



ELECTED MEMBERS

INTRODUCTION

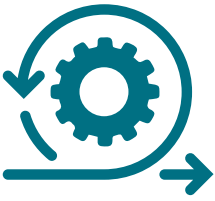


**YOUR GUIDE TO THE
ORGANISATION**



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OUR STRATEGIC DRIVERS

OUR VISION

An inclusive, resilient and sustainable District.

OUR COMMUNITY OUTCOMES

Everything Council does is guided by our four Community Outcomes – these are based on what our community tells us is most important to them.



Efficient and resilient core services

- it is easy and safe for everyone to travel around the District
- there are opportunities to walk and cycle
- the District is well prepared for growth and can adapt to change
- services are supplied in ways that benefit the environment.



Caring for the environment

- communities work to keep the environment clean and healthy
- access to the coast is protected
- open spaces in parks and streets are places where nature thrives
- the District is positively adapting to climate change.



Positive about the future

- the District has productive land, people and a thriving City Centre
- there is a fair urban/rural balance
- Council has clear, simple documents and rules
- the District embraces new technology and opportunities.



Proud to be local

- the District is neat, tidy and looks attractive
- public areas feel and are safe
- there is always something to do and see
- there are opportunities for people of all abilities, ages and life stages to be active
- all of our cultures are valued and celebrated.

THE FOUR WELL-BEINGS

The four well-beings are outlined within the Local Government Act 2002. It sets out that as a council we play a broad role in promoting social, economic, environmental and cultural well-being of our communities. Each well-being is described below.



Social well-being

Involves individuals, their families, whānau, hapū, iwi, and a range of communities being able to set goals and achieve them, such as education, health, the strength of community networks, financial and personal security, equity of opportunity, and rights and freedoms.



Environmental well-being

Considers whether the natural environment can sustainably support the activities that constitute healthy community life, such as air quality, fresh water, uncontaminated land, and control of pollution.



Economic well-being

Looks at whether the economy can generate the employment and wealth necessary to provide many of the requirements that make for social well-being, such as health, financial security, and equity of opportunity.

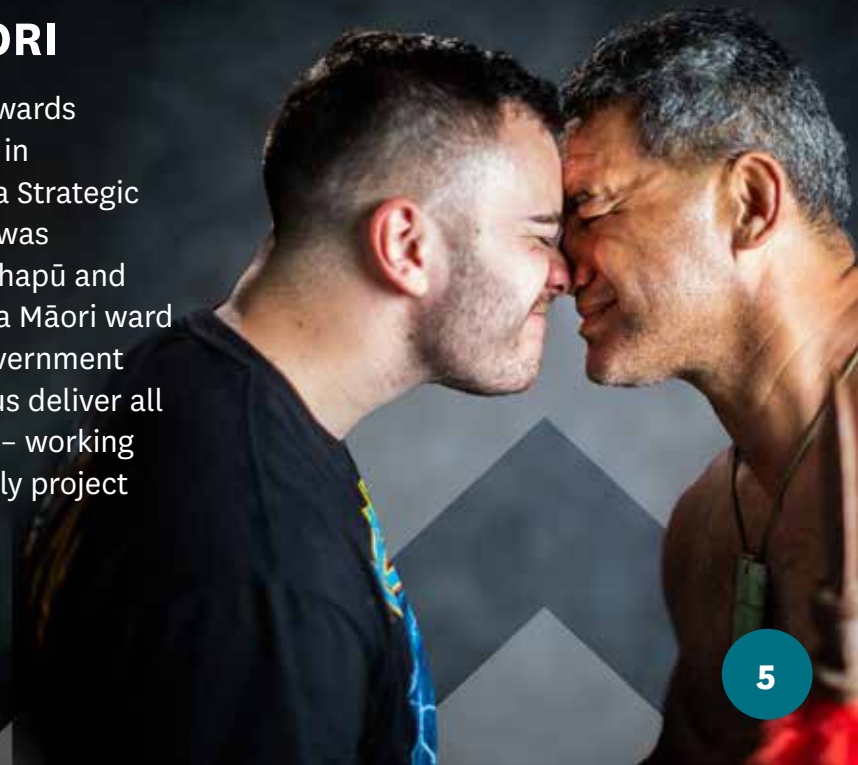


Cultural well-being

Looks at the shared beliefs, values, customs, behaviours and identities reflected through language, stories, visual and performing arts, ceremonies and heritage that make up our communities.

PARTNERSHIP WITH MĀORI

Whangārei District Council is working towards its vision of enabling Māori participation in decision making. In 2020 the Te Kārearea Strategic Partnership Forum Standing Committee was established after many years of work by hapū and Council. Council also voted to establish a Māori ward for the 2022 and 2025 triennial Local Government elections. Partnership with Māori helps us deliver all our collective aspirations for Whangārei – working closely together on decision making, early project planning and programme delivery.





WHAT WE DO

ORGANISATIONAL ACTIVITIES

The operations of Council are split into six groups.



People and Capability



Community



Infrastructure – including Transport delivered by the Northland Transportation Alliance



Corporate



Planning and Development



Strategy and Democracy

Each of these groups contains functions that align to the Activities of Council as specified in our Long Term and Annual Plans.

This document is intended to provide an overview of the operational aspects of Council.

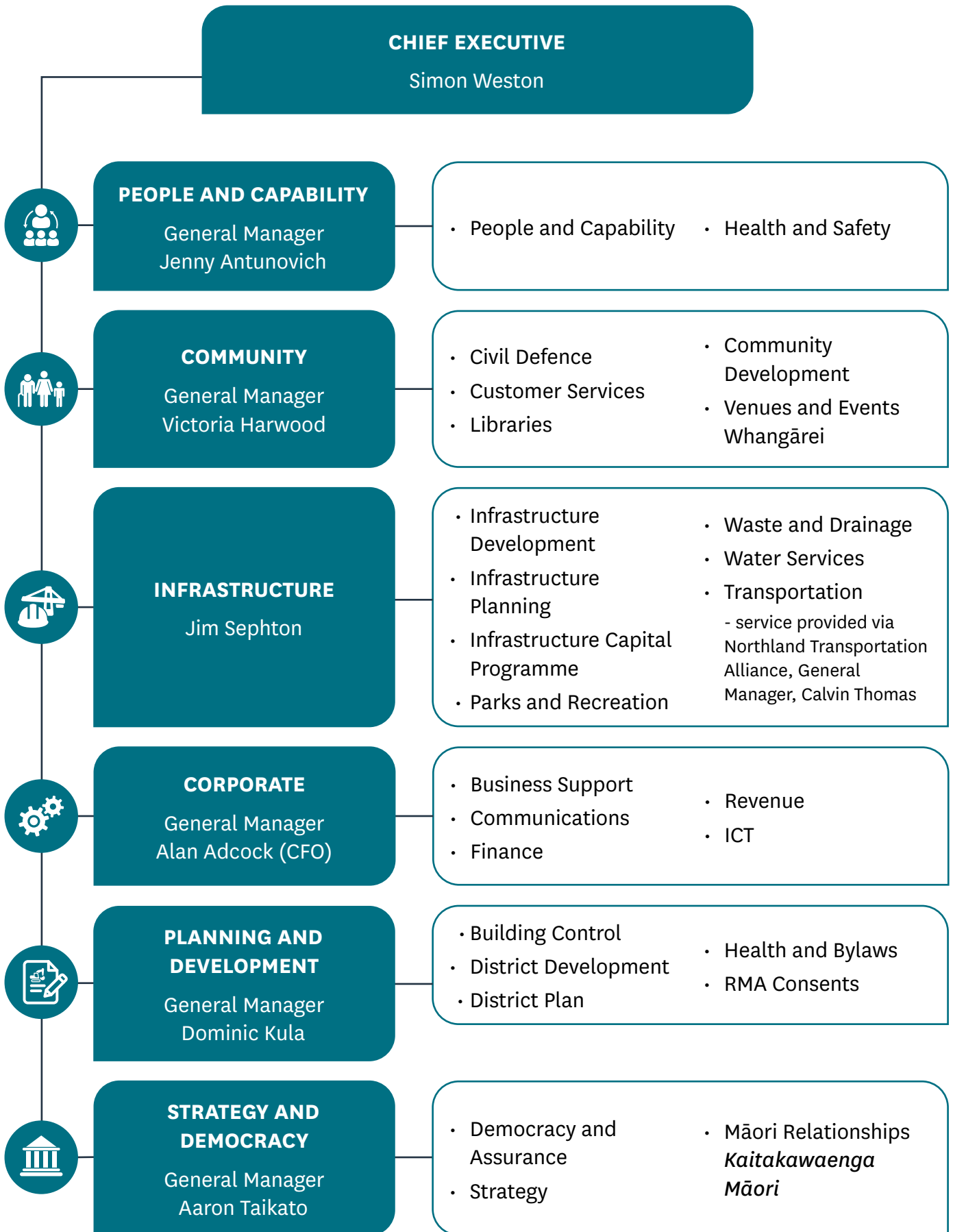
CHIEF EXECUTIVE

The Chief Executive is Simon Weston.

