

## Council Briefing Agenda

**Date:** Tuesday, 5 November, 2019

**Time:** 9:00 am

**Location:** Council Chamber  
Forum North, Rust Avenue  
Whangarei

**Elected Members:** Her Worship the Mayor Sheryl Mai  
(Chairperson)  
Cr Gavin Benney  
Cr Vince Cocurullo  
Cr Nicholas Connop  
Cr Ken Couper  
Cr Tricia Cutforth  
Cr Shelley Deeming  
Cr Jayne Golightly  
Cr Phil Halse  
Cr Greg Innes  
Cr Greg Martin  
Cr Anna Murphy  
Cr Carol Peters  
Cr Simon Reid

For any queries regarding this meeting please contact  
the Whangarei District Council on (09) 430-4200.

**1. Apologies**

**2. Reports**

**2.1 2019 Elected Member Briefing**

**1**

**3. Closure of Meeting**

## 2.1 2019 Elected Member Briefing

**Meeting:** Council Briefing  
**Date of meeting:** 5 November 2019  
**Reporting officer:** Rob Forlong (Chief Executive)

### 1 Purpose

To work through challenges and opportunities facing Council, and your priorities for the term.

### 2 Discussion

A copy of the 2019 Elected Members Briefing document is included as attachment one.

The document (which was distributed following the election) sets out managements view on challenges and opportunities facing Council, with an indication of briefings and decisions that may arise early in the new term. It also describes what we do, our activities.

This briefing will provide an opportunity to briefly work through the key issues for each Group of Council, as identified by the General Manager, and importantly for Councillors to start to identify their priorities.

An independent facilitator, Bruce Robertson, will work with Councillors to identify your individual projects and priorities for the term, and then collectively rank those. It is intended that this will be the key focus of the session, with the proposed format for the day being:

- The General Manager of each functional area of Council will briefly present their top issues. This will provide some context but should take no longer than 15 minutes in total (i.e. 2-3 minutes per General Manager).
- Facilitator Bruce Robertson will run a session with members to identify your individual priorities for the term (e.g. projects you want to happen or increases in levels of service) and rank them. It is anticipated that this will be the bulk of the session.
- The General Manager Corporate Services will provide an overview of Council's financial position. This will provide context for the environment in which Council operates.
- Facilitator Bruce Robertson will work with Councillors to get a collective view on top priorities and wrap up the Briefing.

It is anticipated that this session will provide an informal view of Council's early priorities, and a platform to build on during the Mayor and Councillor retreat.

### 3 Attachment

2019 Elected Members Briefing



# 2019 *Elected Members Briefing*



# *This is our District*




**90,960**  
Population from 2018 Census

**270,000**  
hectares Land area

**\$14.6 billion**  
Land value of rateable property in  
the District (13 June 2019)

**\$29.0 billion**  
Capital value of rateable property  
in the District (13 June 2019)

**44,337**  
Rateable properties

**\$1.79**  
billion  
of assets



**1049**  
kilometres  
Sealed roads



**700**  
kilometres  
Unsealed roads



**740**  
Reserves and sports parks

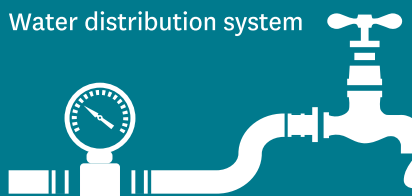
**3,549**   
Carparks in and around the CBD

**55km**  
Maintained walking tracks



**188,059**  
Items available for loan in all  
of our Libraries

**763**  
kilometres  
Water distribution system



**621**  
kilometres  
Sewerage system



**14km**  
Shared paths

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# Introduction

This briefing will provide newly elected members and returning members with key information needed for the duration of your term.

Early in the new term you will have the opportunity to **agree your priorities** for the next three years. This briefing will help give context to your deliberations, and is presented in two parts:

Part 1: Our District – challenges and opportunities

Part 2: What we do – our activities

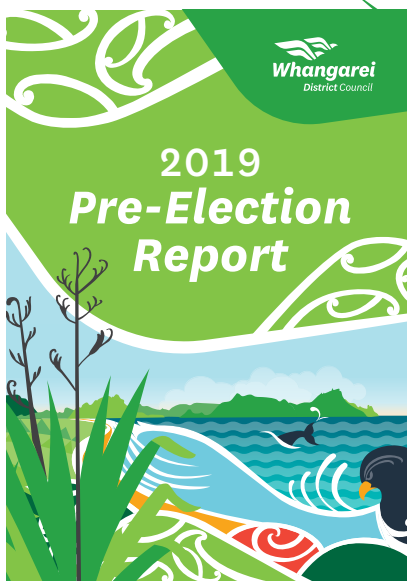
For new members, we recommend two documents as essential pre-reading:

**2019 Pre-Election Report** – The Pre-Election report describes the challenges we face, major achievements in the past three years, and a summary of the major projects from our current Long Term Plan.

**2018-19 Annual Report** – our recently published Annual Report tells our performance story over the past year with both financial and non-financial measures.

We will provide a framework to help you identify Council's strategic issues, including those which Council may need to partner locally or nationally.

These strategic issues, along with feedback from engagement with our communities, will inform what goes into the next Long Term Plan.





# Part 1:

## ***Our District – challenges and opportunities***

Overall Whangarei District is in a strong position. Our economy continues to improve, and most of the challenges we face, for example increasing population and higher expectations from communities, are good problems to have. The District has an exciting future.

Council plays a critical role in providing for the current and future well-being of our District's diverse communities, aligning with government priorities relating to housing, infrastructure, fresh water and climate change.

The issues facing Council in the new term reflect the collision between predicted growth, increasing community expectations, environmental changes, competing for resources in a growing economy, and change led by central Government.

### ***Meeting the expectations of a diverse and growing community***

Whangarei District is experiencing high growth. Between 2013 and 2018 our District grew by 17.3 percent, to a total population of 90,960 people. Sustained population growth is expected to continue grow over the next 30 years. As the district grows, so do the expectations of the community.

We are responding to increased community expectations through the delivery of high amenity projects, such as the New Town Basin Park, playground projects across the district and streetscape improvements. We are also planning for major improvements to our City Centre.

Based on the latest Census, 26% of our District population represent as Māori. Council has legislative obligations to enable Māori to participate and influence decision making. How we do this will be a consideration for the new Council.

