakataukī**

Mayor Dow led the karakia. Councillor Butcher provided the following words of wisdom:

I just want to thank all those councillors before me with their inspiring words of wisdom, and the ones after me. It is a privilege to do them and also a bit nervous to do. So, in saying that and reciting words from one of my favourite songs “Don’t worry, be happy now”. As times are changing and a challenge, I think it is a reminder to stop and breathe, take stock of all going on and try not to let it envelop us all.

Mahia I runga I te Rangimārie me te ngākau māhaki

With a peaceful mind and respectful heart, we will always get the best results.

Apologies**Ngā hōnea**

That Ōtorohanga District Council receive and accept the apology from Councillors Tennille Kete and Jaimee Tamaki for non-attendance due to the Te Marauta Hui, and grant leave of absence under standing orders.

Councillor Woodward | Councillor Jeffries

Carried | C69

Late items**Ngā take tōmuri**

There were no late items.

Declaration of conflict of interest**Te whakapuakanga pānga taharua**

There were no declarations made.

Confirmation of minutes**Te whakaū i ngā meneti**

That Ōtorohanga District Council confirm the open minutes of the ordinary meetings held on 26 May and 30 June 2026, and the open minutes of the extra-ordinary meeting held on 09 June 2026, as a true and correct record, subject to any amendments resolved by the meeting.

Councillor Barker | Councillor Butcher

Carried | C70

Mayor Dow's verbal report**Te pūrongo ā-waha a te kahika**

Mayor Dow attended the Federated Farmers meeting at Mystery Creek with speakers including Ministers Bishop and McLay; as well as the Waikato Mayors and Iwi Chairs Forum, the Ōtorohanga Kindergarten Matariki breakfast, and the Waikato Waters Shareholders Representative Forum meeting.

He spoke at the Lyceum dinner, attended an online meeting with Mayor Robertson and Minister Watts, plus the Ōtewā School presentation, Matariki at Ōtewā Marae, an ŌDC workshop, and a Head Start meeting at the University of Waikato.

That Ōtorohanga District Council receive the verbal update from Mayor Dow.

Councillor Jeffries | Councillor Carr

Carried | C71

Decision reports**Ngā pūrongo whakatau****Item 54 - Determinations of Draft Ōtorohanga District Alcohol Fees Bylaw 2026 and Approval of the Statement of Proposal for Consultation**

ŌDC's Tanya Winter advised the report had been withdrawn from this agenda for correction and would be presented at the next meeting.

Item 55 - Electoral system for 2028 and 2031 local elections

ŌDC's Graham Bunn outlined the report noting the 12 September 2026 deadline, which was still required to be adhered to under current legislation. He noted ŌDC had traditionally used 'First Past the Post' (FPP) as its voting system. Members spoke in support of the retaining FPP status quo in the current political environment.

That Ōtorohanga District Council:

- a) **NOTES** that any resolution to change the electoral system for these elections must be made no later than 12 September 2026; and
- b) **RESOLVES**, pursuant to section 27 of the Local Electoral Act 2001, to retain the First Past the Post electoral system for the elections of Ōtorohanga District Council and its community boards, and any associated election such as a by-election, for the 2028 and 2031 triennial general elections; and
- c) **NOTES** that, pursuant to section 28 of the Local Electoral Act 2001, public notice of the right to demand a poll on the electoral system must be given no later than 19 September 2026 and, that as Council passes a resolution under section 27, a public notice must include notice of that resolution and a statement that a poll is required to countermand it; and
- d) **NOTES** that electors may demand a poll on the electoral system in accordance with sections 29 to 35 of the Local Electoral Act 2001.

Deputy Mayor Christison | Councillor Jeffries

Carried | C72

Item 56 - NZ Silver Fern Rally 2026 temporary road closures

ŌDC's Paul Strange (Manager Roothing) took the report as read. Members queried the public notice requirements and Mr Strange confirmed temporary road closures were publicly notified twice with the first seeking objections and the second once ŌDC had approved the TMC. In response to a further query, Mr Strange confirmed all residents of the affected roads did not have to give consent as only ŌDC approved closures. He noted all residents needed to be advised of the TMC. Members also queried the bond amount; Mr Strange advised there had been no issues with the bond amount in the past. In response to a query around events which spanned districts, Mr Strange advised the event could be modified should a section not be approved.

That Ōtorohanga District Council:

- a) **APPROVES** the temporary road closures within the Ōtorohanga District, in accordance with Sections 319(h) and 342, and Section 11 of Schedule 10 of the Local Government Act 1974, for the following stages of the NZ Silver Fern Rally 2026 to be held on Saturday, 28 November 2026 at:
 - i) **Aotearoa Road**, at its intersection with Kahorekau Road and Wairehi Road between 8.30am and 1.00pm.
 - ii) **Ranginui Road**, 200m from its intersection with Waipapa Road, past McLean Road and 200m from its intersection with Scott Road SH30 between 9.20am and 1.50pm.
 - iii) **Ngapeke Road/Tahia-Bush Road** at the Waitomo DC Boundary between 12.10pm and 4.40pm.

- iv) **Tauraroa Valley Road**, 600m from its intersection with Maihihi Road, left into Hoddle Road, and **Hoddle Road** at its intersection with Maihihi Road between 1.05pm and 5.35pm.
- b) **NOTES** that approval is also limited to roads within the Ōtorohanga District.
- c) **AUTHORISES** public notification of the approved road closures in accordance with the Local Government Act 1974.
- d) **NOTES** that approval is conditional upon compliance with closure processes.

Mayor Dow | Councillor Woodward

Carried | C73

Item 57 - Hamilton Car Club Annual Rally Sprint temporary road closures

ŌDC's Paul Strange (Manager Roding) took the report as read. Members had no questions.

That Ōtorohanga District Council:

- a) **APPROVES** the temporary road closures within the Ōtorohanga District, in accordance with Sections 319(h) and 342, and Section 11 of Schedule 10 of the Local Government Act 1974, for the Hamilton Car Club 2026 Gravel Rally Sprint on Sunday, 6 September 2026, for the following roads:
 - i) Hoddle Road, from its intersection with Maihihi Road to its intersection with Tauraroa Valley Road
 - ii) Tauraroa Valley Road, from its intersection with Hoddle Road to its intersection with Maihihi Road
- For the closure period of 9:00am to 5:00pm.
- b) **AUTHORISES** public notification of the approved road closures as required by the Local Government Act 1974.
 - c) **NOTES** that approval is conditional upon compliance with closure processes.

Councillor Carr | Councillor Butcher

Carried | C74

Public forum

Hui tūmatanui

Mr Fraser Quinn addressed ŌDC regarding the ongoing impacts of the 14 February flood event on their family and property. He advised that their property had been yellow stickered and subsequently assessed as high hazard, and expressed concern that affected families were being required to return to high-risk properties without clear mitigation measures, warning systems, water level monitoring, or further information about the causes of the flood event.

He questioned whether ŌDC had sufficiently advocated with the Waikato Regional Council in relation to the condition of the waterway and whether the recovery response had relied too heavily on insurance reinstatement rather than broader risk reduction.

Mr Quinn requested ŌDC recognise that its duty of care does not end when floodwaters recede, and urged Members to consider practical mitigation, financial support, and other measures to reduce future risk for affected households.

Mayor Dow thanked Mr Quinn, and Tanya Calitz who had attended alongside Mr Quinn.

Information only reports

Ngā pūrongo mōhiohio anake

Item 58 - Waikato Waters Limited (WWL) transition update

ŌDC's Tanya Winter introduced Shaun Hodson, WWL Transition Manager and report author, who attended online. Ms Winter advised that Mr Hodson was leading the transition work, including coordination between ŌDC staff transitioning water and wastewater activities and the WWL team now operating. Ms Winter advised that the purpose of the report was to provide an update on the transition of ŌDC's water and wastewater activities to WWL, and to outline how ŌDC would be kept informed through regular reporting on transition plans and processes to provide confidence and assurance that ŌDC would be ready to transition on 1 July 2027.

Ms Winter noted that Waipā, South Waikato and Waitomo District Councils had already transferred to WWL, which provided ŌDC with the benefit of learning from those councils' transitions. She advised that the transition managers shared information regularly and that WWL had gone live on 1 July 2026. She noted that ŌDC's current transition reporting showed all activities as green and tracking as expected.

Ms Winter advised that the next significant governance decision for ŌDC would be the Statement of Expectations, which would set out shareholder expectations of the company. Mr Hodson added that there had been an early release of some ŌDC staff to assist WWL, which had provided both organisations with early insight and practical transition support.

Mr Hodson outlined the proposed reporting format, noting that ŌDC was currently in a quieter transition period while WWL focused on councils already transitioned and Matamata-Piako District Council's October 2026 transition. He advised that the report contained a high-level activity plan showing key deliverables, including the Statement of Expectations, with colour coding to show completed, underway and at-risk activities, as well as key decision points.

Mr Hodson advised that further detail would be added to future reports as WWL and ŌDC worked through sub-activities, including land transfer and post-completion services agreements, and as learnings were taken from transitioned councils and Matamata-Piako District Council. He advised that detail could be presented through the current graphic format, supporting text, sub-component graphics, a written report, or an Excel/Gantt-style format. He considered the current high-level graphic to be an effective way for ŌDC to understand progress, with supporting detail in the report.

Ms Winter confirmed that monthly reporting was proposed and noted that, once reporting commenced, Members would be able to provide feedback on whether the format provided the information required. She also confirmed that two staff were currently working partly for WWL and partly for ŌDC, with one having moved early and another having taken an opportunity, resulting in both staff being seconded back to ŌDC during the transition period.

In response to a query from Councillor Woodward regarding financial reporting and assurance that the company was not tracking worse than expected, Ms Winter advised that financial reporting from WWL would be through the Shareholders' Representative Group rather than through staff transition reporting. She noted the importance of carefully considering the draft Statement of Expectations to ensure it included the information and reporting ŌDC needed from the company.

In response to a query from Mayor Dow regarding legislative and regulatory settings during the transition period, Ms Winter advised that ŌDC was already paying levies to the relevant organisations and had received the Taumata Arowai compliance report for 2025/26. She advised that water charging and the separation of stormwater and accounting arrangements were receiving closer attention as water entities were established or councils considered in-house business unit models.

In response to a query from Councillor Jeffries regarding whether the Statement of Expectations would include how WWL intended to set fees and charges and recover costs, Ms Winter advised that the document would not include that level of detail. She advised that it would likely include expectations around timing, shareholder involvement and the provision of information back to councils but would remain a high-level document of approximately three to five pages.

Ms Winter advised that the Statement of Expectations would set broad expectations, including compliance with all relevant legislation, and noted that WWL had a professional board with accountability and liability for its decisions. In response to further questions regarding future charging arrangements, Ms Winter advised that the company could not set a rate as it was not a council and would need to determine another charging mechanism, such as volumetric or other charging options. She noted that the initial shareholder intent was to ring-fence charging before any future harmonisation.

Ms Winter advised that councils already transferred to WWL were still undertaking billing and customer interface functions under agency arrangements, with WWL paying those councils for those services. She noted that billing was complex and needed to be implemented carefully to avoid customer issues.

In response to a query regarding representation on the WWL board, Ms Winter advised that board appointments were made through a director appointment process and that directors would not represent individual councils. She confirmed that shareholder interface with the board would occur through the Shareholders' Representative Forum, and Mr Hodson noted that a joint working group provided a further operational interface at tier two level.

Councillor Carr noted that, while the report format was appropriate, feedback from concerned ratepayers had focused on financial impacts, including whether the transition was on budget, whether there were cost increases, the reasons for any cost increases, and the likely cost to ratepayers. Mayor Dow referred to earlier reporting and noted that any significant benefit was expected over the longer term, including after the initial ten-year period and any future harmonisation stage.

Ms Winter advised that ŌDC could likely have continued alone for the first ten years, but the longer-term position became more uncertain due to broader factors including financial capacity, workforce attraction and retention, and contractor availability. She noted that larger entities could offer higher remuneration and larger work programmes, which could make it more difficult for ŌDC to retain staff or attract contractors for smaller local projects.

In response to concerns that ŌDC projects could become lower priority within a larger entity, Ms Winter referred to an example presented by the former Mayor of Papakura, where smaller projects were able to benefit from scale because they were treated as achievable early wins.

Councillor Barker raised concern regarding the billing system and whether billing methodology should have been resolved before the transition commenced. Ms Winter advised that future billing arrangements and system implementation were a significant project for WWL. She noted that councils currently used different systems and that data migration would be important.

ŌDC's Graham Bunn noted that Hamilton City Council was not metered and that the transition related to both water and wastewater services. Mr Hodson advised that legacy councils generally billed wastewater on a fixed-charge basis and that future options, including water-in/water-out models, had not yet been confirmed.

Councillor Butcher noted that there had been approximately two years of information and public consultation available to the community in relation to the transition.

That Ōtorohanga District Council **RECEIVE** the report titled 'Waikato Waters Limited Transition Update' by Shaun Hodson, ŌDC Transition Manager.

Councillor Jeffries | Councillor Woodward

Carried | C75

Item 59 - Service provider 12-month reports 2025/26

ŌDC's Nardia Gower was joined by staff members Nicky Deeley, Cheryl Reynolds and Jane Shaw who hold relationship management responsibilities for the relevant service providers. She advised that the report brought together annual accountability reporting from organisations funded by ŌDC through the Long Term Plan and Annual Plan, noting that these partnerships support the delivery of community outcomes across people, place and partnership.

Ms Gower advised that service provider reporting and presentations had been staged across several meetings and workshops to enable elected members to consider provider performance and future funding requirements in advance of Long Term Plan deliberations. She noted that elected members had already received presentations from a number of providers, with further presentations from Thrive, Waikato Screen, Maru Energy Trust and Elevate to follow through upcoming workshops and meetings.

Members discussed funding arrangements, reporting expectations and future accountability measures across the service providers. In relation to Maru Energy Trust, questions were raised regarding funding

allocation across the relevant network area, eligibility for renters through Healthy Homes referral pathways, and the difference between annual and cumulative installation costs. Staff advised that some matters would be followed up directly with Maru Energy Trust and reported back to members.

Members also discussed Enviroschools funding sources and the importance of re-engaging with Ōtorohanga College, noting the value of environmental education for secondary students.

In relation to Sport Waikato, Members queried references to the Pony Club and the Rural Park Equestrian Centre, noting that the report should be clarified if it implied support or interest from the Pony Club where that was not the case. Members also asked what outcomes had resulted from play, active recreation, parks and reserves discussions with staff. Staff advised that the “Play on the Way” work, including proposed hopscotch-style pavement activities, was progressing through the relevant Community Board and roading channels, and that further clarification would be sought from Sport Waikato where required.

Members queried Thrive Youth Trust’s paused Empower programme, following the relevant staff member moving to full-time employment at Ōtorohanga College. Staff advised that ŌDC’s funding was not tied to a specific role or programme and that Thrive continued to deliver other youth, school-based, wellbeing and after-school services, with the future form of the Empower programme still to be worked through.

Members sought clarification on Ōtorohanga Museum funding, noting the previous half-year contribution following the loss of external funding. Ms Gower clarified that the current full-year amount was approximately \$58,000, but that future funding levels and any associated service measures would be matters for ŌDC consideration through the Long Term Plan process.

Members also discussed whether ŌDC should have clearer involvement in setting success measures for funded service providers. Ms Gower advised that arrangements varied across providers depending on how funding had originally been approved but confirmed that ŌDC could consider more specific outcomes, measures and expectations through upcoming Long Term Plan discussions and future funding agreements.

That the Ōtorohanga District Council **RECEIVE** the report ‘Service providers 12-month reports for 2025 – 2026’ and accompanying reports from:

- a) Maru Energy Trust
- b) Waikato Screen
- c) Enviroschool
- d) Thrive Youth Trust
- e) Ōtorohanga Support House Whare Āwhina (ŌSWHĀ)
- f) Ōtorohanga Historical Society (Ōtorohanga Museum)
- g) Sport Waikato.

Councillor Barclay | Councillor Barker

Carried | C76

Mayor Dow took the following items before Item 60.

Councillor updates

Ngā kōrero hou a ngā Kaikaunihera

Councillor Carr provided an update on matters arising from recent workshops and referred to community feedback received regarding the playground and advised that this had been addressed. Councillor Carr also noted that he had received queries regarding the ŌDC logo and acknowledged the update provided by Mayor Dow.

Councillor Jeffries reported attendance at the LGNZ Head Start session held by Zoom on 9 July, ŌDC workshops on 14 July, and the Kāwhia Careers Expo on 17 July. He acknowledged Mayor Dow's attendance at Kāwhia and noted that this had been well received by the community.

Councillor Jeffries also reported attendance at the annual general meeting of Te Rūnanga o Ngāti Hikairo on 18 July. He noted the discussion regarding bracing for the historic Pohutukawa at Kāwhia, with a carver identified to undertake appropriate carving of the supporting props. He also raised the need for information required for the fitness trail and advised that a project member had agreed to follow this up with staff. Councillor Jeffries noted that only one location on the proposed fitness trail appeared to be causing concern and that the matter should be able to be resolved. Councillor Jeffries also reported attendance at the Head Start joint meeting and the annual general meeting of the Kāwhia Museum. He noted their report included the Museum's strategic plan and contributions from local representatives.

Councillor Woodward reported attendance at the Head Start meeting and a North King Country Development Trust meeting. He advised that a further meeting with district service providers was scheduled for the following month and would provide an opportunity to understand community support activity across the district. Councillor Woodward also noted that building work had commenced on the new science laboratory at Ōtorohanga College, with the project expected to progress over the following six months.

Deputy Mayor Christison reported attendance at ŌDC workshops, the Head Start meeting and the Elevate meeting. She also noted that there had been a number of community conversations regarding Head Start.

Councillor Butcher advised that the Kāwhia Community Board meeting had been cancelled for the month and reported attendance at ŌDC workshops and the Head Start meeting. Councillor Barker reported attendance at the Mayoral Disaster Relief Fund meeting, the Head Start meetings and ŌDC workshops.

Councillor Barclay reported attendance at ŌDC workshops and Head Start Long Term Plan sessions. She advised that she had spent Matariki weekend in Kāwhia and attended the Central Kids Kindergarten Matariki breakfast with Mayor Dow. She noted the Kindergarten had experienced flooding impacts in the playground area but was now back on track, with good community support evident.

Resolution Register

Rēhita tatūnga

ŌDC's Tanya Winter provided updates on the Resolutions noting C65 relating to the Draft Ōtorohanga District Alcohol Fees Bylaw had been withdrawn from the meeting's agenda and therefore should remain on the Register.

That Ōtorohanga District Council confirm the removal of Resolutions C76, C77, C78 and C79 from the Register.

Councillor Woodward | Councillor Carr

Carried | C77

Mayor Dow adjourned the meeting for a short break at 11.09am and recommenced the meeting at 11.30am.

