

Community Development Committee Agenda

Date: Thursday, 20 March, 2025

Time: 10:00 am

Location: Civic Centre, Te Iwitihi, 9 Rust Avenue

Elected Members: Cr Gavin Benney (Chairperson)
Cr Carol Peters (Deputy Chairperson)
His Worship the Mayor Vince Cocurullo
Cr Nicholas Connop
Cr Ken Couper
Cr Jayne Golightly
Cr Phil Halse
Cr Deborah Harding
Cr Patrick Holmes
Cr Scott McKenzie
Cr Marie Olsen
Cr Simon Reid
Cr Phoenix Ruka
Cr Paul Yovich

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

1. Declarations of Interest / Take Whaipānga	
2. Apologies / Kore Tae Mai	
3. Confirmation of Minutes of Previous Community Development Committee Meeting / Whakatau Meneti	
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Recommendations contained in the agenda are not the decisions of the meeting.

Please refer to minutes for resolutions.

Community Development Committee – Terms of Reference

Membership

Chairperson	Councillor Gavin Benney
Deputy Chairperson	Councillor Carol Peters
Members	His Worship the Mayor Vince Cocurullo Councillors Nicholas Connop, Ken Couper, Jayne Golightly, Phil Halse, Deborah Harding, Patrick Holmes, Marie Olsen, Scott McKenzie, Simon Reid, Phoenix Ruka and Paul Yovich
Meetings	Monthly
Quorum	7

Purpose

To oversee functions of Council that interact, support and provide services for the community, including to disburse funds as determined by the Whangarei District Council Grants, Concessions and Loans Policy.

Key responsibilities

- Policy and planning for the provision of community development, culture, arts and heritage and events
- District venues and community events
- Libraries services (Central Library, Branch Libraries, Mobile Library services)
- Customer Services
 - Customer Services Civic Centre and Ruakaka Service Centre
 - Contact Centre Services
 - Isite services
 - National Claphams Clock Museum
 - Request system
- Community services
 - Community sector liaison and support (Advisory Groups)
 - Community safety (City Safe, CCTV)
- Pensioner housing
- Property asset management
 - Pensioner housing

- Forum North
- Community halls
- Civil Defence Emergency Management
- Heritage, culture, arts and creative industries sector liaison
- Community development led programmes
- Operational accountability of performance including:
 - Health and Safety
 - Regular reporting on service delivery
 - Compliance
 - Sustainability
 - Finance
- Reporting on capital projects
- Procurement – general procurement relating to the areas of business of this committee, within delegations
- Shared services – investigate opportunities for shared services for recommendation to council
- To carry out the funding process in accordance with the Whangarei District Council Grants, Concessions and Loans Policy in an objective, fair and transparent way.
- Council Controlled Organisations (CCOs) – monitoring the financial and non-financial performance of CCOs whose functions would otherwise fall under the scope of this committee. Includes trading CCOs (CCTOs) and those CCOs exempted under the LGA. Responsibilities include:
 - advising on the content of annual Statement of Expectations to CCOs
 - agreement of the Statement of Intent
 - monitoring against the Statement of Intent
 - for exempted CCOs, monitoring and reporting as agreed between Council and the organisation
 - quarterly reporting on performance

CCO accountable to this committee:

- Hatea Art Trust (HAT)
- Hundertwasser Art Centre (HAC)
- Whangarei Art Museum (WAM)
- Northland Events Centre Trust 2021 (NECT2021)

Delegations

- (i) All powers necessary to perform the committee's responsibilities, including, but not limited to:
- a) approval of a submission to an external body.
 - b) establishment of working parties or steering groups.
 - c) adoption of strategies and policies relating to the key responsibilities of this committee (except for those that cannot be delegated by Council under Clause 32(1)(f) of Schedule 7 of the Local Government Act (LGA).
 - d) the approval of expenditure of less than \$5 million plus GST.
 - e) the power to adopt the Special Consultative Procedure provided for in Section 83 to 88 of the LGA in respect of matters under its jurisdiction (this allows for setting of fees and bylaw making processes up to but not including adoption).
 - f) the power to delegate any of its powers to any joint committee established for any relevant purpose under clause 32, Schedule 7 of the Local Government Act 2002.

The Committee does not have:

- I. The power to establish sub-committees.
- II. The powers Council is expressly prohibited from delegating as outlined in Clause 32(1)(a)-(h) of Schedule 7 of the Local Government Act 2002; being:
 - the power to make a rate
 - the power to make a bylaw
 - the power to borrow money, or purchase or dispose of assets, other than in accordance with the long-term plan
 - the power to adopt a long-term plan, annual plan or annual report
 - the power to appoint a chief executive the power to adopt policies required to be adopted and consulted on under the Local Government 2002 in association with the long-term plan or developed for the purpose of the local governance statement
 - the power to adopt a remuneration and employment policy.

Community Development Committee Meeting Minutes

Date: Thursday, 20 February, 2025
Time: 11:00 a.m.
Location: Civic Centre, Te Iwitahi, 9 Rust Avenue

In Attendance	Cr Gavin Benney (Chairperson) Cr Carol Peters (Deputy Chairperson) (Teams) His Worship the Mayor Vince Cocurullo Cr Nicholas Connop (Teams) Cr Ken Couper Cr Phil Halse Cr Deborah Harding Cr Patrick Holmes Cr Scott McKenzie Cr Marie Olsen Cr Simon Reid Cr Phoenix Ruka
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Not in Attendance	Cr Jayne Golightly Cr Paul Yovich
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Scribe	N. Pestana (Team Leader, Democracy)
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1. **Declarations of Interest / Take Whaipānga**

No interests were declared.

2. **Apologies / Kore Tae Mai**

Cr's Yovich and Golightly.

Moved By His Worship the Mayor

Seconded By Cr Phoenix Ruka

That the apologies be sustained.

Carried

3. Confirmation of Minutes of Previous Community Development Committee Meeting / Whakatau Meneti

3.1 Minutes Community Development Committee 10 December 2024

Moved By Cr Phil Halse

Seconded By Cr Deborah Harding

That the minutes of the Community Development Committee meeting held on Tuesday 10 December 2024, including the confidential minutes, having been circulated, be taken as read and now confirmed and adopted as a true and correct record of proceedings of that meeting.

