



TE KAUNIHERA Ā-ROHE O
ŌTOROHANGA
DISTRICT COUNCIL

Ōtorohanga District Council

Open Agenda

Date: Tuesday, 29 September 2026

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, 29 September 2026 commencing at 9.00am.

Tanya Winter, Chief Executive

22 September 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
Rangiātea Councillor	Tennille Kete
Rangiātea 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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Workshops	Hui awheawhe
1 Long Term Plan - Assumptions	Open to the public
2 Monthly discussion with the Chief Executive	Public not permitted
3 Long Term Plan – Revenue and Financing Policy	Open to the public
4 Aotea seawall	Open to the public
5 Legislation 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.

Should an apology be received, staff recommend that: *Ōtorohanga District Council receive and accept the apology from [member name(s)] for [absence/non-attendance/early departure/late arrival], and grant leave of absence where required under standing orders.*

Staff recommendation

That Ōtorohanga District Council **RECEIVE** and **ACCEPT** the apology from Deputy Mayor Christison 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.

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:

- a) **CONFIRM** the open minutes of the extra-ordinary meeting on 04 August 2026 as a true and correct record subject to any amendments resolved by the meeting; and,
- b) **CONFIRM** the open minutes of the ordinary meeting held on 25 August 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, 04 August 2026

Time: 10.00am

Location: Council Chambers, 17 Maniapoto Street, Ōtorohanga

Meeting type: EXTRA-ORDINARY

Public access: Open to the public

The recording is available on ŌDC's YouTube channel
(@otorohangadistrictcouncil2783).

Open Minutes of an extraordinary meeting of Ōtorohanga District Council held in Waikōwhitiwhiti, Ōtorohanga District Council, 17 Maniapoto Street, Ōtorohanga, on Tuesday, 04 August 2026 at 10.00am.

Tanya Winter, Chief Executive

08 September 2026

Ōtorohanga District Council attendance

Chairperson	Mayor Rodney Dow	Present
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	
Rangiātea Councillor	Tennille Kete	
Rangiātea Councillor	Jaimee Tamaki	
Waipā Councillor	Michael Woodward	
Wharepūhunga Councillor	Shane Carr	

ŌDC senior staff in attendance

Chief Executive	Tanya Winter	Present
Group Manager Business Enablement	Graham Bunn	Present
Group Manager Engineering & Assets	Mark Lewis	Present
Group Manager Regulatory & Growth	Tony Quickfall	Present
Group Manager Strategy & Community	Nardia Gower	Present

Opening formalities**Ngā tikanga mihimihi**

Opening prayer/reflection/words of wisdom

4

Apologies

4

Declaration of conflict of interest

4

Decision reports**Ngā pūrongo whakatau**

Item 61 Simplifying Local Government – Head Start Process: Approval of Outline Proposal for Submission

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Information reports**Ngā pūrongo whakamōhio**

There are no reports.

Public excluded**Take matatapu**

There are no reports.

Closing formalities**Ngā tikanga whakakapi**

Closing prayer/reflection/words of wisdom

Karakia/huritao/whakataukī

5

Commencement of extraordinary meeting

Mayor Dow declared the meeting open at 10.00am.

Opening prayer/reflection/words of wisdom

Karakia/huitao/whakataukī

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

Apologies

Ngā hōnea

Resolved C79: Ōtorohanga District Council receive and accept the apology from Councillor Barker for non-attendance, and grant leave of absence where required under standing orders.

Mayor Dow | Councillor Tamaki

Late items

Ngā take tōmuri

There were no late items.

Declaration of conflict of interest

Te whakapuakanga pānga taharua

Members acknowledged a general interest in the future of the district, but no monetary conflict or conflict preventing participation was identified.

Decision reports

Ngā pūrongo whakatau

Item 61 - Simplifying Local Government – Head Start Process: Approval of Outline Proposal for Submission

The Chief Executive introduced the report and confirmed that the proposal was about bringing two districts together as one community with a shared future.

Members spoke in support of the Head Start outline proposal and acknowledged the significance of the decision for Ōtorohanga District and the wider King Country. Discussion recognised the potential benefits of acting proactively, including reducing duplication, achieving greater scale, shaping the district's own future, and protecting local identity and representation.

Members also noted concerns about the loss of local voice, the impact on rates and levels of service, transition challenges, and the need for meaningful Māori representation in any future unitary authority. The work of the two Mayors, Chief Executives, project team, staff, and elected members was acknowledged.

Staff recommended an amendment to refer to submission to the '*Ministry for Cities, Environment, Regions and Transport*'. This was due to a central Government name change for the relevant department.

Resolved C80: That Ōtorohanga District Council **APPROVES** the Head Start outline proposal for the creation of a new unitary authority, prepared jointly with Waitomo District Council, for submission to the Ministry for Cities, Environment, Regions and Transport under the Head Start pathway by 9 August 2026.

Mayor Dow | Deputy Mayor Christison

Information reports

Ngā pūrongo whakamōhio

There were no reports.

Public excluded

Take matatapu

There were no reports.

Closing prayer/reflection/words of wisdom

Karakia/huritao/whakataukī

A closing karakia was given by ŌDC's Cassidy Temese, acknowledging the decision made and the pathway forward.

Meeting closure

Katinga o te hui

Mayor Dow declared the meeting closed at 10.31am.



Ōtorohanga District Council

Open Minutes

Date: Tuesday, 25 August 2026

Time: 9.00am

Location: Council Chambers, 17 Maniapoto Street, Ōtorohanga

Meeting type: Ordinary

Public access: Open to the public

The recording is available on ŌDC's YouTube channel
(@otorohangadistrictcouncil2783).

Ōtorohanga District Council

Open Minutes of the Ordinary Meeting of Ōtorohanga District Council held in Waikōwhitiwhiti (Council Chambers), 17 Maniapoto Street, Ōtorohanga, on Tuesday, 25 August 2026, commencing at 9.02am.

Tanya Winter, Chief Executive

8 September 2026

Ōtorohanga District Council attendance

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

ŌDC senior staff in attendance

Chief Executive	Tanya Winter	Present
Group Manager Business Enablement	Graham Bunn	Present
Group Manager Engineering & Assets	Mark Lewis	Present
Group Manager Regulatory & Growth	Tony Quickfall	Present
Group Manager Strategy & Community	Nardia Gower	Present

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Public forum	None	5
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There were no reports.

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Workshops	Hui awheawhe
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1	Road maintenance procurement	Open to the public
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**

Mayor Dow declared the meeting open at 9.02am.

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

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

Apologies**Ngā hōnea**

Resolved C81: That Ōtorohanga District Council RECEIVE and ACCEPT the apologies from Councillors Jo Butcher and Shane Carr for non-attendance, and grant leave of absence under standing orders.

Moved: Mayor Dow. Seconded: Councillor Tamaki. Carried.

Public forum**Hui tūmatanui**

Tama Blackburn spoke to the Pureora Project, which is in its discovery phase. The project is considering a landscape-scale restoration approach for Pureora Forest Park and surrounding catchments, with a focus on waterways, biodiversity, community wellbeing, intergenerational outcomes and community-led partnership. Mr Blackburn noted the potential alignment with ŌDC priorities, particularly catchment and water resilience, infrastructure protection, tourism, community wellbeing and relationships with mana whenua.

Late items**Ngā take tōmuri**

There were no late items.

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

Councillor Kit Jeffries and Deputy Mayor Christison both noted non-financial interests in relation to Elevate (Item 63) however as there was no decision to be made, no declarations were required.

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

Resolved C82: 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.

Moved: Councillor Woodward. Seconded: Councillor Jeffries. Carried.

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

Mayor Dow provided a verbal update on Local Government New Zealand meetings, meetings with Ministers, the Hangatiki marae meeting, Civil Defence Emergency Management after-action planning, the Risk and Assurance Committee, the Waikato Mayoral Forum, online annual general meeting of the North King Country Justice of the Peace Association, and local community matters.

Resolved C83: That Ōtorohanga District Council **RECEIVE** the verbal update from Mayor Dow.

Moved: Mayor Dow. Seconded: Councillor Jeffries. Carried.

Reports**Ngā pūrongo****Item 61: Māori Engagement Framework Implementation Plan update 2025/26**

ŌDC's Cassidy Temese noted the first year of implementation had focused on embedding the framework. Discussion noted the need for a clear process for elected members to access support, and ongoing work to deepen relationships with iwi/Māori across the district.

Resolved C84: That Ōtorohanga District Council **RECEIVE** the report titled 'Māori Engagement Framework Implementation Plan update 2025/26'.

Moved: Mayor Dow. Seconded: Councillor Tamaki. Carried.

Item 64: Finance Report to 31 July 2026

ŌDC's Brendan O'Callaghan spoke to the report. Discussion covered rates payment timing, insurance matters, interest rates, inflation assumptions, water and wastewater debt transition, forecast debt reduction, carryover budgets, and the expected water asset revaluation impact.

Resolved C85: That Ōtorohanga District Council **RECEIVE** the report titled 'Finance Report to 31 July 2026' by Brendan O'Callaghan, Project Accountant.

Moved: Councillor Kete. Seconded: Councillor Barker. Carried.

Councillor updates

Ngā kōrero hou a ngā Kaikaunihera

Councillor Jeffries attended the extra-ordinary Ōtorohanga District Council meeting, Kāwhia Community Board meeting and informal workshop, Ōtorohanga District Council workshop, Risk and Assurance Committee meeting, Local Government New Zealand online briefing, and the online annual general meeting of the North King Country Justice of the Peace Association. He also attended two meetings for the Kāwhia Kai Festival, and liaised with the Raglan Community Board, Maru Trust, Waipā Networks and Sport Waikato.

Councillor Kete attended Local Government New Zealand's Te Maruata hui in Rotorua, various Marae annual general meetings, and meetings with community members. She noted the Te Maruata hui acknowledged Trevor Maxwell's 50 years in local government.

Councillor Tamaki also attended Local Government New Zealand's Te Maruata hui.

Councillor Woodward noted that, aside from council workshops and meetings, it had been a quieter month. He also noted an upcoming King Country Development Trust meeting with community groups to discuss community activity and funding needs.

Deputy Mayor Christison attended council workshops and meetings, the Civil Defence Emergency Management debrief with Mayor Dow, and the Chief Executive Review Committee. She also noted community feedback about ongoing confusion around rubbish collection and charging and advised that residents had been encouraged to contact ŌDC directly.

Councillor Barker noted council workshops and meetings attended during the month.

Councillor Barclay noted that it had been a quieter month for council business, with attendance at regular workshops and meetings.

Reports

Ngā pūrongo

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

ŌDC's Nardia Gower was joined by Elevate's Carolyn Christian and Meela Bhatti. Ms Gower noted a correction to the report, advising that Elevate's draft financial statements would be reviewed and reported back to ŌDC separately once received.

Elevate's representatives provided an update on current and planned activity. The digital marketing workshop had been held, with 20 attendees and positive survey feedback. Women in Business had strong registrations. Future activity includes career speed dating, promotion to the King Country Development

Trust, governance development, a new resident information pack or guide to living in Ōtorohanga, and local tourism information resources.

Discussion included business membership growth, tourism promotion, community information needs, CCTV/community security work, retail revitalisation, Kāwhia tourism links, the housing project, and the impact of potential amalgamation.

Resolved C87: That Ōtorohanga District Council receive the report titled 'Elevate's 12-month report 2025/26 and forward workplan' by Nardia Gower, Group Manager Strategy and Community.

Moved: Councillor Tamaki. Seconded: Councillor Kete. Carried

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

ŌDC's Tony Quickfall was joined by Charmaine Ellery and Rajeshwari Mahadevappa. Mr Quickfall noted the current cost recovery for alcohol licensing was approximately 30 percent and explained that the purpose of the report was to seek approval to consult on a draft bylaw, not to adopt the final bylaw.

Ms Mahadevappa outlined the legislative basis for setting alcohol fees, including the Sale and Supply of Alcohol Fees Regulations 2013 and the Sale and Supply of Alcohol Fee-setting Bylaws Order 2013. Ms Ellery noted that, under section 155 of the Local Government Act 2002, ŌDC must determine whether a bylaw is the most appropriate way to address the identified problem, whether the proposed bylaw is the most appropriate form of bylaw, and whether there are any New Zealand Bill of Rights Act 1990 implications.

Discussion covered the level of ratepayer subsidy, the cost of administering alcohol licensing, comparison with neighbouring councils, potential future amalgamation implications, overhead assumptions, the difference between cost recovery and fee increases, annual fees, risk-based licence categories, consultation process, and whether fees should be aligned with Waitomo District Council. Following an adjournment from 10.47am to 10.58am, the recommendation was amended to align the proposed fees with the current fees set by Waitomo District Council on 1 July 2026.

Resolved C88: 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 amended to align with the current fees set by Waitomo District Council on 1 July 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.

Moved: Mayor Dow. Seconded Councillor Woodward. Carried

Resolution Register

Rēhita tatūnga

Resolved C89: That Ōtorohanga District Council confirm the removal of Resolutions C65, C72, C73 and C74 from the Register.

Moved: Councillor Jeffries. Seconded: Councillor Barclay. Carried.

Closing prayer/reflection/words of wisdom

Karakia/huritao/whakataukī

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

Meeting closure

Katinga o te hui

Mayor Dow declared the meeting closed at 11.01am.

Workshops

Hui awheawhe

The following workshops were held after the meeting.

- a) Road maintenance procurement commenced at 11.05am.
- b) Community Facilities draft asset management plan commenced at 11.42am.
- c) Monthly discussion with the Chief Executive commenced at 12.42pm.
- d) Service provider presentation: Thrive commenced at 1.17pm.
- e) Civil Defence Emergency Management update commenced at 2.01pm.
- f) Service request dashboard update commenced at 2.51pm.

The workshop programme concluded at 2.51pm. Deputy Mayor Christison left during the Civil Defence Emergency Management workshop at 2.28pm.

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.
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Decision reports

Ngā pūrongo whakatau

Reports in this section contain recommendations for a decision.

Item 65 Carryovers – 2025/26 to 2026/27

To Ōtorohanga District Council

From Brendan O’Callaghan, Project Accountant

Type **DECISION REPORT**

Date 29 September 2026



1. Purpose | Te kaupapa

- 1.1. To seek approval for project budgets to be carried over from the 2025/26 financial year to the 2026/27 financial year.