Feedback from our community suggests that the perception of Council is influenced by many things that are outside our mandate, or direct control. These include:

- Maintenance of state highways
- Public transport including bus and rail networks
- The look and functioning of our city centre
- Availability and cost of housing
- Community safety and preventing crime

We will continue to educate our community about what we do in our community as part of our ongoing communications and engagement programme.

## **Responding to environmental changes**

Climate change may be one of our District's largest challenges. A large portion of our District's boundary is coastal. We are already experiencing the impact of a changing climate and need to decide how to respond following the declaration of a climate change emergency.

## **Competing for resources in a growing economy**

With a buoyant construction sector, we are facing some challenges in gearing up our capital expenditure and we will need to work closely with our contractors to get all the work done.

Council's finances are in good order. Unlike some other local authorities, we have the capacity to take on more debt to fund expansion of our District in line with community expectations.

Over the past six years we have increased our capital expenditure budget by more than 70% - going from an annual budget of \$49 million to \$85 million. Our actual spend has almost doubled (from \$29 million to around \$57.2 million) and the proportion of the work programme completed every year has increased from 59% to 70%.

Alongside this the expectation from community is that Council move faster to deliver capital programmes, especially roading.

Council has an ambitious capital works programme, which is impacted by factors such as contractor capacity, physical resources, and changing needs within the community.

In short, whilst Council has capacity to increase debt, this is never popular, and may mask the real issue which is our ability to get the work done in the current environment.

## **Adapting to changes led by Central Government**

The election of a new Government has resulted in several changes to national funding priorities, and the introduction of new legislation that will have a significant impact on Councils.

This includes a review of Council's role in drinking water, waste water and storm water, and reform under the banner of urban growth.



## Early briefings and decisions – first six months

### Old Municipal Building fire

- On 10 October 2019 the old municipal building was significantly damaged by a fire. Council is currently working with the tenants to find alternative accommodation. We are hoping to restore the building and will brief Councillors as information comes to hand.

### Responding to climate change emergency

- In July 2019 Council declared a climate change emergency for the Whangarei District. This declaration included a commitment to developing and implementing an action plan
- Work has already commenced, and **a draft Action Plan will be presented to Council in March 2020 for elected members to consider**. This Action Plan is likely to trigger a significant shift out of our 'business as usual' approach and will require investment.

### Civic Centre

- Whangarei's current civic building at Forum North combines the theatre, exhibition hall, Council offices and Council chambers. Over half of Council's staff occupy a separate leased building at Walton Plaza.
- Forum North is overdue for major work at an estimated cost of \$37m (estimate excludes theatre upgrades and it was done in 2016).
- A new civic centre is intended to help revitalise, stimulate and improve the amenity of the city, drive operational efficiencies at Council and help improve customer service.
- Capital of \$38m is allocated in the current LTP for development of a new civic centre.
- Elected members will receive a briefing in November, ahead of a decision in December on scope sign off before proceeding to the design phase.**

### Whangarei Art Museum Trust

- The Whangarei Art Museum Trust (WAMT) is a Council Controlled Organisation that operates the Whangarei Art Museum, and the current construction and future operation of the Hundertwasser Art Centre.
- It recently came to light that the cost of the build was likely to exceed the \$26m budget by up to \$4.2m. At this stage WAMT are not asking Council for further assistance as they are confident that they can raise the funds.
- There is a risk to Council that WAMT will be unable to complete the project within the current finances. Councillors will be briefed on this risk as matters develop.
- Council will also need to decide on the appointment a Trustee to WAMT. Council may want to consider appointing a professional with experience of large complex capital projects.**

## Delivery of the current Long Term Plan

- The new Council inherits the levels of service, investment and measures from the current 2018-2028 Long Term Plan (LTP).
- Council will review of the current LTP in 2020/21 and it will be finalised in June 2021.
- In the meantime, Council will need to consider an Annual Plan for 2020/21. This will include any changes proposed for year 3 of the LTP.
- **Elected members will receive briefings prior to Christmas as a lead in to the next Annual Plan. If Council does choose to make material changes to year 3 of the LTP a consultation document will be prepared in the new year for formal public consultation to commence in March or April 2020.**

## Roading and transportation

- A major issue for our community is roading and transport, which makes up around 85% of complaints to Council. Our transportation role includes maintaining sealed and unsealed roads (except State Highways), sealing gravel roads, speed control, addressing traffic congestion, footpaths, bus stops street lighting and central city carparking. It does not include public transport services.
- Over half (53%) of our transport funding comes from Government through NZTA. Priorities for the funding and subsidy criteria are set through the Government Policy Statement (GPS) on Land Transport. Government will consult on a revised GPS early in the New Year. **Council will provide a submission through this process.**
- Council runs two major maintenance contracts covering all aspects of maintenance operations and renewals on the District's roads. The North Contract is held by Fulton Hogan Ltd and the South Contract, which includes the City area is held by Downers Ltd. The current contracts started in July 2018 and run for an initial 4 year period with 2 possible rollover extensions of 2 further years each, depending on performance.
- We are currently well down the track to making significant changes to central city carparking charges, as well as speed limits in a number of areas, both of which may be controversial.
- **Elected members will receive one or more briefings prior to Christmas.**



## Growth Strategy

- Council is reviewing its Growth Strategy. The Strategy describes how our District will grow over the next 30 years and outlines where new houses and businesses will be located as well as the infrastructure needed to support them.
- ***Elected members will receive a briefing before Christmas on whether there is comfort in adopting the draft strategy or whether a second round of public engagement is desired.***

## City centre

- Council adopted the City Centre Plan in late 2017. This set out a strategic vision for a vibrant, busy and well-designed City Centre.
- In 2019 Council adopted the City Core Precinct Plan. This set out a detailed programme for change through specific projects.
- A key project is the Complete Streets Masterplan which outlines changes to our city centre streets.
- ***A draft of the Complete Streets Masterplan will be presented to Council through a briefing in December 2019, to seek direction on the next steps and priority projects for implementation.***

## Three Waters Review - the future of water and waste water

- The Government is currently proposing profound changes to the delivery of drinking water, wastewater and stormwater services, through the Three Waters Review. The potential amalgamation of providers and removal from direct local government control has considerable implications for Whangarei.
- Recently Council commenced building a new \$25 million water treatment plant paid for by ratepayers' water rates.
- ***Elected members will receive a briefing on water matters prior to Christmas.***