Information only reports

Ngā pūrongo mōhiohio anake

Item 60 - Ōtorohanga Kiwi House progress report

ŌDC's Graham Bunn introduced the item and advised that the Ōtorohanga Kiwi House (the ŌKH) representatives Kim Ingham, Jenny Martin and Peter Makara were in attendance to present the quarterly progress report required under the loan agreement.

Ms Ingham advised that the Trust was entering a more strategic phase, combining its conservation purpose with stronger commercial discipline, governance capability and long-term planning. She noted the intent to position the OKH as a nationally significant conservation and tourism organisation. This included exploration of a strategic partnership, and stronger engagement with tourism networks to grow visitation, revenue, redevelopment, conservation and education outcomes.

Ms Martin presented the financial information, noting that revenue was mainly from ticket sales, retail income and government grants, including final Infrastructure Reference Group funding. She advised that income and expenses had increased, wetland project costs had now been separately identified, cash had decreased as grant funding was applied to development works, and work in progress had increased.

Members discussed wetland costs, unspent grants, work-in-progress figures, audit fees and avian influenza protocols. The ŌKH representatives advised that Department of Conservation negotiations were progressing, grant funding was being applied to designated items, and avian influenza protocols had been approved.

Members acknowledged the financial report, the new Kiwi House signage, the information provided, and the constructive relationship between the Kiwi House Trust and ŌDC.

That Ōtorohanga District Council **RECEIVE** the Ōtorohanga Kiwi House Charitable Trust’s Progress Report to 31 May 2026.

Councillor Jeffries | Councillor Carr

Carried | C78

Public excluded

Take matatapu

Members noted the resolutions released to the public.

Closing prayer/reflection/words of wisdom

Karakia/huritao/whakataukī

Mayor Dow led the meeting in a recitation of the karakia.

Meeting closure

Katinga o te hui

Mayor Dow declared the meeting closed at 11.51am.

Workshops

Hui awheawhe

Item #1	Service requests update		
Type	Briefing	Discussion	External
Open?	Yes	No	
Presenter/s	ŌDC’s Nardia Gower		

Item #2	Ōtorohanga Kiwi House		
Type	Briefing	Discussion	External
Open?	Yes	No	Reason for exclusion: To protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information. ¹
Presenter/s	ŌKH's Kim Ingham, Jenny Martin, Peter Makara and Richard Spittle.		

Item #3	Papakāinga National Environmental Standard		
Type	Briefing	Discussion	External
Open?	Yes	No	
Presenter/s	ŌDC's Jaime McLellan, Planning Manager		

Item #4	Monthly discussion with the Chief Executive		
Type	Briefing	Discussion	External
Open?	Yes	No	Reason for exclusion: To maintain the effective conduct of public affairs through the free and frank expression of opinions by or between members, officers, or employees of a local authority. ²
Presenter/s	Chief Executive		

Item #5	Flood affected properties		
Type	Briefing	Discussion	External
Open?	Yes	No	Reason for exclusion: To enable Ōtorohanga District Council to carry on, without prejudice or disadvantage, negotiations, including commercial and industrial negotiations. ³
Presenter/s	ŌDC's Chief Executive, Langley Cavers and Chris Ryan.		

¹ Local Government Official Information and Meetings Act 1987, section 7(2)(b)(ii)

² Section 48(1)(a) of the Local Government Official Information and Meetings Act (LGOIMA), clause s7(2)(f)(i).

³ Local Government Official Information and Meetings Act 1987, section 7(2)(i)

Mayor Dow's verbal report

Te pūrongo ā-waha a te kahika

The Mayor will give a verbal update on activities since the previous ordinary meeting. If the Mayor is absent, the item will lapse.

Staff recommendation

That Ōtorohanga District Council receive the verbal update from Mayor Dow.

Decision reports

Ngā pūrongo whakatau

Reports in this section contain recommendations for a decision.

Item 61 Māori Engagement Framework Implementation Plan update 2025/26

To Ōtorohanga District Council

From Cassidy Temese, Kaitakawaenga – Iwi Relations Advisor

Type **INFORMATION REPORT**

Date 25 August 2026



1. Purpose | Te kaupapa

- 1.1. To provide an update on 2025/26 activities of the Māori Engagement Framework Implementation Plan (MEFIP).

2. Executive summary | Whakarāpopoto matua

- 2.1. The Māori Engagement Framework¹ (MEF) was developed to enhance the ways in which Ōtorohanga District Council (ŌDC) engages with Māori as an organisation. Following the MEF adoption in April 2025, the MEFIP was developed to outline how the framework is embedded across ŌDC. Together, these provide a structured approach to strengthening Māori engagement and embedding the consideration of Māori participation and engagement into everyday business.
- 2.2. The first year of the MEFIP focused on establishing the tools, capability and organisational practices needed to embed meaningful Māori engagement across ŌDC. This included integrating Māori engagement considerations into project management and ŌDC reporting processes, developing practical resources for staff, incorporating the framework into staff induction, and delivering targeted workshops elected members and staff.
- 2.3. Early evidence indicates the MEF is beginning to influence organisational practice. Staff feedback following workshops shows increased confidence in approaching Māori engagement, while also identifying areas where further guidance and capability development are needed. Across ŌDC, staff are increasingly engaging directly with Māori organisations, supported by the framework, practical tools and guidance from the Kaitakawaenga – Iwi Relations Advisor. Attendance at cultural events are also broadening cultural understanding and confidence across the organisation.
- 2.4. Year Two will build on these foundations by assessing how effectively the MEF and supporting tools are being applied, measuring their impact on staff capability and engagement practice, and identifying opportunities for further improvement. This will support the continued development of meaningful Māori participation in decision-making processes and ensure the framework remains relevant as ŌDC navigates significant change across local government.

¹ [Māori Engagement Framework](#)

3. Staff recommendation | Tūtohutanga a ngā kaimahi

That Ōtorohanga District Council **RECEIVE** the report titled ‘Māori Engagement Framework Implementation Plan update 2025/26’.

4. Discussion | He kōrerorero

- 4.1. ŌDC have taken intentional steps to upholding Te Tiriti o Waitangi and providing Māori with genuine opportunities to participate in local government decision-making processes. This has involved the establishment of the Rangiātea Māori ward, the co-creation of the Kaitakawaenga – Iwi Relations Advisor role with mana whenua, and other key milestones such as co-developing and signing the joint management agreement (JMA) with Te Nehenehenui Trust. The MEF and respective implementation plan build upon this strong legacy to guide and support continuous improvement.
- 4.2. Following the MEF adoption in April 2025, the framework has been implemented across the organisation, with the first year focused on establishing the capability, systems and practices needed to embed the framework into ŌDC’s everyday work. This approach ensures the integration of Māori engagement in decision-making, as opposed to being a stand-alone activity.
- 4.3. The completion of year one of the MEFIP has established the foundations for more consistent, culturally informed engagement, and provides the benchmark for future MEF development decisions and implementation. Updates from year one are highlighted below.

Council report quality

- 4.4. A comprehensive guide has been developed to support the writing of ŌDC reports (both information and decision). This guide enables more consistent approaches to report writing and ensures that meaningful consideration is made toward Te Tiriti o Waitangi obligations and other cultural aspects. This guide is built into the governance report writing process to ensure all reports support councillor’s governance responsibilities and decision making.

Resources and templates

- 4.5. Resources and templates have been developed to help staff apply the MEF in their everyday work. These include the MEP and an associated decision-making flow chart, which have been incorporated into ŌDC’s project management processes. These tools support staff to identify when Māori engagement should be considered as part of project planning and delivery, and guide decisions about the appropriate approach to engagement.
- 4.6. The MEF and supporting resources have also been embedded into ŌDC’s staff induction process. New staff are introduced to the framework as part of onboarding and meet with the Kaitakawaenga – Iwi Relations Advisor for a cultural induction. Opportunities to participate in mihi whakatau are also provided throughout the year, supporting greater cultural understanding and confidence among staff.
- 4.7. All resources are available to staff via Teams and make up the ‘Kete Māori’ basket for Māori resources. Resources have been accessed by staff to guide planning and decision-making and have prompted conversations with the Kaitakawaenga – Iwi Relations Advisor for further guidance.

- 4.8. All tools and processes are intended to build staff confidence and capability and support consistent and culturally appropriate approaches to Māori engagement. More importantly, these tools and processes support Māori engagement to become part of organisational practice, rather than relying on individual knowledge or expertise.

Māori Engagement Framework workshops

- 4.9. Bespoke workshops were developed and delivered to elected members and staff respectively across 2025/2026, with the most recent workshop being delivered to staff in August 2026.
- 4.10. Elected member workshops focused on the legal obligations ŌDC have that require local authorities to provide opportunities for Māori to contribute to decision-making processes. Other mechanisms, such as Treaty settlements and JMAs, were also covered to describe the broad frameworks that ŌDC is required to uphold. Discussion also focused on the diverse Māori relations across the district that include post-settlement governance entities, rūnanga, marae and marae collectives. The focus of these workshops are to clearly outline foundational obligations alongside identifying and understanding who these obligations relate to for ŌDC, and the importance of upholding them.
- 4.11. Staff workshops were designed with a practical lens, employing collaborative exercises for participants. Exercises required participants to draw upon the framework, tools and templates to guide their planning and decision-making. Exercise scenarios were informed by past events where ŌDC engaged with Māori such as resource consent renewals and road closures for cultural events.

Workshop Survey

- 4.12. To ensure the MEF and workshops remain relevant and effective, a survey was developed and conducted amongst staff participants. Responses highlighted participants were “Very satisfied” with the delivery and content of the workshop. This level of satisfaction was reflected across all aspects of the workshop including Māori partnership, Māori demographics, Kete Māori resources, scenario exercises and the reflective session at the end. One respondent noted “... I feel like I have a much better handle on how to approach the engagement.”, with another stating “... it was a wonderful introductory session, well paced, at the right level.”.
- 4.13. Responses indicated strong interest in further workshops alongside more detailed exemplars for specific scenarios and who this may involve from across the organisation. One respondent also noted that they “... would still feel a little bit concerned that I am not connecting with the correct person.”. This feedback is useful evidence of where to build capability, make improvements and inform future implementation.

Review of framework

- 4.14. A review of the MEF is scheduled for early 2026/2027 to assess the effectiveness of its first year of implementation. The review will consider how well the framework and supporting tools are understood and are being applied, and to what extent. This review will also look to understand whether staff confidence and capability to effectively engage Māori is strengthening, and where further improvements are required.

- 4.15. Initial review work will focus on ŌDC's internal implementation, with Māori partners engaged where appropriate. Findings from this review will inform the next phase of the MEFIP and any refinements to the framework and supporting resources.

Māori Engagement in Ōtorohanga District Council

- 4.16. Since implementation began, the MEF has supported more consistent approaches to Māori engagement organisation-wide and across a number of workstreams. While the Kaitakawaenga – Iwi Relations Advisor continues to provide advice, building connections and cultural guidance, the MEF supports staff across ŌDC to confidently undertake engagement.
- 4.17. The implementation of the MEF is being reflected across a range of activities. One example of this is the Regulatory & Growth leadership team have implemented a standing item for Māori updates in their regular meetings. This involves the Kaitakawaenga – Iwi Relations Advisor and enhances decision-making processes by dedicating time to address issues related to Māori such as JMA updates, legislative reform, cultural sites of significance, and strengthening relations with Māori partners regarding resource consents.
- 4.18. Organisational capability is being built through opportunities for staff to increase their cultural experiences, understanding and confidence. Examples include providing opportunities for ŌDC attendance at events such as Poukai, tangihanga and other cultural events. These opportunities broaden staff exposure to Māori environments and events, building understanding and confidence needed to engage with Māori as part of everyday roles. This has led to more confident staff who are now engaging regularly with key Māori organisations, such as the Ōtorohanga District Libraries engaging with Maketū Marae to improve services amongst coastal Māori communities, and regulatory staff meeting with Te Nehenehenui staff to discuss JMA activities.
- 4.19. The MEF has also enhanced ŌDC engagement with Māori alongside other organisations. Recently this has included supporting Waka Kotahi New Zealand Transport Agency to engage with Te Nehenehenui, Te Whare o Waiwaiā and Pūrekireki Marae for the temporary and permanent bridge replacement on State Highway 39. The MEF has also guided support alongside Waikato Waters Limited to engage with Mana Whenua on the recovery programme for Te Tahi Water Treatment Plant following the February 2026 severe weather event. These engagements were informed by staff that were previously employed by ŌDC and who have completed MEF workshop training. The Kaitakawaenga – Iwi Relations Advisor has also guided these approaches mentioned.

Māori engagement in the local government sector

- 4.20. The MEF has gained interest amongst other organisations across the local government sector. This follows the framework being presented at the Taituarā Midlands Branch Meeting in late 2025. The Kaitakawaenga – Iwi Relations Advisor engaged with two other local authorities and the Chief Operating Officer of Taituarā to discuss the process of developing the framework and the details of the implementation plan. This external interest demonstrates that ŌDC's locally developed approach is being recognised within the sector, with others looking to learn from our experience and approach. The framework was further distributed to all branch meeting attendees and is accessible via the ŌDC website.

Year Two – Next steps

- 4.21. The MEF is informing a broad range of ŌDC activities including infrastructure development, resource consent processes, strategic planning, staff induction, and governance support. Work continues to progress the MEFIP in line with the implementation timeframe.
- 4.22. The next phase (year two) will focus on measuring the impact of the MEF and strengthening the practice of the organisation. This works toward strengthening relationships and providing more meaningful participation for Māori in ŌDC decision making processes and the upholding of Te Tiriti o Waitangi.
- 4.23. In a broader context, the MEF and respective implementation plan are imperative to ŌDC’s success as a guiding document to engaging meaningfully with Māori as we navigate reforms in resource management, local government, and emergency management among others.

5. Appendices | Ngā āpitihanga

Number	Title
1	Māori Engagement Framework Implementation Plan

Māori Engagement Framework Implementation Plan			ori																		
Action:	Action/Project Type:	Action Lead:	Outcomes:	Starting Timeframe:	Timeframe:	24/25				25/26											
						1	2	3	4	1	2	3	4								
Develop tools and mechanisms to measure the success of MEF objectives including: 1.Strengthen Relationships🔗 Build committed, trust-based and enduring relationships at all levels of Council 🔗 2. Enhance Participation🔗 Encourage and support effective Māori participation in Council decision-making and consultative processes 🔗 3. Promote Cultural Awareness🔗 Develop a deeper understanding and awareness of Māori culture, values and priorities within Council for staff and elected members	Develop	Kaitakawaenga	Clear, user-friendly and culturally appropriate tools and mechanisms are developed that enable consistent, meaningful measurement of the MEF in action. The tools and mechansims will: 1. Be practical and relevant for use by our Māori partners, ŌDC staff and elected members, capturing both qualitative and quantitative insights. 2. Track progress over time, inform continuous improvement, and strengthen accountability to our commitments to Māori. 3. And be integrated into business as usual and trusted by both Council and Māori partners. Not only will these tools and mechanisms measure outcomes, they will also prompt ongoing reflection, learning and improvement.	Jun-25																	
Improve Council report quality, particularly sections relevant to Māori interests	Review/Develop	Kaitakawaenga	Council reports consistently demonstrate a high standard of cultural awareness and reflect a well-informed understanding of Māori interests, perspectives and priorities. This will be evident through: 1. Clarity 2. Consistency 3. Enhanced trust and accountability 4. Improved decision making 5. Capability building	Jun-25																	
Develop resources/templates with examples that support the MEF.	Develop	Kaitakawaenga	A suite of practical, easy-to-use resources and templates – supported by real-life examples – is developed that helps staff confidently apply the Māori Engagement Framework in their work. Staff uses these resources/templates regularly, finding them relevant, clear, and helpful in planning, recording, and reflecting on engagement. Over time, the resources support more consistent, thoughtful, and culturally responsive engagement practices across Council.	Jun-25																	
Develop MEF Workshop for staff and elected members.	Develop	Kaitakawaenga	Informative and engaging workshops are developed for staff and elected members. Workshops are tailored for their respective audiences. They draw upon examples that are relevant and grounded in the context of Council. Workshop content is agile and scalable, and can be delivered both in-person and online. These will also be incorporated into onboarding and professional development programmes.	Jul-25																	
Deliver training workshops with teams/groups: 1. Cultural context and content 2. Engagement process and templates (how to use it)	Deliver	Kaitakawaenga	Workshops are delivered well across all groups and teams. The content is practical, engaging and tailored to specific functions and levels of experience. All participants gain a clear understanding of the cultural context behind the MEF, and how to apply the framework using the supporting tools and templates. Staff feel more confident to engage with Māori and are knowledgeable of the resources available to support their engagement.	Aug-25																	
Deliver training workshops with elected members: 1. Cultural context and content 2. How to use it for EM engagement	Deliver	Kaitakawaenga	Elected members deepen their understanding of engagement with Māori through bespoke workshops. Workshops include examples of how the MEF supports governance level engagement and decision making processes. Elected members build confidence and commitment to strengthening relationships with Māori across the district. Workshops create shared foundation for Council to uphold Te Tiriti o Waitangi and advance outcomes that benefit the whole community.	Jul-25																	

Develop and conduct survey amongst teams/groups and elected members.	Develop & Review	Kaitakawaenga	A well-designed survey is developed and regularly distributed to staff and elected members. The survey captures both qualitative and quantitative feedback, focusing on participants' understanding of, ability to apply, and confidence in using the MEF. Survey participation is high across the organisation (including staff and elected members), with results providing valuable insights on improvement. The survey becomes a well utilised and trusted tool for measuring progress.	Sept-25	Ongoing - every 6 months													
Implement survey changes/amendments to delivery of workshops or resources, tool and mechanisms.	Deliver	Kaitakawaenga	Feedback from the survey is reviewed before updating/refining the MEF tools, resources, trainings. The improvements build confidence and uptake amongst staff and elected members, reaffirming feedback is valued. These changes are communicated clearly to staff and elected members.	Sept-25	Ongoing - every 6 months													
MEF Review.	Review	Kaitakawaenga	The comprehensive review is completed drawing upon feedback from Māori stakeholders/partners, staff and elected members. The review highlights areas of success, challenges and recommended practical improvements. These findings are used to improve the the framework, reinforce the commitment of Council and align future actions that enhance engagement with Māori. The review process in itself strengthens the relationships and trust with Māori.	Sept-25	Review as per LTP Budget timeframes													
Action:	Action/Project Type:	Action Lead:	Outcomes:	Starting Timeframe:	Timeframe:	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
						24/25				25/26								

Item 62 Determinations of Draft Ōtorohanga District Alcohol Fees Bylaw 2026 and Approval of the Statement of Proposal for Consultation

To Ōtorohanga District Council

From Tony Quickfall, Group Manager Regulatory and Growth

Type **DECISION REPORT**

Date 25 August 2026



1. Purpose | Te kaupapa

- 1.1. To seek direction on setting alcohol licensing fees, thereby determining if a Draft Ōtorohanga District Alcohol Fees Bylaw is required.
- 1.2. To seek approval of the Statement of Proposal for Consultation on Draft Ōtorohanga District Alcohol Fees Bylaw 2026.