Carried

4. Decision Reports / Whakatau Rīpoata

4.1 Reconsideration of 2021 Partnership Fund grant

Moved By Cr Gavin Benney

Seconded By Cr Deborah Harding

That the Community Development Committee

1. Notes that Te Orewai Te Horo Trust will not be eligible for further funding from Council for three years (to end 31 December 2027).
2. Acknowledges the current challenging financial position of Te Orewai Te Horo Trust.
3. Approves the repayment of the full amount of \$135,000 plus GST (\$155,250 inclusive) from Te Orewai Te Horo Trust to Council of the 2021 Partnership Fund grant.
4. Delegates to the Chief Executive the power to negotiate the terms of a Repayment Agreement.

Carried

4.2 Community funding for February 2025

Moved By Cr Carol Peters

Seconded By His Worship the Mayor

That the Community Development Committee approves Whangarei Communities Fund grant allocations as follows:

1. Glass Ceiling Arts Collective – programme costs 2025 \$8,000.

2. Ngunguru Sport and Recreation Society – reroof main club \$69,259.
3. One Tree Point Bowling Club – new artificial green \$100,000.
4. The Best Dog Trust – community dog desexing programme 2025 \$20,000.
5. Whangarei Proud – Pride Festival 2025 \$5,691.

Carried

5. Information Reports / Ngā Pūrongo Kōrero

5.1 Community Services Group Operational Report February 2025

Moved By His Worship the Mayor

Seconded By Cr Simon Reid

That the Community Development Committee receives the Community Services Group Operational Report for February 2025.

Carried

6. Public Excluded Business / Rāhui Tangata

There was no business in public excluded.

7. Closure of Meeting / Te katinga o te Hui

Cr Ruka concluded the meeting at 11.08am with a karakia.

Confirmed this 20th day of March 2025.

Cr Gavin Benney (Chairperson)

4.1 Community Funding - March 2025

Meeting: Community Development Committee
Date of meeting: 20 March 2025
Reporting officer: Cindy Fields, Community Funding Coordinator

1 Purpose / Te Kaupapa

To determine Whangarei Communities Fund grant allocations for March 2025.

2 Recommendations / Whakataunga

That the Community Development Committee approves Whangarei Communities Fund grant allocations as follows:

1. Alzheimers Society Northland Inc – Dementia Education 2025	\$3,000
2. Maungakaramaea Sports Club Inc – ANZAC Day Service 2025	\$250
3. Rotary Club of Whangarei South Inc – Health Expo 2025	\$4,364
4. Ruakaka and One Tree Point Community CCTV Project Inc – Safer Cities Proposal	\$0
5. The Ngunguru Bowling Club Inc – New clubhouse roof	\$10,926

3 Discussion / Whakawhiti kōrero

In this period, 5 applications are presented for the Committee's consideration, and 4 are recommended for support.

Applications and recommendations are outlined in the attached document.

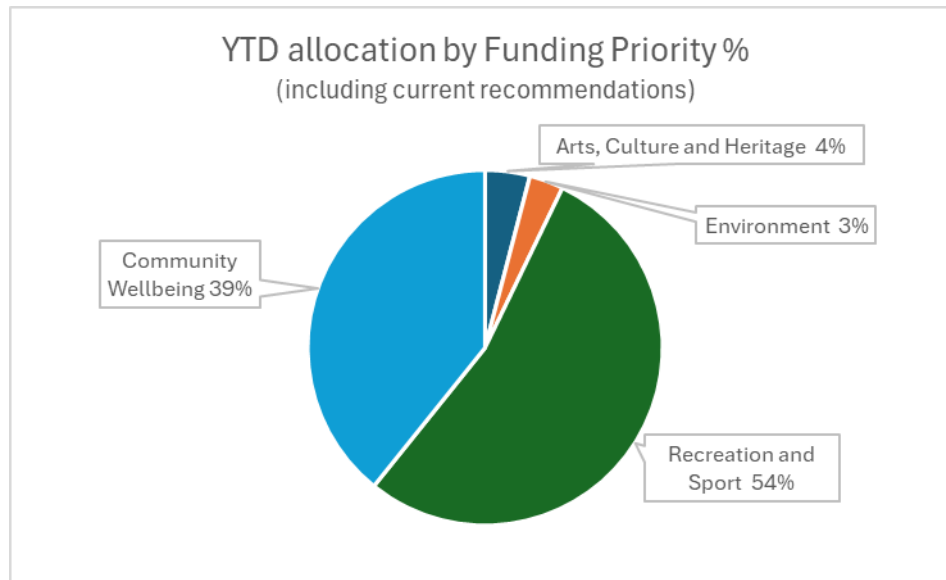
Grant applications are now received and managed through the SmartyGrants portal.

3.1 Financial/budget considerations

	Amount	Comment
Recommended this month	\$18,564	Within budget and on track for the year
Allocated YTD	\$555,158	60% of total budget
New YTD total, if approved	\$573,722	62% of total budget
Remaining in Year, if approved	\$356,278	For 3 months

3.2 Funding priorities

The following provides a breakdown of applications received and allocations made (and currently recommended) against the four funding priorities in the financial year to date:



The percentages reflect the facilities investment needed for sports organisations, and the broad definition of *Community Wellbeing*.

The *Arts, Culture and Heritage* and the *Environment* funding priorities have received proportionately fewer Community Fund applications to date and for smaller amounts. These are conversely well-represented in the District Amenities Fund for operational support, which helps to balance out the allocations across funding priorities.

3.3 Assessment of applications

Grant applications are now provided a score to help guide decision-making.

Scores range from 0 (completely fails to address measure) to 5 (meets measure at a high level). The totals are weighted as shown for the following measures:

Project planning (25%)

- The project idea is clear and well-developed.
- The application demonstrates a clear and strong community need or benefit.

Alignment (25%)

- The application demonstrates clear alignment with our Funding Priorities and objectives.
- The application demonstrates support for a target sector of the community (under-represented communities or people, place, or attribute).

Budget (25%)

- The budget is clear and realistic.

Supporting information (25%)

- Supporting information provided is appropriate for the requested level of investment.

3.4 Policy and planning implications

The Community Funding Policy, revised in June 2024, was applied in the consideration of all applications, and is reflected in the recommendations made.

3.5 Risks

No risks were identified for the recommendations proposed, although noting the variation to the policy in one instance.

4 Significance and engagement / Te Hira me te Arawhiti

The decisions or matters of this Agenda do not trigger the significance criteria outlined in Council's Significance and Engagement Policy, and the public will be informed via agenda publication on the website.