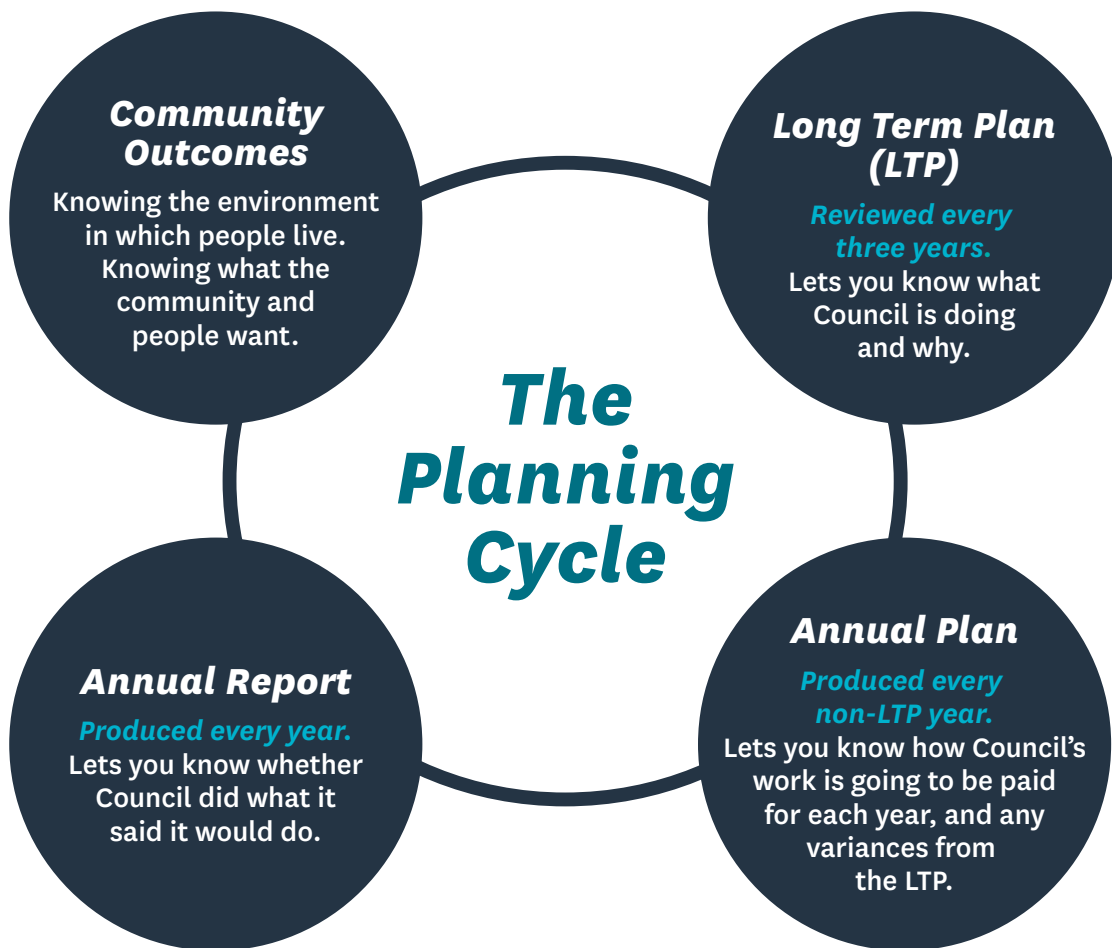
The Council appoints the Chief Executive, and then the Chief Executive is responsible for appointment of all staff who manage the operational activities of the organisation.



OPERATIONAL STRUCTURE



CORPORATE PLANNING



The Long Term Plan

The Local Government Act 2002 (LGA) requires every council to produce a Long Term Plan (LTP).

The LTP outlines our activities and priorities for the next ten years, providing a long-term focus for decision-making. It explains how we will raise funding and what that funding will be spent on.

Under the LGA, LTPs must be reviewed every three years with full consultation with the public each time.

The LTP incorporates a ten-year Financial Strategy and thirty-year Infrastructure Strategy, supplemented by defined service levels for each 'activity' Council delivers. These three elements are effectively the foundation for other parts of the plan, for example, capital projects, and funding requirements.

The current 2021-31 LTP is due for review in 2024.

The Long Term Plan is the most important opportunity for the public to influence Council's funding priorities.





Annual Plan

Councils prepare an Annual Plan every year (except the year the Long Term Plan is adopted). This means the next Annual Plan for the 2023-24 year (1 July 2023 to 30 June 2024) will be the last one before the new LTP.

The Annual Plan sets out what Council plans to do in the next 12 months to move towards achieving the goals that were set in the Long Term Plan. These plans are adopted before the start of the financial year in July.

Each year Council needs to decide whether to formally consult with the public on the full Annual Plan, or whether to only consult on Council's Fees and Charges (as required by the Local Government Act). Full formal consultation is required when the Annual Plan differs significantly to what was set out in the Long Term Plan.



Annual Report

Our Annual Report is effectively our 'report card' or the way in which we are accountable to the community. We produce one every year, looking back on the financial year that has just finished. It sets out what we have done in that year, why these things were done, how well we did them, what they cost and how they were paid for. It shows our overall financial position and performance. The Annual Report for 2021-22 has not yet been adopted and will be adopted by the new Council before the end of the Calendar year.

Financial Prudence Benchmarks

The Long Term Plan, Annual Plan and Annual Report all include a series of government-prescribed benchmarks relating to income versus expenditure, rates, debt, cashflow and assets. Results are shown over several years for each benchmark.

Funding

Council's funding comes from a range of sources. Every three years Council must review its Revenue and Financing Policy which identifies the most appropriate source of funding for all our activities. A summary of the main sources of funding are outlined below, with further detail in the 2021-31 LTP.

FUNDING SOURCES FOR OPERATING EXPENSES

General rates are used to fund those services where there is a benefit to the whole community (public benefit) or where there is no practical method for charging individual users. General rates fund a range of activities which are used by individual ratepayers to varying extents.

Rates are regarded as a tax, as there is no direct link between the activity or service provided and the individual ratepayer.

To maintain as simple rating as possible this council currently uses general rates to fund a broad range of activities, rather than a number of targeted rates. This makes it easier for ratepayers to understand how they are being rated and it is more cost effective to administer.

General rates are currently assessed based on a property's land value and as a uniform annual general charge.

Value-based general rates are assessed on land value and are differentiated by the category of land use or land zoning. The rating categories to be applied are:

- residential, including remissions for high value properties
- rural
- multi-unit
- commercial and industrial
- miscellaneous

A uniform annual general charge (UAGC) is applied to each separately used or inhabited part of each rating unit (SUIP). The UAGC is to be assessed by Council annually and set at a level considered to be reasonable. The UAGC is used to fund the same activities as the general rate and ensures every ratepayer contributes a base level of rates irrespective of property value or services used.

Targeted rates are used where an activity benefits an easily identifiable group of ratepayers and where it is appropriate that only this group be targeted to pay for some or all of a particular service. The funds collected are used for the purpose for which they are rated. Targeted rates are only used where Council considers it is an appropriate mechanism to fund that activity or where Council wishes to make clear the purpose for which the rate is collected. The revenue collected in any one year may result in a surplus, which is used to repay debt or to fund capital expenditure in future. A reserve is maintained to ensure any surplus or deficit is separately identified. This ensures targeted rates are used for the purpose in which they are collected.

User fees and charges are used where the beneficiaries can be identified and charged. They include consent fees, regulatory charges, parking revenue, licence fees, sales of goods, hire fees and service charges. When setting fees and charges, Council will consider any indirect benefit to the community, the distribution of those benefits and ability to pay. Some fees may be limited by legislation, meaning full recovery of costs is not possible.

Grants, subsidies and other income apply to some activities when income from external agencies is received to support that activity. Some items are unexpected and therefore unbudgeted (eg insurance proceeds, legal settlements, other reimbursements). Each year Council receives funding from Waka Kotahi as part of the overall roading programme for the city's roading infrastructure. Operational subsidies fund maintenance of roading infrastructure. Council recognises the funding as income in accordance with GAAP. Council expects to continue to receive substantial subsidies for road maintenance from government or its agencies. In the event that the availability of external funding is reduced, Council would consider alternative funding sources, and/or review its maintenance programme. Refer to Council's Financial Strategy for further information.

Borrowing is not generally used to fund operating expenses, but is used to smooth the inter-generational benefits of the capital expenditure programme. Council may use borrowing to give a capital grant to a community organisation to fund a community facility, or for addressing unexpected external events such as storm damage, pandemics, and changes in the availability of external funding (see below).

Enforcement fees are charged where possible. They are used to promote compliance rather than to raise revenue and may not recover the full cost depending on the level of compliance and the extent to which charges are limited by statute or the court. Any excess income from enforcement fees is used to reduce the requirement from general revenue and is used to fund activities in the same way that rates do.

FUNDING SOURCES FOR CAPITAL EXPENDITURE

General rates are primarily used to fund our everyday operating expenses, including depreciation and interest costs on debt, however general rates may be used to fund a portion of capital expenditure when it is considered appropriate to do so. This will be balanced against affordability for current ratepayers and the current and future needs of the community.

Targeted rates are used to fund operating expenditure but can be used to fund a particular capital project benefiting a discrete and identifiable group of beneficiary ratepayers.

Borrowing is an appropriate funding mechanism to enable the effect of peaks and troughs in capital expenditure to be smoothed and to ensure the costs of major developments are borne by those who ultimately benefit from the expenditure. It is not appropriate or sustainable for all capital expenditure to be funded from borrowings. In periods of low capital expenditure, borrowing will be reduced.

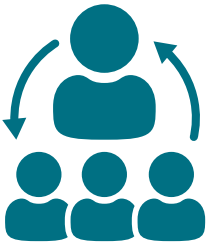
Proceeds from property sales will be invested in the property reinvestment reserve and the funds may be used to purchase other commercial properties in future. Any funds in the reserve may be used to fund capital expenditure in other activities, via internal borrowing, to smooth Council's overall cashflow requirements.

Depreciation is an indirect source of funding as depreciation reserves are not created. However, rates are set at a level that offsets the calculated non-cash depreciation cost. Operating surpluses (where available) are then used to fund renewal capital expenditure.

Development contributions are used to fund the growth component of capital expenditure. The growth in our District drives a portion of our capital work requirement to maintain Levels of Service to a larger community. As the costs of growth are driven by development, Council considers it equitable that a development should contribute to the costs that are being imposed.

Council has a development contributions policy which sets out the level of contributions required to fund infrastructure requirements.

Grants and subsidies are used when they are available. Waka Kotahi provide capital subsidies (accounted for as operating revenue) to fund agreed roading capital projects. This funding source also includes other contributions for various capital projects.



PEOPLE AND CAPABILITY GROUP

*The People and Capability Group Manager is
Jenny Antunovich*



What we do

People and Capability works across the whole organisation building strategies and processes, supporting and growing our people, developing capability and fostering a work environment where people can be their best.

Our areas of focus include:

- health and safety
- well-being
- payroll
- organisation development
- recruitment
- learning and development
- coaching
- scholarships and cadetships

Key assets

Our people are one of our biggest assets. We have 395 staff who have a wealth of experience and knowledge in all aspects of our operational business, including specialist knowledge of Local Government legislation and our obligations to our District.

Each member of the Council whānau is committed to provide excellent customer service within our tikanga:

WHANAUNGATANGA

Whanaungatanga means fostering relationships and a sense of connection. We build on relationships established through shared experiences and working together. We get to know each other and take time to greet each other. We create opportunities to build relationships and share knowledge with a diverse range of people. We value the people around us and their unique contribution to the organisation.

MANAAKITANGA

Manaakitanga means showing respect and care for others, hospitality, kindness and support. By showing manaaki we lift the mana (prestige) of all involved. We are part of the community and care about outcomes for external and internal customers. Our interactions with customers will respect and support their needs.

KOTAHITANGA

Kotahitanga means unity, solidarity, togetherness and collective action. We have one shared direction and we all work together towards achieving it. We will stop doing anything that strays us from the agreed path to success. Our processes lead us to unified outcomes for our customers, and we speak as one voice.