2. Executive summary | Whakarāpopoto matua

- 2.1. Ōtorohanga District Council (ŌDC) administers alcohol licenses set by the Sale and Supply of Alcohol (Fees) Regulations 2013 (the Regulations). This is a statutory obligation on ŌDC along with administering the District Licensing Committee (DLC). The DLC is an independent committee run in conjunction with Waipa, Waitomo and Ōtorohanga Councils. Alcohol licensing is undertaken by ŌDC's Environmental Health Officer (EHO), noting this is only one of several EHO functions.
- 2.2. The Regulations provide default fees that are payable by users of the licensing function under the Sale and Supply of Alcohol Act 2012 (the Act). This means the fees are not set by ŌDC.
- 2.3. The actual cost of regulating alcohol licenses comprises staff time and administering the District Licensing Committee. The fees set by the Regulations have not increased since they came into force in 2013 and do not cover the full cost of the processes associated with licensing activities.
- 2.4. Fees are recovered under a fees schedule that is prescribed. Total annual costs to ŌDC of administering alcohol licenses are \$87,145. Current cost recovery without alcohol fees bylaw is 30%. Ratepayers have been subsidising these costs and this is expected to grow year on year.
- 2.5. The only way ŌDC can change the fees is if a bylaw is developed, specifically for this purpose¹. Therefore, it is recommended to introduce the Ōtorohanga District Alcohol Fees Bylaw (the Bylaw) to enable greater cost recovery.

¹ Sale and Supply of Alcohol (Fee-setting Bylaws) Order 2013

- 2.6. Section 405 of Sale and Supply of Alcohol Act 2012 (the Act) permits making an alcohol fees bylaw to increase the fees and charges prescribed for alcohol licensing matters. Under section 405(4) of the Act, ŌDC must consult with affected persons including ŌDC's licensees and relevant stakeholders.
- 2.7. While ŌDC does not have a bylaw, many councils (including Waitomo and Waipā) are using the bylaw powers to achieve greater cost recovery. Waitomo's and Waipā's bylaws were adopted in 2025, and over a 2-year period they will be increasing their fees to achieve closer to 100% cost recovery.

3. Staff recommendation | Tūtohutanga a ngā kaimahi

That the Ōtorohanga District Council:

- a) **PROPOSES** to set alcohol licensing fees.
- b) **DETERMINES** that a Draft Ōtorohanga District Alcohol Fees Bylaw is required.
- c) **DETERMINES** that the draft Bylaw does not give rise to implications under the New Zealand Bill of Rights Act 1990 (NZBORA).
- d) **APPROVES** the Statement of Proposal, which includes the Draft Ōtorohanga District Alcohol Fees Bylaw 2026, for public consultation.
- e) **CONFIRMS** that the public consultation period begins on 7 September 2026 and concludes on 6 October 2026.
- f) **AUTHORISES** the Chief Executive to make any editorial or layout changes to the Statement of Proposal that may be necessary before it is made publicly available.

4. Context | Horopaki

Sale and Supply of Alcohol (Fees) Regulations 2013

- 4.1. The Regulations specify the fees that can be charged and how fees are established for alcohol licensing related functions of territorial authorities.

Sale and Supply of Alcohol Act 2012

- 4.2. Section 405 of the Act provides the legal framework for the sale, supply and consumption of alcohol and the associated systems of control and licensing. This section permits making an alcohol fees bylaw to increase the fees and charges prescribed for alcohol licensing matters. Under section 405(4) of the Act, ŌDC must consult with affected persons including the ŌDC's licensees and relevant stakeholders.

Sale and Supply of Alcohol (Fee-setting Bylaws) Order 2013

- 4.3. This allows local authorities to enact bylaws to prescribe their own alcohol licence fees. The Order does not apply to Manager Certificates because section 11 Regulations states that if fees for Manager's Certificate applications were to increase, they would need to change uniformly across the country. Manager's Certificates can be issued by any District Licensing Committee and used anywhere in the country irrelevant of where they are issued.

5. Discussion | He kōrerorero

Determinations

- 5.1. Under section 155 of the Local Government Act 2002 (LGA), ŌDC is required to determine whether a bylaw is the most appropriate way of addressing the perceived problem, determine whether the proposed bylaw is the most appropriate form of bylaw, and determine that the proposed bylaw is not inconsistent with the New Zealand Bill of Rights Act 1990 (NZBORA). This determinations report fulfils the first requirement of section 155, an assessment against the NZBORA to be completed when a proposed draft bylaw is presented to ŌDC for consideration.

Perceived Problem Analysis

- 5.2. ŌDC staff have undertaken a comprehensive review of the current alcohol licencing costs. The current cost recovery without an alcohol fees bylaw is 30% (\$26,143) of the total costs associated with the administration and monitoring of alcohol licences with the remainder of the shortfall being funded through rates.
- 5.3. It is proposed to increase the fees and charges prescribed for alcohol licensing matters by making an alcohol fees bylaw. The Draft Ōtorohanga District Alcohol Fees Bylaw 2026 is included as part of **Appendix 1**. The proposed new Bylaw ensures that ŌDC can continue to provide essential services without relying on a high level of subsidisation by ratepayers.
- 5.4. Making a bylaw of this nature is permitted under section 405 of the Act and the Sale and Supply of Alcohol (Fee-setting Bylaws) Order 2013 (Order).

Administering Alcohol Licensing

- 5.5. The alcohol licensing fees are comprised of two components:
- The application fee paid when obtaining or renewing an already issued licence; and
 - The annual fee paid annually for premises licences.
- 5.6. The application fee/renewal fee is paid on the initial application, then the first renewal (after one year), then every three years after that. There are also application fees for special licences, temporary authorities and temporary licences. The annual fee covers monitoring of the licence to make sure conditions set on the licence are being met.
- 5.7. The actual cost of regulating alcohol licenses comprises staff time and administering the DLC. The DLC make all the decisions on the issue of alcohol licenses. Annual costs are made up of:

Alcohol licensing proportion of EHO's staff time (salary and overheads)	\$80,509
Administration of District Licencing Authority ²	\$6,636
Total	\$87,145

² Member fees and logistical costs e.g. hearings.

- 5.8. ŌDC staff investigated two options to shift the costs from ratepayer subsidisation of alcohol licensing, to a more user pays regime. This change to user pays also recognises that most of the benefits of the alcohol license regime are private benefits, while alcohol harm, attributed to a private benefit, comes at a public cost.
- Option 1A: 100% cost recovery from commercial premises and a lower percentage from clubs.
 - Option 1B: Increasing cost recovery to 70% uniformly over a period of 2 years in line with approach taken by Waitomo's and Waipā's implementation of their Alcohol Fee Bylaws.

Analysis of the options based on the legislative framework

Option 1A - 100% cost recovery from commercial premises and a lower percentage from clubs

- 5.9. Under Regulation 7(2)(a) of the Act, fees must be set in the context of the cost/risk rating (Regulation 5) and resulting fees category (Regulation 6). The framework classifies premises by an objective cost/risk score (type of premises, trading hours, enforcement history) into Very Low through Very High categories, with set fees attached to each category.
- 5.10. The Regulations already account for the fact that many commercial premises create higher regulatory costs. For example, taverns, nightclubs and supermarkets tend to score higher on the cost/risk weightings than most clubs, so they land in higher fee categories.
- 5.11. Due to this requirement ŌDC can't impose a flat percentage split that overrides the category outcome as this would bypass the cost/risk methodology.
- 5.12. Although, there is a narrower discretion under Regulation 6(4) to step individual premises down one category where circumstances justify it, Regulation 5's cost/risk weightings for club premises already have lower weightings than commercial on-licence/off-licence types.
- 5.13. Below table shows the typical licensing fees currently paid by various premises in the district.

Table 1: Current licensing fees by premises, GST included

Premises	Risk Ranking	Application fee	Annual fees
Off-licence (bottle store, supermarket)	Medium	\$816.50	\$632.50
Off-licence (remote sales /manufacturer)	Low	\$609.50	\$391.00
On-licence (hotel, pub, tavern)	Medium	\$816.50	\$632.50
On-licence (restaurant, café)	Low	\$609.50	\$391.00
Club licence class 1 (Large club 1000 of purchase age) and which, in the opinion of the relevant TA, operate in the nature of a tavern (for example a large working men's club, combined clubs, or large 'cossie' clubs))	Medium	\$816.50	\$632.50

Premises	Risk Ranking	Application fee	Annual fees
Club licence class 3 (fewer than 250 members of purchase age) and which operate a bar for 40 hours or less per week (for example small sports clubs like bowling clubs, golf clubs, bridge clubs, and small RSAs))	Very-low	\$368.00	\$161.00
Club licence class 2 (not fit into the above)	Low	\$609.50	\$391.00

- 5.14. As seen in the above table, the licensing fees paid by clubs are typically lower than commercial premises (except for the Ōtorohanga Returned and Services Association (RSA) which is covered by the Ōtorohanga Club license).

Option 1B - A stepped increase over two years

- 5.15. Option 1B provides a stepped increase to allow business owners time to adjust and aligns with the cost/risk framework as per the regulation.
- 5.16. Hence, as option 1A overrides the cost/risk framework, ŌDC staff recommend proceeding with option 1B achieving closer to 100% cost recovery. At a 35% cost recovery (comparable to Waitomo) this equates to an additional \$4,357 per annum, or a 0.03% annual transfer from rates to user pays over the two years.
- 5.17. Expenditure for alcohol licensing in the 2025/26 financial year totalled approximately \$87,145³. ŌDC received \$26,143.00 (including GST) through fees. This means the current fees covers 30% of the total cost of the administration and monitoring of alcohol licences.
- 5.18. With increasing costs over the 2-year period and some fees on a 3-year cycle the cost recovery is likely to be 70% once the two fee increases are implemented. With a Bylaw in place, regular review of the fees can be undertaken to retain a high percentage of cost recovery. A percentage of public benefit could be retained recognising the benefit of having well run licenced premises and clubs.
- 5.19. The costs associated with the activities relate to employing the alcohol licensing inspectors, associated administration functions, the cost of reimbursing the expenses of the District Licencing Committee and overhead costs. The only exception to this is the fees for Managers' Certificates which cannot be changed and any cost shortfall for this area cannot be directly recovered from these applications certificate under section 11(2) of the Regulations.
- 5.20. The proposed bylaw will increase fees for alcohol premises annual and application fees as well as application fees for special licences and temporary authorities. The Bylaw will not impact Manager's Certificate fees.
- 5.21. Fees will be set in proportion to the costs to ŌDC for each category of licence (on-licence, off-licence, or club licence). The proposed bylaw seeks to increase the current licence fees by between 50% to 89% in 2027/28 (for a 35% cost recovery). For comparative purposes:

³ This costing includes fees paid to the Alcohol Regulatory Licencing Authority, District Licencing Committee, Waipa District Council for providing the Licencing Inspector service, and ŌDC staff time.

- A 35% cost recovery would result in initial fee increase between 50% to 89% over current fees.
- A 45% cost recovery (the maximum under ŌDC's current Revenue and Funding Policy) would result in fee increases of between 93% and 142%.
- A 70% cost recovery (requiring a change to ŌDC's revenue and Funding Policy) equates to a fee increase of between 200% to 277% from the current fees.

5.22. Introducing the Bylaw would ensure those who use the alcohol licensing services contribute an appropriate share of the costs of licensing, education, monitoring, and enforcement.

5.23. Below table shows the estimated worst-case costs associated with the processing of a licence application, and a cost recovery increase of 35%. This is in line with the increase in labour market inflation since 2013 when the fees were set by the Regulations as well as taking into account the original fees not covering costs and the bylaw review period. There is also no direct cost recovery, such as when hearings are required.

Table 2 Estimate of hours and costs associated with processing an alcohol licence application

Application	Initial Admin (hours)	Inspector (hours) ⁴	Admin (hours)	DLC (hours)	Secretary (hours)	Total Hours	Approximate Cost
New licence	1.25	10	1.25	1	0.5	14	\$2243
Licence renewal	1	9	1.25	1	0.5	12.75	\$2,043
Special (medium)	1	10	1.25	1	0.5	13.75	\$2203
Special (small)	0.75	4	1	1	0.25	7	\$1122
Managers Certificate	0.75	2.5	1	1	0.25	5.5	\$881.00

Future cost recovery

5.24. If the Bylaw is adopted, it is anticipated to come into effect 1 July 2027. It is proposed to include a stepped approach to increases, meaning a further increase of the fees on 1 July 2028 to bring the total cost recovery closer to 70 per cent, taking into consideration a percentage of public good.

5.25. After the initial (35% cost recovery) and secondary (70% cost recovery) increases, it is intended that the Bylaw can be reviewed as part of any review of ŌDC's Fees and Charges Schedule. The Bylaw would require, as a minimum, a review 5 years after it was made.

5.26. The tables below show the application of proposed fee increases.

⁴ Includes report, visit, review of application requiring very little effort, interview.

Table 3: Special licence fees (including GST)

Special Licence Class	Description	Current Fee	Proposed Fee From 1 July 2027 (@35% cost recovery)	Proposed Fee From 1 July 2028 (@70% cost recovery)
Class 1	1 large event*: more than 3 medium events**: more than 12 small events***	\$575.00	\$1,084.17	\$2,168.33
Class 2	3 to 12 small events: 1 to 3 medium events	\$207.00	\$390.30	\$780.60
Class 3	1 or 2 small events	\$63.25	\$119.26	\$238.52
* large event means an event that the territorial authority believes on reasonable grounds will have patronage of more than 400 people ** medium event means an event that the territorial authority believes on reasonable grounds will have patronage of between 100 and 400 people *** small event means an event that the territorial authority believes on reasonable grounds will have patronage of fewer than 100 people.				

Table 4: On, off, and club licences (including renewals) (including GST)

Fees category for premises	Number of licences in category (July 2026)	Current Application Fee	Proposed Application Fee from 1 July 2027 (@35% cost recovery)	Proposed Application Fee from 1 July 2028 (@70% cost recovery)	Current Annual Fee	Proposed Annual Fee from 1 July 2027 (@35% cost recovery)	Proposed Annual Fee from 1 July 2028 (@70% cost recovery)
Very low	4	\$368.00	\$579.40	\$1,158.80	\$161.00	\$241.36	\$482.72
Low	9	\$609.50	\$958.84	\$1,917.69	\$391.00	\$586.16	\$1,172.33
Medium	9	\$816.50	\$1,284.76	\$2,569.51	\$632.50	\$947.46	\$1,894.91
High		\$1023.50	\$1,610.67	\$3,221.34	\$1035.50	\$1,551.61	\$3,103.22
Very High		\$1207.50	\$1,900.337	\$3,800.74	\$1437.50	\$2,154.26	\$4,308.53
A territorial authority must assign a fees category (very low to very high) to any premises for which an on-licence, off-licence, or club licence is held or sought, based on the type of premises, its trading hours and its enforcement history.							

Table 5: Other fees (excluding GST)

Type	Description	Current Fee	Proposed Fee From 1 July 2027 (@35% cost recovery)	Proposed Fee From 1 July 2028 (@70% cost recovery)
Temporary Authority	Section 136(2) of the Act for a temporary authority to carry on the sale and supply of alcohol	\$258.00	\$470.15	\$940.31
Temporary licence	Under section 74 of the Act to sell alcohol pursuant to a licence from premises other than the premises to which the licence relates during repairs etc.	\$258.00	\$470.15	\$940.31
Permanent club charters	The holder of a permanent club charter (as described in section 414 of the Act)	\$550.00	\$1,002.26	\$2,004.54
Extract from register	Under section 66(2) of the Act for an extract from a register	\$50.00	\$91.11	\$182.23

- 5.27. The proposed new alcohol fee is not expected to result in substantial increase in revenue immediately. The changes in funding percentages from 1 July 2027 are in accordance with ŌDC's Revenue and Financing Policy (RFP) which provides for up to 45% cost recovery. The increase from 1 July 2028 will require a change ŌDC's Revenue and Financing Policy (RFP) – this will be incorporated into the review of the RFP as part of the Long Term Plan 2027-37.

Consultation

- 5.28. ŌDC must consult with affected persons including the ŌDC's licensees and relevant stakeholders. Under section 405(4) of the Act, ŌDC must, to the extent that is reasonably practicable having regard to the circumstances of the particular case, consult the persons the authority has reason to believe are representative of interests likely to be substantially affected by the bylaw.
- 5.29. Prior to public engagement, staff will send a letter to all licensed premises to advise them that ŌDC is consulting on the Bylaw and inviting them to submit.

Other Councils

- 5.30. Waikato councils who have introduced an alcohol fees bylaw include Waipā District Council, Waitomo District Council, and Hamilton City Council, also many other councils around the country.

- 5.31. The Bylaw is the only way ŌDC can change alcohol licensing fees, aligning the charges with the actual costs and inflation. Therefore, emphasising the importance of a new Bylaw as the most appropriate way to set alcohol licensing fees.

Statement Of Proposal

- 5.32. The special consultative procedure in section 86 of the LGA is required to be used when making Bylaws under the LGA. Section 86(2) of the LGA requires a statement of proposal for a Bylaw to include:
- A draft of the bylaw as proposed to be made.
 - The reasons for the proposal.
- 5.33. The statement of proposal in **Appendix 1** to this report complies with these requirements.

Determinations under section 155 of the LGA

- 5.34. Before adopting a Draft Ōtorohanga District Alcohol Fees Bylaw for consultation, ŌDC must make the following determinations:
- That the draft Bylaw is the most appropriate way to address the perceived problem
 - That the draft Bylaw is the most appropriate form of Bylaw.
 - That the draft Bylaw does not give rise to implications under the New Zealand Bill of Rights Act 1990 (NZBORA).
- 5.35. There are no other mechanisms to set the alcohol licensing fees other than introducing a new Bylaw. ŌDC has Bylaw-making powers that allow it to make Bylaws to address the perceived problems.
- 5.36. Staff do not consider the draft Bylaw gives rise to any implications under the NZBORA.