5 Attachments / Ngā Tāpiritanga

Whangarei Communities Fund recommendations report for March 2025

Whangarei Communities Fund recommendations report

Month: **March 2025**

Applicant	Alzheimers Society Northland Incorporated
Project	Whangarei Community - Dementia Education (WCF-118)
Requested	\$3,000.00
Funding criteria	Community Well-being
Total score	75%
Assessment	<p>This request is for the delivery of 4 x 2-hour workshops supporting family and whanau carers of loved ones living with dementia. It is part of the Association's ongoing community education programme, supporting over 600 families affected by dementia.</p> <p>A straight-forward application that has sufficiently demonstrated need and impact and scored well as a result. However, it would have benefited from having more detail on the specialist facilitator whose fees make up half of the request.</p> <p>It is noted that the applicant is contributing approximately 25% of the project cost.</p>
Applicant's rationale for support	<p>The following is the applicant's rationale for why the funding is needed and why it should be supported:</p> <p><i>The frequency of diagnosis of dementia in Northland is increasing as more people are being informed and becoming more aware of the signs and symptoms and are seeking help. Through initiatives like this community education project, there is an increase in awareness, leading to more tolerance and understanding to support those in the community that have dementia. This is of benefit to those with dementia but also the carers and whanau to make their ability to support and get support for their person.</i></p>
Recommend	\$3,000.00

Applicant	Maungakaramaea Sports Club Incorporated
Project	Maungakaramaea ANZAC Day Service 2025 (WCF-114)
Requested	\$274.00
Funding criteria	Community Well-being
Total score	65%
Assessment	<p>This request is to support ANZAC Day post-service refreshments in Maungakaramaea. The sports club hosts up to 100 people after the service with a light morning tea. The club states they are struggling financially this year and providing quality catering for this number is more difficult than usual. This is supported by their financial performance report.</p> <p>The Community Funding Policy provides some guidance around eligibility for catering and food. Full catered meals is not eligible, but expressing manaakitanga</p>

	<p>by providing modest refreshments is appropriate and eligible. This request is eligible as manaakitanga.</p> <p>The budget includes disposable cups and plates, which does not align with waste minimisation objectives, and this is adjusted for in the recommended allocation.</p>
Applicant's rationale for support	<p>The following is the applicant's rationale for why the funding is needed and why it should be supported:</p> <p><i>Because it is a community event and we like to show hospitality to the people who attend. The club has used its own finances over the past 8 or so years and now we are struggling financially, we don't want to not be able to continue with this hospitality to the people who attend. It is a large community event for us.</i></p>
Recommend	\$250.00

Applicant	ROTARY CLUB OF WHANGAREI SOUTH INCORPORATED
Project	Rotary Heath Expo (WCF-109)
Requested	\$4,364.00
Funding criteria	Community Well-being
Total score	65%
Assessment	<p>This funding is to support a Health Expo, run by three rotary clubs of Whangarei. The event aims to promote healthy lifestyles and disease prevention and provide accessible health testing enabling early detection and intervention.</p> <p>The applicant has teamed up with Creative Northland to run the event on the same day as Art Beat on 12 April, sharing some of the event costs and marketing, and increasing patronage for both. Designated spaces will feature health screenings, wellness workshops, and information booths that will blend with ArtBeat's artistic and cultural offerings.</p> <p>The application scored well, although the budget presented some confusion. Good supporting letters from Creative Northland.</p> <p>Supported costs are digital marketing, contribution to waste management, sound hire, and administration.</p>
Applicant's rationale for support	<p>The following is the applicant's rationale for why the funding is needed and why it should be supported:</p> <p><i>The Health Expo will make a significant difference by promoting disease prevention, early detection, and healthier lifestyles within the Whangarei community. By providing free or low-cost health testing and expert advice, the event will reduce barriers to healthcare access, particularly for underserved populations. This proactive approach can help identify potential health issues early, leading to better long-term outcomes and reduced healthcare costs. Funding this project will ensure the event is well-promoted, maximising community awareness and attendance, and ultimately creating a healthier, more informed population.</i></p>

Recommend	\$4,364.00

Applicant	Ruakaka and One Tree Point Community CCTV Project Inc.
Project	Safer Cities Proposal (WCF-117)
Requested	\$6,670
Funding criteria	Community Well-being
Total score	45%
Assessment	<p>This request is for the pre-purchase design and procurement services for a CCTV network in Ruakaka. While this Fund can and has supported applications for CCTV, this one raises some questions.</p> <p><i>Who's project is it?</i></p> <p>The application indicates that the project is a partnership between the newly formed Trust and the Ruakaka Police, however no supporting letter from Police nor any financial or similar contribution from them indicated. The wording of the application implies that the project is "for the police" and to "help local police monitor activity".</p> <p>The Community Funding Policy states that Council will not support activities or projects that it considers to be the responsibility of a government agency or entity.</p> <p>The Trust is new, having only just established in September 2024 and have not held their first AGM yet. In their constitution, the Trust's objectives include: "To sign a memorandum of understanding (MOU) with the Ruakaka Police to establish and promote a working relationship between the Society and the police to define: (a) The ownership of the CCTV cameras and network. (b) The ongoing maintenance and development of the CCTV project."</p> <p>If the ownership of the network will sit with the Police, then it would be questionable for Council's community funding to be used for this purpose.</p> <p>Ruakaka Police also provided a draft network design and requirements/needs to the proposed providers (SaferCities) further indicating the project would be primarily to support Police objectives.</p> <p><i>Is it the best use of funds?</i></p> <p>The total project cost is \$8625 and is split in two phases, both to be completed by SaferCities. Phase 1 at \$5750 is for requirements documentation and future state design. Phase 2 at \$2785 is for procurement support, project management, certification and commissioning. Compared to other community CCTV projects Council has supported (the latest was in December), this is a significant investment before any equipment is even purchased. The application has not demonstrated the need for Phase 2 nor justified the amount quoted for procurement and project</p>

	<p>management.</p> <p>It is also unclear what the estimated cost for the system would be and how this would be funded (ie if Council would also be requested to support this).</p> <p>In summary, the application raised several questions and accordingly received a low score. Community CCTV projects are welcomed to the Whangarei Communities Fund, but this doesn't feel like it is community-led.</p> <p>Options for this application:</p> <ol style="list-style-type: none"> 1. Decline the application and invite them to reapply with a stronger application that defines the Police's involvement and clearly demonstrates the need for the project and Council's investment in it. 2. Approve funding of up to \$5,750 for Phase one (requirements) only, with the expectation that the Police will fund or manage Phase two, if it is required, and no guarantees of funding for system procurement. 3. Fully fund as requested, being aware that this may set a precedent for future support of similar projects and dynamics. <p>Staff recommend declining the application.</p>
Applicant's rationale for support	<p>The following is the applicant's rationale for why the funding is needed and why it should be supported:</p> <p><i>The proposed project will be beneficial to the community by improving public safety and prevent crime within the Ruakaka and One Tree Point communities through working in conjunction with the Ruakaka Police to instal of a network of CCTV cameras, back-end systems, recording apparatus and the ongoing operation and maintenance of the system. SaferCities will help initially to document requirements and expectations for the CCTV system. This ensures that all parties involved are aware of the overall outcome and what is required to achieve success. This includes design work done to date provided by Ruakaka Police.</i></p>
Recommend	DECLINE