2. Executive summary | Whakarāpopoto matua

- 2.1. Staff recommend that some project budgets be carried over. Some of these budgets relate to work in progress at year end and others relate to projects that were not commenced.
- 2.2. The Kāwhia Community Board and the Ōtorohanga Community Board have both made a resolution to recommend to Ōtorohanga District Council (ODC) that their unspent discretionary fund budgets be carried over into the 2026/27 financial year.

3. Staff recommendation | Tūtohutanga a ngā kaimahi

That Ōtorohanga District Council approve the carrying over of \$3,337,039 to the 2026/27 financial year for the following projects:

Tihiroa Rural Water Resource Consent Renewal - \$150,000	Ōtorohanga Water Supply Mains Renewals - \$750,000	Ōtorohanga Wastewater Mains Renewals - \$750,000
Ōtorohanga Stormwater consent Renewal - \$200,000	Ōtorohanga Stormwater Mains Renewals - \$150,000	Kāwhia Stormwater Resource Consent Renewal - \$220,000
Swimming Pools Building and Pool Upgrades - \$100,000	Kāwhia Medical Centre Building Renewals - \$18,000	Organisational Development - \$184,150
IT Equipment Hardware & Software - \$82,466	IT Equipment Website Development - \$10,000	Kāwhia Public Conveniences Interior Upgrades - \$15,000
Library Building Renewals - \$11,000	Library Building Covered Parking - \$14,550	Swimming Pools Sundry Renewals - \$40,000
Housing Driveway Sealing - \$10,000	Housing External Painting - \$8,000	Housing Healthy Homes - \$27,000

District Property Pound Improvements - \$38,000	Ōtorohanga Cemetery Berm Extensions - \$15,000	Ōtorohanga Parks & Reserves Lake Huiputea Wetlands Projects - \$39,951
Ōtorohanga Parks & Reserves Interpretive Signage - \$5,000	Ōtorohanga Public Conveniences External Painting - \$10,000	Kāwhia Wharf Re-pile Wharf - \$22,773
Ōtorohanga Flood Protection Sundry Renewals - \$11,126	Ōtorohanga Flood Protection Inlet/Outlet Renewals - \$60,908	Ōtorohanga Flood Protection Weir Renewals - \$50,000
Ōtorohanga Refuse Resource Recovery Centre Feasibility Study - \$75,000	Arohena Rural Water Pipe Renewals - \$100,000	Ranginui Rural Water Sundry Renewals - \$13,611
Ōtorohanga Board Discretionary Fund - \$5,941	Kāwhia Board Discretionary Fund - \$2,774	Kāwhia/Aotea Seawall – Maintenance and Resource Consent - \$166,789

4. Context | Horopaki

- 4.1. Every year ŌDC sets the budgets as part of the Annual Plan or Long Term Plan process. Included in these budgets is capital projects that ŌDC is planning to undertake during that year.
- 4.2. Some projects are not able to be completed within the year they are budgeted for, for a number of reasons. As these projects have been commenced but not completed by year end, they are carried over as work in progress in the accounting system. As such, the costs are carried over into the following year.
- 4.3. There are also some projects where a budget has been provided but the project has not been started, or the full budget has not been spent but the remainder could be used for other projects

5. Discussion | He kōrerorero

- 5.1. This first group of projects represent those where the budget will need to be carried over to cover work in progress costs carried over into the current year. This budget has been signalled previously, and the budget is being carried over to match when the spending is recorded. Any funding requirements signalled in the previous year will be carried over as well.
- 5.2. A large number of these projects are intended to be multi-year projects, and so the carryover of the unspent budget is reasonable for these projects.

Item #	Project	2025/26 Budget	Amount of WIP	Budget to Carry Over	Funding Source	Reason for Carryover
1	Tihiroa Rural Water - Resource Consent Renewal	150,000	86,001	150,000	Depreciation cash reserves	Consent renewal still on-going
2	Ōtorohanga Water Supply – Mains Renewals	750,000	722,693	750,000	Internal Loans and Depreciation cash reserves	Work on project still on-going.

Item #	Project	2025/26 Budget	Amount of WIP	Budget to Carry Over	Funding Source	Reason for Carryover
3	Ōtorohanga Wastewater – Mains Renewals	750,000	83,960	750,000	Internal Loans and Depreciation cash reserves	Work on project still on-going.
4	Ōtorohanga Stormwater – Resource Consent Renewal	200,000	204,114	200,000	Internal Loans and Depreciation cash reserves	Consent renewal ongoing
5	Ōtorohanga Stormwater – Mains Renewals	130,000	97,331	130,000	Depreciation cash reserves	Work on project still on-going.
6	Kāwhia Stormwater – Resource Consent Renewal	220,000	122,207	220,000	Internal Loans and Depreciation cash reserves	Consent renewal ongoing
7	Swimming Pools – Changing Room Upgrade/Tiling around Indoor Pool/Toddler Pool Repairs	100,000	0	100,000	Depreciation cash reserves	Quotes received and timing approved, work not commenced prior to year end
TOTALS		2,300,000	1,316,306	2,300,000		

5.3. Projects where a budget has been approved but the project has not been started, or the full budget has not been spent are in the table below.

Budget Item	2025/26 Budget	2025/26 Spending	Budget to Carry over	Funding Source	Reason for Carryover
8 Kāwhia Medical Centre – Building Renewals	18,000	0	18,000	Depreciation cash reserves	For painting which was delayed as a result of work required to building exterior
9 Organisational Development	211,359	27,209	184,150	District Rates Balance – previously fully funded	Not fully spent
10 IT Equipment – Hardware & Software	239,312	156,846	82,466	Depreciation cash reserves	Cover replacements in the current year due to sharp increase in IT equipment costs.

	Budget Item	2025/26 Budget	2025/26 Spending	Budget to Carry over	Funding Source	Reason for Carryover
11	IT Equipment – Website Development	50,000	28,069	10,000	Depreciation cash reserves	Will cover any website development as a result of various reform measures
12	Kāwhia Public Conveniences – Interior Upgrades	15,000	0	15,000	Depreciation cash reserves	Work not commenced prior to year end.
13	Library Building – Building Renewals	33,000	22,089	11,000	Depreciation cash reserves	For additional building renewals within the library.
14	Library Building – Covered Parking	17,000	2,450	14,550	Depreciation cash reserves	For painting of the covered parking
15	Swimming Pools – Sundry Renewals	40,000	19,022	40,000	Depreciation cash reserves	To cover replacement of parts of the building roof
16	Housing – Driveway Sealing	10,000	0	10,000	Rental charges from residents	Work not commenced prior to year end
17	Housing – External Painting	35,000	26,733	8,000	Rental charges from residents	To cover additional painting not completed due to weather and timing
18	Housing – Healthy Homes	46,000	18,047	27,000	Rental charges from residents	To cover additional healthy homes work and refurbishment
19	District Property – Pound Improvements	38,000	0	38,000	Depreciation cash reserves	Work not commenced prior to year end
20	Ōtorohanga Cemetery – Berm Extensions	15,000	0	15,000	Depreciation cash reserves	To allow for Berm extensions when required
21	Ōtorohanga Parks & Reserves – Lake Huiputea Wetlands Projects	57,000	17,049	39,951	Depreciation cash reserves	To continue works as part of this project not commenced prior to year end

	Budget Item	2025/26 Budget	2025/26 Spending	Budget to Carry over	Funding Source	Reason for Carryover
22	Ōtorohanga Parks & Reserves – Interpretive Signage	5,000	0	5,000	Depreciation cash reserves	Work not commenced prior to year end
23	Ōtorohanga Public Conveniences – External Painting	10,000	0	10,000	Depreciation cash reserves	Work not commenced prior to year end
24	Kāwhia Wharf - Re-pile Wharf	50,000	27,227	22,773	Depreciation cash reserves	Work on hold while awaiting decision on insurance claim for damage, to allow repairs and re-piling to be completed at the same time
25	Ōtorohanga Flood Protection – Sundry Renewals	15,000	3,875	11,126	Depreciation cash reserves	To be used for land improvement work on Mair Street
26	Ōtorohanga Flood Protection – Inlet/Outlet Renewals	70,000	9,092	60,908	Internal Loans and Depreciation cash reserves	To cover additional works that may be required as part of the Stormwater resource consent renewals
27	Ōtorohanga Flood Protection – Weir Renewals	50,000	0	50,000	Internal Loans and Depreciation cash reserves	Over design for weir renewals that has not been commenced prior to year end
28	Ōtorohanga Refuse – Resource Recovery Centre Feasibility Study	75,000	0	75,000	Internal Loans and Depreciation cash reserves	Work not commenced prior to year end
29	Arohena Rural Water – Pipe Renewals	100,000	0	100,000	Water charges from scheme users	Budget carried over to cover potential pipe renewals identified during

	Budget Item	2025/26 Budget	2025/26 Spending	Budget to Carry over	Funding Source	Reason for Carryover
						transition to stock only scheme
30	Ranginui Rural Water – Sundry Renewals	36,500	22,889	13,611	Water charges from scheme users	To cover replacement of reservoir liner, which was not commenced prior to year end
31	Ōtorohanga Board – Discretionary Fund	9,144	3,203	5,941	Rates	Agreed by board to carry over for next year
32	Kāwhia Board – Discretionary Fund	6,068	3,294	2,774	Rates	Agreed by board to carry over for next year
33	Kāwhia/Aotea Seawall – Resource Consent and Maintenance	312,750	145,961	166,789	Internal Loans	To cover further seawall works and resource consent costs alongside Better Off Funding
TOTALS		1,564,133	533,865	1,037,039		

5.4. A comparison of the amount of carry overs to the previous three financial years was undertaken, to provide further context to the extent of carry overs. This is presented in the table below.

Year	Total Capital Budget (including PY carryover)	Budget Carried Over	Percentage of Total Capital	Percentage of Carry Over related to WIP projects
2022/23 – 2023/24	\$20,046,922	\$10,249,087	51.1%	78.3%
2023/24 – 2024/25	\$17,386,354	\$5,565,222	32.0%	83.0%
2024/25 – 2025/26	\$16,548,751	\$3,219,338	19.5%	60.8%
2025/26 – 2026/27	\$10,782,527	\$3,337,039	30.9%	68.9%

5.5. As can be seen above, the percentage of total capital that the current year carry overs represent has increased slightly from the prior year. The amount of carry over that specifically relates to projects that were in progress at year end is up on last year but down on the previous two years.

6. Strategic Considerations | Ngā whai whakaarotanga

Significance and engagement

6.1. The projects in this report are considered to be of low significance and thus have a low need for engagement. This is because the projects have previously been consulted on as part of the Long Term Plan/ Annual Plan process.

Mana whenua / Māori

- 6.2. As these are budgets for existing projects, the impacts on Māori would have been considered as part of the original budgeting process.

Strategic alignment

- 6.3. These projects fit within various ŌDC plans, including the Long Term Plan 2024-34 and various Asset Management Plans.

Legal

- 6.4. There are no legal issues related to this report.

Financial

- 6.5. As these projects have previously been provided for, and the report is only carrying that budget over to complete the projects, there are no other financial considerations. In the event the carryovers were not approved, there may be financial implications with regard to contracts etc that may already be signed.

Risk analysis

- 6.6. Given that these projects have previously been provided for in budgets, there is a minimal risk associated with the carry-over of those budgets. There is a risk around ability to undertake or complete these projects if the carryovers aren't approved.

7. Options analysis | Tātari Kōwhiringa

Options summary of considerations

	Option 1	Option 2
Summary	Approve the carry overs as listed	Approve some carry overs
Advantages	This would mean that all the budgets as listed above would be carried over to either cover the costs of the work in progress carried over, or to be made available for other projects.	Some projects will have the budget carried over and be able to proceed.
Disadvantages		The effect of this would be that the projects where the budget is not carried over would not be able to be undertaken during the current year, and if there is a need for them, they would either need a report brought to ŌDC or to be included in a future Annual Plan or Long Term Plan.

Option 3**Summary**

Don't approve the carry overs

Advantages

Does not require adjustments to budgets

Disadvantages

Any expenditure carried over as work in progress would have to be funded from the current year existing budgets. This could mean that for some activities the capital budget for the year could be completely used by works commenced last year, resulting in potential overspending if current year projects are still required to be completed.

Recommended option and rationale

- 7.1. The recommendation is to approve the carryovers as listed in the staff recommendation. Given that the work in progress projects were identified as part of the Long Term Plan and/or Annual Plan and have therefore been factored into funding calculations for that period, and that the projects were commenced and on-going at year end, carrying over the budgets for these projects make sense.
- 7.2. For those budget carry overs that do not apply to a specific project, or where the project was not commenced prior to year end, these budgets are being carried over as they are being targeted to a specific project in the current financial year.

Item 66 Ōtorohanga Kiwi House – Investigation of Council's Future Financial Relationship

To Ōtorohanga District Council

From Graham Bunn, GM Business Enablement

Type **DECISION REPORT**

Date 29 September 2026



1. Purpose | Te kaupapa

- 1.1. To seek approval to progress the investigations necessary to inform future decision-making with regard to Ōtorohanga District Council's financial support of the Ōtorohanga Kiwi House.
- 1.2. To outline the recommended programme of work and timeline.

2. Executive summary | Whakarāpopoto matua

- 2.1. Ōtorohanga District Council (ŌDC) has an existing financial and strategic relationship with the Ōtorohanga Kiwi House (ŌKH), including a \$2 million interest-free loan and its role as owner and administrator of the underlying Ōtorohanga Domain Recreation Reserve. The ŌKH Trust is progressing its long-standing redevelopment project and has advised that approximately \$6 million of additional capital is required to complete a new visitor centre. Potential external investment opportunities are also being explored.
- 2.2. In response to the ŌKH Trust seeking ŌDC consideration of how its existing financial contribution could be structured over the longer term, staff presented three strategic pathways to elected members at a confidential workshop on 8 September 2026: retain the existing loan/patient capital approach; convert ŌDC's support to a grant; or investigate a potential investment/ownership relationship.
- 2.3. Elected members indicated a preference to further investigate Strategic Pathway 3 – Investment/Ownership, and to undertake the necessary due diligence before consulting on any developed proposal. This direction does not commit ŌDC to converting or forgiving the existing loan, providing additional funding, taking an ownership interest, or adopting any particular governance or organisational structure.
- 2.4. The proposed investigation will examine the legal, financial, governance, reserve, lease and structural implications of the pathway, including ŌDC's existing \$2 million financial position and potential external investment arrangements. Specialist advice would be commissioned in stages, with an indicative budget of up to \$75,000.
- 2.5. The purpose of this report is therefore to confirm the direction for further investigation and authorise the work required to properly assess it. The findings will be reported back to ŌDC before any

substantive decision is sought. Any future proposal would be subject to further consideration by ŌDC and, where appropriate, community consultation through the 2027–37 Long Term Plan process.