6. Strategic Considerations | Ngā whai whakaarotanga

Significance and engagement

- 6.1. ŌDC's Significance and Engagement Policy require ŌDC to assess the degree of significance of proposals and decisions, which informs the appropriate level of engagement.
- 6.2. Based on the list of criteria for significance listed in the Significance and Engagement Policy, this draft Bylaw is considered to be of medium significance for the people of the District, which corresponds to the 'consult' level of engagement.
- 6.3. Additionally, the Significance and Engagement Policy states that ŌDC will use the special consultative procedure set out in section 83 of the LGA for reviewing Bylaws.
- 6.4. Staff therefore recommend that ŌDC undertake public consultation in accordance with the requirements of the LGA and its Significance and Engagement Policy.
- 6.5. Section 83 of the LGA requires ŌDC to make some specific decisions which are summarised as follows:

- Prepare and adopt a Statement of Proposal.
 - Ensure the Statement of Proposal is publicly available.
- 6.6. Ensure a description of how ŌDC will provide persons interested in the Proposal with an opportunity to present their views.
- 6.7. Ensure a statement of the period (not less than 1 month) within which views on the Proposal may be provided to ŌDC.
- 6.8. Provide an opportunity for persons to present their views to ŌDC in a manner that enables spoken interaction between the person and Elected Members (or delegated representatives) and ensure that any such person is informed about how and when they may take up that opportunity.
- 6.9. The proposed timetable for consultation and the adoption process is:

Key Milestone	Planned timeframe
Council Meeting: adoption of the proposed Bylaw for public consultation	25 August 2026
Letter to current license holders	End of August
Consultation Period	September 2026
Hearing of submitters who wish to speak to their submissions	27 October
Deliberations Council discusses feedback from the community and changes are agreed to if appropriate	27 October
Council Meeting – adoption of a final bylaw	24 November 2026

Mana whenua / Māori

- 6.10. This decision (whether to proceed to consultation on a draft Alcohol Fees Bylaw) has no impact specifically on iwi/Māori.

Strategic alignment

- 6.11. This decision has no bearing on any strategic documents. If ŌDC resolves to proceed with a bylaw, the 2027 Long Term Plan activity public/private cost/benefit split will need to reflect ŌDC's decision on transferring alcohol licensing fees from public (subsidised) to private (user pays).
- 6.12. In respect of Local Government reform, a decision to proceed with a consultation on the draft Bylaw has no material impact on any future Local Government reorganisation (potentially from the end of 2028). ŌDC would continue to benefit from the financial benefits of increased cost recovery, from 1 July 2027.

Legal

- 6.13. This report is prepared in accordance with the relevant legislation and there are no legal implications.

Financial

- 6.14. There are no financial implications for ŌDC in making the decisions set out in the recommended resolutions. Waitomo DC staff are supporting this process, and this is budgeted for in operating budgets.
- 6.15. There will be financial implications for licence holders from increase in fees. The stepped increase in cost recovery (35% and 70%) better reflects the private benefit to licence holders, which is currently being heavily subsidised by ratepayers.

Risk analysis

- 6.16. There is very little risk involved in consulting on the proposed Bylaw. The Statement of Proposal has been prepared to fulfil the requirements of sections 83 and 87 of the LGA. A consultation period of 1 month allowing public submissions has been suggested which meets the legislative requirement.

7. Options analysis | Tātari Kōwhiringa

Options summary of considerations:

	Option 1	Option 2
Summary	Set the alcohol licensing fees, thereby determining a Draft Ōtorohanga District Alcohol Fees Bylaw as the most appropriate way to set alcohol licensing fees.	Do not set the alcohol licensing fees and retain the fees as set by the Sale and Supply of Alcohol (Fees) Regulations 2013 (i.e. Bylaw does not proceed)
Advantages	If ŌDC determines a bylaw is appropriate, this initiates a full public consultation process for a proposed bylaw allowing interested parties to provide feedback. If the bylaw is approved, this provides for improved cost recovery and rates savings (over time) from reduced subsidisation of alcohol licensing. Many councils in the country have either introduced or consulting on the introduction of an Alcohol Fees Bylaw. ŌDC's approach will be consistent with current practice across other councils.	Cost saving in not preparing the bylaw.

	Option 1	Option 2
Disadvantages	One-off cost of preparing the bylaw (estimated at \$7,940 which is well within operational budgets)	No opportunity to revise alcohol licensing fees. Ratepayers continue to heavily subsidise alcohol licensing beyond the assessed public benefit, and this is expected to grow year on year.

Recommended option and rationale

- 7.1. Option 1 is recommended because it is the only available legislative mechanism for ŌDC to address the growing gap between alcohol licensing costs and fee revenue.
- 7.2. Proceeding to consultation enables ŌDC to test community support for a phased user-pays approach, reduces ongoing ratepayer subsidisation of a service that primarily benefits licence holders, supports long-term financial sustainability, and satisfies the statutory requirements of sections 155 and 405 of the relevant legislation before any decision is made.

8. Appendices | Ngā āpitihanga

Number	Title
1	Draft Statement of Proposal – Draft Ōtorohanga District Alcohol Fees Bylaw 2026 and Draft Ōtorohanga District Alcohol Fees Bylaw 2026



TE KAUNIHERA Ā-ROHE O
ŌTOROHANGA
DISTRICT COUNCIL

Draft Ōtorohanga District Alcohol Fees Bylaw 2026

ŌTOROHANGA DISTRICT COUNCIL
Statement of Proposal

PROPOSAL

Ōtorohanga District Council (Council) is seeking feedback following the development of the Draft Ōtorohanga Alcohol Fees Bylaw 2026 (the Bylaw).

Council is proposing the new Bylaw to set fees and charges for alcohol licences in Ōtorohanga District. Introducing this Bylaw would allow Council to set the amount it charges to alcohol licence holders (e.g. bars, alcohol stores and supermarkets), to help cover costs relating to alcohol licensing.

Council is proposing to increase cost recovery to 70% uniformly over a period of two years, with initial 35% cost recovery in July 2027, followed by a further 35% in July 2028 to bring the total cost recovery closer to 100%. After the initial and secondary increases, the Bylaw will be reviewed as part of review of Council's Fees and Charges Schedule, with the next review anticipated coming into effect on 1 July 2029.

If the Bylaw is adopted, alcohol licensing fees would increase as shown in the Draft Bylaw 2026 (provided as part of this Statement of Proposal). This document includes further information about the proposal, including the reasons for the proposal and the Draft Bylaw.

HAVE YOUR SAY

Before making any final decisions, Council would like to know your views. You can tell us what you think of this proposal between 7 September to 6 October 2026.

Further information on how to let us know what you think about the proposal is included in this document.

Key dates

Feedback period: 7 September to 6 October 2026

Chat with a Councillor: xxx

Hearing and Deliberations: 27 October 2026

Decision of Council: 24 November 2026



CONSULTATION DOCUMENT

Table of Contents:

Introduction

Reasons for the proposal and Legislative Context

Need for the Bylaw

Proposed Bylaw



Introduction

Council currently use the fees set by legislation; however, these fees have not increased since they came into force in 2013 and do not cover the full cost of the processes associated with licensing activities. This means every time Council processes an alcohol licence it costs more than the fee paid by the licensee.

Ratepayers have been subsidising these costs and this is expected to grow year on year. Therefore, by introducing the Bylaw Council will have the ability to enable greater cost recovery and reduce public rates subsidising alcohol fees, which are largely for private benefit.

Costs are increasing due to inflation and an increase in alcohol licensing activities, including more District Licensing Committee hearings, education, monitoring, and enforcement. Costs are expected to continue to increase, in part because of legislative changes. The Bylaw would enable Council to set fees that would recover most of the costs of undertaking these licensing activities.

Consulting on these options provides an opportunity for the Council to discuss the intention of the draft Bylaw, hear community opinions, and consider feedback to the proposal.

Reasons for the proposal and Legislative Context

Is the Bylaw the most appropriate way of addressing the problem?

The development of the Draft Alcohol Fees Bylaw 2026 is in accordance with the Sale and Supply of Alcohol Act 2012 (the Act), the Sale and Supply of Alcohol (Fee-setting Bylaws) Order 2013, Sale and Supply of Alcohol (Fees) Regulations 2013, and the Local Government Act 2002 (LGA 2002).

The Regulations specify the fees that can be charged and how fees are established for alcohol licensing related functions of territorial authorities. Section 405 of the Act provides the legal framework for the sale, supply and consumption of alcohol and the associated systems of control and licensing. This section permits making an alcohol fees bylaw to increase the fees and charges prescribed for alcohol licensing matters.

Bylaws do not have the authority to override primary legislation but rather seek to supplement and support national rules with local rules. Bylaws must focus on providing a remedy to the identified problem, in this case the problem is only around 30% of the licencing cost is recovered through fees, the remainder is covered by ratepayers', however most of the benefit is to the private business owner.



All bylaws must be reasonable. The requirement to be reasonable relates to the bylaw not unnecessarily impacting upon a person's freedoms and rights, as protected by the New Zealand Bill of Rights Act 1990 (NZBORA). Our assessment of the proposed bylaw is that there are no implications under the NZBORA, and this assessment will be reviewed before a final bylaw is made.

In reviewing and developing bylaws, the Council must follow both the decision making and consultation requirements set out in the LGA. Each bylaw must be evaluated in terms of its costs and benefits to the community, as well as an assessment of the other options available to the Council to regulate or remedy the problem.

OPTIONS CONSIDERED

Below is a summary of the options considered, and reasons given for the chosen option.

Option 1 (Council preferred option): Increasing cost recovery to 70% uniformly over a period of two years with initial 35% cost recovery in July 2027, followed by a further 35% in July 2028.

Option 2 (status quo): do not adopt an Alcohol Fees Bylaw and continue to charge the alcohol licence fees set by fees regulations.



Table 1: Summary of options

Option	Key Points
Option 1 (preferred): Creating the Bylaw would mean:	• Council would increase the cost recovery for alcohol licences by 35% in 2027-28, followed by a further 35% in 2028-29. • A 35% cost recovery would result in initial fee increase between 50% to 89% over current fees. • A 70% cost recovery equates to a fee increase of between 200% to 277% from the current fees. • Cost recovery would increase from approximately 35% in the financial year 2027/28 to 70% in the financial year 2028/29 of the Bylaw. • A portion of the costs would continue to be subsidised by ratepayers – but less than Option 2
Option 2 (status quo): Not adopting the Bylaw would mean:	• Fees and charges for alcohol licences would not increase. • Council's cost recovery rate would decrease year-on-year. • Alcohol licensing activities undertaken by Council would continue to be mostly subsidised with ratepayer contributions.

Based on this analysis, creating the Bylaw is the most efficient, effective, and appropriate way to address the problem of increasing alcohol licensing costs and to set the alcohol licensing fees to enable greater cost recovery, thereby reducing the ratepayers' subsidisation of these costs.

Is the Bylaw required?

Ōtorohanga District Council administers alcohol licenses set by the Sale and Supply of Alcohol (Fees) Regulations 2013 (the Regulations). This is a statutory obligation on ŌDC along with administering the District Licensing Committee (DLC).

The actual cost of regulating alcohol licenses comprises staff time and administering the District Licensing Committee. The fees set by the Regulations have not increased since they came into force in 2013 and do not cover the full cost of the processes associated with licensing activities.

The only way Ōtorohanga District Council can change the fees is if a Bylaw is developed.

Proposed Bylaw

The proposed Bylaw is shown in the following pages.

Ōtorohanga District Council

Draft Ōtorohanga Alcohol Fees Bylaw 2026



ŌTOROHANGA DISTRICT COUNCIL

Draft Ōtorohanga Alcohol Fees Bylaw 2026

This Bylaw is made pursuant to the Sale and Supply of Alcohol Act 2012, the Sale and Supply of Alcohol (Fee-setting Bylaws) Order 2013, and the Local Government Act 2002. Ōtorohanga District Council makes and ordains this Bylaw.

1. TITLE

This Bylaw shall be cited and referred to as the “Ōtorohanga District Alcohol Fees Bylaw 2026”.

2. PURPOSE OF THE BYLAW

2.1 The purpose of this Bylaw is to set fees for any matter for which fees payable to territorial authorities are prescribed in the Sale and Supply of Alcohol (Fees) Regulations 2013.

2.2 This Bylaw applies only to the district of Ōtorohanga.

3. DEFINITIONS

In this Bylaw, unless the context otherwise requires:

“**Act**” means the Sale and Supply of Alcohol Act 2012.

“**Application fee**” has the meaning given by the Sale and Supply of Alcohol (Fees) Regulations 2013 and means the fee for any of the following:

- (a) an application for an on-licence, off-licence, or club licence:
- (b) an application to vary an on-licence, off-licence, or club licence:
- (c) an application to renew an on-licence, off-licence, or club licence

“**2027/28 year**” means the period commencing 1 July 2027 and ending 30 June 2028.

“**Subsequent years**” means the period commencing 1 July 2028 onwards.

“**Council**” means the Ōtorohanga District Council.

4. BYLAW

Unless the context requires another meaning, a term of expression that is defined in the Act and used in this Bylaw, but not defined, has the meaning given by the Act. Any guidance or explanatory notes do not form part of this Bylaw, and may be made, amended and revoked without formality. To avoid doubt, the Legislation Act 2019 applies to this Bylaw.

5. Fees payable for premises in each fees category

5.1 The application fees and annual fees are:

5.2 Regulations 5 and 6 of the Sale and Supply of Alcohol (Fees) Regulations 2013 provides information on how the Council must assign the cost/risk rating and fees category to any premises for which an on-licence, off-licence or club licence (including renewals) is held or sought.

Period fee applies:	2027/28 year		Subsequent years	
Fees category for premises	Application fee	Annual fee	Application fee	Annual fee
Very low	\$579.40	\$241.36	\$1,158.80	\$482.72
Low	\$958.84	\$586.16	\$1,917.69	\$1,172.33
Medium	\$1,284.76	\$947.46	\$2,569.51	\$1,894.91
High	\$1,610.67	\$1,551.61	\$3,221.34	\$3,103.22
Very high	\$1,900.337	\$2,154.26	\$3,800.74	\$4,308.53

6. Fees payable for special licences

6.1 The fee payable to the Council for a special licence is as follows:

Period fee applies:	2027/28 year	Subsequent years
Special License class	Fee	Fee
Class 1	\$1,084.17	\$2,168.33
Class 2	\$390.30	\$780.60
Class 3	\$119.26	\$238.52

Guidance note:

Regulation 9 of the Sale and Supply of Alcohol (Fees) Regulations 2013 sets out how Council must assign classes for special licenses. Under this provision, every special licence issued by a territorial authority must be one of the following classes:

Special Licence class	Issued in respect of
Class 1	1 large event More than 3 medium events More than 12 small events
Class 2	3 to 12 small events 1 to 3 medium events
Class 3	1 or 2 small events

For this purpose:

Large event means an event that the territorial authority believes on reasonable grounds will have patronage of more than 400 people.

- **Medium event** means an event that the territorial authority believes on reasonable grounds will have patronage of between 100 and 400 people.
- **Small event** means an event that the territorial authority believes on reasonable grounds will have patronage of fewer than 100 people.

7. Temporary Authority

7.1 The fees payable under section 136 (2) of the Act for a temporary authority to carry on the sale and supply of alcohol is:

- (a) for the 2027/28 year, \$470.15; and
- (b) for subsequent years, \$940.31

8. Temporary Licence

8.1 A person applying under section 74 of the Act to sell alcohol pursuant to a licence from premises other than premises to which the licence relates must pay an application fee to the Council of:

- (a) for the 2027/28 year, \$470.15; and
- (b) for subsequent years, \$940.31.

9. Permanent Club Charter

9.1 The holder of a permanent club charter (as described in section 414 of the Act) must, if the club's premises are located in the district of the Council, pay an annual fee to the Council of:

- (a) for the 2027/28 year, \$1,002.26; and
- (b) for subsequent years, \$2,004.54.

10. Extract from Register

10.1 The fee payable to a licensing committee under section 66(2) of the Act for an extract from a register is:

- (a) for the 2027/28 year, \$91.11; and
- (b) for subsequent years, \$182.23

11. Goods and Services Tax Exclusive

11.1 The fees prescribed by this Bylaw are exclusive of goods and services tax.



THIS BYLAW WAS CONFIRMED BY COUNCIL ON [INSERT DATE]

This Bylaw was made by the **ŌTOROHANGA DISTRICT COUNCIL** under the Sale and Supply of Alcohol Act 2012, the Sale and Supply of Alcohol (Fee-setting Bylaws) Order 2013, and the Local Government Act 2002 at a meeting of the Ōtorohanga District Council held [INSERT DATE]

The Common Seal of the **ŌTOROHANGA DISTRICT COUNCIL** was hereunto affixed pursuant to a resolution of Council passed on the XXXXXX 2026.

The Common Seal of the **ŌTOROHANGA DISTRICT COUNCIL**
was hereto affixed in the presence of:

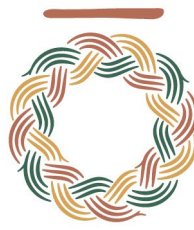
Mayor

Date

Chief Executive

Date





TE KAUNIHERA Ā-ROHE O
ŌTOROHANGA
DISTRICT COUNCIL

Information only reports

Ngā pūrongo mōhiohio anake

Reports in this section are provided for information only.

Item 63 Elevate's 12-month report 2025/26 and forward workplan

To Ōtorohanga District Council

From Nardia Gower, Group Manager Strategy and Community

Type **INFORMATION REPORT**

Date 25 August 2026



1. Purpose | Te kaupapa

- 1.1. To receive Elevate's 12-month report for 2025/26 and forward workplan (Appendix 1)

2. Executive summary | Whakarāpopoto matua

- 2.1. Elevate receives annual operational funding from Ōtorohanga District Council (ŌDC) to support agreed outcomes relating to local business resilience, community wellbeing, sustainable economic prosperity and tourism. This report accompanies Elevate's 12-month report for 2025/26 and forward workplan.
- 2.2. Elevate's 12-month report demonstrates a broad range of activity across business support and capability building, community connection, tourism and visitor services, economic development and organisational governance. Key achievements include increased business membership and member satisfaction, delivery of INCITE and the People's Choice Business Awards, completion of the Retail Revitalisation Project, progression of the Community Security Project, and continued delivery of information and visitor services across the district.
- 2.3. Staff have reviewed delivery against Elevate's agreed 2025/26 workplan (Appendix 2) and consider that the majority of planned actions were delivered or substantially progressed. As is expected with an annual workplan, some activities evolved in response to changing circumstances and opportunities, including changes in lead responsibility between Elevate and ŌDC. A small number of targets were not fully achieved, and additional unplanned activity was undertaken, including in response to the February severe weather event. These variations are not considered to represent a significant deficit in overall delivery.
- 2.4. Elevate's audited financial statements for the year ended 30 June 2025 have been reviewed by the Group Manager Business Enablement, with no matters of concern identified. Draft financial statements for the year ended 30 June 2026 have been requested to provide a current view of Elevate's financial position.
- 2.5. The Chair of Elevate will attend the meeting to present Elevate's 2025/26 report and forward workplan, provide further context on the organisation's activities and priorities, and respond to questions from elected members.

3. Staff recommendation | Tūtohutanga a ngā kaimahi

That Ōtorohanga District Council **receive** the report titled 'Elevate's 12month report 2025/26 and forward workplan' by Nardia Gower, Group Manager Strategy and Community.