## Central Government reform agenda - urban growth and freshwater

- Central Government are embarking on a series of reforms under the banner of the Urban Growth Agenda.
- This includes Resource Management Act (RMA) reforms, transport policy, planning policies, and local government funding and financing.
- These reforms will impact how Council operates and may require changes to WDCs District Plan and Growth Strategy
- Councils will be providing feedback on draft policy and legislation proposals, with a focus on key reforms that will impact on our plans.
- ***Elected members will be kept informed as central Government progresses this agenda.***

## Compliance, Enforcement and Regulatory Matters

- At any one-time Council is involved in various legal matters arising from our regulatory functions. These range from appeals to resource consents and the district plan, building Act court action, investigations relating to compliance, and enforcement action such as prosecutions for dangerous dogs.
- ***The legal team will brief Councillors on those matters in the next few weeks. Aspects of this briefing will be confidential.***



### Northland Events Centre Trust

- The Northland Events Centre Trust (NECT) is a Council Controlled Organisation that manages and operates Semenoff Stadium, using WDC Venues and Events staff.
- Historically Council has both underwritten NECT's losses and provided staff at significantly less than cost. Overall NECT has cost ratepayers between \$400,000 to \$500,000 per annum.
- A recent review of the governance structure of NECT recommended several options for consideration by Council.
- ***Elected members will receive a briefing on the decisions that need to be made on the long-term governance structure of NECT.***
- In addition, the contract for replacement lights at Semenoff Stadium is also out for tender and may come to Council for approval before Christmas if the cost exceeds CE delegations.

### Active Recreation Strategy

- Council is developing an Active Recreation and Sport Strategy in partnership with Sport New Zealand.
- Following a period of community consultation, the draft is ready to be presented to Council.
- ***Elected members will receive a briefing prior to Christmas ahead of formal consideration of the Strategy in the New Year.***



## On the horizon – 6 months and beyond

### Council's role in Treaty settlements

- WDC are members of the Kaipara Moana Working Party (KMWP), along with Auckland Council, Northern Regional Council and Kaipara District Council. The KMWP has been engaging with the Crown and Kaipara Uri on the ongoing treaty settlement process for the Kaipara Moana.
- Outside of the Treaty process, Councils have been working on a draft business case setting out an approach to environmental remediation and to make a strong case to central Government for resources.
- **Council will need to consider whether to provide political endorsement to the deed of settlement and/or the resulting business case.**

### Whangarei Airport location

- Within 10 years, the Whangarei District airport will no longer be fit for purpose due to Air New Zealand's proposed changes in airplane and airline operator requirements.
- We are continuing to scope and plan for a new airport site for our District, with public consultation commencing in 2020.
- **Council will be asked to decide on an airport location once feasibility studies and consultation are completed.**

### Theatre/Expo/Conference Centre Project Scope

- Our existing venues have limited capacity, impacting the attraction of larger events to Whangarei District.
- Council has \$10m set aside in the Long-Term Plan for investment into a theatre/expo/conference centre in 2020-21.
- The new Council will determine the scope of this project, including whether there is a natural partner for the project.
- There are several willing partners for Council to consider, including the Riverside Hotel Consortium who plan to build a conference venue, and the Hihiaua Cultural Centre Trust who plan to develop a cultural performance venue, both adjacent to the waterfront.
- Council also has the option of revamping the current theatre suite at Forum North, or a purpose built theatre in a new location.
- **Elected members will receive a briefing in the New Year, ahead of a workshop where the interested parties will be invited to present. Council will be asked to decide on theatre location later in 2020.**

### Civil Defence Centre

- The Civil Defence Centre needs a new home, and there are legislative reasons why this cannot be the new Civic Centre.
- Council will need to work with the other partners in the Civil Defence Group (Kaipara, Far North, and Northern Regional Councils), to determine a new location.
- **Elected members will receive a briefing in the New Year, ahead of a decision later in 2020.**



## Whangarei i-Site locations

- The Whangarei District is unusual in that it has two i-Site, one at the town basin, and another on State Highway 1.
- We are seeing a trend toward people wanting to access information through digital means rather than walking into an i-site. This has seen a reduction in numbers at both locations, and a question about the future configuration of i-site services.
- ***Elected members will receive a briefing in the New Year, ahead of a Council decision on i-Site location, which needs to be made by 30 June 2020.***

## Council's future role in the provision of social/pensioner housing

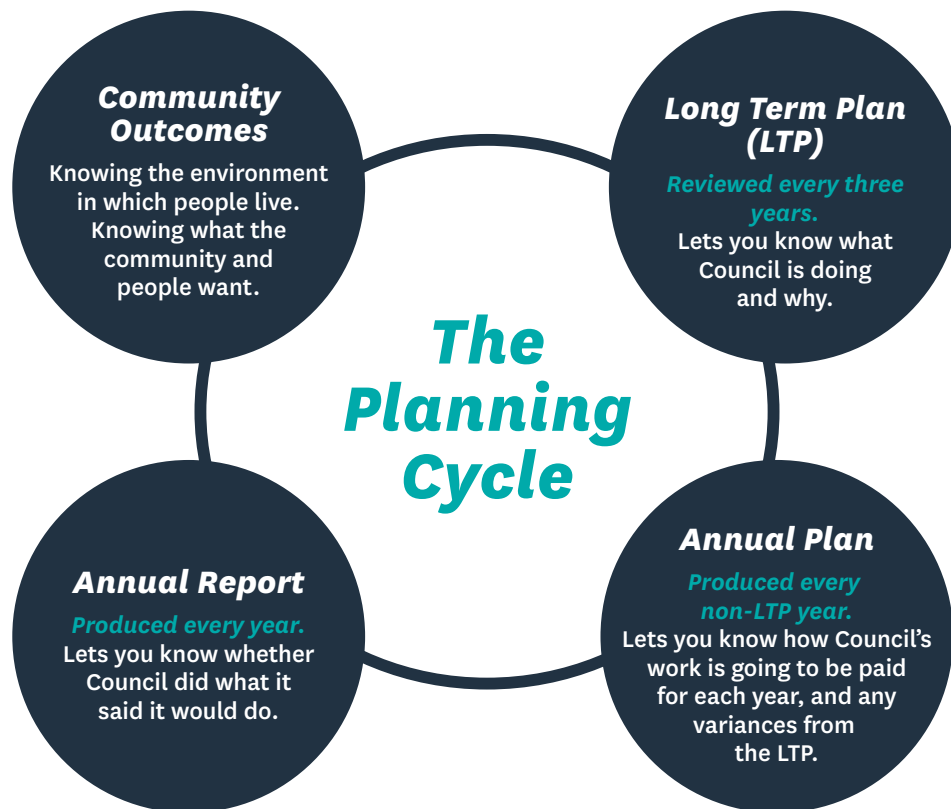
- Sustained growth will put increasing pressure on affordable housing availability, with increasing expectation that Council play a role in provision of social/pensioner housing. The introduction of the Four Wellbeings presents an opportunity for local government to become the natural partner of central government in working with communities.
- ***Council will need to consider to what extent we support this new agenda, and the opportunity costs.***





## Part 2

# What we do – our activities



## Our Community Outcomes

All Council's work and activities are guided by four community outcomes – the set of aspirations or goals that the community told us are the most important for Whangārei.