3. Staff recommendation | Tūtohutanga a ngā kaimahi

That Ōtorohanga District Council:

- a) **CONFIRMS** its preferred strategic direction is **Strategic Pathway 3 – Investment/ Ownership:** Explore an ongoing investment relationship that may preserve opportunities for future value to return to the community and provide varying degrees of governance or ownership participation; and
- b) **CONFIRMS** its preference for Option 1 – Investigate First, then consult on a developed proposal; and
- c) **REQUESTS** the Chief Executive to progress the necessary legal, financial, governance and structural investigations to assess Strategic Pathway 3; and
- d) **APPROVES** a budget of up to \$75,000 for specialist legal, financial, governance and related advisory services to support investigation of Strategic Pathway 3, with expenditure to be staged and additional work to be commissioned only when required; and
- e) **NOTES** that this is unbudgeted expenditure that will be funded from Community Development which is District Rates Funded and will be an overspend in this account.
- f) **APPROVES** the proposed programme of work and timeline to support development of the 2027-37 Long Term Plan; and
- g) **REQUESTS** that the Chief Executive report back to Ōtorohanga District Council by November 2026 with the progress of the investigation work, associated risks, costs and recommendations for further consideration.

4. Background | Papakorero

4.1. ŌDC currently has a significant relationship with the ŌKH through:

- a) Ownership and administration responsibilities for the underlying Ōtorohanga Domain Recreation Reserve.
- b) An existing long-term loan of \$2 million, currently interest free until 30th June 2027.
- c) Existing lease arrangements associated with the Kiwi House's occupation of the reserve.

4.2. The ŌKH Trust presented to a confidential ŌDC workshop on 28 July 2026, seeking support to reconsider how ŌDC's existing \$2 million financial contribution could be structured over the longer term. In response, staff presented to a confidential ŌDC workshop on 8 September 2026, outlining the

strategic pathways available for ŌDC's future financial relationship with the OKH, the potential need for public consultation, and the further work required to properly assess those pathways.

- 4.3. ŌKH Trust's redevelopment project has been progressing over a number of years. ŌKH Trust has advised that approximately \$6 million of additional capital is required to complete the development of a new visitor centre and is exploring potential external investment opportunities to support its completion.
- 4.4. Given ŌDC's existing financial exposure and strategic interest, and the potential for future options to have rates implications and require public consultation, staff considered it appropriate to align consideration of ŌDC's future position with preparation of the 2027–37 Long Term Plan.

5. Workshop Outcome | Hua o te Awheawhe

- 5.1. During the 8 September workshop, ŌDC staff presented three strategic pathways for ŌDC's future relationship with the ŌKH.

Strategic Pathway	Description
Strategic Pathway 1 – Loan/ Patient Capital	Continue supporting the ŌKH through the current loan arrangement while remaining largely hands-off and retaining ŌDC's financial interest.
Strategic Pathway 2 – Grant	Convert ŌDC's support into a grant, removing the ŌKH debt while relinquishing ŌDC's financial claim.
Strategic Pathway 3 – Investment/ Ownership	Explore an ongoing investment relationship that may preserve opportunities for future value to return to the community and provide varying degrees of governance or ownership participation.

Preferred Strategic Direction

- 5.2. Following discussion, elected members indicated that their preferred preference was Strategic Pathway 3 – Investment/ Ownership.

Preferred Process

- 5.3. Staff also presented two process options with ŌDC indicating support for Option 1: Investigate First, Then Consult on a Developed Proposal.

Option	Description
Option 1: Investigate First, Then Consult on a Developed Proposal	This approach would undertake the necessary legal, financial, governance and structural investigations before any future investment proposal is considered for public consultation. It would require an indicative budget of up to \$75,000, with an initial Stage 1 investigation estimated at \$20,000–\$30,000 and further specialist work commissioned only if required. ŌDC indicated this was its preferred approach as it would enable elected members and the community to consider a more developed proposal, supported by robust information on its structure, risks and financial implications.
Option 2: Consult First, Then Investigate	This approach would seek community feedback through the Long Term Plan process before committing to undertaking detailed specialist investigations. It would reduce upfront expenditure and provide an early indication of community support, but consultation would be based on a less-developed proposal, with limited information available on the potential

Option	Description
	governance, ownership, investment and financial arrangements. This approach would also extend the overall timeframe, as detailed investigation would commence only after consultation and Council consideration of the feedback. Depending on what emerged from that work, further engagement or consultation could also be required before a final decision was made.

6. Proposed Programme of Work

- 6.1. The proposed work programme will provide ŌDC with sufficient information to evaluate investment and ownership options and understand the implications of any future change to its relationship with the ŌKH Trust.
- 6.2. The investigations will include:
- Legal structure assessment
 - Review of reserve and lease implications
 - Financial and investment modelling
 - Assessment of ŌDC's existing loan position
 - Consideration of external investor requirements
 - Governance structure options
 - Accounting and LTP implications
 - Identification of any further due diligence requirements.

7. Proposed Timeline

Timing	Activity
September 2026	Project establishment, information gathering and confidentiality arrangements
September 2026	ŌDC approval and engagement of specialist advisers
September – October 2026	Legal, financial, reserve and investment due diligence
October 2026	Business case gap analysis and external investor discussions
Early November 2026	Assessment of options and LTP implications
Late November 2026	Formal report to ŌDC
2037-37 LTP Process	Community consultation and formal decision-making if required

- 7.1. This timeline aligns with the preparation of the 2027-37 Long Term Plan and allows ŌDC to consider and future proposals within the appropriate consultation framework.

8. Strategic Considerations | Ngā whai whakaarotanga

Significance and engagement

- 8.1. ŌDC staff have assessed the recommendations in this report against the Significance and Engagement Policy.
- 8.2. The decision sought through this report is limited to confirming ŌDC's preferred direction for further investigation and approving expenditure of up to \$75,000 to undertake that work. It does not commit ŌDC to changing the existing \$2 million loan, making any additional investment, providing grant funding, or entering into any ownership or governance arrangement. Any substantive proposal arising from the investigation will require a further ŌDC decision.
- 8.3. On that basis, staff consider the decisions sought in this report to be of low significance and that specific community engagement is not required at this stage.
- 8.4. The significance assessment will be revisited as the proposal develops. A future decision to convert or forgive the existing loan, make a further investment, or enter into an ownership or governance arrangement could engage a number of factors under the Significance and Engagement Policy, including the level of financial impact, impacts on current and future community interests, community interest, and the reversibility of the decision.
- 8.5. ŌDC also previously consulted with the community on providing the existing funding as a loan. A future proposal to materially change the nature of that financial commitment — for example, by converting it to a grant or an ownership/investment interest — would represent a different proposition for the community.
- 8.6. For these reasons, if the investigation results in a substantive proposal to change ŌDC's existing financial relationship with the ŌKH, staff currently expect that proposal to be considered for community consultation through the 2027–37 Long Term Plan process. The appropriate level and form of engagement will be confirmed once the preferred proposal, financial implications and statutory requirements are known.

Mana whenua / Māori

- 8.7. The ŌKH operates on the Ōtorohanga Domain Recreation Reserve. Any future decisions relating to ownership structures, governance arrangements, leasing arrangements or redevelopment activity may be of interest to mana whenua.
- 8.8. At this stage, no decisions are proposed that alter the current use, ownership, governance or funding arrangements. No direct impacts on Māori have therefore been identified from the decisions sought in this report.
- 8.9. As investigations progress, ŌDC staff will consider whether engagement with relevant iwi and hapu is appropriate and ensure Māori interests are considered in the development of any future proposal.
- 8.10. Any future report seeking a substantive decision will include an updated assessment of impacts on Māori and any engagement undertaken.

Legal

- 8.11. The workshop identified several legal matters requiring investigation before any future investment decision is contemplated.
- 8.12. These include:
- a) Existing loan arrangements
 - b) Lease arrangements
 - c) Reserve management obligations
 - d) Reserve Act requirements
 - e) Local Government Act requirements
 - f) Governance and Ownership structures
 - g) Potential implications arising from external investment.
- 8.13. Specialist legal advice will be obtained as part of the due diligence programme.
- 8.14. The recommendations within this report do not create any new legal obligations. Any future investment, ownership or governance proposal would require further ŌDC consideration and any necessary statutory process.

Policy and Plans

- 8.15. The decisions sought in this report do not require any immediate changes to ŌDC's policies or plans.
- 8.16. However, the investigation may identify implications for ŌDC's policy and planning framework, including:
- a) 2027-37 Long Term Plan
 - b) Significance and Engagement Policy
 - c) Revenue and Financing Policy
 - d) Treasury Management Policy
 - e) Reserve management responsibilities
 - f) Existing lease arrangements with the ŌKH.
- 8.17. The proposed programme of work will assess these implications as potential investment and ownership options are developed.
- 8.18. Should a preferred investment model emerge, any required policy amendments or LTP funding provisions will be addressed through future reports.

Financial

- 8.19. ŌDC currently has a significant financial interest in the ŌKH through its existing loan of \$2 million. The ŌKH Trust has advised that approximately \$6 million of additional capital is required to complete the development of a new visitor centre and is exploring potential external investment opportunities to

support its completion. The workshop direction was to investigate Strategic Pathway 3 through a staged due diligence programme.

8.20. The indicative budget discussed with ŌDC was up to \$75,000, comprising:

- **Stage 1:** Core legal, financial and structural advice (\$20,000-\$30,000).
- **Stage 2:** Additional specialist work if required, up to approved budget limit.

8.21. The proposed expenditure of up to \$75,000 is unbudgeted. It will be funded from the Community Development activity, which is district rates funded, and will result in an overspend in that activity for the 2026/27 financial year.

8.22. Any proposal arising from the investigation that would involve changes to ŌDC's existing \$2 million financial position, or any additional financial commitment, will be brought back to ŌDC for further consideration. Any associated funding and rates implications will be identified at that time and, where appropriate, considered through the 2027–37 Long Term Plan process.

Risk analysis

8.23. ŌDC has an existing financial and strategic interest in the ŌKH through its \$2 million loan, reserve administration responsibilities and long-standing relationship with the organisation. The ŌKH Trust's additional capital requirements and exploration of external investment opportunities add complexity to ŌDC's consideration of its future relationship.

8.24. The primary risk to ŌDC is making decisions regarding its future financial or governance relationship with the ŌKH without undertaking sufficient due diligence regarding legal, financial, governance, reserve management and investment implications.

8.25. There is also a risk that ŌDC's existing financial position may not be adequately protected if future ownership, investment or funding arrangements are not carefully assessed.

8.26. There are further risks associated with:

- Uncertainty regarding future ownership and governance structures.
- Potential legal and statutory obligations arising from reserve status, lease arrangements and local government requirements.
- Reputational risk associated with substantive decisions being made without appropriate due diligence or community engagement.
- Potential financial implications for ŌDC and ratepayers arising from any future investment proposal.
- Time constraints associated with aligning investigations and decision-making with the 2027-37 Long Term Plan process.

8.27. The proposed staged due diligence programme mitigates these risks by enabling ŌDC to obtain specialist legal, financial and governance advice before making any substantive decisions. It will also enable the assessment of any implications for the 2027–37 Long Term Plan, including any requirements for community consultation, to be identified as the proposal develops.

9. Options analysis | Tātari Kōwhiringa

Strategic Pathway	Description	Advantages	Disadvantages	Assessment
Strategic Pathway 1: Loan/ Patient Capital	Retain the existing loan arrangement and remain largely hands-off	Retains ŌDC's financial claim; no additional investment; simple to administer	Not preferred at this stage. Provides stability and retains ŌDC's existing financial claim but does not actively explore whether an alternative arrangement could better support ŌDC's longer-term interests.	Not preferred as status quo until option 3 explored. Provides stability but does not actively address strategic opportunities or ŌDC's longer-term interests.
Strategic Pathway 2: Grant	Convert or forgive the existing loan and remove ŌDC's financial interest	Simplifies the financial relationship	ŌDC relinquishes its financial claim with no future return; potential rates implications	Not preferred currently until option 3 explored. ŌDC would relinquish its existing financial claim without retaining an investment or ownership interest.
Strategic Pathway 3: Investment/ Ownership	Investigate investment, ownership and governance options that recognise ŌDC's existing contribution	Potential to preserve opportunities for future value to return to the community; recognises ŌDC's existing financial contribution; allows consideration of external investment opportunities	More complex; requires specialist legal, financial and governance advice; may have future financial implications	Preferred for further investigation. Best aligns with the direction provided during the workshop and enables the potential benefits, risks and implications of an investment or ownership relationship to be properly assessed.

Approach to Further Work

Option	Description	Advantages	Disadvantages	Assessment
Option 1: Investigate First, then Consult	Undertake due diligence before consulting through the Long-Term Plan process	Consultation is based on robust information; financial and governance implications are better understood.	Requires upfront expenditure on specialist advice	Preferred. Supports informed decision-making and aligns with the proposed LTP timetable.

Option 2: Consult First, then investigate	Test community appetite before undertaking detailed investigation work	Lower initial cost; early indication of community sentiment	Community consultation would occur with less-developed information; detailed investigation would commence later and may extend the overall timeframe; further engagement or consultation may subsequently be required.	Not preferred. Tests community appetite before significant specialist expenditure but consultation would be based on a less-developed proposal.
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- 9.1. The recommended option is Strategic Pathway **3: Investment/ Ownership** for further investigation, together with **Option 1: Investigate First, consult on a developed proposal**. This approach aligns with the workshop direction provided by elected members, enables the necessary due diligence to be undertaken, and supports consideration of any future proposal through the 2027-37 Long Term Plan process, where appropriate.