4. Discussion | He kōrerorero

- 4.1. The Ōtorohanga District Development Board, operating as Elevate, has received funding from ŌDC since its incorporation in 1996.
- 4.2. As part of the LTP, ŌDC committed an operational grant of \$290,000 per year to Elevate for the first three years, with set Consumer Price Index (CPI) adjustments applied in years two and three, making the funding for 25/26 \$296,090.
- 4.3. This funding, sourced from district-wide rates, is allocated to achieve the following key outcomes as outlined in Elevate's service agreement:
- a) Strong Local Businesses Driving Economic Resilience - Local businesses are provided access to resources, mentoring, and capability-building opportunities to help them grow and innovate. Businesses are empowered to be key drivers of economic growth and community resilience, creating jobs and opportunities that strengthen the district.
 - b) Enhanced Community Wellbeing - Community wellbeing is created through key economic drivers that enhance quality of life and foster a strong, inclusive community including: • Community Connection • Education • Employment • Warm, safe, affordable housing,
 - c) Sustainable Economic Prosperity Supporting the Community - Steady and sustainable economic prosperity is achieved by harnessing opportunities to diversify the district's economic base, foster entrepreneurship, and support existing businesses and sectors. A circular economy is embraced by local businesses to enhance our environment and support local employment.
 - d) Vibrant Tourism Sector with Local Benefits – The district's strong brand and tourism sector is well promoted locally, nationally and globally, showcasing our unique attractions and events. Tourism operators are supported through targeted marketing initiatives, capacity-building programmes, and partnerships that enhance their ability to deliver high-quality visitor experiences while positively impacting the environment and local economy.
- 4.4. ŌDC staff contributed to Elevate's workplan to ensure its alignment with the Economic Wellbeing Strategy¹ Implementation Plan. While Elevate retains autonomy in determining its own initiatives, the collaboration ensures a cohesive approach to economic wellbeing within the district.
- 4.5. Elevate's 12-month report demonstrates a broad range of activity and outcomes across business support, community connection, tourism, economic development and organisational governance. Notable achievements include growth in business membership, increased member satisfaction, delivery of INCITE and the People's Choice Business Awards, completion of the Retail Revitalisation

¹ <https://engage.otodc.govt.nz/economic-wellbeing-strategy>

Project, progression of the Community Security Project, and continued delivery of information and visitor services across the district.

- 4.6. In reviewing the report against Elevate's agreed 2025/26 workplan, staff note that the majority of planned actions were delivered or substantially progressed. As is expected with an annual workplan, some actions evolved during the year in response to changing circumstances, emerging opportunities or reconsideration of need, including some instances where lead responsibility shifted between Elevate and ŌDC. A small number of targets were not fully achieved, while additional unplanned actions were undertaken during the year, including in response to the February severe weather event. None of these variations are considered by staff to represent a deficit in overall delivery but are noted below to provide context on progress against the original workplan.
- 4.7. Business membership reached 90 against a year-end target of 100, although membership satisfaction increased from 67% to 86%, and the target of 100 remains an ongoing focus.
- 4.8. The Economic Wellbeing Strategy Implementation Plan informed the following deliverables/intent included in Elevate's 2025/26 workplan:
- a) Facilitate a networking event where tourism businesses can collaborate and create packages (e.g., accommodation + activities)
 - b) Facilitate a capability-building event targeted at the tourism industry.
 - c) Explore opportunities for collaboration/joint marketing with WDC and Waitomo operators to create a broader tourism circuit that encourages longer stays
- 4.9. During the year, ŌDC commenced development of the Ōtorohanga District Tourism Tool Kit² as a tangible way of supporting the local tourism sector following the cessation of ŌDC funding to Hamilton & Waikato Tourism. As this work progressed, some tourism actions that had initially been intended to be Elevate-led were incorporated into the wider ŌDC-led Tourism Tool Kit programme, with Elevate supporting delivery.
- 4.10. In addition to supporting the Tourism Tool Kit project and the above deliverables, Elevate's report demonstrates a broader range of ongoing tourism activity. This includes providing visitor and tourism information services; promoting Ōtorohanga and the wider King Country, including the district's Kiwiana identity, Kiwi House, rural communities, landscapes and attractions, with the aim of encouraging visitors to stop, explore, spend and discover more; participating in regional tourism and information-centre cluster meetings across the Waikato; maintaining a direct relationship with Hamilton & Waikato Tourism; and continuing Kiwiana visitor experience and destination identity initiatives.
- 4.11. Elevate also reports continued connections with Waitomo and the wider Waikato, with relationships recently established with Legendary Te Kūiti to explore greater collaboration across the wider King Country and opportunities to strengthen the visitor experience.
- 4.12. The housing work programme represents a change from the original workplan. The Ōtorohanga District Housing Plan is a community-led plan, with Elevate having chosen to take on the role of kaitiaki and

² <https://www.otodc.govt.nz/our-district/tourism-tool-kit>

provide leadership to support its progression. Elevate's 2025/26 workplan included remaining kaitiaki of the Plan, delivering a Housing Developers Forum by October 2025, and facilitating bi-annual regional and national leaders meetings. Following personnel changes, Elevate reconsidered its capacity and role in progressing this work, and whether the actions were still needed in the community. Accordingly, following its review and in discussion with ŌDC staff, Elevate made the decision not to progress the project at this time. Any future decision to recommence or reshape this work remains with Elevate.

- 4.13. Progress has also been made on the workplan action relating to welcoming new residents. The original workplan anticipated development of a digital welcome resource in partnership with ŌDC and the community. ŌDC staff have since prepared a substantial draft digital *Welcome to Ōtorohanga District* pack, modelled on the Palmerston North City Council approach³, and provided this to Elevate for review and contribution of local knowledge. The intention is for the final resource to be jointly available through both ŌDC and Elevate websites. The draft includes information to help new residents settle and connect, including local services, safety and emergency information, recreation, libraries, transport, shopping, housing, health, education, community participation and useful contacts.
- 4.14. The Group Manager Business Enablement has reviewed Elevate's audited financial statements for the year ended 30 June 2025 and identified no matters of concern. The accounts report a net surplus of \$17,494 for the year, compared with a deficit of \$70,172 in the previous year, with net assets increasing to \$92,165. Cash and bank balances at year end were \$91,797, broadly comparable with the \$103,041 held at 30 June 2024.
- 4.15. As these accounts relate to the 2024/25 financial year, draft financial statements for the year ended 30 June 2026 have been requested to provide a current view of Elevate's financial position and will be reviewed by the Group Manager Business Enablement once received.
- 4.16. ŌDC's Nardia Gower, Group Manager Strategy and Community, is the relationship manager for this provider.

5. Appendices | Ngā āpitihanga

Number	Title
1	Elevate's 12-month report for 2025/26 and forward workplan
2	Elevate's 2025/26 workplan

³ <https://www.pncc.govt.nz/files/assets/public/v/2/documents/community/welcome-pack-2022.pdf>

ELEVATE ŌTOROHANGA

Report to Ōtorohanga District Council June 2026



MESSAGE FROM THE CHAIR

On behalf of the Board of Elevate Ōtorohanga (Ōtorohanga District Development Board), I would like to thank the Ōtorohanga District Council, Councillors, and senior staff for their ongoing support and partnership.

This year marks a significant milestone as the board celebrates **30 years** of serving our district. While people, priorities, and programmes have evolved over time, our purpose remains unchanged - *Supporting Business and Whānau to Thrive*.

In the year ending June 2026, the staff and Board of Elevate Ōtorohanga underwent significant personnel changes including Michelle Hollands whose experience, knowledge, and dedication made a valuable contribution to both Elevate and the wider district.

Despite this, Elevate Ōtorohanga remained resilient and continued to support local businesses, strengthen community connections, and deliver initiatives that contribute to the growth, wellbeing, and vibrancy of the Ōtorohanga district.

Our *Business Membership Programme* has grown to more than 90 local businesses. Through the programme, we continued to provide practical support through marketing and promotion, workshops, networking opportunities, and more. This resulted in 86% of respondents in our *Annual Business Members Survey* reporting they were satisfied or very satisfied with the programme.

One of the highlights of the year was the successful delivery of *INCITE* and the *People's Choice Business Awards*, celebrating the achievements of businesses and organisations across the district.

During the year, we completed the *Retail Revitalisation Project* and progressed the *Ōtorohanga District Community Security Project* towards near completion. These initiatives are delivering lasting benefits by enhancing our town centre and helping create a safer, more welcoming environment for businesses, residents, and visitors.

We also continued to connect with our community and visitors through a range of events, promotions, knowledge and support through our *Information Services*. Elevate has helped strengthen connections, encourage collaboration, support local businesses, and contribute to building a strong sense of *whanaungatanga* across our district.

I would like to sincerely thank our Board, staff, volunteers, sponsors, and partners for their time, expertise, and commitment. Their contribution enables Elevate to continue delivering meaningful outcomes for our community.

As we look ahead, we remain committed to *supporting business and whānau to thrive*, strengthening connections, and creating opportunities that contribute to a vibrant Ōtorohanga. Thank you for your continued support.

Carolyn Christian, Elevate Ōtorohanga Chairperson

Report on our Key Strategic Priorities - July 2025 to June 2026

Strategic Principle: Business Success

Supporting businesses to create positive and meaningful connections and providing business development opportunities and promotion.

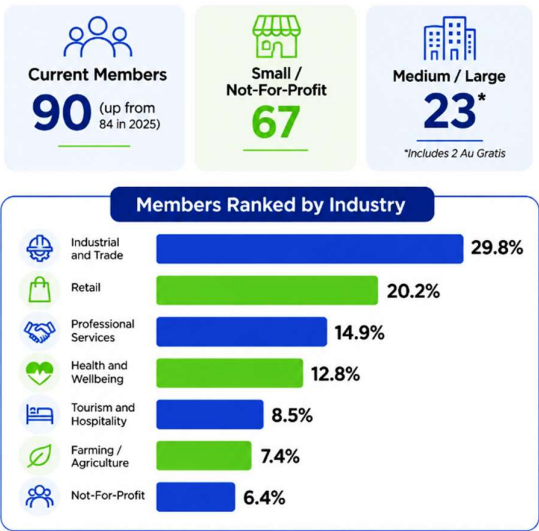
In this section

- 1. Business Membership Growth
- 2. Business Membership Value
- 3. Business Capability and Development Opportunities
- 4. Business Networks and Collaboration
- 5. Business Growth and New Enterprise
- 6. Connecting the Future Workforce



1. Business Membership Growth

Elevate continues to offer a wide range of benefits designed to support, promote, and grow local businesses through our *Business Membership Programme*. Since its launch in October 2023, the programme experienced strong growth and attracted a diverse range of businesses from across the Ōtorohanga district. Membership increased from 84 members in 2025 to **90 members** in June 2026. This growth included **23 new members** joining the programme, offsetting a number of discontinued memberships during a period of organisational change in early 2025.



Over the past 12 months, a new *Business Development Coordinator* was appointed, bringing extensive experience in marketing and small business ownership. Prior, there was a period of personnel changes, during which some members expressed concerns about membership value, prompting a renewed focus on member engagement, communication, and programme delivery.

Therefore, the strategic focus shifted from rapid membership growth to strengthening member retention and sustainable growth. In response, Elevate prioritised improving member engagement, strengthening communication, and refining the delivery of member benefits to better meet the needs of local businesses.

ELEVATE BUSINESS MEMBER BENEFITS



These efforts have delivered positive results, with strong renewal rates and strong membership growth over the past six months. New members are increasingly joining through referrals, positive word-of-mouth, and the programme's growing reputation within the local business community. This demonstrates the importance of maintaining a high-quality membership experience and ensuring businesses can clearly see the value of being a member.

Looking ahead: Growing the membership base to 100 members remains a key goal, while ensuring the programme continues to deliver sustainable, high-value benefits for new and existing members. Future growth will be supported through enhanced member engagement, increased programme visibility, and targeted promotion to local businesses.

Key initiatives include:

- A revised Business Membership Programme pack.
- A dedicated Business Members page on the Elevate website, including online registration option.
- A dedicated social media marketing campaign to increase awareness of membership benefits.
- A stronger focus on showcasing member success stories through testimonials and case studies that demonstrate the tangible value and impact of membership.
- Building stronger relationships with local real estate agents to help identify new businesses in the Ōtorohanga District.

2. Business Membership Value

We offer some of the lowest fees for a comparable business membership programme in the Waikato. Our fees which are \$150+GST for a small business (1-5 employees) or not-for-profit business (any number of employees) and \$350 for a medium/large business (5+ employees) are typically 20-50% lower than business chambers.

These fees have not increased since the launch of the programme to help ensure membership remains accessible to as many local businesses and organisations as possible. However, we also recognise that cost alone is not the key consideration, and that **value perception** is important regardless of cost.

In the past 12 months, the satisfaction levels around our *Business Membership Programme* has increased significantly. The previous survey reported 67% satisfaction, to an increase of **86% positive satisfaction** (satisfied to very satisfied) in our 2026 *Elevate Business Members Survey*. The survey including 50 respondents and was made up of: 88% Current members, 8% Past members and 4% Non-members.



To understand value perception, respondents were asked what their motivation for joining was and we found members were looking for a mix of practical support and connection.

- 74% Community and sense of belonging
- 60% Business Support
- 48% Learning & Development
- 46% Marketing & Visibility
- 36% Information Services for the community/visitors - keeping the doors open!
- 26% Credibility and building trust with clients/customers
- 16% Referred or recommended by a friend
- 4% Other

The results indicate that while practical business support remains important, membership is driven just as strongly by connection and community. The findings also show that members recognise the broader community contribution of their membership, with over one-third identifying the ongoing operation of *Information Services* as a key motivator. Collectively, these results reinforce that Elevate's role extends beyond business support alone, acting as both a connector and an enabler for the wider Ōtorohanga business community.

Summary of additional feedback:

What we are doing right:	Where we can improve:
High praise for communication and newsletters	Desire for more visibility of off-main-street businesses
Strong appreciation for visitor information services	Need for more flexible event formats (timing)
Positive feedback on workshops and events	Concerns around actual networking time at events
Clear sentiment that Elevate is “doing a great job”	Some uncertainty around individual ROI

Positive Feedback:

“Essential as an umbrella organisation.”

“Good regular stream of communication.”

“Excellent communicators, via monthly newsletters.”

“Courses have been awesome and everything else you have been doing.”

“You guys are doing a great job - Ka rawe! Keep it up.”

“Keep being awesome, I think you've built the membership up well and connecting with members is your priority.”

Constructive Feedback:

“Be good to see a shout out to all local business twice a week. Like a spotlight post.”

“Look at business that aren't just on the main street. Some of us are really struggling and can't afford expensive newspaper ads.”

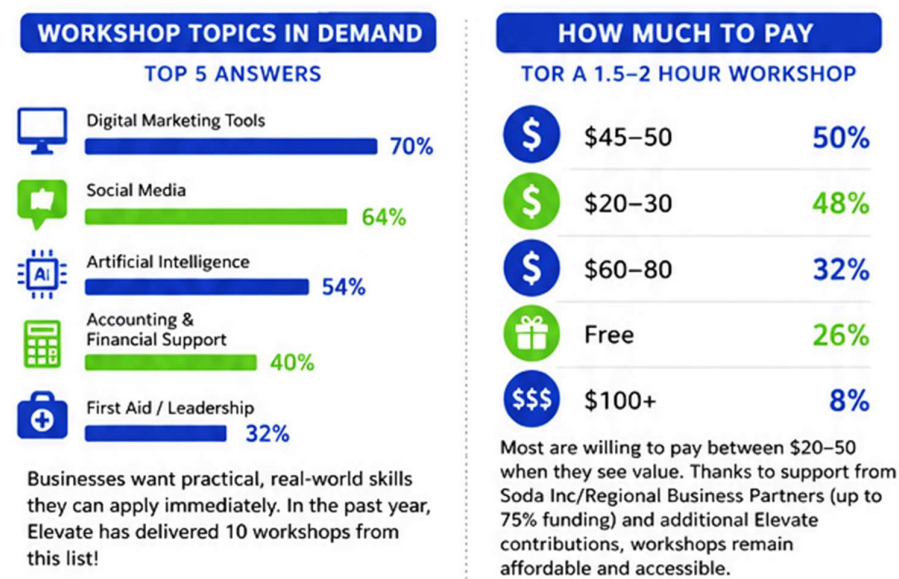
“The Business after 5 and Breakfasts are a great idea and we're always wanting to attend but it is hard with small children.”

“We're only a small team and I know those times do suit many businesses, but I feel like some other options would be great and more flexible.”

Looking ahead: We now regularly showcase *Featured Business Members* across our social media channels and e-newsletter as part of a broader marketing strategy to increase member visibility and promote local businesses, including those located outside the Ōtorohanga main street. Our networking events have also been refreshed in response to member feedback, with these changes incorporated into our upcoming annual events calendar to provide greater variety and flexibility and ensure we continue to meet the needs of our business community.

3. Business Capability and Development Opportunities

Workshops continue to be a highlight of the services that Elevate offers, to both members and non-members. There is very strong demand for practical, real-world skills that businesses can apply immediately, particularly in digital tools and emerging technology. We are pleased that our delivery of workshops aligns to the demand, especially the top 5.



- 70% Digital Marketing Tools (E.g. Canva, Google Business)
- 64% Social Media (E.g Facebook)
- 54% AI (E.g. ChatGPT, Microsoft Copilot)
- 40% Accounting / Financial Support
- 32% First Aid
- 32% Workplace Wellbeing
- 30% Community Event Planning
- 30% Leadership / Management Development
- 30% Sales / Customer Services
- 22% HR / Legal Compliance
- 16% Tikanga Maori / Cultural Practices
- 14% Industry-Specific (E.g. Industrial/Trade, Hospitality)
- 10% Cybersecurity
- 6% Other (E.g. 3D Printing)

Through our partnership with the *Regional Business Partners Network*, delivered by *Soda Inc* in the Waikato, we have made business workshops more accessible and affordable for local businesses. Eligible business leaders can access funding of up to 75%, with workshops available to all local business leaders, regardless of business membership status, subject to eligibility criteria.

For example, between April and June 2026 - approximately \$13,800 of funding was allocated to support management capability training of Otorohanga based businesses. Other workshops delivered by *Soda Inc* throughout the Waikato are regularly shared with our local business

community through Elevate’s online platforms, providing access to a wider range of learning and development opportunities.

For workshops directly subsidised by Elevate, business members receive additional benefits through discounted pricing. For example, our upcoming workshop *Elevate Your Digital Presence* is being offered to members at a 50% subsidised rate of \$75 + GST.

Our workshops for the 12 past months, and upcoming 6 months include:

2025	
<i>July</i>	
<i>August</i>	
<i>September</i>	Retailers Crime Prevention
<i>October</i>	
<i>November</i>	First Aid Training
<i>December</i>	
2026	
<i>January</i>	
<i>February</i>	AI Workshop - <i>AI for Kiwi Leaders</i> AI Workshop - <i>What’s New in AI</i>
<i>March</i>	
<i>April</i>	AI Workshop - <i>AI for Kiwi Leaders</i> AI Workshop - <i>What’s New in AI</i>
<i>May</i>	Finance Workshop - <i>Get Paid Without The Chase</i> First Aid Training
<i>June</i>	
<i>July</i>	Business Continuity Planning
<i>August</i>	Digital Marketing Workshop – <i>Elevate Your Digital Presence</i>
<i>September</i>	
<i>October</i>	Business Fundamentals (Name TBC) First Aid Training
<i>November</i>	
<i>December</i>	

Our local business community regardless of membership status can access a wide range of business resources, information and learning opportunities from Elevate through our e-newsletters and social media. This includes updates on funding and grants, employment law and regulatory changes, workplace wellbeing, and connections to organisations such as *Soda Inc* and *Business Mentors* who can provide specialised business support and advice.