### 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.



### 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.



### 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.



### 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.



## 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 2018-2028 LTP is due for review in 2021.

***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 2020-2021 year (1 July 2020 to 30 June 2021) will be the last one before the new LTP.

The Annual Plan sets out what the 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.

### *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 2018-2028 Long Term Plan.

**Rates** made up 61% of Council's funding in 2018-19. One of the biggest decisions for Council each year is how to spread the rate cost across general and targeted rates, and across the residential, rural, commercial and industrial sectors. This decision is made as part of approval of the Annual Plan.

**General rates** are used to fund those services where there is a benefit to the whole community, 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.

WDC's general rates are assessed based on a property's land value and as a Uniform Annual General Charge (UAGC). Value-based general rates are assessed on land value and are differentiated by land use. The differentials to be applied are:

- Residential lifestyle and other differential, high value properties are eligible for rates relief
- rural differential
- multi-unit differential
- commercial and industrial differential.

The Uniform Annual General Charge (UAGC) is applied to each separately used or inhabited part of each rating unit. This is used to fund activities where a fixed charge is deemed to be more appropriate than one based on property values.

**Targeted rates** are used to exclusively fund an activity, or they may be used where the benefit is expected to go to one sector or location. The funds collected must be used for the purpose for which they are rated (although not necessarily in the specific year they are received). 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.

We currently fund water, wastewater and Hikurangi Swamp flood management through targeted rates. These all need to be reviewed as part of the next LTP to make sure planned revenue still matches planned expenditure in the future.

**User fees and charges** are used where the beneficiaries can be identified and charged. They include consent fees, licence fees, sales of goods, hireage fees or recoveries of costs incurred. 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.

**Borrowing** is not generally used to fund operating expenses. Borrowing is used to smooth the inter-generational benefits of the capital expenditure programme. For example, the new water treatment plant will not only benefit today's ratepayers but also those ratepayers in 30 years' time. Borrowing spreads the costs so that future ratepayers pay some of the costs of infrastructure that was built some years earlier. Council may also use borrowing to give a grant to a community organisation to fund a community facility.

**Enforcement fees** are charged where possible. They are used to promote compliance rather than to raise revenue. They may not recover the full cost of enforcement depending on the level of compliance and the extent to which charges are limited by statute or the court.

**Development contributions** provide a fair mechanism for recovering the cost of growth.

In general, Development Contributions ensure the incoming population pays for the infrastructure provided to enable their arrival. Communities are generally supportive of the principle of charging for growth as they do not want existing infrastructure to become overstretched as a result of population growth.

The other principle is 'user pays' which means developers contribute to the cost of growth. Developers generally support the principle of charging for growth, but they want certainty that the charges are soundly based and that they only pay the true cost of growth. They also want to be certain that the projects planned are intended to deliver the services required by the community and are not 'gold plated'.

Development Contributions (DCs) were introduced through the 2002 changes to the Local Government Act. They provided a new funding source for councils which enabled some of the costs associated with growth to be recovered from the development community, rather than being borne by existing ratepayers. Council has had a Development Contributions Policy since 2005 and DCs remain one of the funding options available for consideration through the LTP.

Council collects DCs for:

- Transport and Roading
- Water
- Wastewater
- Parks and Reserves (both for land and development on land); and
- Libraries (past projects only)

The Development Contributions Team sits within the Infrastructure Development Department

**Grants and subsidies** are used when they are available. Subsidies from Central Government via New Zealand Transport Agency (NZTA) provide a significant source of funding for our transportation activities. Currently NZTA subsidies for roading expenditure generally provide 53% of each qualifying project. This means that for every dollar Council raises for transport through rates, parking charges and the like, Council can spend \$2.13 on improving our transport infrastructure.



## Strategy and Democracy Group

### Strategy

#### **Long Term Plan and Annual Plan**

Our team project manages the delivery of the Long Term Plan and the Annual Plan, ensuring that our statutory obligations under the LGA are achieved. Our team also informs the strategic direction of these plans.

#### **Planning for growth**

Our team manages our Growth Strategy which sets out how we will grow as a District and informs our LTP. Much of this work is directed by central government policy such as the National Policy Statement for Urban Development (NPS).

#### **Monitoring and research**

Our team monitors growth and demographic data to support decision making across the organisation and in the wider community. For each LTP cycle we provide a Growth Model which projects future changes in population.

#### **City centre planning**

Our team leads the planning for our City Centre. This includes the development of the City Centre Plans and more detailed precinct plans. We also work with our infrastructure and transport colleagues to help co-ordinate projects.

#### **Climate change**

Our team is working across the organisation to co-ordinate our response to climate change. This involves both the delivery of the Sustainability Strategy, but also how we plan for future challenges such as sea level rise.

#### **Functional strategies**

Our team owns or supports the delivery of several functional strategies. These are strategies that relate to specific function or topic and apply across the District. For example, the Active Recreation and Sports Strategy.

#### **Place based planning**

Our team manages a programme of place-based plans, called Spatial Plans, to help manage issues within a specific location. A key focus are locations that are experiencing high rates of development.

#### **Treaty settlements**

Our team is leading the co-ordination of our input into Treaty Settlement discussions, such as the Treaty Settlement for the Kaipara Moana.

#### **Strategic partnerships and advocacy**

Our teams participate in several strategic partnerships which Council has endorsed. Examples include the Upper North Island Strategic Alliance. We also provide support for Council to advocate to central government, through the development of submissions to policy and legislation changes.

#### **Bylaws and policy**

Our team manages the review and development of new bylaws in accordance with the statutory process.

#### **Urban design**

We provide strategic support for the organisation and community on urban design. This includes guidance documents and input into the planning and resource consent process.