Information only reports

Ngā pūrongo mōhiohio anake

Reports in this section are provided for information only.

Item 67	Economic Wellbeing Strategy Implementation Plan Report 2026
To	Ōtorohanga District Council
From	Cheryl Reynolds, Manager Economic Wellbeing
Type	INFORMATION REPORT
Date	29 September 2026



1. Purpose | Te kaupapa

- 1.1. To provide an update on the progress of the Economic Wellbeing Strategy Implementation Plan (EWSIP), attached as Appendix 1, over the 18-month period since its endorsement in November 2024.

2. Executive summary | Whakarāpopoto matua

- 2.1. The Economic Wellbeing Strategy¹ (Strategy) was adopted by Ōtorohanga District Council (ŌDC) in June 2024, followed by ŌDC endorsement of the EWSIP in November 2024.
- 2.2. The EWSIP incorporates key actions for the first three years of the 2024-34 Long Term Plan (LTP)², integrates initiatives from the Te Punga o te Hapori - Anchor Organisations Plan³ and other key ŌDC projects including decisions made post LTP-adoption relating to tourism funding⁴.
- 2.3. The EWSIP identifies lead and partner agencies for each action, specifies the responsible ŌDC staff role for each action, and outlines funding mechanisms, noting that some actions may require additional future partner funding.
- 2.4. Staff committed to updating ŌDC on progress with the implementation of the EWSIP, and this report is the first update report.
- 2.5. For 2026/27 delivery, the EWISP has been reviewed to reflect progress to date, current ŌDC priorities, available capacity and the changing local government operating environment, identifying where actions have been refocused, deferred or otherwise changed from their original intent or approach. (Appendix 2)

3. Staff recommendation | Tūtohutanga a ngā kaimahi

That the Ōtorohanga District Council **RECEIVE** the report 'Economic Wellbeing Implementation Plan Report 2026' and accompanying appendices.

¹ [Ōtorohanga District Council Economic Wellbeing Strategy](#)

² [ŌDC Long Term Plan 2024-34](#)

³ [ŌDC Council Agenda - 26 November 2024 \(Page 56\)](#)

⁴ [ŌDC Council Agenda - 27 August 2024 \(Page 142\)](#)

4. Discussion | He kōrerorero

- 4.1. The Strategy was created during 2024 through a co-design process engaging over 100 individuals and organisations across the district. It was further strengthened by input from a dedicated Mana Whenua Advisory Group. This collaborative process established a Strategic Vision, Mātāpono/Principles, and four Pou (Pillars) framing key challenges and strategic actions.
- 4.2. Economic wellbeing considers the wellbeing of people, culture, environment, and ecology as key parts of a thriving economy – representing a shift from economic development focused primarily on financial growth.
- 4.3. The vision for the Strategy is: *The people and the environments across the Ōtorohanga District thrive, with opportunities for everyone to live their best lives.*
- 4.4. The Strategy is a long-term document, and not all the actions can be delivered simultaneously. The EWSIP sets out initial actions for the first three years of the LTP, alongside integrated projects/plans such as Te Punga o te Hapori, the Tourism Tool Kit, Climate Change Response Plan, and Māori Engagement Framework.

EWSIP Framework & Key features

- 4.5. Lead and Partner Roles: Actions explicitly state whether ŌDC or an external partner leads. External partner-led actions are designated with an asterisk (*). For partner-led actions, a relevant ŌDC staff member maintains the connection and supports delivery where appropriate. Where leadership roles have evolved during delivery, these are noted in this report.
- 4.6. Anchor Organisation Alignment: Actions originating from Te Punga o te Hapori are designated with double asterisks (**).
- 4.7. Resourcing: In February 2025, ŌDC appointed a 0.5 FTE Manager Economic Wellbeing to coordinate implementation of the EWSIP and oversee monitoring and reporting. The Manager has direct responsibility for selected actions, while delivery of the wider EWSIP is distributed across ŌDC teams and external partners in accordance with the lead and partner roles identified in the plan.
- 4.8. Adaptability & Future Review: The EWSIP is a living plan. A review of the next tranche of deliverables/actions is occurring as part of the development of the 2027–2037 LTP.

5. Strategy Actions Overview

- 5.1. For the reporting period to June 2026, the EWSIP comprised 36 actions: 16 drawn from the 46 actions identified in the Economic Wellbeing Strategy, 14 from *Te Punga o te Hapori*, and six arising from Council’s August 2024 resolution following the cessation of funding to Hamilton & Waikato Tourism.
- 5.2. The actions are grouped across the four Pou:

Thriving Communities Pou	11 Actions	Skills & Education Pou	6 Actions
Strong Town & Strong Rural Areas Pou	6 Actions	Infrastructure, Planning & Our Environment Pou	7 Actions

- 5.3. Six of the 34 actions were not scheduled to commence until 2026 or later and as such are not included in the detailed progress commentary below.

6. Thriving Communities Pou

Building more inclusive environments and enabling access to resources and opportunities so everyone can thrive. Helping people to “lift themselves up”.

Thriving Communities Pou progress measures identified in the Strategy:

- a) **Community-led Housing Plan:** Plan outcomes are being achieved.
- b) **Circular Economy:** Our district operates a successful low emission, low waste, circular economy that benefits our community.
- c) Volume of waste diverted from landfill – increasing
- d) Percentage of locals buying local – increasing
- e) Council social procurement activity – increasing

Progress Updates on EWS Actions and Outcomes to Date

- 6.1. **EWS ACTION:** Support the delivery of those actions identified through the district Community Led Housing Plan that ŌDC can contribute to.
- a) Home Insulation & Heating: ŌDC contributes \$30,000 per annum (funded via district-wide rates) to the Maru Energy Trust⁵. Since funding commenced in 2024, the Trust has completed 49 heat pump installations and insulated 100 homes.
 - b) Older Persons Housing Review: Veros completed an independent review of ŌDC’s older persons housing policy, which informed a formal report presented in June 2026. ŌDC adopted the key recommendations arising from the review, including a phased adjustment of rents towards a benchmark of 75% of market rent over three years—65% in 2026/27, 70% in 2027/28 and 75% in 2028/29.
 - c) District Planning & Legislative Context: Infill and ancillary dwellings on single titles, along with papakāinga, were initially considered as part of the District Plan review. These actions have been superseded by central government direction enabling ancillary dwellings and papakāinga, alongside a directive placing District Plan reviews on hold pending broader RMA and regional planning reforms.
 - d) Development Contributions: The Development Contributions Policy was updated to allow contributions for ancillary dwellings where required. Central government had signalled that the current Development Contributions regime would be replaced by new Development Levies, with legislation passed on 16 September 2026.

⁵ [Maru Energy Trust](#)

- e) **Community Leadership:** Elevate continues to serve as kaitiaki of the community-led Housing Plan. Although the original supporting community group has disbanded, ŌDC continues to progress housing outcomes within its direct operational and regulatory influence.
- 6.2. **EWS ACTION:** Involve our communities in long term planning and preparation for climate impact as we create our first climate change response plan.
- a) Response Plan Adoption: ŌDC developed and adopted the Climate Change Response Plan (CCRP)⁶ in June 2025, establishing a roadmap for addressing climate impacts across ŌDC functions.
 - b) Resourcing & Delivery: Two Climate Change Advisors were appointed in September 2025 (initially a shared 0.25 FTE role, increased to 0.5 FTE in July 2026). The CCRP Action Plan was endorsed by ŌDC in March 2026 and active delivery is underway.
 - c) Legislative Environment: Government is progressing the Climate Change Response Amendment Bill, which is expected to mandate 30-year Climate Adaptation Plans for high-risk communities facing climate-driven natural hazards like flooding and coastal erosion.
- 6.3. **EWS ACTION:** Work with other agencies to improve access to the services that they need including health, mental health, education, public transport options, wherever they live.
- a) Workforce & Skills Alignment: ŌDC's Manager Economic Wellbeing has joined the Wintec Strategic Stakeholder Advisory Group and is collaborating with Wintec's Strategic Services Group to explore local, in-community delivery of vocational skills certificates. Confirmation of potential pilot courses and delivery locations is expected by late 2026.
 - b) Youth Engagement & Community Services: Staff collaborate with Ōtorohanga College on targeted initiatives, including *The Fade Up* youth podcast, the *College Comment* newspaper column, and practical community activities. ŌDC's community partners — including the Ōtorohanga Historical Society, Thrive Youth Trust, and Ōtorohanga Support House Whare Āwhina — continue delivering mental health, educational, and social wellbeing support as core business.
- 6.4. **EWS ACTION:** Encourage organisations that are delivering similar outcomes to work more closely together so that resources can be shared/aggregated to improve the outcomes for the whole community (including preparation for civil defence emergencies).
- a) Civil Defence Emergency Management (CDEM): Shared CDEM services across ŌDC, Waipā, and Waitomo District Councils remain a core service. Readiness and reduction work continues through business-as-usual planning and climate adaptation. Response and recovery capacity is being evaluated following the February 2026 flood event to incorporate operational improvements.

⁶ [ŌDC Climate Change Response Plan \(June 2025\)](#)

- b) Community Collaboration: Volunteering Waikato was engaged to facilitate 'Community Voice' workshops starting in September 2026⁷. The initial workshop brought together 23 participants representing 15 community organisations to foster resource sharing, volunteer recruitment, and joint community initiatives.

6.5. **EWS ACTION:** ** Identification, development and implementation of 'Community Anchors' – key community-based organisations with whom Council can connect to deliver programmes.

- a) Status: This action was paused during 2025/26 due to staff transitions and remains on hold pending the outcome of the 'Head Start' proposal to Central Government.

TOURISM ACTIONS

Note: The following six actions were incorporated into the EWSIP in November 2024 following ŌDC's August 2024 decision regarding Hamilton Waikato Tourism funding⁸.

6.6. **EWS ACTION:** Work with Elevate to define and support their deliverable 'A district that has a strong, unique brand and is promoted well in supporting current and future economic activity and outcomes' to ensure a strong marketing strategy for tourist attraction is developed and delivered with a focus on regional, national and global exposure.

- a) Progress: ŌDC collaborated with local tourism operators, the hospitality sector and mana whenua partners to establish the *Ōtorohanga District Tourism Tool Kit*⁹ with support from Elevate. The Tool Kit provides a shared narrative and digital assets to assist businesses in promoting the district consistently and authentically. Further opportunities to increase the reach and use of the district narrative and supporting resources will continue to be explored.

6.7. **EWS ACTION:** Undertake a stocktake of, and build on, the current cache of high-quality images and videos that can be used for marketing.

- a) Progress: An online media image bank was compiled alongside the *Tourism Tool Kit*, providing local businesses with a central library of promotional photography and video content. This platform can continue to be expanded as new photography and video content becomes available.

6.8. **EWS ACTION:** Investigate data collection providers to measure year on year impact and understand visitor demographics, preferences, and behaviours, allowing for more targeted marketing and service improvements.

⁷ [Volunteering Waikato - Ōtorohanga Community Voice Hui](#)

⁸ [ŌDC Council Agenda - 27 August 2024 \(Page 142\)](#)

⁹ [Ōtorohanga District Tourism Tool Kit](#)

- a) Progress: Baseline visitor insights were embedded into the *Tourism Tool Kit*. Staff are currently evaluating long-term data sources to enable ongoing, cost-effective monitoring of visitor forecasts, trends and demographics.

6.9. **EWS ACTION:** * Facilitate a networking event where tourism businesses can collaborate and create packages (e.g., accommodation + activities).

- a) Progress: Leadership of this action transitioned from Elevate to ŌDC to align with the wider *Tourism Tool Kit* rollout (with Elevate supporting). While the Tool Kit platform now enables industry connection, a dedicated networking and collaborative packaging event remains scheduled for future delivery. Conversations with Elevate as to who is best to deliver these are planned.

6.10. **EWS ACTION:** * Facilitate a capability-building event targeted at the tourism industry.

- a) Progress: Incorporated into the ŌDC-led *Tourism Tool Kit* project with Elevate's support. The Tool Kit provides ongoing self-service guidance on digital marketing, sustainability, and trade channels. Options for face-to-face capability workshops will be evaluated as the project matures.

6.11. **EWS ACTION:** * Explore opportunities for collaboration/joint marketing with Waitomo District Council and Waitomo operators to create a broader tourism circuit that encourages longer stays.

- a) Cross-District Tourism Collaboration: Elevate has explored opportunities for joint tourism promotion with Waitomo District Council, including Ōtorohanga's potential future inclusion in the *Explore Waitomo* visitor brochure. While Ōtorohanga is not included in the current edition, Elevate has re-established discussions with Waitomo District Council and identified an opportunity to consider a collaborative approach when the brochure is next reviewed. This work complements ŌDC's *Tourism Tool Kit* and provides a foundation for future cross-district tourism promotion.

7. Skills & Education Pou

Focusing on skills and education to make sure everyone in our community is prepared for life.

Skills and Education Pou progress measures identified in the Strategy:

- **Youth Employment & Training:** More young people are working or in training in local businesses, thereby reducing the number of people not in education or training (NEET decreasing).
- **Educational Attainment:** Improving education qualification outcomes (Statistics NZ).
- **Local Incomes:** Improving mean annual earnings (Infometrics data).

Progress Updates on EWS Actions and Outcomes to Date

- 7.1. **EWS ACTION:** Work with Māori partners to understand where we can incorporate a Māori world view in our activities through the development of the Māori Engagement Framework (MEF).
- a) Framework Embedding: The MEF has been developed and is being embedded across ŌDC to support consistent, meaningful engagement with Māori and ensure cultural perspectives inform decision-making.
 - b) Capacity Building: Year One implementation focused on building staff and elected member capability, alongside introducing practical tools for early engagement with mana whenua across infrastructure, resource consents, strategic planning, and relationship management.
 - c) Reporting: A comprehensive update on Year One MEF implementation, including practical application examples and next-phase priorities, was provided to ŌDC on 25 August 2026¹⁰.
- 7.2. **EWS ACTION:** ** Build capability of local suppliers in Council tender process and preparation.
- a) Supplier Information: A dedicated procurement portal was established on ŌDC's website, centralizing information on procurement processes, health and safety standards, and payment expectations to reduce barriers for local businesses.
 - b) Policy Alignment: ŌDC's updated Procurement Policy explicitly supports building local supplier capacity. A planned workshop for local suppliers on ŌDC's tender processes remains an area for upcoming delivery.
 - c) Local Delivery Weighting: Tender templates and evaluation criteria were updated to incorporate *Te Punga o te Hapori* principles, increasing the weighting for local delivery. For larger external contractors, proposals are evaluated on commitments to employing local staff or engaging local sub-contractors.