Applicant	The Ngunguru Bowling Club Inc.
Project	New Clubhouse Roof (WCF-126)
Requested	\$10,926.00
Funding criteria	Community Well-being
Total score	72.5%
Assessment	<p>To replace the clubrooms' roof, which is 37 years old and failing. The club has patch repaired this, but it became clear that at least one purlin had been regularly exposed to water and decay had set in. Despite repairs being successful in stopping further leaks, the club feels that the only feasible long-term solution would be to remove and replace.</p> <p>The application scored well and presents a good case for support. Several letters</p>

	<p>of support were included endorsing the value of the clubrooms to the community.</p> <p>They are seeking 70% of the total project cost and will contribute the rest. The club is in a good financial position but notes that funds are being retained for the ongoing upkeep and replacement of club infrastructure (greens).</p> <p>The applicant received a Partnership Fund grant in 2023 for a new artificial green, which has been completed.</p> <p>The applicant declared and showed appropriate management of conflicts of interest relating to:</p> <ul style="list-style-type: none"> - The roof assessment was completed by retired civil engineer and Club VP. - The choice of preferred supplier.
Applicant's rationale for support	<p>The following is the applicant's rationale for why the funding is needed and why it should be supported:</p> <p><i>Our clubrooms are the focal point of the club. It is where members and visitors meet and interact socially. For many of our members, particularly our more senior members (and those living alone) it provides their only form of social interaction.</i></p> <p><i>Should the roof not be repaired we run the risk that, in the longer term, the clubhouse would suffer irreparable damage.</i></p> <p><i>Without a clubroom that members and visitors can use, club membership would decline, potentially resulting ultimately in the demise of the club.</i></p> <p><i>With the roof repaired and the future of the clubrooms assured, we can continue to provide a vibrant and inclusive hub for the entire community.</i></p>
Recommend	\$10,926.00

4.2 Northland Event Centre Trust (2021) Draft Statement of Intent 2025-2028

Meeting: Community Development Committee
Date of meeting: 20 March 2025
Reporting officer: Victoria Harwood, General Manager Community Services

1 Purpose / Te Kaupapa

Provide the Northland Event Centre (2021) Trust (NECT2021) Draft Statement of Intent 2025-2028 to the Committee, and provide the opportunity for the Committee to compare the draft against the Council Expectations 2025 provided to the Trust; and to feedback to NECT2021 on the Draft Statement of Intent in achieving those expectations.

2 Recommendations / Whakataunga

That the Community Development Committee:

1. Receives the Northland Events Centre Trust (2021) Draft Statement of Intent 2025-2027
2. Provides feedback to the Northland Events Centre Trust (2021) on the Draft Statement of Intent and its alignment with Council's expectations of the Council Controlled Organisation for the 2025-26 financial year.
3. Acknowledges the financial forecasts and anticipated losses and provides feedback to the Trust.

3 Background / Horopaki

Section 64 of the Local Government Act 2024 (LGA) provides that Council-Controlled Organisations (CCOs) must have a Statement of Intent (SOI) for the year ahead. The purpose of a SOI is to state publicly the activities and intentions of the CCO, to provide an opportunity for Council to influence the direction of the organisation, and to provide a basis for accountability. Council Controlled Organisations (CCOs) have legislative timeframes under the Local Government Act 2002 (LGA) to provide a Draft SOI and subsequent Final SOI to Council. These timeframes include:

- A Draft SOI is provided to Council by 1 March
- Council considers the draft SOI and provides any feedback to the CCO by 1 May
- A Final SOI is provided to Council by 30 June for approval.

4 Discussion / Whakawhiti kōrero

The NECT2021 Draft SOI (Attachment 1) is provided for consideration against the Council expectations (Attachment 2).

Below outlines the Council's expectations for NECT2021 as per the Statement of Expectations 2025-2026:

- Transparent and accountable
- Demonstrate good governance
- Provide benefit to the community
- Promote value for money and provide Community Services on behalf of Council
- Statement of Intent are concise and include meaningful performance measures
- Attend Council meetings on the Statement of Intent, Annual Report, and Half-Yearly report Financial/budget considerations
- Ensure successful operations and clear direction
- Collaborate with Council
- Demonstrate social responsibility
- Comply with Lease Agreements

The Committee has the opportunity to assess the Draft SOI performance measures against the Council's expectations and give feedback to be incorporated into the NECT2021 Final Statement of Intent 2025-2028.

NECT2021's actions and direction are governed by the Trust Deed, Board Charter, policy framework and Strategic Plan. These key documents detail the objectives of NECT2021 which includes governance and management of Semenoff Stadium and delivery of events to the region.

The Board of Trustees are also completing a strategy review, where there may be some additions to the SOI before the final version on 30 June 2025.

The strategic objectives and performance measures in the Draft SOI reflect the council's expectations of NECT2021.

4.1 Financial/budget considerations

The three-year financial forecasts include a provision for the responsibilities under the lease for repairs and maintenance. These costs are currently in the final stages of being aligned to the Stadium Asset Management Plan.

The financial forecasts for year 1, 2025-2026 and year 3, 2027-2028 show an almost break-even position, with the Trust expecting small profits.

In year 2, 2026-2027 the Stadium Roof Replacement project onsite construction is planned, and it is expected this will have a financial impact on the Trust. Stadium and Council staff are working together to plan this piece of work to ensure disruption is kept to a minimum. The SOI also states the Trust intends to maximise the opportunities that will be provided once the project is completed, especially the use of the renovated level three areas.

Losses in year 2 are budgeted to be \$245,559. The Trust have set aside a minimum of \$600,000 from their equity reserve to accommodate these losses and will keep a prudent reserve of \$660,000.

5 Significance and engagement / Te Hira me te Arawhiti

The decisions or matters of this Agenda do not trigger the significance criteria outlined in Council's Significance and Engagement Policy, and the public will be informed via agenda publication on the website.