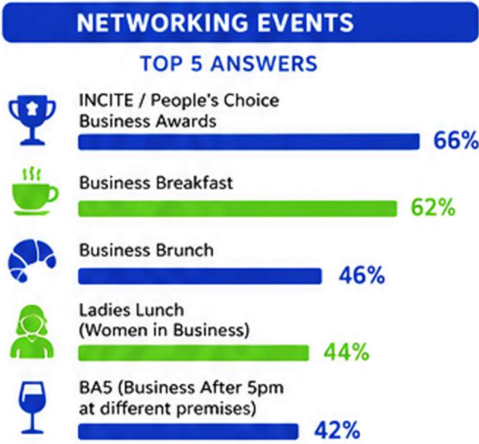
Looking ahead: Future planning will continue to prioritise practical, hands-on workshops that respond to emerging business needs across a range of sectors. We will also monitor what is being delivered beyond the district to identify topical issues, emerging trends and new opportunities, ensuring the information, resources and events we provide remain relevant, valuable and responsive to the evolving needs of our local business community.

4. Business Networks and Collaboration

In October 2025, our biennial event *INCITE* alongside the *People’s Choice Business Awards* were successfully delivered. While *INCITE* is always popular event with approximately 200 people in attendance, this was a particularly powerful event in providing additional connection across our wider community due to the awards component. The four key outcomes of the event were: Business recognition, networking opportunities, promotion of local enterprises and inclusive participation.

The event brought together attendees from widespread and various sectors, including industry, trades, retail, hospitality, not-for-profits, tourism, community agencies, charitable trusts, professional services, sponsors and our local council. The evening fostered networking, collaboration, and the celebration of local achievements while promoting economic wellbeing, so it came an no surprise that it was the number one networking event request in the survey.

- 66% INCITE / People’s Choice Business Awards
- 62% Business Breakfast
- 46% Business Brunch
- 44% Women in Business
- 42% BA5 (Business After 5pm)
- 32% Tradie Breakfasts
- 26% Economic Development Forum
- 24% Industry-Specific Networking Events
- 4% Other (E.g. Dinner events)



Special guest speakers from *Between Two Beers* with Simon Graafhuis, CEO of Chiefs Rugby



Our networking and community events for the 12 past months, and upcoming 6 months include:

2025		
<i>July</i>	BA5 with Elevate Otorohanga and The Security Project Team	Community/Business
<i>August</i>	Community Meet and Greet	Community
<i>September</i>	Meet the Candidates - Otorohanga Meet the Candidates – Kawhia	Community Community
<i>October</i>	INCITE/People’s Choice Business Awards Diwali	Community/Business Community (Umbrella)
<i>November</i>		
<i>December</i>	12 Days of Christmas Giveaways Santa Parade Santa’s Grotto (3 events)	Community/Business Promotion Community Community
2026		
<i>January</i>		
<i>February</i>	Truck and Ute Show Buzzy Bee ‘Flood Relief’ Giveaway Valentines Day ‘Love Local’ Giveaway	Community (Umbrella) Community Community/Business Promotion
<i>March</i>	Business Breakfast	Networking
<i>April</i>	ANZAC Day ‘Window Display’	Community/Business Promotion
<i>May</i>	Mothers Day Giveaway ‘Shop Local’ Business Breakfast Woman in Business	Community/Business Promotion Networking Networking
<i>June</i>	Tradies Breakfast Harrodsville 40 th Anniversary	Networking Community
<i>July</i>	Mid-Winter Escape Promotion Te Huia Train Giveaway (sponsored) Matariki for Tamariki	Community/Business Promotion Community Community
<i>August</i>	Women in Business	Networking
<i>September</i>	Fathers Day Giveaway ‘Shop Local’	Community/Business Promotion
<i>October</i>	Business Fundamentals (name TBC)	Networking
<i>November</i>	Business Breakfast Women in Business Careers Speed Dating (College)	Networking Networking Community/Business Promotion
<i>December</i>	12 Days of Christmas Giveaways Santa Parade Santa’s Grotto (3 events)	Community/Business Promotion Community Community

Year-round networking events also remain an important and valued part of the Elevate Business Membership Programme; however, expectations around how these opportunities are delivered are evolving. Feedback indicates there is still strong support for traditional networking events,

but growing demand for greater flexibility in timing, format, and audience. This is particularly relevant for business owners balancing work and family commitments, as well as those at different stages of their business journey.

In response, Elevate has refreshed its networking events from mid-2026 to provide a wider range of opportunities for connection, including:

- **Business Breakfasts** (start and end of the calendar year)
- **Tradie Breakfast** (mid-year)
- **Women in Business** (quarterly)

Looking ahead: Future event planning will continue to prioritise flexibility and accessibility, ensuring networking opportunities remain relevant and valuable to businesses across different sectors, business types, and life stages. We look forward to bringing back *INCITE* and *The People's Choice Business Awards* in 2027.

Instead of hosting an *Economic Forum* this year, we are in the early stages of planning a combined workshop and networking event in October focused on the fundamentals of business success. The event is designed for both new and established businesses and will bring together local experts, business owners, and regional and national support organisations to share practical advice on the key foundations of running a successful business.

The event may feature short presentations from professionals and organisations to cover topics such as finance, legal, leadership, human resources, and health and safety. Attendees will also have the opportunity to connect directly with presenters and support agencies. The aim is to help business owners - and those considering starting a business - better understand the support available to them, build valuable connections, and gain the confidence to seek advice and assistance when needed.

Elevate continues to strengthen its role as a connector between businesses, the community, and economic opportunities. By fostering strategic partnerships and responding to the evolving needs of local businesses, Elevate is helping to build a more resilient business community while contributing to the long-term prosperity of the wider Ōtorohanga district.

5. Business Growth and New Enterprise

Elevate continues to support business growth and encourage new enterprise by connecting entrepreneurs and business owners with the information, resources, and networks they need to succeed. Many people approach Elevate with a business idea but are unsure where to begin.

We sometimes act as a first point of contact, providing guidance and connecting individuals with appropriate support organisations, funding opportunities, mentors, and professional services. This helps aspiring and existing business owners access the expertise needed to establish, grow, and strengthen their businesses.

To help new businesses build awareness within the district, Elevate continues to partner with the King Country News to provide a **New Business Advertising Subsidy**. The programme offers a subsidy of \$250 (excluding GST) towards an advertising campaign, helping businesses regardless of membership status to establish their profile and connect with potential customers.

During the past 12 months, the eligibility criteria were broadened to allow businesses up to six months old, rather than three months, to apply for the subsidy. The criteria also recognise that some businesses and business owners may be based outside the district while still providing direct services to the Ōtorohanga district. **Four new businesses** received support through this initiative.

Looking ahead: A marketing plan is in place to further increase awareness of Elevate's services and the range of business support available across the district, including the advertising subsidy, to ensure local businesses can more easily access the opportunities, resources, and connections needed to grow and succeed.

5. Connecting the Future Workforce

Elevate continues to maintain a strong partnership with Ōtorohanga College, creating opportunities that connect students with the local business community and provide valuable real-world experiences.

The College hosts Elevate's Business Breakfast networking events, with hospitality students preparing and serving catering as part of their curriculum. Students also gained hands-on event experience by providing wait service at the *INCITE* event, helping them develop practical skills while engaging with local businesses and community leaders.

Elevate's annual *Career Speed Dating* event is another example of this partnership in action. By bringing together students and local employers, the event helps young people explore career pathways, gain insights into different industries, and build connections with the local business community.

One potential outcome of these connections is that they may help young people identify opportunities to remain in Ōtorohanga or return to the district after further study. In turn, these connections may contribute to building and retaining a skilled local workforce.

Looking ahead: The previous report identified an opportunity for students to gain experience within the organisation, with an initial focus on governance. We see potential to broaden this by exploring work-experience opportunities across areas such as marketing and communications, tourism, events and volunteering. These opportunities could provide students with the opportunity to develop skills and explore potential career pathways.

BUSINESS BREAKFAST

ELEVATE

The College was buzzing bright and early on Friday morning as we opened our doors at 7am for the first Elevate Business Breakfast of the year. It was a vibrant start to a day filled with networking, collaboration and inspiring conversations.

Guests were treated to a delicious breakfast spread designed to fuel both minds and kōrero. Fresh granola pots, seasonal fruit, sausages, bacon, classic beans, eggs, potatoes and muffins ensured there was something for everyone to enjoy while connecting with fellow business professionals.



A heartfelt thank you to Gwen Buckley, Head of the Technology Faculty, and her Kai Tahi crew for preparing such an outstanding breakfast. Their hard work, organisation and hospitality made the morning an exceptional success.



KAI TAHI CREW

A cook is an artist who creates edible pieces of art.

I would like to extend my heartfelt congratulations to the team for an exceptionally professional and polished Business Breakfast today. The students demonstrated remarkable dedication by arriving at College by 6am this morning, presenting with enthusiasm and excellent communication skills. Furthermore, they efficiently cleared the Hall in record time. What a commendable team effort!

I would like to extend my heartfelt gratitude to Lyndsay Kurth, Karen Flay and Jess Buckley for their dedication in covering the early shift, starting at 5am. Your commitment is truly appreciated!



Empowering learners to succeed

Featured in the Ōtorohanga College Weekly Highlights newsletter, May 2026

Strategic Principle: A Vibrant Community

Sharing our district and community’s story and success.

In this section

- 1. Information Services
- 2. Community Engagement
- 3. Community Events
- 4. Kawhia Information Centre
- 5. Tourism



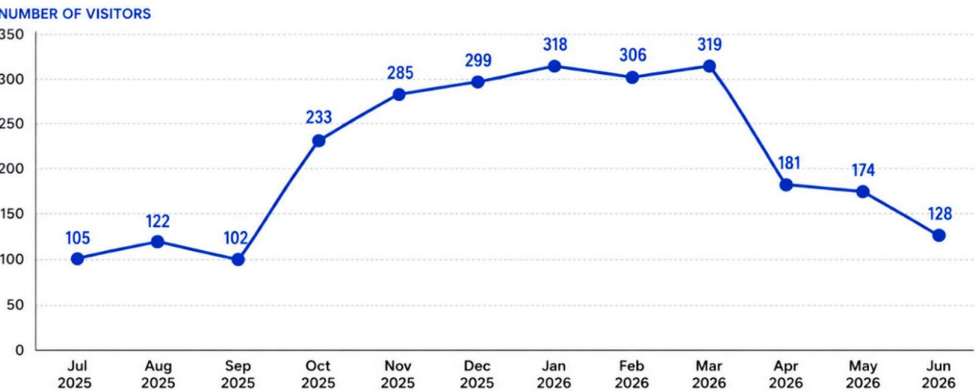
1. Information Services

Elevate Ōtorohanga’s *Information Services* has evolved from the traditional i-SITE visitor information model into a broader information, assistance and connection point for residents, businesses, organisations and visitors. Tourist information remains popular, particularly during peak periods, but the way people access information has changed significantly, and our service has evolved with it.

What was once primarily a place for tourists and visitors to seek information is now equally a place where our community turns for local knowledge, connection and support. Our move to the heart of Ōtorohanga’s main street at 64 Maniapoto Street has strengthened this role, providing a central and accessible hub for the community. We currently assist an average of **215 visitors per month**, with our busiest periods typically occurring between October and March, before dropping considerably during the winter period.

VISITOR NUMBERS

JULY 2025 – JUNE 2026



Visitor numbers peaked in March 2026 with **319 visitors** and averaged approximately **215 visitors** per month over the 12 month period.



While these numbers demonstrate continued demand for a physical information service, our value extends beyond foot traffic or financial return alone. It is also reflected in the connections made, problems navigated, local businesses and services referred, visitors assisted, and community needs identified through our everyday interactions. At times, these interactions can also identify issues that require a broader response.

Where concerns are valid and have wider implications for residents, businesses or visitors, we can help ensure they reach the appropriate organisation through **advocacy**. We cannot resolve every issue ourselves, but we can listen, identify, connect and advocate - helping ensure genuine community concerns reach the people or organisations best placed to respond.

As more services move online, a physical information service remains particularly valuable for those who may face barriers to accessing or navigating information independently. For some, completing what appears to be a simple online task can be a genuine barrier to accessing the information or service they need. Having somewhere to walk into, make a booking or ask for assistance helps ensure people are not excluded as services increasingly shift online.

Looking ahead: We take pride in our role as a trusted source of important community information. We prioritise information from credible sources and will continue to broaden the information available to reflect the needs of both our community and visitors. An ongoing focus will be on developing this information so it can also be replicated on our website, with the current goal of updating our *New Residents Pack* from a basic information resource into a comprehensive guide to living in the Ōtorohanga District, available in print and digital formats.



2. Community Engagement

Community engagement has strengthened significantly over the past 12 months, particularly through our growing online presence. Our brand has become more established and recognisable within the community, supported by consistent, professional communications and an active presence across our marketing channels.

Our Facebook page recently reached more than **4,100 followers**, with strong engagement demonstrating the value our community places on the information we share. Some posts have reached more than 60,000 views organically, highlighting the growing reach of our communications. There is clear demand for local information, particularly the sharing and/or hosting of events, activities, workshops and other opportunities through our Facebook page and the *What's On* section of our website.

Looking ahead: We will continue to share community information through our channels helping connect residents, businesses and visitors with what is happening across the district. Looking ahead, a key priority will be to rebuild the Elevate website to create a stronger digital hub for community information, engagement and connection, complementing our existing communication channels.

3. Community Events



Elevate continued to support and facilitate a range of community events, promotions and initiatives throughout the year, creating opportunities for community engagement and connection. Highlights included the *12 Days of Christmas Giveaways*, *Santa Parade*, *ANZAC Window Displays*, *Mid-Winter Promotion* and *Matariki*.

Our giveaways/competitions provided opportunities to promote local businesses through participation, sponsorship, or increased visibility within the community through Elevate's marketing channels. These activities brought businesses, community groups, residents and visitors together to celebrate local identity and support the district's economy.

The annual *Santa Parade* (December 2025) was a strong example of community participation and collaboration, with Maniapoto Street attracting record crowds. A *Very Kiwi Christmas* themed parade brought together local schools, businesses, community groups and volunteers, with a \$1200 prize pool supporting participation. The strong turnout demonstrated the community's appetite for locally led events and provided an opportunity to showcase local organisations and businesses while creating a vibrant, family-friendly Christmas celebration in the town centre.

The annual 'Lucky Shopper' promotion was given a refresh as the *12 Days of Christmas Giveaways* (December 2025) campaign and continued to be a highly anticipated community

promotion, encouraging residents to shop local and support businesses during the festive season. Through a prize pool valued at \$5,000, divided across 12 daily giveaways, the promotion provided valuable exposure for participating businesses and increased community interaction.

The annual *ANZAC Window Display* saw more than 20 Ōtorohanga businesses and organisations take part, with the care and creativity shown in each display to commemorate ANZAC Day. The initiative brought the community together to reflect on the sacrifice and service of those who served, while showcasing the strong community spirit behind the event.

Recently, we delivered a *Mid-Winter Promotion* to encourage local spending and support businesses during the traditionally quieter winter period. Shoppers who spent \$20 or more at five participating businesses within the Ōtorohanga central business area went into the draw to win a \$4,000 travel voucher. A number of sponsored runner-up prizes were also drawn. The campaign encouraged people to shop locally, and provided promotion of local businesses while bringing a little excitement to the town.

Looking ahead: We will continue to build on the community initiatives that have proven successful, while regularly evaluating their impact, participation and value to the community and local businesses. We look forward to bringing the Santa Parade and Christmas events back in December.



**ELEVATE ŌTOROHANGA
CHRISTMAS PARADE 2025**

1ST PRIZE FLOAT: KIO KIO SCHOOL



**ELEVATE ŌTOROHANGA
CHRISTMAS PARADE 2025**

2ND PRIZE FLOAT: ŌTOROHANGA SOUTH SCHOOL



**ELEVATE ŌTOROHANGA
CHRISTMAS PARADE 2025**

3RD PRIZE FLOAT: V.E. VETS ŌTOROHANGA



**ELEVATE ŌTOROHANGA
CHRISTMAS PARADE 2025**

MOST CREATIVE FLOAT: HOPSCOTCH CHILDCARE



**ELEVATE ŌTOROHANGA
CHRISTMAS PARADE 2025**

MOST INTERACTIVE FLOAT: KABSAT ASIAN CORNER



PROUDLY SUPPORTED BY



4. Kāwhia Information Centre

We continued to support visitor information services in Kāwhia through a Service Level Agreement (SLA) with *Kāwhia Regional and Gallery*, operating as the *Kāwhia Information Centre*. The agreement aligns with the Elevate and Ōtorohanga District Council SLA 2024-2027 and contributes towards staffing costs to ensure information and visitor services remain available to both locals and visitors. During the 2025-26 financial year, ELEVATE contributed \$24,580.02 towards the service, with the contribution adjusted annually in line with the Government's minimum wage requirements.

The Kāwhia Information Centre provides a local information hub, with strong interest from visitors in Kāwhia's rich history and heritage. They cover a wide range of topics, including the history - Māori history and whakapapa, early Pākehā settlement, family history and genealogy, and the geological and Jurassic history. This service plays an important role in helping visitors connect with the stories, people and places that make Kāwhia and the wider district unique.

Looking ahead: Elevate has connected with the team in Kāwhia and will continue to support the service through collaborative initiatives. This includes the development of a new visitor brochure to help promote Kāwhia's unique attractions, history and experiences, while strengthening connections between Kāwhia, Ōtorohanga and the wider district. These initiatives aim to enhance the visitor experience and support the growth of local tourism.



5. Tourism

We promote Ōtorohanga and the wider King Country, embracing what makes our district distinctive - including our Kiwiana identity, Ōtorohanga Kiwi House, rural communities, natural landscapes and attractions - while connecting visitors with neighbouring destinations such as Waitomo and the wider Waikato. Our aim is to encourage visitors not simply to pass through, but to stop, explore, spend and discover more of our district.

Our Information Services team participates in Regional Cluster Meetings with information centres and selected business chambers from across the Waikato. These meetings provide opportunities to share information, build regional relationships and collaborate on ways to encourage visitors to explore the wider region.

We also maintain a direct connection with the Regional Tourism Organisation (RTO) for Hamilton and Waikato. This relationship has become particularly valuable since Ōtorohanga District Council discontinued its contribution to the RTO in 2024, helping ensure the district remains connected to regional tourism discussions, information and opportunities.

These regional conversations also provide a platform to raise issues that can affect smaller rural communities. A recent example was discussion around limited public transport options and how this can restrict smaller communities from benefiting from opportunities such as Hamilton Airport's international connectivity.