Consolidated Youth & Workforce Initiatives

- 7.3. **EWS ACTION:** * Continue to work with and support Ōtorohanga College to prepare local school leavers for success, including linking with local career pathways, for example, the agricultural sector and the Ōtorohanga Timber Company.
- 7.4. **EWS ACTION:** * Work with the primary sector to market the advantages of working in the agriculture industry and related sectors.
- 7.5. **EWS ACTION:** * (**) Working with partners to develop strategies for engaging with taiohi/youth to identify/explore pathways and overcome barriers to employment.
- 7.6. **EWS ACTION:** * Identify opportunities and advocate for services that will support rangatahi/ youth and help to improve their future wellbeing including social services, mental health services, skills development and employment opportunities.

¹⁰ [ŌDC Open Council Agenda - 25 August 2026 \(Page 24\)](#)

- a) Contractual Context: The Ōtorohanga Employment Hub (ŌEH) continued to deliver the Mayors Taskforce for Jobs (MTFJ) programme in 2025/26 through ŌDC's contract with James Towers. Changes to the national MTFJ contract and funding settings, including tighter MSD eligibility and referral requirements, reduced the flexibility previously available to respond to local youth and employment needs. As a result, the broader activities anticipated through these EWS actions could no longer be delivered through MTFJ in the way originally intended. MTFJ nevertheless continued to provide employment placement support for eligible jobseekers, while wider youth, skills and pathway outcomes continued through ŌDC and community partners.
- b) Primary Sector Pathways: Through Better Off Funding, ŌDC is supporting Ōtorohanga College to strengthen opportunities for agriculture-related learning, providing a practical pathway for students to gain exposure to and develop skills relevant to the primary sector.
- c) Complementary Community Delivery: Youth development and pathway initiatives have continued through partner agencies:
 - i) *Elevate Ōtorohanga:* Maintained College partnerships through Career Speed Dating and local business connections.
 - ii) *Thrive Ōtorohanga Youth Trust:* Delivered mentoring and transition support in partnership with Ōtorohanga College and rural schools.
 - iii) *Sport Waikato:* Supported youth voice, leadership, participation and school-to-community connections.
 - iv) *Council-Led Projects:* ŌDC delivered the inaugural *The Fade Up* youth podcast and media training initiative in 2025/26 in partnership with Ōtorohanga College and local creatives.
 - v) *Regional Collaborations:* Waitomo District Council delivered *TechStep* (supported by Ōtorohanga Library staff and assets) to expose youth to digital careers.
- d) 2026/27 Direction: The focus for 2026/27 shifts from developing standalone strategies and generic programmes towards using existing partnerships and demonstrated employer demand to create practical pathways into education, training and employment. Partner-led youth pathway work will continue through Ōtorohanga College, Thrive, Elevate and ŌDC's community development activities, alongside continued MTFJ delivery. A light-touch picture of local skills demand will support tertiary delivery being developed with Wintec, while primary-sector activity will focus on connecting people and providers with genuine employment opportunities rather than a generic industry marketing campaign. ŌDC will also use its role as an employer and purchaser to strengthen opportunities for local employment, work experience and training, building on existing recruitment, MTFJ and social procurement practices.

8. Strong Town & Strong Rural Communities Pou

Investing resources and time to facilitate vibrant, strong places and people.

Strong Town and Strong Rural Communities Pou progress measures identified in the Strategy:

- **Economic Diversification:** Our economy and employment are diversifying with new business opportunities coming to the district. (Herfindahl – Hirschman Index – New business startup numbers).
- **Business Environment:** Ōtorohanga District is seen as a great place to do business, to have a business and a great place to live. (Business Confidence Survey – increasing).
- **Climate Resilience:** Together with our neighbours our community is prepared for the future impacts of climate change and the impacts on our economy. (Community survey – feeling prepared).

Progress Updates on EWS Actions and Outcomes to Date

- 8.1. **EWS ACTION:** Link with Waikato-Tainui to understand and support the delivery of Whakatupuranga 2050 and the related five-year plans as they relate to our district.
- a) Status: Implementation is commencing in 2026/27, supported by ŌDC's Kaitakawaenga – Iwi Relations Advisor
- 8.2. **EWS ACTION:** Continue to facilitate the development of a multi-purpose community hub in Ōtorohanga township that focuses on arts, connectivity, social services, and civic participation.
- a) Feasibility & Strategy: The Ōtorohanga Town Concept Plan identified a multi-purpose facility as a catalyst project, leading ŌDC to commission Veros to complete a feasibility study.
- b) Civic Venue Model: Feasibility work and community co-design identified strong interest in a civic hall. Rather than constructing a new facility, investigations focused on partnering with the Ōtorohanga Club. Following a Community Board workshop and a workshop on 8 September 2026, ŌDC confirmed support to re-engage with the Club to explore a formal civic venue partnership.
- c) Community Services Continuity: Leases for the two Maniapoto Street buildings supporting Ōtorohanga Support House Whare Āwhina were extended to 2028. Externally funded premises improvements (painting and heat pumps) were completed.
- d) Creative Platforms: ŌDC has tested different ways of providing accessible spaces for local creativity and connection, trialling three low-cost creative platforms that now operate as rolling community exhibitions: Ō Café & Clay Console, the Library Makers Space gallery, and the Poets Billboard. These initiatives help ŌDC understand community appetite for creative spaces and activities.
- e) Capital Investment Position: Major capital development for a standalone hub is currently unfunded and would require consideration through future LTP processes.

- 8.3. **EWS ACTION:** Work with the Ministry for the Environment, local agencies and external providers to provide training to enable transitioning to a circular economy.
- a) Community Engagement: Workshops held at Ōtorohanga and Kāwhia identified the aspirations of the community to become more independent and resilient and to operate a circular economy.
 - b) Capacity Building Workshops:
 - i) *Wellbeing Economy Alliance NZ (WEAll):* ŌDC hosted a WEAll workshop in August 2025 attended by 30+ business, community, mana whenua, and elected representatives, exploring Doughnut Economics, circular models, and Community Wealth Building.
 - ii) *SODA Inc. Collaboration:* Staff supported Elevate in delivering SODA's *Adapting to Change* business resilience workshop in the Council Chamber, achieving the highest attendance in the Waikato region.
- 8.4. **EWS ACTION:** Continue to support the redevelopment of the Ōtorohanga Kiwi House.
- a) **Progress:** The Kiwi House remains a significant tourism and conservation attraction within the district. ŌDC maintains ongoing support, including an interest-free loan of \$2 million, and is investigating options for its future financial relationship with the Kiwi House. Any substantive change to the current arrangement will be subject to further ŌDC consideration and, where appropriate, the 2027–37 Long Term Plan process. Elevate continues to promote the Kiwi House as part of the district's wider visitor offering, supporting efforts to attract visitors and encourage them to stop, explore and spend locally.
- 8.5. **EWS ACTION:** Increase our focus on intra-regional collaboration (with our neighbouring districts and Waikato Regional Council) to identify where we can collaborate more on programmes and advocacy.
- a) Regional Collaboration: ŌDC actively participates in the Waikato Regional Economic Development Group (WRED), comprising economic development leads from all 11 Waikato territorial authorities and the Regional Council. WRED's priorities are to strengthen local engagement and coordination in the areas of investment attraction, workforce development, skills alignment, data and knowledge sharing, and advocacy.
 - b) Investment Attraction & Promotion:
 - i) *Inward Investment:* ŌDC submitted a comprehensive pitch invited through the WRED group for a high-value New Zealand manufacturing facility evaluating regional locations (project currently paused by proponent).
 - ii) *Airport Promotion:* Collaborated with WRED shareholder councils on the *Make It Here* campaign at Hamilton Airport¹¹, promoting regional investment and business opportunities to domestic and international visitors.

¹¹ [Hamilton Airport – Make It Here Campaign](#)

8.6. **EWS ACTION:** Support Te Nehenehenui, Maniapoto Pact Trust, Raukawa, Ngāti Hikairo and Tainui Kāwhia Incorporation and Waikato-Tainui, to achieve their aspirations when able and needed and also learn from their successes.

a) **Mana Whenua Alignment:** Aligned with the MEF, staff supported Ngā Maniapoto Marae Pact Trust on their *Working Together Towards Mana Motuhake* project. Staff participation in the Renewable Energy working group contributed to the Tertiary Education Commission approving NZQA micro-credentials for solar electrical trade training.

b) **Cluster Engagement:** Staff actively participate in the Te Nehenehenui Southern Coastal Waikato Regional Cluster Group, focusing on youth, high-needs whānau, and economic growth.

9. Infrastructure, Planning & Our Environment Pou

Building resilient infrastructure in the right place, at the right time to support our community and ensure our environments flourish.

Infrastructure, Planning and Our Environment Pou progress measures identified in the Strategy:

- **Infrastructure Delivery:** Our community is connected through appropriate and robust infrastructure with capacity to support future population growth (delivery of our annual infrastructure programme – percentage).
- **Environmental Health:** The quality of our harbours and waterways are improving (Regional Council water monitoring).

Progress Updates on EWS Actions and Outcomes to Date

9.1. **EWS ACTION:** Improve our direct relationships with businesses throughout the district and to understand how to work better for and with our business communities and where Council-owned infrastructure can further enable economic wellbeing.

a) **Enabling Infrastructure and ŌDC Assets:** ŌDC has continued to use and manage its infrastructure and assets in ways that support local economic activity. Following the February 2026 severe weather event, priority was given to restoring critical infrastructure serving rural communities and businesses. The Domain campground was repurposed for parking to support visitors to the Kiwi House and users of nearby sporting facilities. ŌDC has also supported increased use of local roads for car rallies and enabled a growing number of community-led events within ŌDC's parks and reserves, with support provided across ŌDC and, where applications approved, through community grant funding.

b) **Further Work:** These examples demonstrate how ŌDC's infrastructure and assets can enable business, visitor and community activity. However, a broader understanding of business infrastructure needs and opportunities has not yet been developed. Further work is required to identify where ŌDC-owned infrastructure, assets and future investment could make the greatest contribution to economic wellbeing.

9.2. **EWS ACTION:** ** Analyse Council's current spending and establish ongoing monitoring and reporting arrangements, including the benefits realised.

- a) Local Spend Analysis: ŌDC's Procurement Policy defines local suppliers as entities operating within the district that employ and train district residents. Financial systems are being reconfigured to track local expenditure, with monitoring procedures under development.

9.3. **EWS ACTION:** ** Develop Council policy encouraging highest and best use of community land/assets.

- a) Asset Mapping & Repurposing: Following the Veros Community Hub feasibility study, staff established a community asset database. Underutilized assets have been reactivated, including repurposing the former Referees Room at Island Reserve for Ōrāhiri Community Wellbeing services.
- b) Community Property Support: ŌDC advanced local asset use by completing engineering assessments of ŌDC's Girl Guide Hall and community-owned halls and by partnering with Sport Waikato to explore options for reactivating Tokanui Crossroads Hall. Community hall assessments were provided to hall committees to inform future maintenance and improvement planning. To further support activation and use of community-owned halls, staff worked with hall committees to update photographs and contact information to display on ŌDC's website, improving the visibility and accessibility of these facilities.

Volunteering Waikato workshops commenced in September 2026 may contribute to this action as it promotes local organisations with resource sharing.

- c) Sports Hub & Reserves: Discussions regarding an Ōtorohanga Sports Hub are recommencing, including initial engagement with Ōtorohanga Netball and a planned all-code workshop. Further infrastructure works at Island Reserve remain subject to establishing an agreed Sports Hub concept.
- d) Policy Integration: Rather than developing a standalone policy, the principles of optimising community land and assets identified through *Te Punga o te Hapori* are being embedded in existing property and asset management frameworks.

9.4. **EWS ACTION:** Carry out systematic reviews of our processes, systems, planning rules and policies to become more enabling for business and more customer centric to line up our statutory and non-statutory tools to support economic wellbeing.

- a) Progress has been made on systematic reviews of ŌDC's processes, systems, planning rules and policies to create a more enabling and customer-focused environment for business. This has included establishing the Business Support portal¹² on ŌDC's website, introducing Objective Build to streamline building consent applications and improve the customer experience, and improving

¹² [Ōtorohanga District Council - Business Support](#)

the New Supplier Application process to make it easier and faster for businesses to become suppliers to ŌDC.

- 9.5. **EWS ACTION:** ** Develop a Social Procurement Policy to increase our ability to create better outcomes through our purchasing of goods and services and advocate for other businesses to create their own.
- a) Policy Integration: Social, economic, cultural and environmental outcomes have been embedded within ŌDC's updated Procurement Policy, adopted July 2025¹³. The Policy incorporates *Te Punga o te Hapori* as an overarching consideration and strengthens the focus on achieving best public and local value through ŌDC's procurement processes. It provides local suppliers with a full and fair opportunity to compete for ŌDC work and requires consideration of the local value offered by both local and non-local suppliers. For all RFX procurement processes, a Local Value component should be included as either a pass/fail criterion or an attribute with a weighting of no less than 10%.
- 9.6. **EWS ACTION:** Identify other funding sources for infrastructure provision, especially any funding that may become available through central government and support others in applying for that funding.
- a) Funding Advocacy: ŌDC monitors external funding opportunities and supports partner organisations and community sponsors to secure funding for infrastructure aligned with district priorities. ŌDC also secured central government funding assistance towards infrastructure repairs required following the February 2026 severe weather event, reducing the financial impact of recovery works on the district.
- 9.7. **EWS ACTION:** Identify the specific problems and aspirations for wastewater infrastructure across our district, especially where it impacts the health of our waterways and harbours (Kāwhia) and work with others to plan for and address the issues.
- a) Wastewater management and its potential effects on the health of local waterways and Kāwhia Harbour remain matters of community interest. While a reticulated wastewater scheme has been investigated previously, the significant capital and operating costs resulted in limited community support for progressing the project.
- b) In the short term, the delivery of such a scheme remains challenging. However, as the transition of water and wastewater services to Waikato Waters Ltd is completed and the new organisation matures, there may be future opportunities to investigate and deliver solutions on a more cost-effective and regionally integrated basis. ŌDC will continue to monitor wastewater-related issues as they arise and participate in discussions with Waikato Waters Ltd, the community and other stakeholders to ensure future opportunities can be considered as circumstances evolve.