6 Attachments / Ngā Tāpiritanga

Attachment 1: Statement of Expectations 2025-2026

Attachment 2: Northland Event Centre (2021) Trust Draft Statement of Intent 2025-2028



22nd November 2024

Ms Paula Savage
Te Pae Turima O Te Tai Tokerau
Northland Events Centre (2021) Trust

Dear Paula

The attached Statement of Expectations provides the Trust with council's expectations for Council Controlled Organisations. These will hopefully align with your organisation's objectives and aim to foster a positive working relationship between NECT2021 and Council.

The expectations are designed to ensure that CCOs are performing effectively and have a clear understanding of their responsibilities.

I anticipate that these principles will be integrated into your organisational practices and culture, and be reflected in your Statement of Intent, I look forward to receiving your draft SOI by 1 March 2025.

Yours sincerely

A handwritten signature in black ink, appearing to read "Vince Cocurullo", with a long horizontal stroke extending to the right.

His Worship the Mayor
Vince Cocurullo

Statement of Expectations for 2025-2026

Te Pae Turima O Te Tai Tokerau Northland Events Centre (2021) Trust

This statement of expectations is the first step in preparing for the upcoming financial year and is designed to provide you with a high-level view of Whangarei District Council's (Council) expectations, as a basis for ongoing communication.

This document should be considered in the development of your draft statement of intent for the upcoming financial year.

It sets out common expectations across all council-controlled organisations (CCOs), and expectations specific to Te Pae Turima O Te Tai Tokerau.

The Mayor's Expectations of Council Controlled Organisations

As Mayor I want CCOs to operate under the principle of no surprises and in accordance with legislative requirements. CCOs must be accountable to the Council, and by extension the community. I set out my general expectations below, which reflect the high-level overarching principles for CCOs.

- CCOs are transparent and accountable.
- The board demonstrates good governance.
- CCOs provide a benefit to the community.
- CCOs promote value for money and provide Community Services on behalf of Council.
- Statements of Intent are concise and include meaningful performance measures.
- Council meetings on the Statement of Intent, Annual Report, and Half-yearly report are attended by the CCO.
- Rules and legislation are complied with.

CCOs are transparent and accountable

Council is accountable to the community for the actions of its CCOs. This means that Council must be aware of any matters of significance or current issues.

Your organisation must provide timely, meaningful, and candid information about operations, especially any matters that are potentially contentious or of high public interest. This may include information that:

- Creates a major issue for your organisation or for Council
- Raises financial concerns
- Could generate community concern
- Raises political implications
- Could gain significant media attention or generate wide public interest

To be able to identify such issues your organisation will need to have a strong risk awareness and be able to identify and manage risks. This includes health and safety, legal, operational, reputational, and financial risks.

It is important to Council to build strong relationships with CCOs in which there are no surprises, and an open dialogue is maintained.

The board demonstrates good governance

The governing body of the CCO must demonstrate good governance. Good governance should encompass the following:

having a clear purpose

maintaining a good organisational culture

promoting accountability

ensuring compliance with legislation and organisational rules.

These principles should support quality decision making. It is important for Council to have confidence in the board's ability to make decisions and govern the organisation effectively.

As a CCO it is also important to maintain good records in line with the Public Records Act 2005, and to be able to respond to any official information requests by members of the public.

CCOs provide a benefit to the community

CCOs deliver functions that support the Council and provide a benefit to the community. This means that Council expects your organisation to support the overall District Vision as outlined in the Long-Term Plan.

In operating the organisation, your governing board must act with good judgement, ensuring that all board members are performing well.

Social, cultural, and environmental factors should also be considered by the board, such as:

- Promoting diversity and inclusivity on your board
- Engaging with the community

CCOs promote value for money and provide Community Services on behalf of Council

Council expects that your organisation will be financially sustainable and solvent.

It is important that Council is confident that your focus is on achieving the best value for money for your organisation and the community. In doing so, the council expects that you will continue to limit the draw on ratepayer funding.

Council is experiencing financial constraints felt across the organisation and must be pragmatic in achieving the service levels set out in the Long-Term Plan within tight budgets. Council expects your organisation to similarly prioritise affordability.

Your statement of intent should provide a clear plan of how you intend to operate effectively within set budgets. You may need to consider methods to widen your external revenue base or to cut expenditure.

Financial statements are vital to Council understanding the financial position of the organisation. You must include forecast financials in your statement of intent, and financial statements in your annual report. These must be in accordance with accepted accounting practice.

Statements of Intent are concise and include meaningful performance measures

A statement of intent should be concise and informative. This enables Council and the public to understand your activities, note any proposed changes, and understand the proposed benefit and fiscal impact of your activities.

Your performance measures should be meaningful to your organisation and its purpose. They will need to include specific and measurable targets, so that success can be objectively evaluated.

Council encourages you to use the S.M.A.R.T framework in developing objectives and performance targets:

S	Specific	<i>The objective or target should be specific.</i>
M	Measurable	<i>The objective or target should be measurable.</i>
A	Achievable	<i>The objective or target should be achievable.</i>
R	Relevant	<i>The objective or target should be relevant.</i>
T	Time-bound	<i>The objective or target should be time-bound.</i>

A statement of intent must cover the current financial year as well as the following two financial years. It must include the following content:

- The objectives of your organisation
- A statement of the board's approach to governance
- The nature and scope of activities to be undertaken by your organisation
- Performance targets and other measures that support your organisation's objectives
- The major accounting policies
- Forecast financial statements

Your organisation must ensure that the content and time frames of the statement of intent and other CCO reports meet the Local Government Act 2002 requirements.

Council meetings on the Statement of Intent, Annual Report, and Half-yearly report are attended by the CCO

Once received, statements of intent and CCO reports are put to the next available Council meeting or meeting of the appropriate Committee.

Council expects that a member of your board or staff will attend the meeting to answer any questions raised, and to take note of any feedback provided by Elected Members. Any feedback raised on the draft statement of intent will need to be incorporated into the final statement of intent.

Rules and legislation are complied with

It is the responsibility of your board to comply with your organisation's rules document (such as a Company Constitution or Trust Deed) and any relevant legislation, including but not limited to the following:

- Local Government Act 2002
- Local Government Official Information and Meetings Act 1987
- Privacy Act 2020
- Health and Safety at Work Act 2015
- Public Records Act 2005
- Employment Relations Act 2000.



His Worship the Mayor
Vince Cocurullo

Specific Expectations for Te Pae Turima O Te Tai Tokerau

The council would like to outline the following expectations of the Northland Events Centre (2021) Trust, otherwise known as Te Pae Turima O Te Tai Tokerau.