Maintaining these connections helps ensure Ōtorohanga remains visible, connected and represented within the wider regional tourism network, while providing opportunities to share our district's perspective and identify opportunities that may benefit local businesses, communities and visitors.

Looking ahead: A key priority will be to strengthen the tourism information available through the Elevate website, including providing a direct link to the *Ōtorohanga District Tourism Toolkit* as a resource for local businesses and tourism operators. Connections have also recently been established with *Legendary Te Kūiti* to explore opportunities for greater collaboration and connection between our districts, recognising the potential to strengthen the visitor experience across the wider King Country.

Strategic Principle: Growing our economy

Leveraging our natural advantages to champion sustainable growth throughout our district.

In this section

1. Growing our Economy
2. Retail Revitalisation Project
3. Community Security Project
4. Housing Project



1. Growing our Economy

Leveraging our natural advantages to champion sustainable growth throughout our district means using the strengths and opportunities already present across the Ōtorohanga district - including our businesses, natural environment, tourism, location, people and community connections - to support long-term economic growth.

Elevate is recognised as a trusted organisation, partner and advocate for initiatives that contribute to the economic development of the district. Our role is to bring people, organisations, ideas and investment together, helping to establish and progress projects that deliver wider economic value.

Looking Ahead: Elevate will continue to focus on opportunities where we can add value through leadership, connection, advocacy and facilitation - leveraging the strengths of our district to support sustainable economic growth and create opportunities for businesses and the wider community.

As new projects and priorities emerge, careful consideration will be given to Board and staff capability, capacity and resources to ensure initiatives are aligned with our strategic principles and can be delivered effectively for the benefit of the district.

2. Retail Revitalisation Project

The Retail Revitalisation Project has made a significant contribution to the appearance, vibrancy and pride of Ōtorohanga's town centre. Originally established in response to the impacts of COVID-19 on local retail and hospitality, the project brought businesses, community organisations and funders together around a shared goal to "*revitalise, build pride and attract new businesses.*"

With approximately \$60,000 raised through contributions from Ōtorohanga District Council, Elevate, Ōtorohanga Charitable Trust, Ōtorohanga Lions Club, The Lines Company, local businesses and private individuals, the project enabled businesses to paint and improve their buildings, with many also choosing to self-fund improvements.

The project has now been completed, with the majority of eligible buildings in the town centre painted and the Village Green mural which is to be painted in the near future providing a final feature. Beyond the physical improvements, the project created strong momentum, community ownership and a renewed sense of pride in the town, with positive feedback from visitors about the appearance of Ōtorohanga.

3. Community Security Project

The Security Project has progressed through collaboration between Elevate, New Zealand Police, Community Safety representatives and local businesses, in response to ongoing concerns around safety and security within the Ōtorohanga township. Elevate facilitated a working group to identify practical solutions, including a proposed perimeter CCTV and Automatic Number Plate Recognition (ANPR) camera network at key township entry and exit points.

The proposal has now been presented to Ōtorohanga District Council for consideration, including potential funding through a targeted rate across the wider district. The proposed network would provide improved situational awareness, support Police investigations and strengthen the township's wider safety infrastructure.

Elevate is currently awaiting an outcome from Council regarding the proposal and potential funding approach. The project demonstrates Elevate's role in bringing businesses and stakeholders together around shared challenges and identifying opportunities for collective action to support a safer, more resilient business environment.

4. Housing Project

Housing remained an area of interest during the year, with Elevate continuing in its role as kaitiaki (guardian) of the Ōtorohanga District Housing Plan. Following the departure of Economic Development Contractor Michelle Hollands, the Housing Project remained under consideration.

After further review and discussion between Elevate and Ōtorohanga District Council, a joint decision was made not to progress the project. While the initiative did not proceed, we recognise that other organisations and agencies are now actively working to address housing needs within the district. Elevate remains supportive of efforts that contribute to improved housing outcomes, recognising the important role housing plays in community wellbeing, workforce attraction and the district's long-term economic development.

Strategic Principle: Organisational Excellence

A professional and sustainable organisation.

In this section

1. Governance
2. Strategic Leadership and Governance
3. Financial Stewardship and Accountability
4. Strategic Direction and Oversight
5. Risk, Compliance and Internal Controls
6. Stakeholder and Funder Accountability
7. Umbrella Organisation



1. Governance

Elevate Ōtorohanga, the trading name for Ōtorohanga District Development Board, is an Incorporated Society, made up of individual and business members. The governing Board of the Society is comprised of up to nine elected members, alongside an appointee nominated by the *Ōtorohanga District Council*.

Elevate Ōtorohanga employs two 0.75 FTE staff members: a Business Development Coordinator and a Marketing and Events Coordinator. This year, Elevate Ōtorohanga proudly celebrates **30 years** of championing local businesses and supporting a vibrant, connected community. We recently received this feedback on 4 August 2026:

“I am impressed with the work currently being done by the Board and the people within the ODDDB group. Hence I thought I should tell you. As a past chair of ODDDB (I retired about 20 years ago) I am impressed with what the Board and Elevate are now doing - much better than we did in years past.”

Murray Loewenthal, Former ODDDB Chairperson

2. Strategic Leadership and Governance

The Elevate Ōtorohanga Board provides strategic leadership, governance oversight and accountability for the organisation, with a clear focus on ensuring that Elevate remains financially sustainable, well governed, and aligned with its purpose and obligations.

A key theme across the Board’s recent meetings has been the continued strengthening of governance practice. The Board identified the need to streamline work programmes and improve communication between governance and operations through the establishment of Board portfolios, enabling members to contribute according to their individual strengths, expertise and community connections.

Board members continue to invest in their own governance development by attending workshops and upskilling opportunities where possible, including Institute of Directors workshops supported by the *North King Country Development Trust* and *BoardPro* webinars. Significant time was also dedicated to reviewing and updating the organisation's Constitution to meet the requirements of the Incorporated Societies Act 2022. This process provided an opportunity to reflect on our membership structure and create greater opportunities for engaged local business leaders to contribute to the future direction of the organisation.

The Board has also recognised the importance of staff wellbeing and organisational resilience. Board member Nicki Raffills, an experienced HR consultant, has provided valuable guidance and support in this area, helping to strengthen people-focused practices while also creating a clearer and more effective link between governance and day-to-day operations. This support has contributed to improved communication, greater role clarity, and a stronger focus on sustainable ways of working for both staff and the organisation.

3. Financial Stewardship and Accountability

Financial reporting is regularly reviewed and audited. There is an explicit expectation that expenditure is justified and responsible, reflecting Elevate's accountability for public and community-derived funding. Thank you to Michelle Erikson for supporting Elevate as Treasurer for three years and to Bailey Ingham for their work. We are grateful to have Jacque Purdy step into the Treasurer role and support the Board's ongoing financial oversight responsibilities.

4. Strategic Direction and Oversight

The Board regularly considers organisational priorities, progress against plans and whether proposed initiatives remain aligned with Elevate's purpose. Importantly, it is prepared to reassess priorities when circumstances or evidence change. A recent example is the proposed Housing Project. Our Strategic Plan is scheduled for review in September 2026, with the guidance of Rosemary Murray from Community Waikato.

5. Risk, Compliance and Internal Controls

The Board actively considers organisational risk. Where risks have been identified, the Board has sought further advice and implemented appropriate policies and controls. This has included implementing and updating policies related to revenue controls, purchasing, cyber security, operating as an umbrella organisation, and new business subsidies.

6. Stakeholder and Funder Accountability

The Board maintains oversight of contractual and reporting obligations, including its relationship with the Ōtorohanga District Council and requirements associated with externally funded or tagged funds. It also recognises the importance of transparency to sponsors and funders regarding how funds are allocated and spent.

7. Umbrella Organisation

Elevate continued its role as an umbrella organisation, providing support to a number of community groups and events, including the Truck and Ute Show, Piston Festival, Diwali Festival, Ōtorohanga Christmas Club, Ōtorohanga Kai Forest, and the Kāwhia Fitness Trail. Through these partnerships, Elevate helps strengthen community-led initiatives, support volunteer-led projects, and enable activities that contribute to the social, cultural and economic wellbeing of our district.

Elevate Kiwiana

Continuing the legacy as the Kiwiana Capital of New Zealand

In this section

1. Project Kiwiana
2. Completed Work
3. Ongoing Annual Repairs and Maintenance
4. Looking Ahead



1. Project Kiwiana

Ōtorohanga's connection with Kiwiana has its roots in the opening of the Ōtorohanga Kiwi House in 1971. Established in response to the widespread logging of native forests and the need to protect New Zealand's unique flora and fauna, the *Ōtorohanga Kiwi House* was the first facility in New Zealand to display and breed kiwi. This pioneering initiative helped establish Ōtorohanga as the country's original "Kiwitown".

Building on this legacy, *Project Kiwiana* was established in 1999 to celebrate all things uniquely Kiwi - our icons, heroes, traditions and stories. Through *Project Kiwiana*, many of the features now synonymous with Ōtorohanga were created, including the Kiwiana murals, hanging icons, *Sir Edmund Hillary Walkway* displays and the *Jim Barker Memorial Playground*.

Today, Ōtorohanga is proudly recognised as the Kiwiana Capital of New Zealand. *Project Kiwiana* now operates as a sub-committee of Elevate Ōtorohanga and remains responsible for maintaining and enhancing the district's iconic Kiwiana assets. Through **Elevate Kiwiana**, we also continue to support educational experiences, including school visits that help share the stories behind New Zealand's unique cultural identity.

2. Completed Work

During the year, several initiatives were undertaken to strengthen and promote the Kiwiana experience:

- The Kiwiana Quiz was reviewed and updated. This free activity is available to both residents and visitors, encouraging participants to explore Ōtorohanga while testing their knowledge of New Zealand's icons, history and culture.
- A new 'Kiwiana Icons' Billboard was installed on the Tuhoro Street wall of the Elevate Ōtorohanga office, providing an additional visual attraction and reinforcing Ōtorohanga's identity as the Kiwiana Capital of New Zealand.

3. Ongoing Annual Repairs and Maintenance

All existing mural walls, features and structures are cleaned and spider-treated annually or as required as follows:

- ✓ Sir Ed Hillary Walkway, Walls and Tile Floor, Exterior of Display Modules (soft wash)
- ✓ Icon Mural Wall - Mitre 10

- ✓ Sponsor Wall - Appliance Plus
- ✓ Henshaw Cartoon Wall - The Thirsty Weta
- ✓ Kiwiana Sign - Left on the South end of Maniapoto St - outside Subway
- ✓ The Giant Pukeko - Lake Huiputea
- ✓ Ōtorohanga District Council - “Ōtorohanga, It’s our Story” Wall
- ✓ Kiwiana Mural Wall - Ōtorohanga Club

4. Looking Ahead

Kiwiana Costume Refresh: The long-standing Kiwiana costumes have featured in Ōtorohanga parades and community events for many years and are now showing their age. Options are being explored to refresh this much-loved part of Ōtorohanga’s Kiwiana identity - potentially in conjunction with the Santa Parade.

Village Green Mural: Local artist Rebecca Ngapo has presented an iconic concept celebrating Ōtorohanga's unique identity and the aspects of the district that connect us all - the delicate balance between *te whenua* (the land), *te wai* (the waters) and *te ngahere* (the forest). We look forward to sharing the completed mural with the community later this year.

Kiwiana Icons: Five new Kiwiana icons are ready for installation. We are currently awaiting confirmation from Ōtorohanga District Council so installation can be coordinated with planned work on the same lamp posts. This provides an opportunity to share traffic management arrangements and potentially reduce installation costs.

Sir Edmund Hillary Walkway: In addition to the annual clean, the Kiwiana displays will continue to be refreshed on a rotational basis, with approximately three displays renewed every six months. This approach will help maintain the quality and appeal of the walkway while progressively updating its Kiwiana stories and displays.

2025 Ōtorohanga Christmas Parade and Santa's Grotto: Project Kiwiana, supported by ELEVATE Ōtorohanga staff and a team of dedicated local volunteers, continued to collaborate to bring Christmas in Ōtorohanga to life. We are incredibly grateful to Inframax Ltd for their ongoing support of the Ōtorohanga Christmas Parade, providing traffic management at **no cost**.



Our VISION

“A vibrant and connected Ōtorohanga community where whanau and business thrive.”

Our STRATEGIC GUIDING PRINCIPLES

We invest our time and resources into strategic projects that:

- Grow the presence and profile of our District and community.
- Leverage economic outcomes.
- Build connections and partnerships.
- Retain and attract talented individuals.
- Support business capability and growth.
- Provide independent advocacy.
- Enhance environmental sustainability and community well-being.



“We work on behalf of our moral owners who are the people of the Ōtorohanga District
Mahia te mahi, hei painga mo te iwi”

Our STRATEGIC PRIORITIES

A Vibrant Community – sharing our district and community's story and success.

Business Success – supporting businesses to create positive and meaningful connections and providing business development opportunities and promotion.

Growing our Economy – leveraging our natural advantages to champion sustainable growth throughout our district.

Organisational Excellence - A professional and sustainable organisation.

How we MEASURE OUR SUCCESS and our ACTIONS FOR 2025-2026

A Vibrant Community

Focus Area	Why is this important?	What action will we take?
New businesses to the district are supported in their planning for opening and introduction to the community and opportunities that Elevate offer.	- ELEVATE is a first point of contact for new businesses and seen as an important connector in the community - Businesses that are well connected to ELEVATE and the local business network have greater exposure to support, development and network opportunities that increase resilience and business success	- New businesses to the district are supported in their planning and introduction to the community. ELEVATE provides advertising subsidies for the King Country News and connections to other businesses in town. - Numbers of new businesses supported are provided as part of 6 month and annual reporting.
New residents in the community are welcomed and provided with introductory information that helps them become familiar with the community.	- ELEVATE is a community connector and organisation recognised for its ability to provide information that supports the community - When people feel connected and informed, they are more likely to participate in community life, support local businesses, contribute to volunteer activities, and access services that enhance their quality of life	- ELEVATE partners with the library and council to welcome residents - New residents to the district are provided information that supports their connection to the community. - Connections are made with Real Estate Agents, Pre-Schools and Schools as well as Employers to showcase the Welcome Pack. Have available at Farmers Night event. - Numbers supported are provided as part of reporting. - Exploration is completed to provide an online version (example PNCC) (https://www.pncc.govt.nz/files/assets/public/v/2/documents/community/welcome-pack-2022.pdf)
Ōtorohanga businesses and initiatives are celebrated and shared using a variety of media channels, including regional promotion.	- To showcase business success and share the stories of the Ōtorohanga community Celebrating and promoting local businesses and initiatives builds pride, drives economic development, and helps attract	- ELEVATE is connected to Soda Inc regionally to support initiatives that provide funding, business education and promote businesses in the community. www.otorohanga.co.nz has a wide range of businesses promoted as well as social media and newsletter business stories are shared - The INCITE event is utilised to provide awards that celebrate local businesses - ELEVATE will actively promote local businesses beyond the district to boost tourism, attract visitor dollars, and strengthen the local economy.

	talent, investment, and visitors to the district. Sharing these success stories through local and regional channels strengthens Ōtorohanga's identity, supports business growth, and showcases innovation, creativity, and community spirit.	
The main Ōtorohanga retail precinct is a source of pride in our community. ELEVATE is recognised for its role in ensuring this pride.	As the central welcome to our District it is important that the main retail precinct is both clean and tidy and has quality businesses in it. As such reflecting Ōtorohanga's identity, vitality, and welcome to visitors. A vibrant, well-presented precinct with thriving businesses fosters community pride, attracts visitors, supports local jobs, and encourages people to spend time and money locally.	- Completion of the RRP – Village Green and Lions Shop remain - ELEVATE establishes a proposal to Council for a targeted rate to continue the Retail Revitalisation project in years to come. - Development of a business attraction plan for the District to keep an ongoing eye on empty buildings and opportunities for growth of commercial and industrial opportunities
Activities and events are provided and promoted in the community for their ability to unite and connect residents.	Bringing the community together to connect and be proud	- Consideration is given to utilising otorohanga.co.nz for District promotion and events and separating ELEVATE either to a different website or separate area of the website - The same is clarified for social media - Extension of the "What's on Guide" online, and on social media.

Business Success

Focus Area	Why is this important?	What action will we take?
By year end 100 businesses in the Ōtorohanga District are members of the ELEVATE (Year Start 80)	ELEVATE has grown its presence in the community and is being recognised by businesses as an important organisation to connect with	- Delivery of a business support programme including 10 events to June 30 2026, with a mixture of BA5, workshops and breakfasts - The INCITE event is held in October with the inclusion of an awards for business. - The business membership model continues to build financial sustainability and diversity of income for ELEVATE.

	• Why is this good for the businesses?	
65% of members are engaged in at least one networking or education opportunity	• Through engagement, members showcase their commitment to ELEVATE • Through engagement businesses grow capability and connections/networks with others in business	• Regular reviews of topics of interest for businesses guide delivery • Strong marketing is provided to encourage to attend • Records are kept to showcases which businesses attend events and which events are most popular
Members have access to online resources to enhance business capability and growth	• There is simple and easy accessible business support information for businesses • Businesses build capability through their utilisation of available resources	• Business resources are reviewed to ensure up to date information is available for business owners to plan for business growth.
Members report they feel connected and are supported by representatives of ELEVATE	• ELEVATE is seen as a listening and supportive organisation in the community • ELEVATE through listening can provide meaningful support for businesses	• Business members are personally connected to ELEVATE twice each year to strengthen insights, connections and opportunities for our local businesses to prosper.