## Democracy and assurance

The functions within democracy and assurance require our team to work closely with other departments across Council.

### Democracy services

The Democracy team provide support to the core statutory functions of Council including Council meetings, briefings, workshops, and hearings. They provide advice on Standing Orders at Council meetings and have expertise in report writing to support effective decision making. The team also lead planning for Elections every three years, working closely with the Communications team to increase candidate and voter participation. They also plan the post-election induction programme for new elected members and implement legislative changes such as amendments to elected member remuneration.

### Mayoral support

Executive support is provided to the Mayor and Deputy Mayor through this function, including the public interface and civic event management.

### Legal advisory

The internal Legal team provide support across the organisation, complemented by advice and support from external legal providers. The team manage responses to requests for information under the Local Government Official Information Management Act (LGOIMA) and provide advice on all aspects of Council business.

### Audit and risk

The audit and risk advisor acts as the liaison for the Council Risk and Audit Committee. The role provides coordination for documenting and reporting organisational risk, oversight of the internal audit programme, insurance, business continuity and Council Controlled Organisation coordination.



### **Māori relationships**

Council is committed to developing stronger relationships with tangata whenua at governance and operational levels.

Te Kārearea, formed in 2012, is our strategic partnership forum with Māori. It is made up of representatives from the major hapū groupings within our District. Together, these representatives advocate for the hapū of Whangarei. They meet in their own forum, named Te Huinga, to discuss common issues that are then brought to Te Kārearea.

The purpose of this partnership is to build the relationship between Council and Whangarei hapū and to develop stronger partnerships, over time.

Whangarei District's iwi and hapū are in a pre-settlement phase for Treaty of Waitangi claims. As these settlements occur Council will continue to incorporate these outcomes into our partnership work with tangata whenua.

The Māori Relationship team supports Council to meet their obligations under the Resource Management Act 1991 (RMA) and the Local Government Act 2002 (LGA), which place obligations on Council to establish formal, meaningful and sustainable relationships with whanau, and iwi representatives and Māori organisations in the District.

The team also provide advice and training to assist Council staff and elected members to build their own meaningful and trusting relationships with Māori. Advice is provided on all matters relating to Māori dynamics and tikanga.

Secretariat services and wider support is also provided to Council's strategic partnership forum, Te Kārearea.





## Infrastructure Group

### Northland Transportation Alliance

Established in 2016, the Northland Transportation Alliance (NTA) has worked towards creating a regionally focused and aligned approach to Northland's transportation needs.

Providing an integrated, safe, responsive and sustainable land transport system is a fundamental requirement of every district council under the Local Government Act 2002.

The provision of a safe and reliable roading network ensures that our residents and visitors can move freely around the District in an efficient and safe manner, and economic growth is enabled.

We are the road-controlling authority for the district, and we are responsible for planning, creating, operating, maintaining and rehabilitating all roads (except State Highways) in Whangarei, in a financially responsible manner.

We are responsible for:

- roadworks and closures
- roading projects
- road maintenance
- road use permits and approvals
- traffic management
- road names
- parking
- public transport
- cycling.

We work closely with NZTA as we are responsible for the District's roads and NZTA is responsible for the State Highways which interlink throughout our District.

The WDC roading team are part of the Northland Transportation Alliance.





## **Infrastructure Planning and Capital Works**

We work in an integrated way with other departments across Council, in particular parks and recreation, transport, storm water, water, waste water, solid waste, property and community facilities.

We provide infrastructure planning, landscape design, and project management expertise to the organisation. Our aim is to get the best outcomes within policies, strategies and plans for Council and the District.

We do this through a Project Management Framework which flows from concept through to business case, project plan, project execution, project closure and project realisation.

We also liaise with a range of external stakeholders including but not limited to iwi and hapū, NZTA, Kiwirail, community groups, businesses, property owners and tenants.

## **Infrastructure Development**

The various teams in our department provide support services to the Infrastructure Group. We manage Council's Engineering Standards. Our team is also integral to the coordination of the infrastructure input into the Long Term Plan.

**Development Engineers Team** provides engineering support to the Resource Management Act (RMA) process. They provide engineering guidance with pre-lodgement meetings, prepare engineering reports, review engineering drawings and carry out inspections to ensure the work has been carried out in line with the design. They liaise with asset engineers to ensure vested assets are designed and built to the appropriate standards.

**Development Contributions Team** as detailed in the Funding section of this brief, sits within our Department carrying out development contribution assessments. This team also maintains the Development Contributions Policy.

**Contract Admin Support Team** ensures infrastructure contractor invoices are paid along with providing admin support to the Infrastructure Group. They process purchase orders and public utility application payments.

**Asset Data Team** are the custodians of the Infrastructure Asset Data and the caretakers on the Database which stores this information.

We are responsible for ensuring the records relating to these assets are correct and accurately represent what has been constructed. Part of this function involves ensuring the As-Built drawings and the physical asset information is presented and represented in a form that aligns with the current Organisational Engineering Standards.

We are also responsible for attributing the values to the assets and the periodic depreciation and revaluation of these to ensure they reflect the current value.

Additional to this, we provide support to the organisation with data mining for information surrounding both current and historical asset data and records.

## Water Services

We provide approximately 9 million cubic metres of fresh, clean, healthy water annually to about 80% of the District's population. The average daily production is approximately 25,000 cubic metres, all of which is treated to meet the Ministry of Health Drinking Water Standards.

The water is delivered via a network of treatment plants, reservoirs, pump stations and pipelines.

We continue to produce A Grade water from all seven of our water treatment plants. All plants have both chlorine and UV disinfection to ensure full compliance with the New Zealand Drinking Water Standards.

We own and operate the 2 main storage dams, Whau Valley Dam and Wilsons Dam as well as all the treatment plants, pipework and water meters that make up the District's water supply network.

We draw water from nine raw water sources throughout the District. Consent conditions for each set the limit on how much can be drawn at any one time.

While the District's water supply is sufficient in years with normal rainfall, conservation measures in our contingency plan are put in place to manage supply during years when drought conditions occur.

Water is treated with processes appropriate to the quality of the intake water. It usually involves a combination of clarification, pH correction, filtration, chlorine dosing and UV disinfection.

The city's main water treatment plant at Whau Valley had reached the end of its' useful life and construction of the Whau Valley Water Treatment Plant is now underway with the project due to be completed in 2021.