ATAWHAITANGA

Atawhaitanga means protection, stewardship, trust, and a responsibility for longterm outcomes. We deliver our responsibilities in the management and sustainability of our District in a trustworthy way. We collaborate and establish partnerships that enhance our role in the social, environmental, economic and cultural well-being of our communities.

Key issues for the next three years

CHANGE, CHANGE, CHANGE

With Three Waters, Resource Management Act and Local Government change anticipated over the next three years we will have a significant focus on supporting our people through this, ensuring everyone is kept informed and engaged as things shift and transform.

ATTRACTION AND RETENTION OF GOOD PEOPLE

We are competing for people in a very competitive employment market. Attracting people from outside our District is becoming more challenging with the pressure on our services and facilities (e.g. rental accommodation). If we want to deliver to our community as we plan to, we will need more skilled people.

COST OF LIVING AND THE IMPACT THAT WILL HAVE ON RISING COSTS

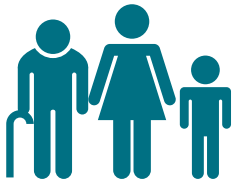
This includes salaries, products and services.

DEVELOPING OUR INFORMATION SYSTEMS

Many of our processes are not automated. This means that people do not have easy access to information and reporting is time consuming.

HEALTH AND SAFETY RISKS

Continuing to reduce health and safety risk in high-risk tasks.



COMMUNITY GROUP

The Community Group Manager is Victoria Harwood. She starts with Council on 16 November 2022.

The group consists of the functions of Council that engage most closely with our communities. This includes the following departments:

- Customer Services (including I-site and Claphams Clocks)
- Libraries
- Community Development (including pensioner housing)
- Venues and Events
- Civil Defence





CUSTOMER SERVICES

The manager is Lesley Ashcroft

What we do

Customer Services ensure that the community has access to Council's activities and information about our District, through our service centres, contact centre and visitor information centre, which provide a 'first point of contact' service.

This department is our interface with our customers and visitors and is where transactions take place, questions are received and requests for service logged to the appropriate area of Council for action.

The Property Assessment team also belong in this department, with their role being responsible for providing PIM/PA and LIM reports.

Claphams National Clock Museum is part of the Customer Services Department.

Key assets

Customer Services look after the following key assets on behalf of Council:

- Claphams National Clock Museum collection
- i-SITE – Tarewa Park
- Ruakākā Service Centre

Key issues for the next three years

- Adapt our service delivery model to ensure that the needs of our community are met post-pandemic.
- Use emerging technology to provide information and better enable engagement with our different communities.
- Support our teams across Council to increase efficient and effective request management systems.
- Review our LIM and PIM content and business process to mitigate risk.
- Plan and deliver services for post pandemic tourism activity and introduction of cruise ships to our District.
- Find ways to continue to provide services to those in the community struggling with mental health issues, whilst keeping our team safe.





LIBRARIES

The manager is Paula Urlich

What we do

The Libraries Department's guiding principle and overarching objective for management of the libraries' activity is: to provide information, education, recreation services and resources, which are accessible and conveniently located, to the people of the Whangārei District by:

- space for all – to provide safe, welcoming and accessible multi-purpose spaces for a wide range of community activities
- social connection – to contribute towards feeling of well-being and resilience by being part of connecting with and enabling positive relationships within the larger community
- information access – to provide easy, free and equitable access to relevant collections and databases while keeping pace with the rapid growth in eContent and digital media.



Key assets

Our libraries and our collection are the assets managed by the Libraries Department. We have our wonderful Central Library on Rust Avenue in Whangārei and three branch libraries one each at Kamo, Onerahi and Tikipunga.

The department runs the Mobile Library bus which travels around the District on a regular route to provide library services to those in our more rural locations but also those living within suburban Whangārei. The Mobile Library also delivers services to kindergartens, kohanga reo, primary schools and rest homes throughout the District. We also administer Council grants and offer support to the District's eight community libraries.

Within our library across all locations we have a collection of 221,687 items including a large collection of historic text in our Northland Room located in the Central Library.

Key issues for the next three years

COVID-19 has had a significant impact on service delivery, so recovering from that is one of the main challenges for our department. This, and community engagement, are at the forefront of our minds when looking to the future.

We are constantly looking to ensure that our IT services, and systems are upgraded and appropriate for our customers and at the same time need to consider our staff issues as we are looking to ensure good succession planning for the department, including recruiting good staff.



COMMUNITY DEVELOPMENT

The manager role is currently vacant

What we do

Community Development exists to help enhance and strengthen our communities rather than simply providing 'services' to the community as in historic local government and Council models.

Council adopted a 'Community Development framework' in 2017 that seeks to support communities to work collectively to make positive impacts on the issues, needs and aspirations which they have identified are important to their community. The CD team walk alongside them.

This is achieved through various initiatives including:

- community-led development programmes
- grants and community funding
- crime reduction and community safety programmes such as CitySafe
- support for our Positive Ageing, Disability and Youth Advisory Groups.

Our department includes:

- Community Development Advisors who promote community engagement and community action to achieve Council's strategic outcomes with the community through collaborative relationships, capacity building, advice and liaison
- Community Funding Coordinator who promotes community engagement, coordination and operation of Council's community grants in accordance with Council Grants, Concessions and Loans Policy and to seek and support external funding opportunities. This role administers Council's community funding of circa \$3 million across different 'funds'.
- Community Property Advisor who provides customer liaison and community property advice for community-owned buildings including lease negotiation and oversight of asset management.
- Community Safety Officer who supports Council's role in community safety by building and maintaining key relationships with community safety groups and contractors, delivering on contracts and action plans and increasing the perception and actuality of safety across the District. This role works with contractors such as CitySafe and Summer Safe car park ambassadors. They also look at CCTV procurement and monitoring.

Key assets

Community Development manage key community assets including:

- Pensioner housing – asset maintenance and contract supervision (Tenancy management contract)
- Community properties – community buildings and Council-owned community halls, asset maintenance and tenancy management (leases and licenses)
- Community organisations on Parks and Recreation land – supporting the Infrastructure Group with administration of leases and licenses for community organisations on Parks and Recreation land
- Residential property for future use – supporting the Infrastructure Group with asset maintenance and tenancy management.

Key issues for the next three years

- Translating the new overarching Housing Strategy into tactical pensioner housing development on the ground.
- Community safety challenges exacerbated by the increase in social angst and anti-social behavior being seen around the District.
- Threat of inertia to Council outcomes if resources, including staff, are under resourced, particularly given anticipated local government reforms outcomes around social impact.

The next three years should focus on expansion of Community Development Model through Community Embedded Coordinators (CEC) and increased community funding to enhance community capacity and capability





VENUES AND EVENTS

The manager is Bea Mossop

What we do

Venues and Events Whangārei, as part of Council, manages, operates and promotes Forum North Entertainment Centre while managing a portfolio of community and major events for the District. Within our cities Event Strategy we want to redefine what ‘events’ mean in Whangārei, placing ‘local experiences’ at the centre of our event development to better connect people to our place and amplifying the value of being and living local.



Key assets

Our asset is the Forum North Entertainment Centre, located in the heart of the City Centre, it is home to Capitaine Bougainville Theatre and Te Kotahitanga Expo hall, hosting many local and touring performances, conferences and events.

Key Issues for next three years

- Whangārei has a siloed event sector lacking in a shared vision and strategy to support and uplift our communities wairua. This creates an opportunity to build a shared framework that helps community events achieve broader impact and focuses on value add events that grow community capability, with a vision and strategy to support and strengthen arts, culture and creativity in the region.
- Whangārei’s Forum North Venue has extended its expectancy life and is limited in catering for the growing events and conference market. This is an opportunity to develop a new theatre and conference centre for Whangārei. Why we should invest in this city is simple; the arts contribute to New Zealand’s economic, cultural and social well-being.

We know and have proof that the arts:

- contribute to the economy
- improve educational outcomes
- create a more highly skilled workforce
- improve health outcomes
- improve personal well-being

And the arts:

- rejuvenate cities
- support democracy
- create social inclusion
- are important to the lives of New Zealanders.

Whangārei’s urban centre is split between the City Centre and Town Basin. The Waterfront to City Centre Project provides an opportunity to build the city through James and Johns Street to connect both precincts

Whangārei lacks high-end accommodation to cater to tourism, large conferences and major events.



CIVIL DEFENCE

What we do

Civil Defence activities in the Whangārei District are delivered by two full time (FTE) Emergency Management Specialists who operate under the Northland Civil Defence Emergency Management (CDEM) Group based out of the Northland Regional Council (NRC); the NRC being the administrating authority for the Group per Service Level Agreement arrangements.

The key priorities of the Whangārei Emergency Management Specialists are to build resilience and partnerships, improve capability and capacity to respond to emergencies, improve community readiness and support reduction activities. This is being delivered through community engagement and education, Community Response Group support and planning, development and nurturing of iwi partnerships and support with Marae Preparedness Planning, capacity and capability building for Council staff to effectively support emergency responses, maintaining Council Emergency Operations Centre capability; as well as ongoing risk reduction initiatives – such as guidance and advice for Council to consider hazard risk reduction in their planning, policies, standards, consents, infrastructure and developments.

Key assets

The Northland Tsunami Siren Network is made up of 205 sirens, 121 of these being in the Whangārei District. As these sirens are nearing the end of life, a project is underway to replace the network with new tsunami warning sirens which have greater reach and greater redundancies – such as backup solar power and voice messaging functionality.

Key issues for the next three years

REPLACEMENT OF THE TSUNAMI SIREN NETWORK

The \$5 million project is being funded by the region's four councils as agreed through Long Term Plan processes. The project is being coordinated by Northland CDEM and is expected to take place over the next three to five years – starting early 2023.

THE CONSTRUCTION OF A MULTI-AGENCY EMERGENCY COORDINATION CENTRE ON BANK STREET

The majority of funding for this project has been confirmed, with a remaining \$1 million being sought.



INFRASTRUCTURE GROUP

***The Infrastructure Group Manager is
Jim Sephton.***



The group consists of the functions of Council that provides the key infrastructure services across the District. This includes the following departments:

- Infrastructure Planning
- Infrastructure Capital Programmes
- Infrastructure Development
- Parks, Recreation and Solid Waste
- Transportation (delivered via the Northland Transportation Alliance)
- Waste and Drainage (including Laboratory)
- Water Supply

Key Infrastructure Issues

TE TIRITI

We have a desire to work more collaboratively with iwi/hapū in all levels of decision-making, planning and delivery. However, we need to increase our capacity and hapū capacity to do this effectively.

DELIVERING THE CAPITAL PROGRAMME

A paper was presented to Council on 22 September 2022 that set out the challenges of delivering the Capital Programme and how we could respond to this challenge.