Growing our Economy

Focus Area	Why is this important?	What action will we take?
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ELEVATE is viewed as a trusted leading organisation, partner and advocate for organisations to establish and deliver plans and projects of economic value (including the ŌDC)	ELEVATE is connected to local and regional economic initiatives and opportunities	- Regular meetings are planned with Senior Council staff - Council reports are complete, and SLA targets are met - ELEVATE staff are connected to Councils Economic Wellbeing Manager learning about and supporting the implementation of the Ōtorohanga Wellbeing Strategy and Regional Economic outcomesELEVATE holds a strong relationship with SODA Inc supporting businesses to connect with Central Government Initiatives - Support the Council-led action to work with and promote the primary sector to market the advantages of working in the agriculture industry and related sectors (Economic Wellbeing implementation plan – Council-led action)
ELEVATE is recognised for its ability to facilitate and connect economic conversations and learnings at both a District and Regional level (Forum, Housing etc.)	- ELEVATE is an impartial connector in the community and able to facilitate conversations of importance for economic outcomes - Facilitating and connecting economic conversations ensures ideas, knowledge, and opportunities are shared, leading to stronger collaboration and better outcomes for the district.	- ELEVATE provides thought pieces and advocacy on future economic development opportunities, policy and plans for the district - ELEVATE supports the community to connect with elected member candidates, by hosting candidate event/s. - ELEVATE continues to strengthen relationships with other EDAs at regional and national forums. - ELEVATE facilitates opportunity to leverage local funding with regional and national funds.
ELEVATE is regarded for its ability to leverage local investment, bringing Regional or National investment to support key economic projects.	- As an independent incorporated society ELEVATE provides opportunity to successfully apply for contracts and funds - Leveraging local investment attracts additional regional and national funding, enabling bigger and better economic projects that benefit the whole district	- Leadership is provided to support housing and commercial land development in the district, sufficient to support economic growth. - ELEVATE remains the Kaitiaki of the Community -led Housing Plan and Action Plan - Delivery of a Housing Developers Forum (by October 2025) - Bi-annual delivery of regional and national leaders meeting - Support is provided for the continued upgrade of the Ōtorohanga Club and other facilities of community / economic value.
Our District is promoted and connected through the provision of information services, destination planning and support, and our online presence – our website and social media.	Sharing clear, engaging information and promoting our district through destination planning, a strong website, and active social media helps showcase Ōtorohanga's	- Supporting the development of a Tourism Playbook, led by Council (Economic Wellbeing implementation plan) - Facilitate a networking event where tourism businesses can collaborate and create packages (e.g., accommodation + activities – ELEVATE-led action) (Economic Wellbeing implementation plan) as well as providing support for capability building

	attractions, businesses, and events. This increases visitor numbers, strengthens community pride, and supports economic growth.	• Collaborate with Council on building and utilising the cache of high-quality images and videos that can be used for marketing (Economic Wellbeing implementation plan – Council-led action) • Explore opportunities for collaboration/joint marketing with Waitomo Operators to create a broader tourism circuit that encourages longer stays (Economic Wellbeing implementation plan – ELEVATE-led action) • Support council with data insights to measure year on year economic wellbeing impacts (Economic Wellbeing implementation plan – Council-led action)
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Organisation Excellence

Focus Area	Why is this important?	What action will we take?
Board members and staff report the availability and delivery of quality induction processes and professional development programmes	• Board and Staff need sufficient training, knowledge and expertise to deliver their roles • Quality induction and professional development equip board members and staff with the knowledge, skills, and confidence. Strong onboarding builds understanding of organisational goals, roles, and expectations, while ongoing development ensures the team stays current, capable, and motivated - ensuring solid decisions, strong leadership, and economic outcomes for the community.	• ELEVATE has: - Clear Board and Staff Job Descriptions that support delivery of the 2025-2026 plan - Recruited new staff by calendar year end 2025 to enable delivery - A succession plan is in place to support a new Chair and ensure strong governance leadership on the Board into 2026

Board members report strong governance systems via an annual Board review process	• Board reviews support continued improvements and ultimately enhance organisational outcomes • Board plans give clarity to all • Strong governance systems ensure a council-funded board uses public resources responsibly, makes transparent and well-informed decisions, and delivers on its mandate. An annual board review helps identify strengths and areas for improvement, building accountability to both Council and the community while maintaining trust in the board's leadership.	• ELEVATE has: - Strong governance and governance systems. - Financial sustainability across work programmes. - Diversification of funding. - A clear communication plan in action.
The organisation is financially sustainable with diverse funding revenue (YE June 2024 25% income outside ŌDC funding)	• Ongoing reviews of local government structures will continue and ELEVATE must consider a future without Council funding	• Prepare a full year budget to support outcomes • Develop and confirm with Council a reserves Policy that supports long-term financial sustainability
There exists a clear strategy and operating plan including a financial and communications plan that is reviewed and reported against.	• Plans provide clarity and support assessment against targets	• Plans will be developed and reviewed as part of Board meetings

Item 64 Finance Report to 31 July 2026

To Ōtorohanga District Council

From Brendan O'Callaghan, Project Accountant

Type **INFORMATION REPORT**

Date 25 August 2026



1. Purpose | Te kaupapa

- 1.1. To provide an update on progress against the 2026/27 budget.

2. Executive summary | Whakarāpopoto matua

- 2.1. The Financial Report for the period ended 31 July 2026 shows the operating surplus being up on budget by \$1.1M, showing a healthy financial position.
- 2.2. Capital expenditure and loan repayments are under budget due to timing of some projects against budget projection.
- 2.3. The balance sheet shows a healthy working capital position due to the charging of the first instalments of the rates for the 2026/27 financial year.

3. Staff recommendation | Tūtohutanga a ngā kaimahi

That Ōtorohanga District Council **RECEIVE** the report titled 'Finance Report to 31 July 2026' by Brendan O'Callaghan, Project Accountant.

4. Discussion | He kōrerorero

Statement of Comprehensive Revenue and Expenses For the Period Ending July 2026

	Actual	Budget	Variance	Full Year Budget
Revenue				
Rates income	8,988,720	8,887,669	-101,051	17,935,894
Contributions	880	0	-880	10,420
Water by Volume Rates	3,294	-13,737	-17,031	2,444,818
Subsidies and Grants	67,083	55,743	-11,340	6,839,026
Other Income	290,454	168,322	-122,132	2,175,908
Other gains/(losses)	0	0	0	0
Total Revenue	9,350,431	9,097,997	-252,434	29,406,066
Expenses				
Employee Benefit Expenses	584,814	512,589	-72,225	7,651,016
Depreciation and Amortisation	655,248	655,248	0	8,106,468
Other Expenses	409,504	1,374,214	964,710	14,795,537
Finance Costs	-49,770	-74,049	-24,279	371,995
Total Expenditure	1,599,795	2,468,002	868,207	30,925,016
Operating Surplus/(Deficit)	7,750,635	6,629,995	-1,120,640	-1,518,950

- 4.1. Overall, there is a net surplus to the end of July of \$7.8M, compared to a budgeted year to date surplus of \$6.6M. The variance in the surplus against budget is due to:
- Operating Revenue is up on budget by \$252k. This is due to being \$101k up on budget in rates income and up on budget for other income by \$122k.
 - Other income is up on budget due to the timing of charging of regulatory fees, particularly the payment of dog registration fees, as well as interest income received.
 - Operating expenses is down on budget by \$868k, with other expenses being \$964k under budget, and employee benefit expenses being \$710k under budget.
- 4.2. Other expenses are under budget by \$964k as a result of the timing of some budgets, as well as the offset from the reversal of prior year accruals. There is also a timing issue in that a number of large invoices related to July had not been processed at the time this report was written.

Other Expenses

	Actual	Budget	Variance	Full Year Budget
Activity operation	67,434	173,049	105,615	2,169,386
Asset Maintenance	16,928	19,401	2,473	784,174
Deloitte Fees	0	0	0	344,190
Grants and Subsidies	151,154	151,235	81	467,514
Insurance	0	24,933	24,933	225,090
Minimum Lease Payments Under Operating Leases	626	2,164	1,538	25,970
Other expenses	151,663	732,578	580,915	5,692,748
Regional Initiatives	13,750	0	(13,750)	192,955
Road maintenance	4,545	234,939	230,394	4,620,500
Youth Initiatives	3,404	35,915	32,511	273,010
	409,504	1,374,214	964,710	14,795,537

Statement of Financial Position
For the period ending July 2026

	Actual	Full Year Budget	YTD Last Year
Assets			
Current Assets			
Cash and Cash Equivalents	2,812,244	1,216,032	-2,225,331
Trade and Other Receivables	8,963,907	4,733,712	10,394,884
Inventory	70,147	33,807	46,241
Total Current Assets	11,846,297	5,983,551	8,215,794
Non-current Assets			
Investments	8,920,210	9,468,109	9,020,210
Property, Plant and Equipment	435,033,398	438,096,192	436,141,534
Intangible Assets	128,198	248,767	127,352
Loan Receivable	1,501,191	1,501,191	1,501,191
Total Non-current Assets	445,582,995	449,314,259	446,790,286
Total Assets	457,429,293	455,297,810	455,006,080
Liabilities			
Current Liabilities			
Trade and Other Payables	856,056	3,528,027	139,793
Provisions	1,246	1,164	1,164
Employee Benefit Liabilities	390,770	409,019	377,700
Income in Advance	120,249	1,061,969	114,792
Development and Financial Contributions in Advance	587,683	585,566	585,567
Total Current Liabilities	1,956,005	5,585,745	1,219,017
Non-current Liabilities			
Provisions	9,533	10,779	10,779
Employee Benefit Liabilities	43,063	51,048	47,531
Borrowings	15,447,613	12,447,613	5,447,613
Total Non-current Liabilities	15,500,209	12,509,440	5,505,923
Total Liabilities	17,456,214	18,095,185	6,724,940
Net Assets	439,973,079	437,202,625	448,281,140
Equity			
Retained Earnings	174,282,101	169,103,561	182,664,292
Reserve Funds	3,280,996	3,079,279	3,204,471
Revaluation Reserves	262,409,983	265,019,785	262,412,377
Total Equity	439,973,080	437,202,625	448,281,140

- 4.3. Overall, the balance sheet is showing a healthy position as at 31 July. The significant increase in the cash and cash equivalents is offset by the increase in borrowings at 31 July. This increase is related to the borrowings that were taken to cover the additional costs of the storm events in October 2025 and February 2026.
- 4.4. The working capital to the end of July is \$9.9M. This is primarily due to the first rates instalment being invoiced in July and due at the end of August.
- 4.5. Non current assets and Equity have not substantially changed from the prior year, as a result of the timing of this report. The Annual Report for 30 June 2026 is still being worked on, as part of which there is a revaluation of water assets. This valuation has not yet been reflected in the balances in the current year, so that will result in changes to the asset values and revaluation reserves in the next report.

**Combined Cost of Service Statement
For the Period Ending July 2026**

	YTD Actual	YTD Budget	YTD Variance	Full Year Budget
Operating Revenue				
Activity Revenue	357,597	224,065	-133,532	9,014,934
Targeted Rates	3,754,894	3,738,397	-16,497	9,935,212
Development Contributions	880	0	-880	10,420
General Rates	5,146,742	5,135,535	-11,207	10,445,500
Other General Sources	233,204	954,638	721,434	13,806,517
	<u>9,493,317</u>	<u>10,052,635</u>	<u>559,318</u>	<u>43,212,583</u>
Operating Expenditure				
Trusted Leadership & Relationships	916,764	2,417,593	1,500,829	17,471,065
Strong Communities	42,541	209,530	166,989	2,368,669
Vibrant Places and Spaces	251,130	590,550	339,420	4,397,200
Sustainable Development and Public Safety	71,188	210,120	138,932	2,706,583
Resilient Infrastructure: Land Transport	444,271	1,391,641	947,370	11,901,574
Resilient Infrastructure: Water Supply	119,379	331,774	212,395	3,240,787
Resilient Infrastructure: Wastewater	46,648	125,381	78,733	1,444,266
Resilient Infrastructure: Stormwater	29,613	61,499	31,886	408,766
Resilient Infrastructure: Flood Protection	16,027	8,522	-7,505	500,545
Responsible Waste Management	15,477	26,768	11,291	823,985
	<u>1,953,038</u>	<u>5,373,378</u>	<u>3,420,340</u>	<u>45,263,440</u>
Funding Required				
Capital Renewals	137,327	356,477	219,150	7,613,320
Capital Growth	2,427	50,000	47,573	400,000
Capital Level of Service	24,693	0	-24,693	332,999
Loans Repaid	90,896	90,896	0	967,931
	<u>255,342</u>	<u>497,373</u>	<u>242,031</u>	<u>9,314,250</u>
Funding Applied				
Funding from Depreciation Reserves	0	0	0	4,493,658
Loans Raised	0	0	0	2,223,871
Capital Income	0	0	0	151,235
Transfer to and from Balance	-7,284,937	-4,181,884	3,103,053	4,496,343
	<u>-7,284,937</u>	<u>-4,181,884</u>	<u>3,103,053</u>	<u>11,365,107</u>

- 4.6. In the Combined Cost of Services statement, overall operating revenue is \$559k under budget. This relates mostly to Other General Sources being under budget due to the reduced costs associated with overhead activities.
- 4.7. Operating expenditure is \$3.4M under budget, with this mostly being in Trusted Leadership and Land Transport due to the timing of budgets in the first month of the year, as well as the reversal of prior year accruals.
- 4.8. Capital expenditure and loan repayments were under budget by \$242k. This is due to the timing of spending on existing current year budgets. As at this time work in progress from the prior year has not been recorded, and so this will have an impact in the next months report.

Statement of Cashflows
For the Period Ending July 2026

	Actual	Year to Date Budget
Cash flows from operating activities		
Receipts from rates revenue	641	750
Receipts from other revenue	4,347	1,992
Interest received	18	-
Dividends received	-	-
Payments to suppliers and employees	(3,382)	(2,402)
Interest paid	50	46
Net cash provided by/(used in) Operating Activities	1,673	386
Cash flows from investing activities		
Proceeds from Sale of Property, Plant and Equipment	-	-
Purchase of property, plant and equipment	(314)	(280)
Purchase of investments	792	500
Purchase of intangible assets	316	-
Net cash provided by/(used in) Investing Activities	793	220
Cash flows from financing activities		
Proceeds from borrowings	-	-
Prepayment of borrowings	-	-
Net cash provided by/(used in) Financing Activities	-	-
Net (Decrease)/increase in cash, cash equivalents and bank overdrafts	2,467	606
Cash, cash equivalents and bank overdrafts at the beginning of the year	346	2,207
Cash and cash equivalents at the end of the period	2,813	2,813

- 4.9. The cashflow statement shows the cashflows in and out for the period to 31 July 2026. As can be seen, net cashflow from operating activities has been money coming in, due to the first instalment of this years rates being charged, as well as receipt of the increased NZTA subsidy from the end of the last financial year.
- 4.10. Cashflows from investing activities shows the amount spent on capital expenditure to the end of July. This is only cash spent this financial year, and does not include items not yet paid. The purchase of investments relates to the money received from Waikato Waters Limited for the reimbursements of the initial setup funding provided.
- 4.11. Cash flows from financing activities shows the borrowings and repayments made on external loans as well as transfers between reserve accounts. There have been no movements in borrowings during July.

Current Debt Profile

- 4.12. Current LGFA borrowing at the end of July has the following maturity profile. This is higher than what was projected in the Long Term Plan.
- 4.13. This increase is due to Council taking some borrowing to cover the funding of the reinstatement works for the storm damage from October 2025.

- 4.14. While the work to repair the October storm damage was being completed and the money was being claimed from NZTA, the February 2026 storm event hit, which meant that the loan was rolled over to cover those costs as well. The bulk of the NZTA subsidy has been received for both events (with some additionally subsidy recently approved for additional works), however the proceeds from the insurance claims are still outstanding. These funds will allow the repayment of some of these loans as they come due, either partially or in full.
- 4.15. As you can see, interest rates being offered continue trending downwards.

Amount	Term	Maturity Date	Interest Rate
\$2,000,000	6 months	15 October 2026	2.955%
\$4,000,000	3 months	27 August 2026	2.825%
\$3,000,000	6 months	27 November 2026	3.01%
\$3,000,000	9 months	26 February 2027	3.287%
\$3,000,000	12 months	26 May 2027	3.51%

Councillor updates

Ngā kōrero hou a ngā Kaikaunihera

All councillors will be invited by the Chairperson to provide a verbal update on meetings attended on behalf of Ōtorohanga District Council.

Resolution Register

Rēhita tatūnga

Outstanding Council resolutions are listed below.

#	Date	Resolution	Staff update
C65	26/02/26	Item 43 - Alcohol Fees Bylaw Business Case That Ōtorohanga District Council DIRECT the Chief Executive to prepare a "Alcohol Fees Bylaw determination and Statement of Proposal" report to formally approve the bylaw preparation process.	A report is presented for consideration in this agenda. Staff recommend this Resolution be REMOVED from the Register.
C72	28/07/26	Item 55 - Electoral system for 2028 and 2031 local elections That Ōtorohanga District Council: - NOTES that any resolution to change the electoral system for these elections must be made no later than 12 September 2026; and - RESOLVES, pursuant to section 27 of the Local Electoral Act 2001, to retain the First Past the Post electoral system for the elections of Ōtorohanga District Council and its community boards, and any associated election such as a by-election, for the 2028 and 2031 triennial general elections; and - NOTES that, pursuant to section 28 of the Local Electoral Act 2001, public notice of the right to demand a poll on the electoral system must be given no later than 19 September 2026 and, that as Council passes a resolution under section 27, a public notice must include notice of that resolution and a statement that a poll is required to countermand it; and - NOTES that electors may demand a poll on the electoral system in accordance with sections 29 to 35 of the Local Electoral Act 2001.	The public notice, including the right to demand a poll, has been publicly notified. Staff recommend this Resolution be REMOVED from the Register.
C73	28/07/26	Item 56 - NZ Silver Fern Rally 2026 temporary road closures That Ōtorohanga District Council: APPROVES the temporary road closures within the Ōtorohanga District, in accordance with Sections 319(h) and 342, and Section 11 of Schedule 10 of the Local Government Act 1974, for the following stages of the NZ Silver Fern Rally 2026 to be held on Saturday, 28 November 2026 at: <i>(Refer to Minutes for the full Resolution).</i>	This matter is now operational and there is no further decision required by ŌDC. Staff recommend this Resolution be REMOVED from the Register.
C74	28/07/26	Item 57 - Hamilton Car Club Annual Rally Sprint temporary road closures That Ōtorohanga District Council:	This matter is now operational and there is no further decision required by ŌDC.

- a) APPROVES the temporary road closures within the Ōtorohanga District, in accordance with Sections 319(h) and 342, and Section 11 of Schedule 10 of the Local Government Act 1974, for the Hamilton Car Club 2026 Gravel Rally Sprint on Sunday, 6 September 2026, for the following roads:

(Refer to Minutes for the full Resolution).

Staff recommend this Resolution be **REMOVED** from the Register.

Staff recommendation

That Ōtorohanga District Council confirm the removal of Resolutions C65, C72, C73 and C74 from the Register.

Public excluded

Take matatapu

Information considered in public excluded must be reviewed for release in accordance with the Local Government Official Information and Meetings Act 1987.

#	Decision date	Resolution	Release date
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Closing prayer/reflection/words of wisdom

Karakia/huritao/whakatauki

The Chairperson will invite a Member to provide the closing words and/or prayer/karakia.

Meeting closure

Katinga o te hui

The Chairperson will declare the meeting closed.

Workshops

Hui awheawhe

Workshops are held to discuss issues and provide direction. No decisions are made. Decisions will be made at a formal meeting. The timing indicated below is subject to change.

Please contact our team on 0800 734 000 for updated timing on the day.



For use in both opening and closing meetings

A Member will provide the words of their preference or may choose to use the following:

Mā te whakapono	<i>By believing and trusting</i>
Mā te tūmanako	<i>By having faith and hope</i>
Mā te titiro	<i>By looking and searching</i>
Mā te whakarongo	<i>By listening and hearing</i>
Mā te mahi tahi	<i>By working and striving together</i>
Mā te manawanui	<i>By patience and perseverance</i>
Mā te aroha	<i>By all being done with compassion</i>
Ka taea e tātou	<i>We will succeed</i>