## Waste and Drainage

### Wastewater

Wastewater management is all about keeping our District safe, healthy and clean.

Collectively, our population produces an enormous amount of wastewater every year. 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 wellbeing of our communities and the environment.

Our wastewater network (sewerage system) comprises nine wastewater systems and treatment plants, and processes wastewater from over 23,000 connections across the District.

The wastewater treatment plant in Kioreroa Road is the main treatment plant for Whangarei and treats the sewage from the city, including Onerahi and the Whangarei Heads area. The sewage is from both domestic and industrial sources.

Over the past 10 years we have spent approximately \$60 million upgrading and expanding our wastewater treatment network to reduce spills of raw sewage into the Whangarei harbour.

### Stormwater

Rainfall varies widely in our District and through the seasons, creating flood and drought conditions. We provide stormwater drainage systems that drain water from public and private property to minimise flooding and the harm it does to people and to property.

We are putting more money into stormwater to make sure we are set up for the future, meeting the challenges of climate change and improving water quality.

We manage the city's 11 major stormwater catchments and those in 17 smaller settlements.

Part of our job is also to predict and cater for growth and other community concerns, so to help with this we develop Catchment Management Plans (CMPs). Although much of our work focuses on flood protection, managing stormwater quality is becoming a closer focus for our work.



### ***Flood protection and control works – Hikurangi swamp***

Council is responsible for managing and operating the Hikurangi Flood Protection Scheme where collaboration with hapu and stakeholders has resulted in ongoing restoration and plantings of oxbows and waterway embankments, and a continued focus on environmental remediation in the Hikurangi catchment.

Originally set up in the 1920's the Hikurangi Swamp Scheme helps to minimise flooding across the 5,600 hectares of farmland within the Hikurangi Swamp area. The aim of the Scheme is to protect the farming productivity of land within the Swamp area. This is highly productive agricultural land that generates considerable economic benefit to the region. We are responsible for managing, operating and maintaining this Hikurangi Scheme to ensure the required environmental, cultural and economic results are achieved. The Scheme is funded by targeted rates from properties within the Scheme area.

### ***Laboratory***

There is no legislative requirement on Council to provide laboratory services. Council's involvement arises out of the need for secure laboratory services for its own operations, and a market demand for services.

The laboratory provides a comprehensive range of environmental tests to internal units (wastewater, water, solid waste, stormwater, environmental services and other departments from time to time), together with external clients (contractors, consultants, other councils, schools and private individuals). Pricing of tests is set annually.

The laboratory has an ongoing sub-supplier relationship for specialist testing services with Hills Laboratories. To ensure high levels of service surety the laboratory maintains IANZ Accreditation.





### **Parks and Recreation**

Council provides a network of open spaces to offering recreational opportunities, attractive and appealing public spaces and environmental protection across the district; this has been built up over time to become a central part of Council's business and a valuable community asset.

We also provide in-house burial facilities, through our main cemetery at Maunu and a few smaller cemeteries. The management of the crematorium at Maunu cemetery is out-sourced.

Our parks and associated facilities are significant assets which are used and appreciated by residents and visitors.

The Reserves Act 1977 requires land administered by Council to be managed in accordance with the Act. Among other requirements, Council must prepare and approve reserve management plans to set the direction for the management and control of administered reserves. Ongoing management must then be consistent with those plans, or the Act, in lieu of a plan.

Across the District we manage approximately 740 reserves and sports parks. We maintain

- Parks and gardens through a contract with Recreational Services
- Sports grounds through a contract with Recreational Services
- Playgrounds and skateparks through a contract with Northland Parkcare
- Tracks and trails through a contract with Northland Parkcare
- Coastal facilities through a contract with Broadspectrum
- Street trees through a contract with Treescape

Council also provides a grant to Sport Northland to maintain and operate Kensington Stadium and the Aquatic Centre.

We also provide a network of 69 public toilets. The regular cleaning of these toilets is undertaken through a contract with PPCS.



### **Solid Waste**

The solid waste activity is funded through user charges, waste levy funding provided by the Ministry for the Environment, targeted rates and general rates.

Solid waste services are provided through Council contracts:

- Kerbside rubbish and recycling collection and rural transfer station operation – Northland Waste
- Litter control and CBD custodial duties– Recreational Services
- Community education – Eco Solutions

Kerbside recycling services have been enhanced by the introduction of ‘glass only’ recycling bins in 2019.

The Whangarei District Waste Management and Minimisation Plan forms the basis for ongoing waste management strategies and operation. The Waste Minimisation Act requires Council to describe how it intends to provide for waste management and minimisation in the District.

Whangarei Waste Limited own the Re:Sort Transfer Station and the Puwera Landfill site.

Whangarei Waste Limited is a Council Controlled Trading Organisation and is a 50:50 partnership between Council and Northland Waste Limited



## Community Group

### Community Development

The Community Development team implements Council's Community Development Framework, which supports communities to get involved with their local issues, needs and aspirations. Our work encompasses a diverse portfolio across Council that includes:

### Community Property

Council is committed to providing appropriate pensioner housing and other community facilities and venues for use by individuals, community groups, clubs and organisations. The aim is to help build vibrant, strong and connected communities. Where community halls are not Council-owned, operational grants may be provided to assist with maintenance costs. We also operate Council's only dedicated community hub from the Old Municipal Building where nine community groups provide their important mahi for our communities of place, of people and of interest.

Council owns 165 pensioner units within the property portfolio, located at 16 separate sites throughout the District in Hikurangi, Kamo, Tikipunga, Kensington, Onerahi, central Whangarei and Maunu. These units provide safe, affordable housing for pension-aged citizens that meet the eligibility criteria. This is an area facing increasing demand as the population of our District grows.

### Community Development

Our Community Development Advisers help establish effective community connections with Council. This support takes many forms, with emphasis on "Community Led Projects" undertaken with communities, advisory groups and partners to improve the well-being of all. We do this through our Positive Ageing, Disability and Youth Advisory Groups and through connection with partners groups such as Migrant Services, Youth and Community Networkers and through special projects and programme support.

### Community Safety

The aim of our community safety work is to ensure citizens, staff and visitors alike feel safe, and are safe, across our District. This mahi supports community safety activities and crime prevention programmes, as well as working with partners such as the police, the young, elderly and disabled and community-based organisations. Successful programmes here include Summer Safe Car Parks, our One-Way Door Policy and CitySafe Ambassador programme, alongside the effective use of CCTV operations for crime prevention and detection.