Key Issues include:

- look at delivery across the three-year programme not just annually
- develop a more efficient approach to renewals
- more collaborative approach to design and construction of programmes
- increasing the capacity and capability of the team including engagement with community and hapū
- resourcing a Project Management Office and formalizing gateway approvals

REFORM

The role of Infrastructure within Council is changing through the likely establishment of the Water Service Entity and changes as a result of RMA and Future for Local Government Reform. Throughout this change we need to provide our people and our communities with confidence and not drop the ball in terms of the services we have.

There is an opportunity to be a leader in the Infrastructure space and demonstrate what good can look like in the future. We, Local Government, still need to provide the direction in terms of the infrastructure needed to enable growth and achieve community and Māori outcomes.

- 90% of infrastructure is built through developments and we will continue to be the interface with our development partners and need the right skills to enable good quality infrastructure.
- Our community infrastructure (parks and recreation) is increasingly focused on coastal and marine which will only become more important as we respond to climate adaptation.
- Te Mana o Te Wai (established through the Freshwater National Policy Statement) has far reaching consequences across all infrastructure and the investment required across all three waters will be significant

The potential establishment of a Water Service Entity is a specific issue in Three Waters.

GROWING CAPACITY AND CAPABILITY

The challenges described in the people and capability section are particularly in focus in the infrastructure space. There is a global war on talent and we need to be able to offer something which is compelling for our current and future workforce.

The changes of reform will cause some of our people distress and we need to support them through this period of change. But change also brings opportunity. If we can create a strong value proposition then we will be able to attract and retain the talent that our community needs.





INFRASTRUCTURE PLANNING

The manager is Sarah Irwin.

What we do

Infrastructure Planning is a cross-department team that:

- provides coordination and direction for long-term infrastructure planning and asset management planning
- develops the Infrastructure Strategy to provide a long-term coordinated approach to the future development of Whangārei District by ensuring our infrastructure will meet future needs.
- develops asset management plans in conjunction with the asset owners: Water, Wastewater, Stormwater, Flood protection schemes, Parks and Recreation and Solid waste.
- develops the Development Contributions Policy and administer the development contributions process.
- provides Resource Management Act (RMA) consenting and advice for projects and activities across the wider Infrastructure Group.



Key issues for the next three years

In the middle of Government Reform (Three Waters, RMA and Future for Local Government) we need to develop an integrated Infrastructure Strategy (bringing all asset owners together) so that we enable community outcomes at place with asset improvements (including Three Waters) aligned. There is an expectation of a regional strategic focus for development and resilience planning

Our strategy will include climate change adaptation planning and implementation. Particularly noting the immediate threat to our City Centre and the need to protect investment and support well-being of our urban community

Protection of the future airport is a key project which will recognise the consequential land use changes and associated infrastructure investment



INFRASTRUCTURE DEVELOPMENT

The manager is Alison Thompson

What we do

Infrastructure Development enables good quality development and provides support services to the wider Infrastructure Group as well as the Resource and Building Consent Departments.

- The development engineers are the gatekeepers to ensure quality assets are vested to Council on completion of developments within the District.
- Engineering Standards updated – annually
- Provide contract administrative support to the Infrastructure Group including NTA, ISO audits, process applications for public utility connections and vehicle crossings
- The Asset Data Team capture data on assets (as-builts) and manage the asset data system. Capitalisation of assets from capital spend.
- Valuation of assets – typically every three years



Key issues for the next three years

Providing a customer-focused approach to development in Whangārei – building better relationships with internal and external parties and being positioned as the connector with other infrastructure providers.

Resourcing development engineers to meet the demand and build capability – currently using consultants to assist with demand.

Supporting the asset data system upgrade – more resource required to run new system



INFRASTRUCTURE CAPITAL PROGRAMMES

The manager is Shelley Wharton.

What we do

The Infrastructure Capital Programme Department provides portfolio, programme and project management services to the whole organisation. This includes project management office services, such as frameworks, templates, governance of programmes and projects.

The team are knowledge-holders with a wealth of procurement and contracts expertise, such as contract-management, health and safety (construction sites), and landscape architecture services.

As part of the infrastructure programme management we are dedicated to ensuring appropriate and timely stakeholder engagement and communications.

The team work across the organization to ensure delivery of major projects (high value, high risk, high complexity, design-led, multi-disciplinary) excluding those delivered by the Northland Transportation Alliance.

Key programmes and projects

Current programs and projects across the District include:

- Sense of Place programmes - Pohe Island Masterplan | Blue Green Network | City Centre Revitalisation | Waterfront to City Centre Connection Project
- Externally funded projects including MBIE (Tourism Infrastructure Fund) and DIA
- Poroti Water Treatment Plant teloject – \$30 million
- Whangārei Wastewater Treatment Plant augmentation and administration building
- Northland Events Centre roof replacement

Key issues for the next three years

This department is leading the development and delivery of the programme for Better Off Funding tranches 1 and 2 – additional work for establishment, delivery and reporting.

Critical risks to organisation identified due to resourcing levels and absence of a project management system including portfolio reporting of risks and issues.



PARKS, RECREATION AND SOLID WASTE

This Department includes Parks and Recreation which includes coastal and marine activities. It also includes Solid Waste



PARKS AND RECREATION

The manager is Sue Hodge

What we do

We provide a variety of places and spaces that contribute to the attractiveness and vibrancy of our District. These parks and reserves support our health and well-being through play, sport and active and passive recreation. We administer 2,123 hectares of land as open space. This includes:

- sports parks, playgrounds and skateparks
- wharves, jetties, boat ramps and sea protection structures
- walking tracks and natural areas such as native bush, river and coastal margins and regenerating bushlands
- city parks, gardens, street trees and public art
- cemetery services including burials, cremation, memorials, and eco-burials
- Botanica Whangārei, Fernery Conservatory
- public toilets, litter control and graffiti removal
- City Centre and Town Basin cleaning.



We provide operating grants to:

- Kensington Stadium and Whangārei Aquatic Centre (via Sport Northland)
- Friends of Matakohe Limestone Island, Pukenui Western Hills Trust, Quarry Gardens Trust and Whangārei Heads Landcare group

Key assets

- 312ha sports field land currently providing 95 full sized sports fields
- 45 playgrounds and 7 skateparks
- 55km maintained tracks and walkways
- 8.7km of seawalls provide protection to infrastructure, 31 formed beach accesses, 16 wharves and jetties.
- 19,000 maintained street trees
- 8 maintained cemeteries with Maunu the largest at 36ha
- 71 public toilets

Key issues for the next three years

ADAPTION TO CLIMATE CHANGE

The impact of extreme weather events such as damage to tracks and walkways and erosion of our foreshore will impact on the ability of the community to access these facilities. We are facing increasing demands from the community to protect both public and private assets along the coastline. Council's coastal erosion protection policy limits intervention to protecting lifeline assets or where there is significant public benefit. Responding to all demands is not financially sustainable and we are yet to set adaption priorities across the District.

We have engaged a Programme Manager – Climate Change adaption to co-ordinate Council's response to climate change, including risk assessments and community adaption planning. However, this programme is in its infancy. In the meantime, the Parks department, with responsibility for coastal reserves are receiving these requests.

Water shortages and temperature rise will impact on the ability to provide attractive and vibrant parks and recreational spaces. Temperature rise will bring new grass diseases and there is already a heightened opposition to chemical spraying. The 2020 drought required re-sowing of sports fields, loss of annual gardens and plantings at a significant cost. Disruption from extreme weather, water shortages for ground preparation and heat stressed participants may see the rising demand for all-weather and indoor facilities.

RESPONDING TO A GROWING AND CHANGING POPULATION

We plan to support our smaller communities as they lead the development of expanded recreational facilities to meet their growing needs e.g., Parua Bay, Ruakākā and Hikurangi.

The 2022 Indoor and Outdoor Court Strategy identified a shortage of 6-8 indoor courts in the city. Over the next three years we will develop the feasibility study and business case for a new indoor facility. Funding will be considered as part of the next LTP.

We are continuing to deliver sportsfield improvements to increase the capacity of fields with drainage and lighting as well as securing a new green fields site to meet our identified future demand.

It is expected that domestic tourism will continue to result in a high demand for toilet facilities in coastal locations particularly at popular beaches. Restrictions on the availability of water supply and suitable land for disposal fields are two significant barriers to the development of improved facilities at many locations.

We plan to build a new cemetery in Ruakākā to meet growing population in the south of the District.



SOLID WASTE

The Solid Waste Engineer is David Lindsay

What we do

Our aim is to provide Whangārei District with efficient, effective and safe solid waste services which reduce the quantity of waste generated and discarded, protect public health and protect the environment.

Council's responsibilities for solid waste management stem mainly from the Waste Minimisation Act 2008. The District's Waste Management and Minimisation Plan was adopted by Council in 2017 and must be reviewed in 2023. Currently the vision statement in the plan is:

“To deliver community benefits and work towards zero waste to landfill. Whangārei businesses and households will be provided with efficient and effective waste minimisation and management services that recognise waste as a resource.”

Council delivers, via a contract, waste minimisation lessons to school children and supports schools' and events' waste minimisation programmes.

Weekly kerbside collection of rubbish and recycling, or in some rural areas at the nearest intersection with a road on the collection route. Rubbish is collected in bags and crates are provided for recyclables. Commercial operators offer wheelie bin rubbish collection and greenwaste collection services.

Key assets

- Five closed landfills the largest being Pohe Island
- Seven rural rubbish and recycling stations

NORTHLAND REGIONAL LANDFILL LIMITED PARTNERSHIP

The services provided by the Council Controlled Trading Organisation known as Northland Regional Landfill Limited Partnership (NRLLP), a 50:50 venture between Council and its private sector partner Northland Waste Limited include:

- Re:Sort resource recovery park, located in Kioreroa Road
- Puwera Landfill, the region's only municipal solid waste landfill located south of Whangārei.

NRLLP is not involved in waste collection activities on behalf of Council (which is done under a separate contract with Northland Waste). Their focus is waste diversion, recycling and disposal of waste delivered to them.



NRLLP was formed as the volume of waste Council was directly responsible for disposing of was not of enough scale to be economically viable without ratepayer subsidy.

Key issues for the next three years

Review of the Waste Management and Minimisation Plan is to be completed in 2023. The Plan is intended to be the guiding document for Council to promote and achieve effective and efficient waste management and minimisation within our District. The review process involves public consultation.

Legislative and Market Change

At a national level the Ministry for Environment has begun a programme to reform New Zealand's waste management system to reduce waste, increase resource recovery and transition New Zealand towards a circular economy. The work programme focuses on a number of initiatives.

Depending on how these initiatives and policy changes are implemented will determine the impact they have on Council's services and the solid waste activity. It is anticipated that the Ministry will reveal a new National Waste Strategy and legislation before the end of 2022.