- Ensure successful operations and clear direction.
- Ensure good governance from the board of trustees.
- Collaborate with Council
- Demonstrate social responsibility.
- Comply with Lease Agreements

Ensure successful operations and clear direction

Council expects the trust to maintain steady operations and deliver large events, operating as a multipurpose community facility for the benefit of Northland Te Tai Tokerau.

Management of the day-to-day operations of the venue should be in an orderly and lawful manner. Council expects the trust to promote health and safety and operate as a PCBU (Person Conducting a Business or Undertaking) under the Health and Safety at Work Act 2015 with the primary duty of care.

The trust should contribute to the periodic reviews of the Northland Events Centre Asset Management Plan and its delivery.

To monitor performance, Council would like to receive full agenda pack and minutes for board meetings through the General Manager of the Community Group via email.

Ensure good governance from the board of trustees

The board of trustees must act in accordance with the Trust Deed and good governance practice for trustees. They should promote diversity on the board and provide an induction for new trustees.

It is important that your organisation is a good employer and maintains a good overall reputation.

You should be clear about accountabilities and be transparent about performance against those accountabilities. This includes managing risk effectively and ensuring that you have good information, systems, and controls in place.

Collaborate with Council

The organisation's General Manager should meet monthly with the General Manager of Community Group within Council, to maintain relationships and discuss operations matters to enhance communication.

Maintaining a good relationship between Council and the trust is highly important. This relationship should be built around the principle of a 'no surprises' approach to issues.

Points of contact within the Council should be invited to board meetings to maintain clear communication and a good relationship. The trust should engage with the General Manager of Community Group and the Manager of Venues and Events department as the primary points of contact.

Demonstrate social responsibility

Council expects the trust to demonstrate decision-making that embraces the principles of Te Tiriti o Waitangi/ the Treaty of Waitangi. The trust should collaborate with iwi and hapū and engage with the community to provide community access and use of the facility.

The trust should mitigate negative environmental impacts by supporting the Whangarei District Council Waste Minimisation and Management Plan.

Comply with Lease Agreements

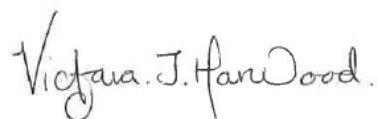
Council expects ongoing full compliance of the lease agreement and NECT2021 associated costs.

Summary

The information provided in this letter reflects the expectations the Whangarei District Council has for Te Pae Turima O Te Tai Tokerau. It is intended to help facilitate a good working relationship.

We welcome any discussion on the content of this letter and look forward to receiving your draft statement of intent by 1 March 2025.

In accordance with section 64B of the Local Government Act 2002 this letter will be published on the Whangarei District Council website.



Victoria Harwood

General Manager – Community Services

Appendix 1 – Council Controlled Organisation Reporting Timeframes

Reporting Requirement	Date Required
CCO to provide a draft statement of intent	On or before 1 March Put to a Council meeting in March or April.
Council to consider and provide commentary on the draft statement of intent	CCO to consider any commentary on the draft statement of intent that is made on or before 1 May
CCO to provide the final statement of intent to Council	On or before 30 June Put to a Council meeting in July or August.
CCO to provide an annual report	Within three months after the end of the financial year – by 30 September Put to a Council meeting in October or November
CCO to provide a half-yearly report to Council	Within two months after end of the first half of the financial year – by 28th or 29th of February Put to a Council meeting in March or April.



NORTHLAND
EVENTS CENTRE (2021) TRUST
TE PAE TAURIMA
O TE TAI TOKERAU

2025-2028

Statement of Intent

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1 Introduction

The Northland Events Centre (2021) Trust (NECT), a Whangarei District Council Controlled Organisation (CCO), was established on 1 December 2021.

The four Council appointed Trustees and Trustee appointed Chief Executive have successfully developed and implemented a Strategic Plan (Vision, Mission, Strategic Pillars and Values), Statement of Intent, Annual Plan and Budget that aligns to Whangarei District Council's (WDC) Statement of Expectations for CCOs.

2 Purpose of the Statement of Intent

This statement of intent is prepared in accordance with section 64 of the Local Government Act 2002. It outlines the activities and intentions of NECT2021 for the next three financial years, and the objectives to which those activities will contribute. It provides a basis for accountability to WDC and the public for the performance of the organisation.



3 Nature and Scope of Activities

NECT is responsible for:

- Proudly and professionally hosting events that embody the heart, spirit and potential of Northland Te Tai Tokerau
- Demonstrating financial sustainability and solvency
- Delivering events for the benefit of Northland Te Tai Tokerau
- Operating a multipurpose, community facility for the benefit of Northland
- Managing on a commercial basis according to industry best practice
- Adhering to WDCs reporting requirements
- Demonstrating social, cultural and environmental responsibility and sustainability
- Compliance with relevant legislation, obligations of a PCBU under the Health and Safety Work Act 2015
- Acting in accordance with the Trust Deed, Good Governance practice and the Deed of Lease.

WDC's expectations for NECT as per the Statement of Expectations 2025-2028:

- Be transparent and accountable
- Demonstrate good governance
- Provide benefit to the community
- Promote value for money and provide community services on behalf of WDC
- The Statement of Intent is concise and includes meaningful performance measures
- Attend WDC meetings on the Statement of Intent, Annual Report, and Half-yearly report
- Compliance with rules and legislation.



4 Approach to Governance

The governance of NECT is the responsibility of a board of four Trustees appointed by WDC.



Paula Savage
Chair



Hetty Van Hale
Deputy Chair



Steve Armitage
Trustee



Andre Hemara
Trustee

The following four Trustees have been appointed based on their wealth of experience in diverse sectors:

- Paula Savage (Chair)
- Hetty Van Hale (Deputy Chair)
- Steve Armitage
- Andre Hemara

In addition, the following committees have been established by the Trust to ensure best practice:

- People and Performance Committee
- Audit and Risk Committee

NECT's actions and direction is governed by the Trust Deed, Board Charter, policy framework and Strategic Plan. These key documents detail the objectives of NECT which includes governance and management of Semenoff Stadium and delivery of events to the region.

5 Vision, Mission and Strategic Pillars

Please note that the board of NECT has recently completed a strategy review and will be finalising its future Strategic Plan before the start of the new financial year.

Vision

To be the heart of events in Northland Te Tai Tokerau, enhancing the wellbeing of our community.