### Community Funding

The bulk of our grant making is managed through the Community Funding Officer who administers a variety of public funds. These include the Community Fund, The Performing Arts Fund, the Resident & Ratepayer Fund, the Community Halls Fund and the new Partnership Fund, where we partner with communities who committed to the development of sustainable community buildings and facilities. We also provide a range of concessions and community loans that enable communities to move their own mahi forward.

The Community Development portfolio extends into other parts of the business where we provide dedicated support, such as preparation of the annual Civic Honours List, advice on accessibility and mobility aspects, and support to other projects and programmes where a community lens is critical.

## Libraries

We provide the people in our community with opportunities for life-long learning, access to information, leisure and reading. Public libraries provide free and open access to knowledge and services for all residents regardless of income, race or age. They are a neutral, respected gateway to information and a safe place between work and home for community members.

Most local authorities provide a public library service. The Local Government Act 2002 requires that where such a service is provided, residents can join the library free of charge. Whangarei Libraries also administer grants for, and offers professional support to, eight volunteer libraries in the District.

We run four branch libraries at Central, Kamo, Onerahi and Tikipunga, and a mobile library.

## Customer Services

Customer Services manage everyday customer interactions across Council. This Department aims to provide our Whangarei residents, ratepayers and visitors with the best possible advice for easy access to Council services and visitor experiences.

Some of the team are based at Forum North where we meet and greet customers either face-to-face (Service Centre team) or on the phone (Contact Centre team). We man reception desks at Forum North and Walton Plaza and have a satellite centre at Ruakaka. Customer Services manage the front end of many of Council's processes. This allows us to assist our customers when it comes to the big picture, particularly when a request spans many different activities.

Customer Services is also the home of the i-SITE at Tarewa Road and Te Manawa – the Hub at the Town Basin. These centres serve different markets and offer a range of services including event ticketing, Intercity bus, accommodation and activity bookings.

The National Claphams Clock Museum, located in the Town Basin aims to offer a unique experience to locals and visitors alike.





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## Venues & Events

Venues and Events manages, operates and promotes Semenoff Stadium and Forum North, while managing and producing events that contribute to the cultural and social fabric of our community. Events are held at Council-owned or controlled venues or other locations throughout the District and help to attract both domestic and international visitors. This helps to create a vibrant District with varied recreational opportunities for residents and visitors who contribute to the District's economy. Events include theatre, meetings, sports events, cultural events, weddings, conferences, expos, product launches, seminars and festivals, to name a few. A key focus is to have the venues full of exciting and stimulating events that engage, educate and entertain Whangarei residents and visitors. There is also a focus on building the capacity and capability of the events sector to attract and deliver a wide range of high quality events.

## Civil Defence

Civil Defence provides emergency management services for the District. Whangarei District Council is part of a northland group arrangement that includes Kaipara, Far North, and the Northern Regional Council.

The focus is on the four phases of the emergency management continuum known as the 4 R's (reduction, readiness, response and recovery). The intention is to encourage greater self-reliance in the community by developing and maintaining Community Response Plans for prompt and effective recovery in the event of a disaster.



## Planning and Development Group

### District Development

District Development provide oversight of district and economic development, commercial property and visitor attraction.

Economic Development focuses on encouraging people to live, work, play, visit and invest in our District to lift the District's economic well-being to improve our GDP, create jobs and raise the median household income.

Council works with key partners such as industry, central government, hapū, iwi and community to improve people's standard of living with better employment opportunities, amenities and facilities. Areas of focus include investment attraction, guiding businesses through Council processes, attracting people to Whangarei, international Sister City relationships and industry sector initiatives. When Council develops strategies, this department ensures the requirements from an economic development perspective are considered.

The commercial property arm is responsible for Council-owned properties held as investments and able to provide a commercial return to Council. This includes a mix of commercial freehold, perpetual ground lease sites, Central City Carpark and the Town Basin tenancies. Investment portfolio properties will generally not be sold unless Council identifies compelling reasons for re-investment, such as investment in future infrastructure. Non-strategic properties may be sold, provided due process is followed.

As well as the commercial property portfolio, Council also owns the Parihaka Transmission Mast which is the hub for many of the commercial telecommunication businesses. There is also a small portfolio of approximately 20 general residential houses managed on behalf of Infrastructure, acquired often for proposed future developments such as roading requirements.

Our Forestry Portfolio of approximately 130 hectares of pine is managed in a commercial manner under contract.

The Whangarei District Airport is operated by a 50/50 partnership agreement between Council and the Crown, represented by the Ministry of Transport. Day-to-day operational activities of the airport are managed via the Property Team by way of a management contract with Northland Aviation Limited.

District Promotions and Tourism influences more visitors to stay longer, spend more and have a great experience in Whangarei.

Activity focuses are in the following main areas:

- Marketing and promotions of Whangarei District to external audiences, particularly Auckland, and the downstream provision of visitor-related information within the district
- Management of the 'Whangarei: Love it Here' brand, to build pride and aspiration amongst the local community, and improve perception of the District, both internally and externally.

## **District Plan**

We create the District Plan to deliver planning outcomes and environmental regulation specified under the Resource Management Act. Our District Plan manages how and where our District develops within a 10 year timeframe. It is therefore essential to ensuring our District is attractive and vibrant through good design and protecting our valuable natural environment to achieve the sustainable management of the Whangarei District. The population of Whangarei is growing, creating demand for the strategic management of our District's resources.

To create the District Plan we undertake plan changes which incorporate national, regional and district policy direction. Proposed plan changes are publicly consulted, notified and heard.

Private plan change applications are processed and managed by the District Plan Department.

## **Resource Management Act Consents**

Our goal mirrors that of the Resource Management Act (RMA). We aim to promote the sustainable management of natural and physical resources in the District. We do this by processing resource consents and associated applications as well as ensuring compliance with District Plan rules.

This includes processing resource consents and post-approval subdivision certificates (s223 and 224) within statutory timeframes, consistently and at a fair and reasonable cost; and providing consistent and timely information on District Plan matters. The Resource Consents team manages:

- Resource consent processing
- Subdivision consents
- Certificates of compliance
- Ensure compliance with engineering standards
- Ensure asbuilts completed
- Post approvals/bonds

## **Building Control**

We are an accredited Building Consent Authority that has dual functions under the Building Act 2004 and Local Government Act 2002. This status gives the Council the authority to perform numerous functions such as:

- Issuing building consents
- Performing building inspections
- Issuing code compliance certificates, certificates of public use, certificates of acceptance
- Auditing and issuing Building warrant of fitness's
- Earthquake prone building reviews
- Dangerous and insanitary buildings investigations and issue of notice when required
- Inspecting swimming pools
- Issuing Project Information Memorandum (PIM) and completing planning assessments for building consents
- Issuing Land Information Memorandum (LIM).