¹³ <https://www.otodc.govt.nz/assets/Documents/Meetings/Council/2025/Agenda-ODC-29-July-2025-compressed.pdf> page 359

10. New work programmed for 2026/27

- 10.1. Most actions within the EWSIP have commenced as scheduled. As many actions are multi-year or ongoing initiatives, the starting timeframe identified in the plan indicates when implementation was intended to commence rather than when an action would be completed. Some actions are also intended to continue on an ongoing basis rather than have a defined completion point.
- 10.2. The first 18 months of implementation have provided an opportunity to test the relevance and practicality of the original actions. At the same time, ŌDC's operating environment has changed significantly, including local government reform, RMA reform and preparation for the 2027–37 Long Term Plan.
- 10.3. The Strategy remains ŌDC's overarching direction. The 2026 review has therefore focused on retaining the intended outcomes of the Strategy while being pragmatic about how and when individual actions are delivered. Where appropriate, actions have been refocused to reflect work already underway, make better use of existing partnerships and work programmes, or position longer-term matters for consideration through the LTP or emerging reform environment.;
- 10.4. Rather than establishing a separate 2026/27 work plan, the original EWS Implementation Plan has been updated to provide a clear line of sight between the actions previously presented to ŌDC and their current delivery position. Where the review has resulted in a significant change to an action's intended approach, this is identified as a "2026 Review" within the action. The plan also records the intended 2026/27 delivery position for each action.
- 10.5. The updated Economic Wellbeing Strategy Implementation Plan 2026 is attached as Appendix 2.
- 10.6. This approach enables ŌDC and partners to continue progressing practical actions that deliver community and economic wellbeing outcomes, while avoiding unnecessary new work programmes during a period of significant change.

11. Appendix | Ngā āpitihanga

#	Title
1	Economic Wellbeing Strategy Implementation Plan 2024-2027
2	Economic Wellbeing Strategy Implementation Plan 2026/27 REVIEWED

Economic Wellbeing Implementation Plan

POU	Action ** Directly from Te Puna o te Hapori	Action Lead	Who in Council if Council involved	Partners/Support	Starting Timeframe	Funding	Links to other Documents/ Plan/ Strategies
THRIVING COMMUNITIES	** Support the delivery of those actions identified through the district Housing Plan that Council can contribute to	Council	GM's - Strategy and Community / Business Enablement / Regulatory and Growth	Community Housing Group incl. Elevate and Te Nehenehenui	2024-2025	Long Term Plan which includes staff time and specific project budgets	Community Led Housing Plan Te Puna o te Hapori
THRIVING COMMUNITIES	Involve our communities in long term planning and preparation for climate impact as we create our first climate change response plan	Council	Climate advisor/s		2024-2025	Specific Project Budget - LTP approved	
THRIVING COMMUNITIES	Work with other agencies to improve access to the services that they need including health, mental health, education, public transport options, wherever they live.	Council	Economic Wellbeing Manager	Ōtorohanga Support House (ŌSHWA) Medical Centre Ōtorohanga College Thrive Waikato Regional Council Wintec OEH	2025 -2026	Staff time	
THRIVING COMMUNITIES	Encourage organisations that are delivering similar outcomes to work more closely together so that resources can be shared/aggregated to improve the outcomes for the whole community (including preparation for civil emergencies)	Council	Economic Wellbeing Manager	TBD	2025 -2026	Staff time	
THRIVING COMMUNITIES	**Identification, development and implementation of 'Community Anchors' – key community-based organisations with whom Council can connect to deliver programmes	Council	Economic Wellbeing Manager	Elevate	2025 -2026	Staff time	Te Puna o te Hapori
THRIVING COMMUNITIES	Work with Elevate to define and support their deliverable 'A district that has a strong, unique brand and is promoted well in supporting current and future economic activity and outcomes' to ensure a strong marketing strategy for tourist attraction is developed and delivered with a focus on regional, national and global exposure	Council	Economic Wellbeing Manager	Elevate	2024-2025	Economic Wellbeing Budget	Outcome of HWT funding decision
THRIVING COMMUNITIES	Undertake a stocktake of, and build on, the current cache of high-quality images and videos that can be used for marketing	Council	Economic Wellbeing Manager and Manager Communications	Elevate	2024-2025	Economic Wellbeing Budget	Outcome of HWT funding decision

THRIVING COMMUNITIES	Investigate data collection providers to measure year on year impact and understand visitor demographics, preferences, and behaviours, allowing for more targeted marketing and service improvements	Council	Economic Wellbeing Manager	Elevate	2024-2025	Economic Wellbeing Budget	Outcome of HWT funding decision
THRIVING COMMUNITIES	*Facilitate a networking event where tourism businesses can collaborate and create packages (e.g., accommodation + activities)	Elevate	Economic Wellbeing Manager	Council	2024-2025	Annual Funding	Outcome of HWT funding decision
THRIVING COMMUNITIES	*Facilitate a capability-building event targeted at the tourism industry	Elevate	Economic Wellbeing Manager	Council	2024-2025	Annual Funding	
THRIVING COMMUNITIES	* Explore opportunities for collaboration/joint marketing with WDC and Waitomo operators to create a broader tourism circuit that encourages longer stays	Elevate	Economic Wellbeing Manager	Council	2024-2025	Annual Funding	
THRIVING COMMUNITIES	* (**) Develop, with key local businesses, a 'High Quality Employers' framework to attract and retain local talent	Ōtorohanga Employment Hub (ŌEH)	Economic Wellbeing Manager	Council Elevate	2026 - 2027	MTFJ	Te Punga o te Hapori
SKILLS + EDUCATION	Work with Māori partners to understand where we can incorporate a Māori world view in our activities through the development of the Māori Engagement Framework.	Council	Kaitakewainga	Iwi partners	2024-2025	Specific Project budget	
SKILLS + EDUCATION	**Build capability of local suppliers in Council tender process and preparation	Council	Business Improvement Analyst		2024-2025	Economic Wellbeing Budget	Te Punga o te Hapori
SKILLS + EDUCATION	Continue to work with and support Ōtorohanga College to prepare local school leavers for success, including linking with local career path ways, for example, the agricultural sector and the Ōtorohanga Timber Company.	Otorohanga Employment Hub	Economic Wellbeing Manager	Otorohanga College, Council,	Ongoing	MTFJ	
SKILLS + EDUCATION	Work with the primary sector to market the advantages of working in the agriculture industry and related sectors	Otorohanga Employment Hub	Economic Wellbeing Manager	Council / Elevate	2025 -2026	MTFJ / Annual Funding / Economic Wellbeing Budget	
SKILLS + EDUCATION	Identify opportunities and advocate for services that will support rangatahi/ youth and help to improve their future wellbeing including social services, mental health services, skills development and employment opportunities.	Otorohanga Employment Hub	Economic Wellbeing Manager	Thrive / Council Otorohanga College	Ongoing	MTFJ	
SKILLS + EDUCATION	**Council will develop policies that encourage the employment of residents within Council. This may include opportunities for cadets, interns and/or work experience	Council	Economic Wellbeing Manager	Otorohanga Employment Hub	2026 - 2027	Staff time / budget	Te Punga o te Hapori
SKILLS + EDUCATION	**Working with partners to develop strategies for engaging with taiohi/youth to identify/explore pathways and overcome barriers to employment	Otorohanga Employment Hub	Economic Wellbeing Manager	Council Otorohanga College	2025 -2026	Staff time MTFJ	Te Punga o te Hapori

SKILLS + EDUCATION	**Council LT/ Managers offer mentorship opportunities	Council	Economic Wellbeing Manager	Otorohanga Employment Hub	2027 - 2028	Staff time	Te Punga o te Hapori
SKILLS + EDUCATION	**Work with partners to identify and reduce skills gaps in the local economy	Otorohanga Employment Hub	Economic Wellbeing Manager	Council Elevate	2027 - 2028	Staff time	Te Punga o te Hapori
STRONG TOWN + STRONG RURAL COMMUNITIES	Link with Waikato-Tainui to understand and support the delivery of Whakatupuranga 2050 and the related five year plans as they relate to our district.	Council	Economic Wellbeing Manager	Waikato-Tainui	2024-2025	Staff time	
STRONG TOWN + STRONG RURAL COMMUNITIES	Continue to facilitate the development of a multi-purpose community hub in Ōtorohanga township that focuses on arts, connectivity, social services, and civic participation.	Council	Chief Advisor	ŌSHWA The Otorohanga Club The Library	2024-2025	Concept Plan	
STRONG TOWN + STRONG RURAL COMMUNITIES	Work with the Ministry for the Environment, local agencies and external providers to provide training to enable transitioning to a circular economy.	Council	Economic Wellbeing Manager	MfE Otorohanga Employment Hub Wintec Elevate	2025 -2026	Staff time	
STRONG TOWN + STRONG RURAL COMMUNITIES	Continue to support the redevelopment of the Ōtorohanga Kiwi House	Council	GM Business Enablement	Kiwi House	Ongoing	Staff time	
STRONG TOWN + STRONG RURAL COMMUNITIES	Increase our focus on intra-regional collaboration (with our neighbouring districts and Waikato Regional Council) to identify where we can collaborate more on programmes and advocacy	Council	Economic Wellbeing Manager	Waipa DC Waitomo DC	Ongoing	Staff time	Te Punga o te Hapori
STRONG TOWN + STRONG RURAL COMMUNITIES	Support Te Nehenehenui, Maniapoto Pact Trust, Raukawa, Ngāti Hikairo and Tainui Kāwhia Incorporation and Waikato-Tainui, to achieve their aspirations when able and needed and also learn from their successes.	Council	Economic Wellbeing Manager	Te Nehenehenui, Maniapoto Pact Trust, Raukawa, Ngāti Hikairo, Tainui Kāwhia Incorporation, Waikato-Tainui	Ongoing	Staff time	
STRONG TOWN + STRONG RURAL COMMUNITIES	**Exploration of a Community Investment Programme to facilitate partner investment in community projects	Council	Economic Wellbeing Manager		2026 - 2027	Staff time for business case	Te Punga o te Hapori
INFRASTRUCTURE, PLANNING + OUR ENVIRONMENT	Improve our direct relationships with businesses throughout the district and to understand how to work better for and with our business communities and where Council-owned infrastructure can further enable economic wellbeing	Council	Economic Wellbeing Manager		2024-2025	Staff time	
INFRASTRUCTURE, PLANNING + OUR ENVIRONMENT	**Analyse Council's current spending and establish ongoing monitoring and reporting arrangements, including the benefits realised	Council	GM Business Enablement		2024-2025	Staff time	Te Punga o te Hapori
INFRASTRUCTURE, PLANNING + OUR ENVIRONMENT	**Develop Council policy encouraging highest and best use of community land/assets	Council	GM Business Enablement		2025 -2026	Staff time	Te Punga o te Hapori
INFRASTRUCTURE, PLANNING + OUR ENVIRONMENT	Carry out systematic reviews of our processes, systems, planning rules and policies to become more enabling for business and more customer centric to line up our statutory and non-statutory tools to support economic wellbeing	Council	Economic Wellbeing Manager		2025 -2026	Staff time	

INFRASTRUCTURE, PLANNING + OUR ENVIRONMENT	**Develop a Social Procurement Policy to increase our ability to create better outcomes through our purchasing of goods and services and advocate for other businesses to create their own	Council	GM Business Enablement		2025 -2026	Staff time	Te Punga o te Hapori
INFRASTRUCTURE, PLANNING + OUR ENVIRONMENT	Identify other funding sources for infrastructure provision, especially any funding that may become available through central government and support others in applying for that funding	Council	GM Assets and Infrastructure		Ongoing	Staff time	
INFRASTRUCTURE, PLANNING + OUR ENVIRONMENT	Identify the specific problems and aspirations for wastewater infrastructure across our district, especially where it impacts the health of our waterways and harbours (Kāwhia) and work with others to plan for and address the issues	Council	GM Assets and Infrastructure		Ongoing	Staff time Project budget	
INFRASTRUCTURE, PLANNING + OUR ENVIRONMENT	**Work with other Anchor Organisations on their role in funding and/or supporting research into developing clusters e.g. aquaculture, horticulture and carbon farming; ecotourism; construction	Council	Economic Wellbeing Manager	Elevate	2028 - 2029	Staff time	Te Punga o te Hapori