Mission

We proudly and professionally host events that embody the heart, spirit and potential of Northland Te Tai Tokerau.

NECT has developed three strategic pillars to support its overall Strategic Vision and Mission:

- Events
- Te Ao
- Venue

6 Objectives

The following objectives focus on the long-term goals of NECT:

1. Events

Host events for the benefit of Northland Te Tai Tokerau
Continue to offer event management services

2. Te Ao

Continuous development of closer relationships with Tangata Whenua
Continuous development of our unique sense of identity for the venue
Continue our bi-cultural journey

3. Venue

Increase commercial revenue
Improve the visitor experience
Implement sustainable and environmental measures

7 Performance Targets and Measures

As noted, the board of NECT has recently completed a strategy review and will be finalising its future Strategic Plan before the start of the new financial year. While this may see changes to the Trust's Strategic objectives we are confident that the measures below will still be relevant.

Performance Measures			
Objective	Year 1 2025/2026	Year 2 2026/2027	Year 3 2027/2028
1. Events			
Host events for the benefit of Northland Te Tai Tokerau.	Deliver 10 or more large* events Work alongside community organisations to host two new community events	Deliver 8 or more large events*	Deliver 12 or more large* events
Continue to offer event management services.	Deliver two or more event management contracts**	Deliver two or more event management contracts**	Deliver two or more event management contracts**
	*400+ pax ** either onsite or at an alternative venue	* Roof impact ** either onsite or at an alternative venue	** either onsite or at an alternative venue
2. Te Ao			
Continuous development of closer relationships with Tangata Whenua.	Implement one or more actions from the Te Ao Plan	Implement one or more actions from the Te Ao Plan	Implement one or more actions from the Te Ao Plan
Continuous development of our unique cultural sense of identity for the venue.	Ensure Te Ao is a key element of community engagement work	Implement Te Ao deliverables prioritised from community engagement	Review and build on Te Ao deliverables prioritised from community engagement
Continue our bi-cultural journey.	Host one cultural event	Host one cultural event	Host one cultural event
3. Venue			
Increase commercial revenue.	Actual income is greater than or equal to budget. Achieve one or more new internal revenue opportunity Apply for funding from two external funders Develop plan to	Actual income is greater than or equal to budget. Review Year 1 measures and implement improvements Establish one key whole of venue booking for 27/28	Maximise the opportunities that the new level three space presents with increased internal event revenue

Performance Measures			
Objective	Year 1 2025/2026	Year 2 2026/2027	Year 3 2027/2028
	minimise impact of roof project	(maximising new level 3 space) *Measures will be impacted by stadium roof project.	
Improve the visitor experience.	Create meaningful community engagement to drive the visitor experience Establish customer satisfaction measures and targets	Prioritise and deliver an improved visitor experience based on community engagement Deliver on customer satisfaction targets	Deliver on customer satisfaction targets
Implement sustainable and environmental measures.	Delivery of three or more events that are sustainable and support zero waste.	Delivery of three or more events that are sustainable and support zero waste.	Delivery of three or more events that are sustainable and support zero waste.
4. Financial			
NECT2021 will operate in accordance with Board approved financial budgets and delegated authority.	The overall surplus/ deficit is in line with the approved budget	The overall surplus/ deficit is in line with the approved budget	The overall surplus/ deficit is in line with the approved budget
Meet all financial obligations to Charities Services including annual returns and reporting requirements.	Submission of annual returns within 6 months of financial year end to Charities Services.	Submission of annual returns within 6 months of financial year end to Charities Services.	Submission of annual returns within 6 months of financial year end to Charities Services.
Meet financial reporting standards for a Council Controlled Organisation (CCO)	Submission of financial reports to Council as per CCO reporting standards	Submission of financial reports to Council as per CCO reporting standards	Submission of financial reports to Council as per CCO reporting standards
5. Reporting			
NECT2021 will report on its achievement against the strategic objectives as outlined in the Statement of Intent.	Strategic objectives (reported in the half yearly and annual report).	Strategic objectives (reported in the half yearly and annual report).	Strategic objectives (reported in the half yearly and annual report).

Performance Measures			
Objective	Year 1 2025/2026	Year 2 2026/2027	Year 3 2027/2028
6. Health, Safety and Wellbeing			
Meet our PCBU Health and Safety Work Act responsibilities.	Report No. of critical incidents in the Half-Yearly Report and Annual Report.	Report No. of critical incidents in the Half-Yearly Report and Annual Report.	Report No. of critical incidents in the Half-Yearly Report and Annual Report.
	Semiannual deep dives into critical risks.	Semiannual deep dives into critical risks.	Semiannual deep dives into critical risks.
	Review and implementation of the Health and Safety Annual Plan.	Review and continuous improvement of the Health and Safety Annual Plan.	Review and continuous improvement of the Health and Safety Annual Plan.

8. Information to be provided throughout the financial year

A half-yearly report will be provided to WDC by 28 February each year. This will include a comparison of performance against the performance targets and measures set out in this Statement of Intent, and unaudited financial statements.

An annual report will be provided to WDC by 30 September each year. This will include a comparison of performance against the performance targets and measures set out in this Statement of Intent, an explanation of any material variances from the Statement of Intent, audited financial statements, and an independent auditors report on the financial statements and the performance targets and measures.

To ensure there is timely notification of any major issues, NECT commits to a no surprises approach beyond the formal reporting requirements. This means that NECT will inform WDC as soon as possible of any major issues that arise in the course of operations. NECT will proactively inform WDC when their operations could: create a major issue for NECT or WDC; trigger public interest; have political implications; or gain significant media attention.

Appendix 1: Accounting Policies

1 Statement of accounting policies for the year ended 30 June 2025

1.1 Reporting entity

NECT is incorporated as a trust under the Charitable Trusts Act 1957, is domiciled in New Zealand and registered under the Charities Act 2005, registration number CC59521. NECT is a Council Controlled Organisation as defined under Section 6 of the Local Government Act 2002.

2 Summary of significant accounting policies

2.1 Basis of preparation

The Board has elected to apply PBE SFR-A (PS) Public Benefit Entity Simple Format Reporting – Accrual (Public Sector) on the basis that NECT2021 does not have public accountability (as defined) and has total annual expenses of less than \$2 million.

All transactions in the financial statements are reported using the accrual basis of accounting. The financial statements are prepared on the assumption that NECT2021 will continue to operate in the foreseeable future.

The financial statements have been prepared on a going concern basis. NECT2021 is reliant on WDC's annual operating grant and continued support of its operations. WDC has included ongoing funding for NECT2021 in its 2018-2028 Long-Term Plan.