TRANSPORT

Transportation services are delivered by Northland Transportation Alliance (NTA).

The General Manager for the NTA is Calvin Thomas.



The Department Managers who deliver transport services through Infrastructure are:

- ***Jeff Devine – Strategy & Planning***
- ***Bernard Peterson – Maintenance and Operations***
- ***Greg Monteith – Capital Delivery***



What we do

The Northland Transportation Alliance (NTA) was established in 2016 and is a partnership between all four councils within Northland and Waka Kotahi (NZTA). The NTA is responsible for local roads, with Waka Kotahi being responsible for all state highways.

Staff are seconded from all four Northland councils and work collaboratively across the region with our stakeholders (councils and ratepayers) and service delivery partners (contractors and consultants) to enable Northland to collectively create better, safer and more accessible journeys across Northland.

The NTA framework provides a mechanism for individual councils to leverage off each other's expertise and maximise the resources from individual partner organisations to look after Northland's nearly 6,000kms of local roading network, along with all other related Council transportation activities.

Customers make requests and enquiries via Council's standard contact channels.

Key Issues:

- Pressures on the National Land Transport Fund (NLTF) resulted in the approved funding for the 2021-24 programme being less than our submission request resulting in a re-prioritisation of planned activities. This combined with delays in the confirmed funding announcement resulted in reduced works delivery in the 2021-22 year (delivery slippage planned to be recovered in 2022-23 and 2023-24).
- Current year maintenance contract rates have escalated by over 12% which is impacting our ability to maintain the large sealed and unsealed network. Combined with the NLTF approved subsidies being less than our submission request, it is becoming more difficult to meet customer Level of Service expectations
- Ministry of Transport are presently in the early stages of reviewing the Transportation Funding Model which may result in changes to how Council's transport programme is funded.
- Increasing impact of climate change on the transport network, specifically in the areas of:
 - resilience – increasing frequency and severity of extreme weather events resulting in network damage, high emergency works costs and disruption to community connections (particularly in rural areas)
 - inclusion of several Central Government emissions reductions initiatives (i.e. vehicle KMs travelled reduction targets) within funding approval considerations. Requires review of existing strategies to enable achievement.
- The demand for access into and around the City Centre is increasing. This means we need to improve modal choices (cycling, sharing rides, buses etc) so that we can get people into the city to shop and work. A key issue will be changing travel behaviours and putting in place the right infrastructure to support.
- Review underway of current NTA operating model to address the current organisational models' inherent inefficiencies (with staff required to use multiple Council systems and processes) and identified underlying risks councils are presently exposed to. Business case being developed to identify options for Northland elected member consideration to remove the current constraints preventing councils from further leveraging greater efficiencies through the continuing delivery of the original (2016) business case objectives.
- The effectiveness and appropriateness of the current maintenance, operations and renewals contracts (five regionally, of which two are Whangarei District Council) is in the initial stages of staff review to inform a recommendation of whether to:
 - progress with further available contract separable portion extensions (1 year + 1 year) beyond the current contract end date of 30th June 2024 or,
 - initiate contract review and associated re-tendering of associated works.

THREE WATERS

Our Three Waters portfolio includes Stormwater, Wastewater, Flood Protection (Land Drainage), and Drinking Water. We also provide laboratory services to Council, private sector and community

A key issue across Three Waters are the reforms. There are three components of this reform:

- establishment of a dedicated water service regulator, Taumata Arowai – in place
- regulatory reforms outlined in the Water Services Act – in place
- reforms to water delivery services – Water Services Bill in progress

The establishment of Taumata Arowai and the Water Services Act have already started to change how we operate. Council supported these components of the regulatory change however it is the creation of the Water Services Entity which is an immediate issue and one which could affect our people, our communities and our finances.



STORMWATER

The manager is Simon Charles

What we do

Collection, treatment and disposal of stormwater.

Our stormwater network prevents flooding to properties and roads.

Stormwater management is a core service and needs to align with the following legislative requirements:

- assess, from a public health perspective, the adequacy of stormwater services available to communities this includes the actual or potential consequences of discharges
- preparing catchment management plans in accordance with the Northland Regional Plan and adhering to the freshwater quality objectives of the Northland Regional Plan.

Key assets

Our stormwater network conveys water from parks, roads, houses and yards, to streams and the ocean, thereby preventing flooding of properties and roads in defined service areas. The stormwater system comprises over 31,000 pipes, channels, inlets and manholes throughout the District, with a total length of 579 km. The overall value of stormwater assets is \$290M, representing 14% of all Council assets.



The key strategic assets are:

- Central City stormwater network
- Central City open drainage systems and streams
- Hātea River/Town Basin outlets
- storage basins/attenuation Dams

Key issues for the next three years

TE MANA O TE WAI

Te Mana o te Wai is a concept that puts the well-being and health of our rivers, lakes, aquifers and estuaries at the centre of how we manage our freshwater. Te Mana o te Wai encompasses the integrated and holistic health and well-being of a waterbody.

The implications of the National Policy Statement for Freshwater Management (introduced September 2020) are being developed through Regional Council in consultation with hapū. We are likely to see Te Mana o te Wai statements which reflect a catchment-based approach and include targets and aspirations for water quality improvement. It will not just be about stopping the degeneration of our waterways, it will be about restoring the mana.

Taumata Arowai has oversight functions with regards to Stormwater and the Regional Council remains the regulator. This will see increased pressure on us to improve our stormwater discharges and achieve consents.

PLANNING FOR STORMWATER IMPROVEMENTS

We have limited information regarding the conditions of our stormwater assets. We know our stormwater system is old and we have extensive renewals to undertake. When we replace our pipes we need to provide more capacity and attenuation to meet changing weather patterns and rising sea levels. This means that there is a lot of work to be done to finalise our strategy and to create Stormwater Catchment Plans before we do physical work. A comprehensive hydraulic stormwater model of all the catchments still needs to be developed.

We cannot look at stormwater alone. Climate impacts include rising sea levels and increased intensity of rain and drought events. Council needs to work alongside community and hapū to make key decisions regarding protection or retreat – and importantly how we fund this.

A key focus will be the City Centre which is one of the more vulnerable places in our District and yet also the focus of large investment programmes.

POOR MAINTENANCE

Historically we have underinvested in resources to maintain our physical and natural stormwater network. This includes our road culverts, swales, urban channels and wetlands. Current maintenance budgets only allow for annual inspections and adhoc responses. A consequence of this is that we are more susceptible to floods than we need be. Our customer complaints in this area are high as we are not providing the level of service that our community expects.



WASTEWATER

The manager is Simon Charles (see Stormwater)

What we do

Wastewater management is all about keeping our District safe, healthy and clean. The wastewater system provides an important public health function while preserving environmental values. It conveys wastewater from public toilets and domestic, commercial and industrial premises to wastewater treatment facilities, before final discharge to the environment.

- Collectively, our population produces an enormous amount of wastewater every year, with the average being 17 million litres/day (ML/d).
- Our job is to develop and manage the systems to collect this wastewater, and to treat and dispose of it in a way that meets a range of legal standards. This protects the health and well-being of our communities and the environment.

Key assets

The key strategic assets are:

- The wastewater treatment plant in Kioreroa Road is the main treatment plant for Whangārei and treats the sewage from the City, including Onerahi and the Whangārei Heads area. The sewage is from both domestic and industrial sources with a peak capacity of 125ML/d
- Okara Park pump station
- Hātea Dr pump station storage and treatment facility
- Tarewa Park storage and treatment facility
- Ruakākā wastewater treatment plant
- Waipu Wastewater treatment plant

Key issues for the next three years

RUAKĀKĀ WASTEWATER TREATMENT PLANT

Bream Bay is a high growth area and we are already seeing land use Plan Changes that will increase the residential proportion of this area. Our existing plant disposes to land which is aligned with hapū expectations and good practice. However with higher ground water levels due to climate change, the ability for us to continue disposing to land is in question. This means that we need to investigate alternative approaches including some form of reuse and/or outfall system. We have a consent for an Ocean Outfall however there are likely to be higher expectations from hapū and NRC given the elevation of Te Mana o Te Wai and our closer working relationship with hapū. This is a major piece of work.

ACHIEVING TE MANA O TE WAI

There are a number of factors which we need to consider including mortuary waste disposal.

BIOSOLIDS DISPOSAL

The issue is that we are facing rising costs of landfill disposal and our practice is unsustainable. There are more environmentally and financially friendly ways of dealing with this. We have started to look at a regional approach.

SPILL EVENTS

We have spill events which are now a controlled activity and obviously something we want to avoid. We are working through the process of obtaining a Network Discharge Consent for Whangārei which will improve our spill event protocols. In parallel to this we will be developing our Asset Management Plan to reduce the likelihood of spills.

REGULATORY ENVIRONMENT

Changes to the regulatory environment (including Taumata Arowai and Northland Regional Council) will result in higher levels of monitoring and quality expectations.





FLOOD PROTECTION / LAND DRAINAGE

The manager is Simon Charles (see Stormwater)

What we do

In the LTP we call this Flood Protection, however the main function that we currently support is land drainage to support productive land in the Hikurangi area.

The Hikurangi Flood Protection and Control Scheme provides flood management (not protection) to some 5,600 hectares of farmland. The scheme was designed to allow farming to occur on the flood plains without being impeded by the effects of flooding events in less than a one-in-five-year return probability.

The pumps are designed to remove water from the paddocks before it sits there for too long killing off the grass.

More broadly we have not yet begun to invest in flood protection – however this is included in the Parks and Recreation Department.

Key assets

The key strategic assets are:

- approximately 68 km of control and stop banks within the scheme, forming both boundaries between the scheme pockets and defining the floodway
- each pocket has a defined spillway built to tight level tolerances to facilitate controlled spills into the pockets, with two or three (depending on length) ultrasonic level sensors to monitor spills
- there are seven pump stations within the scheme housing between one pump and five pumps (20 pumps in total).
- all stations comprise of reinforced concrete panels cast in situ at the time of construction, with gravity channels, pump intakes and outlets, and buildings housing control and electrical equipment.

Key issues for the next three years

Our focus on flood protection needs to increase as we start to develop Climate Adaptation Plans and make critical decisions about what areas we defend and where we might retreat. These will be developed through engagement with community and hapū with a recognition that funding of flood protection will be critical.

Over time the responsibilities for flood protection have shifted to NRC. However it is likely that the review of stormwater functions as part of the Water Services Entities Bill could see this come back to Council for our urban areas (NRC will continue to manage rivers and rural flood protection).