Economic Wellbeing Implementation Plan 2026

POU	Action ** Directly from Te Puna o te Hapori	Action Lead	Who in Council if Council involved	Partners/Support	Starting Timeframe	2026 action / review	Funding	Links to other Documents/ Plan/ Strategies
THRIVING COMMUNITIES	**Support the delivery of those actions identified through the district Housing Plan that Council can contribute to	Council	GM's - Strategy and Community / Business Enablement / Regulatory and Growth	Community Housing Group incl. Elevate and Te Nehenehenui	2024-2025	Onoing as much as our current environment allows noting RMA impact	Long Term Plan which includes staff time and specific project budgets	Community Led Housing Plan Te Punga o te Hapori
THRIVING COMMUNITIES	Involve our communities in long term planning and preparation for climate impact as we create our first climate change response plan	Council	Climate advisor/s		2024-2025	Ongoing	Specific Project Budget - LTP approved	
THRIVING COMMUNITIES	Work with other agencies to improve access to the services that they need including health, mental health, education, public transport options, wherever they live. 2026 Review Council's 2026 role narrowed to improving local access to skills, tertiary and workforce-development opportunities where demand is evidenced. Health and transport remain with relevant agencies/owners or for council consideration when opportunities arise.	Council	Economic Wellbeing Manager	Ōtorohanga Support House (OSHW) Medical Centre Ōtorohanga College Thrive Waikato Regional Council Wintec OEH	2025 -2026	Ongoing	Staff time	
THRIVING COMMUNITIES	Encourage organisations that are delivering similar outcomes to work more closely together so that resources can be shared/aggregated to improve the outcomes for the whole community (including preparation for civil emergencies)	Council	Economic Wellbeing Manager	TBD	2025 -2026	Ongoing	Staff time	
THRIVING COMMUNITIES	**Identification, development and implementation of 'Community Anchors' – key community-based organisations with whom Council can connect to deliver programmes 2026 Review Wait to undertake Community Anchors mapping/networking project to incorporate potential amalgamation lens. Use anchor organisations purposefully where they are needed to deliver an agreed priority.	Council	Economic Wellbeing Manager	Elevate	2025 -2026	Carpark	Staff time	Te Punga o te Hapori
THRIVING COMMUNITIES	Work with Elevate to define and support their deliverable 'A district that has a strong, unique brand and is promoted well in supporting current and future economic activity and outcomes' to ensure a strong marketing strategy for tourist attraction is developed and delivered with a focus on regional, national and global exposure	Council	Economic Wellbeing Manager	Elevate	2024-2025	Ongoing	Economic Wellbeing Budget	Outcome of HWT funding decision
THRIVING COMMUNITIES	Undertake a stocktake of, and build on, the current cache of high-quality images and videos that can be used for marketing	Council	Economic Wellbeing Manager and Manager Communications	Elevate	2024-2025	Ongoing	Economic Wellbeing Budget	Outcome of HWT funding decision
THRIVING COMMUNITIES	Investigate data collection providers to measure year on year impact and understand visitor demographics, preferences, and behaviours, allowing for more targeted marketing and service improvements	Council	Economic Wellbeing Manager	Elevate	2024-2025	Ongoing	Economic Wellbeing Budget	Outcome of HWT funding decision
THRIVING COMMUNITIES	* Facilitate a networking event where tourism businesses can collaborate and create packages (e.g., accommodation + activities)	Elevate/Council	Economic Wellbeing Manager	Council	2024-2025	Ongoing	Annual Funding	Outcome of HWT funding decision

THRIVING COMMUNITIES	* Facilitate a capability-building event targeted at the tourism industry	Elevate/Council	Economic Wellbeing Manager	Council	2024-2025	Ongoing	Annual Funding	Outcome of HWT funding decision
THRIVING COMMUNITIES	* Explore opportunities for collaboration/joint marketing with WDC and Waitomo operators to create a broader tourism circuit that encourages longer stays	Elevate	Economic Wellbeing Manager	Council	2024-2025	Ongoing	Annual Funding	Outcome of HWT funding decision
THRIVING COMMUNITIES	**Develop, with key local businesses, a 'High Quality Employers' framework to attract and retain local talent	Elevate	Economic Wellbeing Manager	Council Elevate	2026 - 2027	2026-2027	MTFJ	Te Punga o te Hapori
SKILLS + EDUCATION	Work with Māori partners to understand where we can incorporate a Māori world view in our activities through the development of the Māori Engagement Framework.	Council	Kaitakewainga	Iwi partners	2024-2025	Ongoing	Specific Project budget	
SKILLS + EDUCATION	** Build capability of local suppliers in Council tender process and preparation	Council	Business Improvement Analyst		2024-2025	Ongoing	Economic Wellbeing Budget	Te Punga o te Hapori
SKILLS + EDUCATION	* Continue to work with and support Ōtorohanga College to prepare local school leavers for success, including linking with local career path ways, for example, the agricultural sector and the Ōtorohanga Timber Company. 2026 Review Continue through College, Thrive, Elevate and Councils Community Development.	Thrive, OEH, Elevate	Economic Wellbeing Manager	Otorohanga College, Council,	Ongoing	Ongoing	Annual Service Provider funding	
SKILLS + EDUCATION	Work with the primary sector to market the advantages of working in the agriculture industry and related sectors 2026 Review Do not run a generic marketing campaign. Build on practical primary-sector pathways, including Council's Better Off Funding support for agriculture-related learning at Ōtorohanga College, and use identified employer demand to connect people, education providers and employers to genuine training and employment opportunities.	Council / College	Economic Wellbeing Manager	Council / Elevate / OEH / College	2025 -2026	Start 2026 - 2027	Annual Service Provider funding Better Off Funding	
SKILLS + EDUCATION	**Working with partners to develop strategies for engaging with taiohi/youth to identify/explore pathways and overcome barriers to employment 2026 Review Partner-led youth pathway work continues. Development of a strategy carparked	Thrive, OEH, Elevate	Economic Wellbeing Manager	Council Otorohanga College	2025 -2026	Ongoing	Annual Service Provider funding	Te Punga o te Hapori
SKILLS + EDUCATION	Identify opportunities and advocate for services that will support rangatahi/ youth and help to improve their future wellbeing including social services, mental health services, skills development and employment opportunities.	Thrive, OEH, Elevate, ŌSHWA	Economic Wellbeing Manager	Council Otorohanga College	Ongoing	Ongoing	Annual Service Provider funding	
SKILLS + EDUCATION	**Council will develop policies that encourage the employment of residents within Council. This may include opportunities for cadets, interns and/or work experience 2026 Review Use Council's role as an employer and purchaser to strengthen practical pathways into local employment, work experience and training, building on existing recruitment, MTFJ and social procurement practices.	Council	Economic Wellbeing Manager	Otorohanga Employment Hub	2026 - 2027	Start 2026 - 2027	Staff time / budget	Te Punga o te Hapori
SKILLS + EDUCATION	**Council LT/ Managers offer mentorship opportunities	Council	Economic Wellbeing Manager	Otorohanga Employment Hub	2027 - 2028	Review through LTP development	Staff time	Te Punga o te Hapori

SKILLS + EDUCATION	**Work with partners to identify and reduce skills gaps in the local economy 2026 Review Bring forward a light-touch skills demand picture to support the local tertiary delivery work already underway with Wintec; avoid a large standalone skills study.	Otorohanga Employment Hub	Economic Wellbeing Manager	Council Elevate	2027 - 2028	2026-2027	Staff time	Te Punga o te Hapori
STRONG TOWN + STRONG RURAL COMMUNITIES	Link with Waikato-Tainui to understand and support the delivery of Whakatupuranga 2050 and the related five year plans as they relate to our district.	Council	Economic Wellbeing Manager	Waikato-Tainui	2024-2025	2026-2027 Start	Staff time	
STRONG TOWN + STRONG RURAL COMMUNITIES	Continue to facilitate the development of a multi-purpose community hub in Ōtorohanga township that focuses on arts, connectivity, social services, and civic participation.	Council	Group Manager Strategy and Community	ŌSHWA The Otorohanga Club The Library	2024-2025	Ongoing	Concept Plan	
STRONG TOWN + STRONG RURAL COMMUNITIES	Work with the Ministry for the Environment (now MCERT), local agencies and external providers to provide training to enable transitioning to a circular economy.	Council	Economic Wellbeing Manager	MCERT Otorohanga Employment Hub Wintec Elevate	2025 -2026	Ongoing	Staff time	
STRONG TOWN + STRONG RURAL COMMUNITIES	Continue to support the redevelopment of the Ōtorohanga Kiwi House	Council	GM Business Enablement	Kiwi House	Ongoing	Ongoing	Staff time	
STRONG TOWN + STRONG RURAL COMMUNITIES	Increase our focus on intra-regional collaboration (with our neighbouring districts and Waikato Regional Council) to identify where we can collaborate more on programmes and advocacy 2026 Review Reduce general networking now relationships established. Participate only where there is a defined opportunity, decision, resource or advocacy outcome of material benefit to Ōtorohanga	Council	Economic Wellbeing Manager	Waipa DC Waitomo DC	Ongoing	Ongoing	Staff time	Te Punga o te Hapori
STRONG TOWN + STRONG RURAL COMMUNITIES	Support Te Nehenehenui, Maniapoto Pact Trust, Raukawa, Ngāti Hikairo and Tainui Kāwhia Incorporation and Waikato-Tainui, to achieve their aspirations when able and needed and also learn from their successes.	Council	Economic Wellbeing Manager	Te Nehenehenui, Maniapoto Pact Trust, Raukawa, Ngāti Hikairo, Tainui Kāwhia Incorporation, Waikato-Tainui	Ongoing	Ongoing	Staff time	
STRONG TOWN + STRONG RURAL COMMUNITIES	**Exploration of a Community Investment Programme to facilitate partner investment in community projects 2026 Review Do not design a new investment mechanism during LTP, Reform and Local government structural change. Retain the concept for future consideration at the appropriate scale.	Council	Economic Wellbeing Manager		2026 - 2027	Carpark	Staff time for business case	Te Punga o te Hapori
INFRASTRUCTURE, PLANNING + OUR ENVIRONMENT	Improve our direct relationships with businesses throughout the district and to understand how to work better for and with our business communities and where Council-owned infrastructure can further enable economic wellbeing	Council	Economic Wellbeing Manager		2024-2025	Ongoing	Staff time	
INFRASTRUCTURE, PLANNING + OUR ENVIRONMENT	**Analyse Council's current spending and establish ongoing monitoring and reporting arrangements, including the benefits realised	Council	GM Business Enablement		2024-2025	Ongoing	Staff time	Te Punga o te Hapori
INFRASTRUCTURE, PLANNING + OUR ENVIRONMENT	**Develop Council policy encouraging highest and best use of community land/assets	Council	GM Business Enablement		2025 -2026	Ongoing	Staff time	Te Punga o te Hapori

INFRASTRUCTURE, PLANNING + OUR ENVIRONMENT	Carry out systematic reviews of our processes, systems, planning rules and policies to become more enabling for business and more customer centric to line up our statutory and non-statutory tools to support economic wellbeing	Council	Economic Wellbeing Manager		2025 -2026	Ongoing	Staff time	
INFRASTRUCTURE, PLANNING + OUR ENVIRONMENT	** Develop a Social Procurement Policy to increase our ability to create better outcomes through our purchasing of goods and services and advocate for other businesses to create their own 2026 Review Move from develop policy to implement/embed local/social value through Council procurement	Council	GM Business Enablement		2025 -2026	Ongoing	Staff time	Te Punga o te Hapori
INFRASTRUCTURE, PLANNING + OUR ENVIRONMENT	Identify other funding sources for infrastructure provision, especially any funding that may become available through central government and support others in applying for that funding	Council	GM Assets and Infrastructure		Ongoing	Ongoing	Staff time	
INFRASTRUCTURE, PLANNING + OUR ENVIRONMENT	Identify the specific problems and aspirations for wastewater infrastructure across our district, especially where it impacts the health of our waterways and harbours (Kāwhia) and work with others to plan for and address the issues	Council	GM Assets and Infrastructure		Ongoing	Ongoing	Staff time Project budget	
INFRASTRUCTURE, PLANNING + OUR ENVIRONMENT	**Work with other Anchor Organisations on their role in funding and/or supporting research into developing clusters e.g. aquaculture, horticulture and carbon farming; ecotourism; construction	Council	Economic Wellbeing Manager	Elevate	2028 - 2029	Review through LTP development Potential amalgamation lens opens wider opportunity	Staff time	Te Punga o te Hapori

Item 68 Finance Report to 31 August 2026

To Ōtorohanga District Council

From Brendan O'Callaghan, Project Accountant

Type **INFORMATION REPORT**

Date 29 September 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 August 2026 shows the operating surplus being up on budget by \$441k, showing a healthy financial position.
- 2.2. Capital expenditure and loan repayments are over budget due to the carryover of work in progress from the prior year, of which the budget has not yet been carried over.
- 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 August 2026' by Brendan O'Callaghan, Project Accountant.

4. Discussion | He kōrerorero

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

	Actual	Budget	Variance	Full Year Budget
Revenue				
Rates income	8,986,693	8,879,119	-107,574	17,935,894
Contributions	880	0	-880	10,420
Water by Volume Rates	-347	-13,353	-13,006	2,444,818
Subsidies and Grants	794,606	916,894	122,288	6,839,026
Other Income	118,543	321,884	203,341	2,175,908
Other gains/(losses)	0	0	0	0
Total Revenue	9,900,375	10,104,544	204,169	29,406,066
Expenses				
Employee Benefit Expenses	1,096,464	1,140,461	43,997	7,651,016
Depreciation and Amortisation	1,311,598	1,311,598	0	8,106,468
Other Expenses	1,828,368	2,481,597	653,229	14,795,537
Finance Costs	-20,523	-72,581	-52,058	371,995
Total Expenditure	4,215,907	4,861,075	645,168	30,925,016
Operating Surplus/(Deficit)	5,684,468	5,243,469	-440,999	-1,518,950

- 4.1. Overall, there is a net surplus to the end of August of \$5.68M, compared to a budgeted year to date surplus of \$5.2M. The variance in the surplus against budget is due to:
- 4.2. Operating Revenue is down on budget by \$204k. This is due to being \$107k up on budget in rates income, offset by being \$122k under budget on subsidies and grants and \$203k under budget on other income.
- 4.3. Other income is down on budget due to the reversal of income accrued back to last year associated with the February weather event for funding to be invoiced to NEMA and Waipa District Council. This is offset by changes in timing of income for regulatory items.
- 4.4. Operating expenses is down on budget by \$645k, with other expenses being \$653k under budget, and employee benefit expenses being \$44k under budget.
- 4.5. Other expenses are under budget by \$645k as a result of the reversal of prior year accruals, particularly the audit fee. There is also some timing issues with the budget against spending, partially due to some invoices not being processed at the time of writing this report.