- Investigating and inspecting unauthorised works when complaints are made from the community

The department is primarily responsible for building code compliance and ensuring that buildings that are subject to building consent meet the minimum New Zealand building code requirements. Namely the objective, function and performance requirements that are mandatory.

## **Health and Bylaws**

The Health & Bylaws Department is made up of two distinct teams.

Health is looked after by the Environmental Health team, which liaises with our customers and undertakes education, monitoring and enforcement functions across a wide cross-section of statutes. These include, but are not limited to:

- Food Act 2014 – the registration and verifications (auditing) of food businesses and ensuring food safety
- Health Act 1956 - a wide range of registration, monitoring and enforcement of other environmental and public health roles
- Sale and Supply of Alcohol Act 2012 - licensing, monitoring and enforcement of alcohol licensed premises and operators
- Resource Management Act 1991 – investigation, monitoring and resolution of commercial noise complaints

The Bylaw component of the department is looked after by the department manager and our Bylaw Enforcement Coordinator, who directly liaise with our “Regulatory Services Enforcement Contractor” Armourguard which looks after the following Council functions:

- Parking Enforcement
- Animal, mainly dog control
- Stock control
- Noise control, mainly after hours and domestic (party/stereo) noise
- A wide variety of general Bylaw enforcement, including freedom camping.

This department and Council in general do not deal with odour or smoke nuisances, as this is a general function of the Northland Regional Council under their legislation.

In addition, there are several larger multinational food businesses, such as most of the larger grocery stores and supermarkets which are directly registered and audited by the Ministry for Primary Industries and not Council’s Environmental Health team.

Similarly, while there is a Dog Control Act 1996, there is no national legislation enabling territorial authorities to deal with cats, the same way it can deal with dogs.

In early 2020 staff will present a report to Council on future options for the Regulatory Services Contract, which was recently renewed for a further one year and until 30 June 2020, with the option of a further one year thereafter.



## **Corporate Group**

### **Finance**

Finance plays a key stewardship role. As well as facilitating the development of an effective financial strategy, we support Council in managing its financial resources on a day-to-day basis, including tax compliance and paying our suppliers. We provide services in respect of planning, monitoring and reporting of Council's financial resources and play an integral role in the delivery of statutory reporting including Annual Reports, Annual Plans and Long Term Plans. Our treasury function actively manages Council's debt and investment positions for both the short and long term. Our team also provides shared financial services to some of Council CCOs.

### **Revenue**

The revenue team set the land rates annually, relying on the accuracy of the property information that they also administer in the rating information database and the district valuation roll.

We ensure the transactional operations for invoicing, collecting and recovering of council's revenue. We also administer the rates rebate scheme for the Department of Internal Affairs, which provides financial assistance to low income ratepayers.

### **Information Communications Technology**

Information Communications and Technology (ICT) services support both the technical and informational function requirements of Council. From desktop systems to the management of data and documentation, we ensure accurate and up-to-date information is readily available and can be easily stored and accessed, and that our technology and systems allow Council to comply with its legislative requirements.

Council's website plays a vital role as an interactive service for providing extensive resources of public information, documents and publications, consultations and GIS mapping (including District Plan and hazard overlays). The IS team provides the website 'platform', with responsibility for content devolved to each department of Council to keep current, relevant and accurate.

We also ensure that the underlying structures for the storage and fast retrieval of all corporate data are stable and available 24/7, with the ability to recover vital systems in the event of a disaster or interruption to services. This includes the ongoing development and enhancement of existing software systems to enable Council to meet the growing consumer demands from our District for faster supply and faster access to information.

Data security, back-up regimens and facilities to maintain services through fail-over to alternate systems are integral to the services provided.

### **Business Support**

The Business Support Department is comprised of two teams. Information Management and Property Assets. The Business Support Department are responsible for assets Council own for a Civic purpose, be it a building or a piece of data, and enable the organisation and Chambers to operate effectively.

Business Support manages the council fleet including the purchasing and disposal of vehicles, and vehicle maintenance. We maintain all civic buildings to ensure that they are fit for purpose from a legislative perspective, but also from the standpoint of ensuring that our environment is comfortable and welcoming for staff. We manage security for assets and staff and manage the cleaning contract

across Council. We process all lease agreements for Council, including commercial leasing and those for parks. We provide governance for information, records and data, making sure we meet statutory requirements and standards for the creation and maintenance of our information assets, while enabling the organisation to work in a digital environment.

The Business Support Department is also the owner of the Procurement Policy. For procurement, we develop best practice policies and procedures to make sure we get the right results for our rate payers, which includes being fair to all suppliers, getting the right supplier, and the best deal available.

## **Business Improvement**

The Business Improvement Department is responsible for supporting the business to improve process design to fully optimise systems and information.

We work in partnership with ICT to develop an ICT strategy that is driven by future and current business needs.

We assist teams across the organisation to develop the organisation's work systems, processes and capability. We are responsible for coordinating process mapping and training throughout the organisation and undertaking continuous analysis and review of current business processes; carrying out process re-engineering where appropriate. The goal is the optimisation of the accessibility of information and reporting within ICT systems to support business decisions and operational design.

## **Communications**

How we communicate with the community is essential in raising awareness of what Council does and why. It is also key to promoting projects and events that occur across our District. This team drives strategic communications, branding and internal, online, corporate and daily media communications through various channels to acknowledge our District's diversity. The department also efficiently produces all written, visual and audio content for digital and print publication – ensuring it is aligned to strategy, brand, legislation, media law and our audience's needs. Additionally, we support all Council functions in responding to daily media enquiries and various team members also serve as Public Information Managers in any civil defence event within our District.

## **Chief Executive's Office**

### **People and capability**

Our People and Capability team works across the business supporting and developing all of Council's employees. This support role spans the day-to-day recruitment and payroll, to longer-term strategic matters such as employee development and change management. Our vision is twofold: to have the right people, motivated, engaged and delivering, and creating a great workplace. To deliver good service to our ratepayer we need to attract and retain good people, therefore it is important that Council is perceived as a great place to work.





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