The Hikurangi Scheme is very much about supporting productive land. The issue we need to respond to is the environmental and cultural impacts that this scheme creates. From a Te Mana o Te Wai perspective this is not a situation that is acceptable in the long-term and there is increasing pressure from hapū and environmentalists to return the flood protection scheme to a natural wetland. Through the Better Off Funding, we secured investment to develop a Business Case which will allow us to identify a path forwards and identify what investment would be required.



WATER SUPPLY

The manager is Andrew Venmore



What we do

We provide potable water to over 27,000 properties in the District. Our networks stretch from Hikurangi in the north to Langs Beach in the south and from Poroti in the west to Urquharts Bay in the east. Our systems and processes are designed to meet the New Zealand Drinking Water Standards. We are currently updating some documentation and plans to ensure we can fully comply with the water quality assurance rules as required by the new water regulator, Taumata Arowai. Both staff and contractors operate a 24hr/7 day a week operation

Key assets

Our sources of water include two large dams, five rivers or stream intakes, two springs and two bores. These provide water to seven water treatment plants ranging in capacity from 22,000m³ per day to 80m³ per day. These feed treated water into a network of approximately 780km of water mains and 24 storage reservoirs. Both the treatment plants and network are monitored and controlled by a SCADA (Supervisory Control and Data Acquisition) system which provides minute-by-minute information to the operations team.

Key issues for the next three years

RESILIENCE OF THE WHANGĀREI CITY WATER SUPPLY

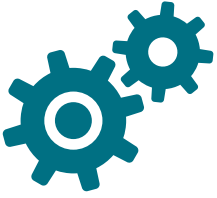
One of the key projects for Water Services is the upgrade of the Poroti Water Treatment Plant. Completion of the \$30 million project will significantly improve the resilience of the Whangārei City water supply in the face of climate change. It will achieve this by providing capacity to treat water from the Wairua River.

FLUORIDATION

Fluoridation is likely to be an issue of public interest over the next three years. We have been directed by the Director General of Health to fluoridate both the Whangārei and Bream Bay water supplies. Work has started on the design and the installation will progress site-by-site until 2025. Customers will be informed as the work progresses and before fluoride is introduced to each area.

MANGAWHAI CONNECTION

There is an opportunity to extend the reticulated system in Bream Bay to Mangawhai. This would not only provide a growing community with a safer and more resilient water supply, it would potentially offset the reduced water revenue that we have seen as a result of the closure of the refinery. We need to recognize that there are concerns from our hapū partners and the most immediate work is to understand this and determine if there are ways of mitigating their concerns.



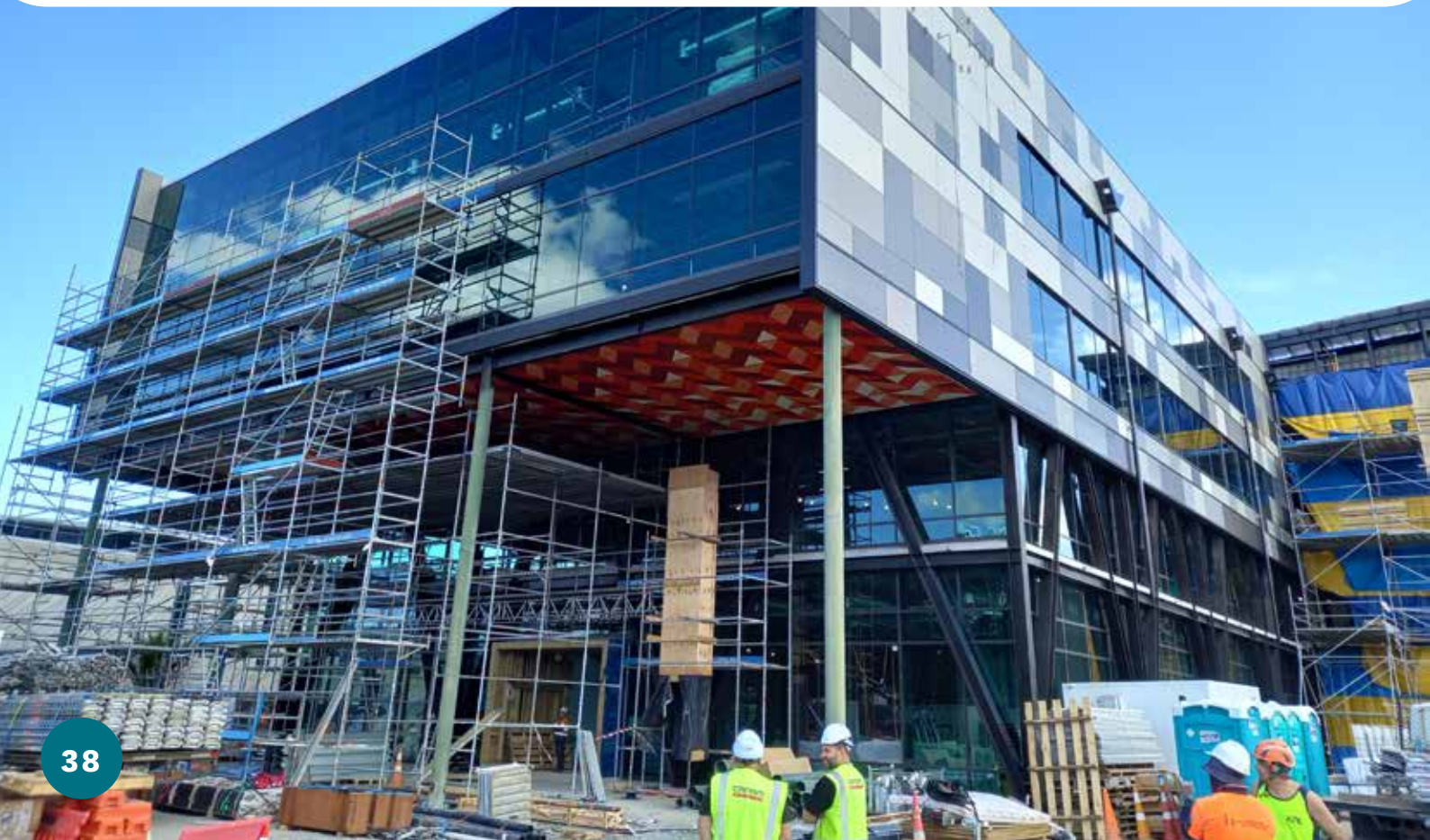
CORPORATE GROUP

The Corporate Group Manager and Chief Financial Officer is Alan Adcock.



The group consists of the departments that provide several corporate functions that support the business of Council. This includes the following departments:

- Finance
- Revenue
- Information Services (ICT)
- Communications
- Business Support – civic buildings, fleet and phones, procurement and contract support, corporate sustainability.





FINANCE

The manager is Delyse Henwood

What we do

- Responsible for managing the budget process including the co-ordination and preparation of budgets and financial statements for the Annual Plan and Long-Term Plan.
- Our accounts payable function ensures our purchase to pay system is robust and that our suppliers are paid in a timely manner.
- Treasury management including cashflow, debt instruments, interest rate swaps, and term deposits.
- Preparation of the financial component of Council's Annual Report and liaising with Audit New Zealand for the associated audit.
- Accounting support for Whangārei District Airport and Hatea Arts Precinct Trust.
- Monthly financial reporting for Council, including overseeing business forecasting.
- Providing financial expertise and support to other departments through our Finance Business Partners.
- Co-ordination of the Fees and Charges process.
- Development of Council's Revenue and Financing Policy and Financial Strategy – two key documents that guide Council's financial direction.
- Tax compliance.



Key issues for the next three years

- Managing the impact of ongoing change enforced by central government, particularly the Three Waters Reform
- An overhaul of our Financial Strategy and Revenue and Financing Policy for the 2024-34 Long Term Plan.
- Legislative changes including financial reporting and tax.
- Climate-related financial disclosures.
- Managing economic uncertainty and fluctuation.
- Continuing to build and improve financial discipline throughout the organisation.



REVENUE

The manager is Alison Puchaux

What we do

- 'Set' and invoice land rates for Whangarei District Council and Northland Regional Council.
- Invoice water rates.
- Invoice other revenue (excluding regulatory and trade waste).
- Process customer payments.
- Process rates rebates.
- Process dog licenses.
- Administer rates remission and postponement policy.
- Collect and recover unpaid debt.



Key issues for the next three years

- Possible implementation of Three Waters Reform: targeted rates, collection on behalf of new water entity, transfer of staff, processes and data.
- 2024-34 LTP and concurrent consultation on rating policy: matching community and Council aspirations, our District Plan to rating policy.
- 2024 General Revaluation.
- Increasingly litigious ratepayers.
- Making it easier for our customers with improved online solutions.
- Capitalise on technological advances to improve our efficiency.
- Adapt to changing customer needs.



INFORMATION SERVICES (ICT)

The manager is Ian Fernandes

Council ICT operations are delivered via the cloud, being the first NZ council to make this transition on 2017. Our ICT vision is to provide an 'enterprise wide' view of ratepayer customer and property information so that we have one version of the truth that can be accessed via any device, anywhere via the internet.



What we do

The ICT Department comprises:

1. the Projects Delivery team is focused on planning, execution, and delivering complex ICT projects, implementing software and applications that enable Council staff to function in their respective jobs
2. the Systems Engineering team supports and maintains the ICT infrastructure (servers, networks, data storage, databases, and cyber security) across all Council sites which includes the remote sites and treatment plants. Data security, back-up regimens and facilities to maintain services through fail-over to alternate systems are integral to the services provided
3. the End User Support team helps all of Council staff with ICT related issues to minimise disruption to their workday
4. the Information Management team ensures that all of Council's data and information, both digital and physical, is not only stored securely in accordance with the respective legislative requirements but also available to be retrieved as and when necessary
5. IT Infrastructure and Application Architects
6. the Business Engagement team liaises with key stakeholders across the Council to identify business-needs and opportunities for process improvement, which are then fed back to the ICT department to see how these can be addressed.

Key assets

Our assets include ICT hardware e.g., laptops, network routers, switches, firewalls and audio-visual equipment as well software applications that have been purchased.

Key issues for the next three years

The rapid pace that technology evolves, constantly provides us with a variety of challenges and the next three years will be no different. Looking after ICT at a Council is like supporting 30 different businesses within one organisation. One of the key challenges in a complex environment such as Council, is to always try and keep systems and infrastructure current, provide efficient applications and solutions for a wide variety of staff all the while looking to

reduce technical debt. Add to this the advancement of cyber threat actors across the globe, a global pandemic and its repercussions – it is a constant challenge.

On a positive note, when we do get it right Council business can continue without any disruption, as it was proved during the COVID-19 pandemic, wherein Whangarei District Council was one of the very few councils in New Zealand that had nearly no disruption during the lockdown periods and was successfully able to function and service our ratepayers.