Other Expenses

	Actual	Budget	Variance	Full Year Budget
Activity operation	234,910	331,681	96,771	2,169,386
Asset Maintenance	52,605	101,007	48,402	784,174
Deloitte Fees	(193,243)	0	193,243	344,190
Grants and Subsidies	150,445	151,235	790	467,514
Insurance	3,313	24,933	21,620	225,090
Minimum Lease Payments Under Operating Leases	1,253	4,329	3,076	25,970
Other expenses	1,110,116	1,051,834	(58,282)	5,692,748
Regional Initiatives	13,750	0	(13,750)	192,955
Road maintenance	419,715	665,582	245,867	4,620,500
Youth Initiatives	35,504	150,996	115,492	273,010
	1,828,368	2,481,597	653,229	14,795,537

4.6. A further breakdown of the Other Expenses line follows below.

	Actual	Budget
Communication and Engagement	9,091	11,935
Consultants	63,435	52,321
Council Held Resource Consent Costs	0	27,404
Emergency Management Shared Services	37,242	0
February Flood Event Response Costs	465,242	0
Fleet Costs	10,372	40,093
Fringe Benefit Tax	0	0
Governance Costs	11,403	44,984
Grants to External Providers	17,500	22,675
Legal Expenses	14,297	15,686
Office Costs	76,371	132,171
Organisational Development	(2,000)	38,107
Other Sundry Expenses	(299,205)	116,368
Rates	275,017	226,259
Regulatory Costs	0	6,410
Security Patrol Contract	21,428	17,212
Shared Services	0	9,599
Strategies and Plans	23,971	34,746
System Support	251,488	170,592
Town Centres Development	0	81,239
Waste Management Contracts and Initiatives	134,467	4,033
	1,110,116	1,051,834

4.7. The Flood event costs relate to items that are being covered by insurance which are still on-going, and so those costs have been carried over from last year, as well as some of the final costs associated with recovery. The negative other sundry expenses relate to the reversal of accruals for the last year of invoices that have not yet been processed prior to preparing this report.

Statement of Financial Position
For the period ending August 2026

	Actual	Full Year Budget	YTD Last Year
Assets			
Current Assets			
Cash and Cash Equivalents	4,721,969	1,216,032	1,397,317
Trade and Other Receivables	3,696,650	4,733,712	4,538,048
Inventory	52,824	33,807	46,241
Total Current Assets	8,471,442	5,983,551	5,981,606
Non-current Assets			
Investments	9,826,008	9,468,109	9,020,210
Property, Plant and Equipment	457,833,440	438,096,192	435,690,016
Intangible Assets	115,483	248,767	145,457
Loan Receivable	1,527,618	1,501,191	1,666,121
Total Non-current Assets	469,302,549	449,314,259	446,521,804
Total Assets	477,773,992	455,297,810	452,503,409
Liabilities			
Current Liabilities			
Trade and Other Payables	736,441	3,528,027	-377,652
Provisions	1,246	1,164	1,164
Employee Benefit Liabilities	405,889	409,019	389,338
Income in Advance	107,470	1,061,969	114,792
Development and Financial Contributions in Advance	529,753	585,566	585,567
Total Current Liabilities	1,780,798	5,585,745	713,209
Non-current Liabilities			
Provisions	9,533	10,779	10,779
Employee Benefit Liabilities	42,374	51,048	47,531
Borrowings	14,447,613	18,947,613	12,447,613
Total Non-current Liabilities	14,499,520	19,009,440	12,505,923
Total Liabilities	16,280,318	24,595,185	13,219,132
Net Assets	461,493,674	430,702,625	439,284,277
Equity			
Retained Earnings	173,204,422	162,603,561	173,667,428
Reserve Funds	3,225,408	3,079,279	3,204,471
Revaluation Reserves	285,063,844	265,019,785	262,412,377
Total Equity	461,493,674	430,702,625	439,284,277

- 4.8. Overall, the balance sheet is showing a healthy position as at 31 August. The working capital to the end of August is \$6.7M. This is primarily due to the first rates instalment being invoiced in July and due at the end of August.
- 4.9. Non-current assets and Equity have increased from the prior year, as a result of the revaluation of 3 Waters assets undertaken as at 30 June 2026. The overall increase on the 3 Waters asset value is \$21.7M, which represents a 38.3% increase in the value of those assets at year end.

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

	YTD Actual	YTD Budget	YTD Variance	Full Year Budget
Operating Revenue				
Activity Revenue	913,283	1,238,778	325,495	9,014,934
Targeted Rates	3,751,624	3,737,128	-14,496	9,935,212
Development Contributions	880	0	-880	10,420
General Rates	5,145,866	5,128,638	-17,228	10,445,500
Other General Sources	1,385,090	2,737,330	1,352,240	13,806,517
	11,196,743	12,841,874	1,645,131	43,212,583
Operating Expenditure				
Trusted Leadership & Relationships	2,420,162	3,793,448	1,373,286	17,471,065
Strong Communities	335,300	601,282	265,982	2,368,669
Vibrant Places and Spaces	634,541	962,520	327,979	4,397,200
Sustainable Development and Public Safety	238,878	427,724	188,846	2,706,583
Resilient Infrastructure: Land Transport	1,735,625	2,874,343	1,138,718	11,901,574
Resilient Infrastructure: Water Supply	549,487	601,525	52,038	3,240,787
Resilient Infrastructure: Wastewater	304,923	261,613	-43,310	1,444,266
Resilient Infrastructure: Stormwater	93,480	93,156	-324	408,766
Resilient Infrastructure: Flood Protection	38,763	66,513	27,750	500,545
Responsible Waste Management	170,440	54,954	-115,486	823,985
	6,521,599	9,737,078	3,215,479	45,263,440
Funding Required				
Capital Renewals	1,713,403	1,230,909	-482,494	7,613,320
Capital Growth	2,427	50,000	47,573	400,000
Capital Level of Service	267,182	0	-267,182	332,999
Loans Repaid	173,477	173,477	0	967,931
	2,156,489	1,454,386	-702,103	9,314,250
Funding Applied				
Funding from Depreciation Reserves	0	0	0	4,493,658
Loans Raised	0	0	0	2,223,871
Capital Income	0	130,375	130,375	151,235
Transfer to and from Balance	-2,518,655	-1,780,785	737,870	4,496,343
	-2,518,655	-1,650,410	868,245	11,365,107

- 4.10. In the Combined Cost of Services statement, overall operating revenue is \$1.6M under budget. This relates mostly to Other General Sources being under budget due to the reduced costs associated with overhead activities.
- 4.11. Operating expenditure is \$3.2M under budget, with this mostly being in Trusted Leadership and Land Transport due to the timing of budgets in the beginning of the year, as well as the reversal of prior year accruals.
- 4.12. Capital expenditure and loan repayments were over budget by \$702k. This is partly due to the carryover of Work in Progress from the prior year, which the budget has not yet been carried over.

Statement of Cashflows
For the Period Ending August 2026

	Actual	Year to Date Budget
Cash flows from operating activities		
Receipts from rates revenue	7,506	6,961
Receipts from other revenue	3,362	3,009
Interest received	24	-
Dividends received	-	-
Payments to suppliers and employees	(5,924)	(7,742)
Interest paid	21	45
Net cash provided by/(used in) Operating Activities	4,988	2,273
Cash flows from investing activities		
Proceeds from Sale of Property, Plant and Equipment	-	-
Purchase of property, plant and equipment	(43)	(258)
Purchase of investments	792	500
Purchase of intangible assets	(361)	-
Net cash provided by/(used in) Investing Activities	388	242
Cash flows from financing activities		
Proceeds from borrowings	-	-
Prepayment of borrowings	(1,000)	-
Net cash provided by/(used in) Financing Activities	(1,000)	-
Net (Decrease)/increase in cash, cash equivalents and bank overdrafts	4,376	2,515
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	4,722	4,722

4.13. The cashflow statement shows the cashflows in and out for the period to 31 August 2026. As can be seen, net cashflow from operating activities has been money coming in, due to the first instalment of this year's rates being charged, as well as receipt of the increased NZTA subsidy from the end of the last financial year.

4.14. Cashflows from investing activities shows the amount spent on capital expenditure to the end of August. 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.

4.15. 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

4.16. Current LGFA borrowing at the end of August has the following maturity profile. This is higher than what was projected in the Long Term Plan.

4.17. This increase is due to Council taking some borrowing to cover the funding of the reinstatement works for the storm damage from October 2025.

4.18. 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.

- 4.19. As you can see, interest rates being offered are starting to increase for some of the shorter term borrowings, with the most recent being at a higher rate than what was available 3 months ago.

Amount	Term	Maturity Date	Interest Rate
\$2,000,000	6 months	15 October 2026	2.955%
\$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%
\$3,000,000	11 months	27 July 2027	3.695%

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
25/08/26	C88	Item 62: Determinations of Draft Ōtorohanga District Alcohol Fees Bylaw 2026 and Approval of the Statement of Proposal for Consultation 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 amended to align with the current fees set by Waitomo District Council on 1 July 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.	Public consultation is underway and a Hearing is expected to be held on 27 October 2026. There is no further action or decision required by ŌDC on this Resolution; therefore, staff recommend this Resolution be REMOVED from the Register.

Staff recommendation

That Ōtorohanga District Council confirm the removal of Resolution C88 from the Register.

Public excluded

Take matatapu

Reports in this section contain recommendations for a decision on whether to exclude the public.

Item 69 Resolution to exclude the public for Item PE11

To Ōtorohanga District Council

From Kaia Penwarden, Manager Governance

Type **DECISION REPORT**

Date 29 September 2026



1. Purpose | Te kaupapa

1.1. To exclude the public from parts of the proceedings of the Ōtorohanga District Council meeting.

2. Executive summary | Whakarāpopoto matua

2.1. Meetings must generally be open to the public. However, ŌDC may exclude the public from the part of the meeting relating to Item PE11 where the requirements of section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 are met. The resolution must be made while the meeting is open to the public and must state the general subject of the matter, the reason for excluding the public, and the statutory ground relied on. For Item PE11, the relevant ground is section 7(2)(a), to protect the privacy of natural persons, including that of deceased natural persons.

3. Staff recommendation | Tūtohutanga a ngā kaimahi

That the Ōtorohanga District Council exclude the public from the following parts of the proceedings of this meeting confirming:

- a) This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987. The grounds are those specified in section 7(2)(a) of that Act, as the public conduct of the relevant part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists; and
- b) The general subject of each matter to be considered while the public is excluded and the reason for passing this resolution in relation to each matter and the specific grounds for the passing of this resolution are as follows:

General subject of each matter to be considered	Ground(s) under section 48(1) for the passing of this resolution	Interest
Item PE11: Chief Executive annual performance review	Section 7(2)(a)	To protect the privacy of natural persons, including that of deceased natural persons.

4. Context | Horopaki

- 4.1. ŌDC is required under the Local Government Official Information and Meetings Act 1987 to conduct its meetings openly, except where a statutory basis exists to exclude the public. Section 48(1)(a) permits the exclusion of the public where the public conduct of the relevant part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists. For Item PE11, the applicable ground is section 7(2)(a): protecting the privacy of natural persons, including that of deceased natural persons.
- 4.2. Public excluded agendas and minutes are not available to the public; however, ŌDC will release public information considered during the public excluded part of a meeting where possible. This approach ensures compliance with statutory obligations while balancing the principles of transparency and privacy.

5. Discussion | He kōrerorero

- 5.1. Section 7 requires the privacy interest under section 7(2)(a) to be weighed against any public interest favouring disclosure. In this case, protecting personal employment and performance information outweighs the public interest in conducting the discussion in public. The exclusion should extend only to information that requires protection, and any information that can be made publicly available without prejudicing that privacy interest should be released when appropriate.

6. Strategic Considerations | Ngā whai whakaarotanga

Significance and engagement

- 6.1. While the exclusion of the public is a procedural matter, it is important to ensure that the rationale for exclusion is clearly communicated and that any non-sensitive information is made available to the public as soon as practicable. This approach maintains public confidence in ŌDC's processes and aligns with the principles of transparency and accountability under the Local Government Act 2002.

Mana whenua / Māori

- 6.2. ŌDC acknowledges its obligations to engage with mana whenua and Māori in decision-making processes. The subject matter of this report is procedural and does not require consultative or informative discussions with mana whenua/Māori.

Strategic alignment

- 6.3. This decision supports robust and legally compliant governance by protecting personal information considered during the Chief Executive's annual performance review. Applying the section 7(2)(a) privacy ground, together with the section 7(1) public-interest test, maintains the integrity of the review process while limiting the departure from open meeting requirements to what is necessary.

Legal

- 6.4. The recommendation is made under section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 because public consideration of Item PE11 would be likely to disclose information

for which good reason for withholding exists under section 7(2)(a): protecting the privacy of natural persons, including that of deceased natural persons. In accordance with section 7(1), that privacy interest has been weighed against the public interest in disclosure. The Local Government Act 2002 decision-making provisions also apply.

Financial

- 6.5. There are no direct financial implications arising from the procedural decision to exclude the public.

Risk analysis

- 6.6. Excluding the public reduces the risk of disclosing personal employment and performance information and thereby prejudicing the privacy interests protected by section 7(2)(a) of LGOIMA. There is a legal and reputational risk if the exclusion is broader than necessary or is not clearly justified. This is mitigated by recording the statutory ground, applying the section 7(1) public-interest test, limiting the exclusion to information requiring protection, and considering whether any non-sensitive information can be released after the meeting.

7. Options analysis | Tātari Kōwhiringa

	Option 1: Exclude the public for the entire item	Option 2: Exclude the public for part of the item	Option 3: Do not exclude the public
Summary	Full exclusion to protect privacy.	Partial exclusion, with some discussion in public.	All discussion held in public.
Advantages	Maximum protection and compliance with LGOIMA.	Balances transparency. Non-sensitive matters discussed publicly.	Maximum transparency.
Disadvantages	Limits public oversight; may be perceived as lacking transparency. Reputational risk if perceived as overly secretive.	Risk of inadvertent disclosure of sensitive information. Complexity in managing public/private split; potential for error.	Risk of breaching obligations; potential legal liability. Legal and reputational risk.

Recommended option and rationale

- 7.1. Staff recommend Option 1: Exclude the public for the entire item.
- 7.2. The Chief Executive's annual performance review is expected to involve personal employment and performance information. Conducting the item in public would be likely to disclose information for which good reason for withholding exists under section 7(2)(a) of LGOIMA.
- 7.3. Having considered the section 7(1) public-interest test, the privacy interest outweighs the public interest in public discussion. Any information that can be released without prejudicing that privacy interest should be made available when appropriate.

Closing prayer/reflection/words of wisdom

Karakia/huritaō/whakataukī

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>