COMMUNICATIONS

The manager is Jane Ashley

What we do

- Media relations
- Social media
- Website management
- Graphics and publishing
- Printing
- Internal communications
- Engagement support
- Communication campaigns



Key assets

Our digital platform (www.wdc.govt.nz) was replaced in late 2020, which has provided us with a modern and responsive content management system that supports our goal of building digital relationships with our customers.

We have built a strong Facebook following (15k) and have great reach via this channel.

Capability within the team is high across all areas of the department with particular expertise and experience in media relations, social media, and design.

Key issues for the next three years

- Maintaining reach, relevancy, trust and two-way conversations with our community through local government reform.
- Meeting the need to support improved and timely engagement across Council with minimal resource.
- Playing catch up in building an effective subscriber database for email newsletters.
- Delivering effective digital communication amongst ever-changing social media algorithms and user behavior.
- Meeting changing customer expectations around response times beyond traditional business hours (primarily on Facebook).
- Meeting demand for more video content.
- Providing accessible and inclusive content within current resourcing levels.
- Compliance with Public Records Act for social media archiving.



BUSINESS SUPPORT

The manager is Eddie Wotherspoon

What we do

Business Support is responsible for the operational elements that enable our organization to run, including:

- facilities management
 - repairs and maintenance on all civic buildings, commercial properties, and the various libraries, i-SITE, Claphams Clocks etc – this includes preparing maintenance plans for properties as well as responding to urgent works requests
- procurement and contract support
 - providing training organizationally on procurement best practice
 - supporting and facilitating high risk procurement processes
 - community engagement
 - establishing panels for goods and services
- corporate sustainability
 - measuring and monitoring our corporate carbon footprint
 - developing and implementing corporate sustainability initiatives
 - all operational matters relating to sustainability and we as staff operate
- security
 - own and manage the security contract for the opening and closing of our buildings and the monitoring of various Council sites.
- fleet
 - manage and maintain Council's fleet so it is safe for staff and fit for purpose.



Key assets

All of our civic buildings and fleet.

Key issues for the next three years

Funding and people capacity are the key challenges. Many of Council's buildings are in need of renovation or significant repair. The costs of these repairs continue to rise.

Finding suitably qualified staff to plan and manage repairs continues to be a challenge in a very tight recruitment market.



PLANNING AND DEVELOPMENT GROUP

The Planning and Development Group General Manager is Dominic Kula.



The group consists of the departments that provide the policy development, regulatory, consenting and economic development services to the District. This includes the following departments:

- Health and Bylaws
- Building Control
- District Plan
- Resource Consents
- District Development

The Planning and Development Group faces the same challenges and opportunities as Infrastructure, particularly in responding to the scale and pace of sector change.

While the shape of reform may be different, with changes to the RMA being front of stage, the need for a partnership/Te Tiriti relationship with hapū, to have staff proactively engaged in reform and to grow staff capacity/capability are the same.

These key issues are discussed in relation to each of the Group's departments below.



HEALTH AND BYLAWS

The manager is Reiner Mussle.

What we do

This department undertakes education, monitoring and enforcement functions across a wide cross-section of statutes focusing on the protection of community health, safety, and amenity. As the name suggests, we have two teams, (a) health and (b) bylaws.



HEALTH

The 'health' component of the department is performed by the Environmental Health team.

The functions performed fall largely into the following legislative categories:

- Food Act 2014
- Health Act 1956
- Sale and Supply of Alcohol Act 2012

BYLAWS

These services are predominantly provided through an external contractor, our Regulatory Enforcement Services contractor, Armourguard, which has been providing these services for just over six years now. However, these services are coordinated and supplemented through our Bylaws Enforcement Coordinator and the department manager. These services cover the following functions:

- dog control
- stock control
- noise control
- parking enforcement, including vehicle registration and warrant of fitness
- general bylaw enforcement, including proactive summer season enforcement of Council's Camping in Public Places Bylaw.

Key assets

The department's key asset is our existing dog pound and our planned (shortly to be constructed) new animal shelter (dog pound). Our existing dog pound is ageing, often at capacity and for several years has been running the risk of being further restricted by central government overseeing agencies (MPI), due to animal welfare concerns and non-compliance with Animal Welfare Codes.

As a result, Council had earlier purchased land at 95 Kioreroa Road for the construction of a new animal/dog shelter and subsequently developed detailed plans for the construction of 57 dog kennels and associated infrastructure, including offices, Vet rooms etc.

Since the 2021-31 LTP, Council has allocated funding for the construction of this project, followed a tendering process, and awarded the construction contract to a local company.

Key issues for the next three years

Construction and fit out of the new Animal (dog) shelter will be a key project over the next three years. Funding for this project has now been secured with the contract awarded and building consents being finalised.

In the health space, and similar to Building Consents (below), ensuring that we uphold Quality Management Systems and retain our MPI accreditation are critical. This involves ensuring having sufficient resources, both human and financial, to deliver our functions across all three statues (food, health and alcohol). While the team is currently well-placed to achieve this, it will be an ongoing focus going forward.





BUILDING CONTROL

The manager is Murray McDonald.

What we do

We are an accredited Building Consent Authority (BCA). The accreditation allows us to issue Building Consents, check that building work has been constructed in accordance with the approved plans (inspect) and issuing Code of Compliance Certificates (CCC) when the building works have been completed.



In addition to our BCA functions, we also fulfil Council's Territorial Authority responsibilities relating to building works and safety such as:

- inspecting swimming pool fencing
- assessing applications for Building Consent exemptions
- Certificates for Public Use and Certificates of Acceptance
- ensuring that building owners meet their responsibilities for annual Building Warrants of Fitness
- investigating unsanitary and dangerous buildings
- carrying out Council's responsibilities in relation to earthquake prone buildings.

We also investigate public complaints in relation to building-related matters.

Key issues for the next three years

Ensuring we maintain BCA Accreditation is a key focus for the team and organisation. While we were found to have “a well-functioning quality assurance system [that] produced good technical outcomes” through the last audit (in April 2022), being identified as a ‘low risk’ as a result, maintaining and improving our systems and processes remains a key area of focus.

A key challenge for the department is ensuring we have the right level of trained and experienced resourcing to manage peaks and troughs in the building cycle. This ensures that risks and liabilities (safety and financial) for ratepayers in the District are minimized, and we can provide quality outcomes for the built environment.

Aligned to these challenges is the need to review processes, implement improvements where appropriate (i.e. Multi-Proof and/or Risk Based Consenting), and embedding Business/ Customer Friendly Council improvement initiatives (i.e. the Customer Advisory Group).



DISTRICT PLAN

The manager position is vacant at the moment with General Manager and contractor support in place.

What we do

As Whangārei continues to grow it is important that we appropriately manage the District's resources. Council's District planning function delivers planning outcomes and environmental regulation through the RMA.

Our District Plan manages how and where our District develops to enable planned and integrated growth in appropriate locations. To achieve this, the District Planning team, working closely with both our Strategy and Infrastructure teams, and alongside our community, ensure that there is sufficient feasible capacity enabled.

The District Plan is also a key regulatory tool to manage the effects on our environment. Provisions in our District Plan ensure existing public access to coastal areas are maintained and new opportunities are provided, where appropriate. The Plan also ensures that appropriate planning controls are in place across the District to meet our obligations under the RMA, addressing a number of matters relating the environment (such as biodiversity), land use and development, cultural heritage and community.

Key issues for the next three years

Council has adopted a rolling review approach to reviewing and keeping the District Plan current. While the plan is now substantially 'operative in part', work on reviewing the remaining chapters has slowed due to resourcing challenges and central government requirements (i.e. the need to respond to National Planning Standards and the need for government guidance on issues such as significant natural areas). In early 2023 a comprehensive plan change on Natural Hazards (flooding, coastal hazards, land instability and mining subsidence) will be ready to discuss with Council. This draft plan change addresses the risk of these natural hazards on people, property, and the environment.

Central Government announced a comprehensive reform of the Resource Management Act (the Act) in 2019. This reform envisages the replacement of the Act with three new pieces of legislation – a Natural and Built Environment Act (NBA), a Strategic Planning Act (SPA) and a Climate Adaptation Act. The NBA will provide for a National Planning Framework that will give national direction on a number of key matters including growth, environmental bottom lines and targets. The NBA will also require a regional approach to planning, proposing new governance arrangements for planning committee(s). It will be critical for Council to form a view on what aspects of both Bills should be supported, opposed or where clarification should be sought.

Although the Resource Management Reform Programme is underway, Central Government is continuing to release national policy statements under the current Resource Management Act (i.e. the NPS Indigenous Biodiversity) with the requirement that local government will amend their current plans to give effect to these policy statements. A reoccurring theme in recent national policy statements is the level of detailed direction to local government on rules that must be included/removed from planning documents at a local level (i.e. requiring local government to remove parking standards and provide for intensification).



RESOURCE CONSENTS

The Acting Manager is Roger Quinton.

What we do

Resource Consents are the regulatory department of Council responsible for the processing and monitoring of resource consent and other planning applications, primarily under the Resource Management Act 1991. Alongside this Resource Consents have responsibility for education and enforcement action in relation to any breaches of District Plan rules (again in accordance with the Resource Management Act 1991).



The team work closely with our District Plan, team in informing policy development and our infrastructure, Building Consents and Development Engineering Teams in ensuring that Council's processes are aligned (i.e. through early pre application meetings with applicants) and quality outcomes are achieved. As with Building there is a focus on embedding Business/Customer Friendly Council improvement initiatives, while also recognizing the challenges of operating within a regulatory framework.

Key issues for the next three years

1. There remain a lot of unknowns about the impact of Local Government (LG) and Resource Management (RM) reform on consenting processes. We recognise a need to prepare for this change, so that we can continue to efficiently and effectively deliver a good level of service to our customers throughout the future transition to the new system.
2. It is expected that RM reform will provide iwi and hapū a greater role in decision-making processes. More meaningful iwi and hapū involvement (a partnership approach) in the resource consent process will likely be a key component of this change. This will require the RMA consents team to have a strong working relationship with Ngā Hapū o Whangārei, with work already underway in this space.
3. Recent changes through national direction and appeals to the District Plan provide for significant intensification of our urban areas. As a result we will increasingly see applications being made for multi-unit development and changes to housing typologies in our communities. The RMA consents team recognise a need for efficient and effective decision-making on these applications, that balances the immediate need for affordable housing with achievement of locationality appropriate, well-designed housing outcomes.
4. Enquiries around establishing papakāinga on Māori freehold-land within the rural areas of our District have increased over the past three-to-six months (particularly in relation to '\$1 Kāinga Ora homes'). While there is potential benefit from this scheme, staff have, outside of the regulatory process, raised the need for it to be supported by Government agencies in order to ensure that it has adequate Government funding/support, and quality housing outcomes are achieved. Once proposals enter the resource consent (and indeed building consent) process Council is an independent regulator, with the expectations of applicants having to be managed accordingly.



DISTRICT DEVELOPMENT

The manager is Tony Collins.

What we do

District development works with our communities, in particular the private sector, to ensure a vibrant, thriving, and sustainable economy. This is achieved through various initiatives including:

- monitoring and shaping the strategic direction of the District and regional economic development.
- building the capability of local businesses
- identifying and promoting our unique selling point for businesses and visitors' groups
- managing Council's commercial property portfolio at both a strategic and operational level in a manner that has a positive benefit on our communities
- providing proactive support to businesses in the relationships and contact with Council to ensure the response is customer friendly
- managing the Whangārei Airport (contracted).



KEY WORKSTREAMS

Commercial Property

- Commercial property portfolio
- Elected Member and hapū governance for commercial property (historically through the Commercial Property Committee and Te Karearea Property Working Group)
- Asset management program for commercial property

Economic Development

- Working closely with other Northland councils in the implementation of the economic development strategy.
- Strengthening relationships with Northland Inc
- Monitoring the District's economic performance

Business/Customer Friendly Council

- Developing a draft action plan for consideration of Council and embedding culture with key Council staff

Visitor Industry

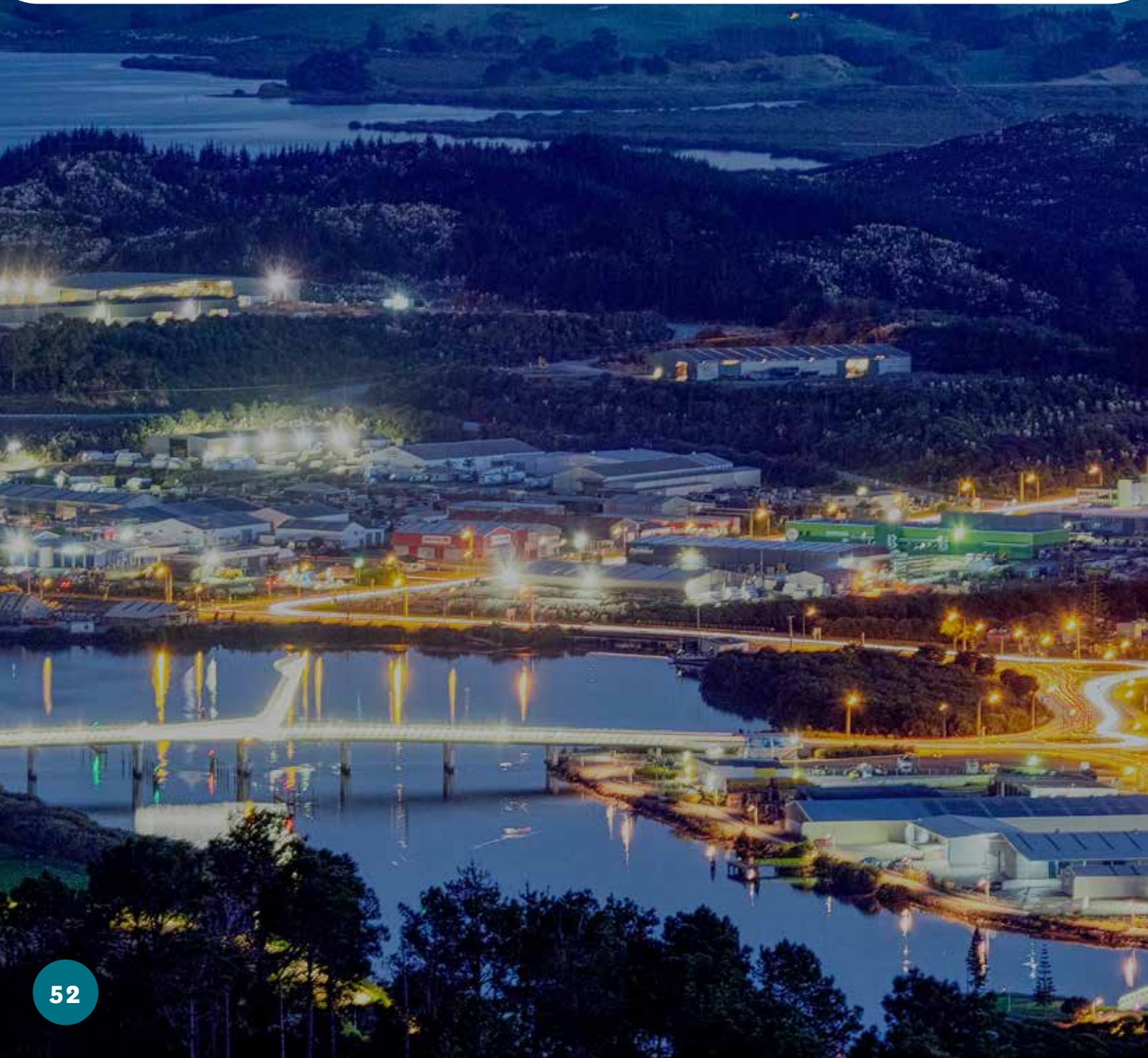
- Use channels to promote District and our unique selling position
- Collaborate with Northland Inc and the RTO to provide an integrated visitor industry offering

Key assets

This department administers Council's commercial property portfolio with an approximate value of \$75 million consisting mainly of leasehold land acquired as part of the Whangārei Harbour Board Dryland Endowment Act.

Key issues for the next three years

- Embedding a culture that is responsive to all customer interactions i.e. a Business/ Customer-Friendly Coun .
- Improving the engagement processes with hapū in relation to Council's commercial property transactions.
- Ensuring the the security of Parihaka Transmission Mast.





STRATEGY AND DEMOCRACY GROUP

***The Strategy and Democracy Group Manager is
Aaron Taikato.***



The group supports the development of the District's strategic direction, how we engage with tangata whenua and ensures that we follow best practice and work within appropriate legislation in delivery of Council business.

This includes the following departments:

- Democracy and Assurance
- Māori Outcomes
- Strategy





DEMOCRACY AND ASSURANCE

The manager is Emily Thompson.

What we do

This department has four workstreams:

- Democracy
- Legal
- Assurance
- Mayoral EA

The Democracy Team provide governance functions including supporting all Council meetings, briefings and workshops, as well as supporting hearings for the alcohol licensing committee.

The Legal Team, consisting of two in-house lawyers, provide legal advice to the Chief Executive and staff on matters that vary from contract development to stormwater concerns from residents.

The Assurance Team provide support to the business on a number of different areas, but all relating to good practice and legislative requirements. These include response to Official Information Requests, risk management, placing of Council Insurance, Delegations, internal audit and support of the reporting on risk and audit to Council.

Executive Support for the Mayor and Deputy Mayor is also provided through the democracy and assurance function.

Key issues for the next three years

Democracy and Assurance is a service department for the operations, we aim to support the accountability of Council to the public by providing consistent frameworks and governance tools. We also will continue to support Council meetings in line with legislative requirements.





MĀORI OUTCOMES

The manager is Mark Scott.

What we do

The Māori Outcomes Team support the organisation to deliver on Māori outcomes, provide strategic advice to Council on issues of concern to Māori and facilitate strategic relationships as well as hapū participation in decision-making and enhance organisational capability around Te Ao Māori.



Collaboration in leading the development and continuous improvement of tools, frameworks, and materials that enhance organisational cultural understanding, capability, and improved delivery.

1. Development of a framework to increase Council's competency and understanding of effective engagement with hapū:
 - enhance the understanding of hapū of Council business and operations through establishing and maintaining effective working relationships with their representatives
 - work alongside hapū to ensure they have effective opportunities to engage meaningfully with Council in respect of their environmental, wāhi tapu, kaitiakitanga, existing or future co-governance arrangements and other aspirations
 - lead the proactive facilitation of opportunities and challenges between tangata whenua (hapū, iwi & mātāwaka) and Council to enhance relationships and outcomes.
2. Development of capability around Māori culture and worldview to enhance processes to support Māori outcomes and to develop Māori capacity:
 - provide expert advice on the impact of changing legislation relating to Māori on internal processes and protocols
 - lead the provision of advice and guidance from a Māori perspective on policy, technical and development issues undertaken by management and Council committees
 - work collaboratively at a strategic level to ensure that Council's response to upcoming changes within Local Government are reflective of its commitment to long-term effective partnership with hapū
 - lead investigations, research, collection, and analysis of information on the cultural, social, and economic needs of the Whangārei/Te Tai Tokerau Māori community and local kāinga/marae/hapū/iwi to enable the effective and responsive discharge of Council's statutory responsibilities

- develop, deliver, and maintain a work programme, reporting and other Council administrative requirements
- continually monitor and improve systems, methods, efficiency, and the quality of services provided to customers.

Key issues for the next three years

1. Reforms indicate a further increase in the roles of hapū and iwi in local authority representation, governance, decision-making and participation. A continued focus will continue to support the organisation within its development of the structures and mechanisms that enable hapū to participate in local authority engagement and decision-making that creates conditions for shared prosperity and well-being.
2. The long exclusion of Māori in local body decision-making has consequently exposed the pressure placed on the capacity and capability of hapū to participate in local authority engagement and decision-making processes. The organisation seeks to address this as it considers options to enable and appropriately support capacity and capability building.
3. Lifting the cultural competence and knowledge of staff and elected members to support a culturally informed and enabled working environment in local government. This includes support for the Māori Ward Elected Members so they can maximise their contributions.





STRATEGY PLANNING

The manager is Bernadette Aperahama.

What we do

Strategic Planning department addresses the key strategic issues facing the District and ensures that Council responds in an integrated way.

Our activities includes:

- strategy development for key issues such as District growth and climate change
- place-based planning across the District
- statutory policies and bylaws
- corporate planning, including our Long Term Plan
- monitoring and reporting on key trends and data.



Ineffective strategies or the absence of strategic direction could lead to adverse environmental effects. This is mitigated through a review of our Growth Strategy to ensure it is relevant and based on current information.

Key issues for the next three years

New government policy such as the National Policy Statement on Urban Development is placing greater emphasis on the need for strategic planning in areas with high rates of growth and development.

Future reforms of the RMA are likely to place more emphasis on strategic and place-based planning.

Climate change is a key focus across our policy and strategy framework. The initial focus will be working across Council in delivery of climate change risk assessments which will inform future investment and planning decisions. We will also support sustainability outcomes and green house gas emissions reduction through our Action Plan and Sustainability Strategy.



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