2.2 Goods and services tax

NECT is registered for GST. All amounts in the financial statements are recorded exclusive of goods and services tax, except for debtors and creditors, which are stated inclusive of goods and services tax.

2.3 Functional and presentation currency

The financial statements are presented in New Zealand dollars.

2.4 Revenue and expenses

Revenue comprises the fair value of the consideration received or receivable for the sale of goods and services, excluding goods and services tax, rebates and discounts. Revenue is recognised as follows:

- i. Grants: Grants are recognised as revenue when they become receivable unless there is an obligation in substance to return the funds if conditions of the grant are not met. If there is such an obligation, the grant is initially recorded as grants received in advance and recognised as revenue when the conditions of the grant are satisfied.

- ii. Interest income: Interest revenue is recorded as it is earned during the year.
- iii. Sale of goods: Revenue from the sale of goods is recognised when the goods are sold to the customer.
- iv. Volunteer services: Volunteer services received are not recognised as revenue or expenditure as NECT is unable to measure the fair value of the services received.
- v. Rental revenue: Rental revenue is measured at the fair value of consideration received or receivable. Rental revenue is received one month in advance and is recognised for the month it relates to.
- vi. Advertising, marketing, administration, overhead and fundraising costs: These are expensed when the related service has been received.

2.5 Bank accounts and cash

Bank accounts and cash include cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts.

2.6 Debtors

Debtors are initially recorded at the amount owed. When it is likely the amount owed (or some portion) will not be collected, a provision for impairment is recognised and the loss is recorded as a bad debt expense.

2.7 Property, plant and equipment

Property, plant, and equipment (excluding donated assets) are recorded at cost, less accumulated depreciation and impairment losses. NECT does not revalue its property, plant and equipment. NECT undertakes periodic impairment assessments of its property, plant and equipment.

- i. Donated assets: Donated assets are recognised upon receipt of the asset if the asset has a useful life of 12 months or more, and the current value of the asset is readily obtainable and significant. Significant donated assets for which current values are not readily obtainable are not recognised.
- ii. Asset sales: For an asset to be sold, the asset is impaired if the market price for an equivalent asset falls below its carrying amount.
- iii. Use of assets: For an asset to be used by NECT, the asset is impaired if the value to NECT in using the asset falls below the carrying amount of the asset.
- iv. Depreciation: Depreciation is provided on a straight-line basis at rates that will write off the cost of the assets over their useful lives. The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

Class of PP&E Leasehold	Estimated useful life	Depreciation rates
Improvements	10-100 years	1%-10%
Office equipment	2-10 years	10%-50%
Plant and equipment	6-60 years	1.6%-20%
Computer equipment	2-5 years	20%-50%

2.8 Investments

Investments comprise investments in term deposits with banks, listed bonds, and listed shares. Deposits with banks are initially recorded at the amount paid. If it appears that the carrying amount of the investment will not be recovered, it is written down to the expected recoverable amount.

2.9 Creditors and accrued expenses

Creditors and accrued expenses are measured at the amount owed.

2.10 Lease expenses

Lease payments are recognised as an expense on a straight-line basis over the lease term.

2.11 Tier 2 PBE Accounting Standards applied

NECT has not applied any Tier 2 Accounting Standards in preparing its financial statements.

Appendix 2: Forecast Financial Information

PROSPECTIVE STATEMENT OF COMPREHENSIVE INCOME

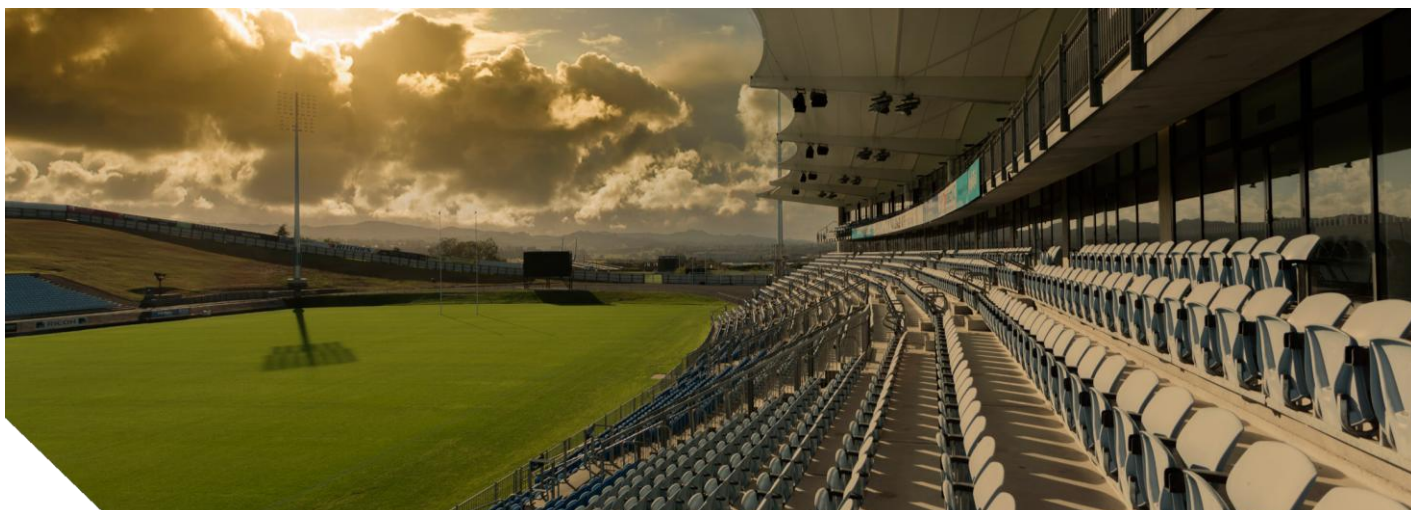
	Budget to 30 June 2026	Budget to 30 June 2027	Budget to 30 June 2028
Income			
Revenue	\$1,667,440	\$1,439,237	\$1,756,505
Grants	\$700,122	\$714,825	\$729,121
Interest	\$73,032	\$26,875	\$25,500
Total Income	\$2,440,594	\$2,180,936	\$2,542,115
Less Expenses			
Expenses	\$2,402,210	\$2,387,534	\$2,501,709
Total Expenses before depreciation	\$2,402,210	\$2,387,534	\$2,501,709
Net Surplus (Loss) before depreciation	\$38,384	-\$206,597	\$40,406
Depreciation	\$38,160	\$38,961	\$39,741
Net Surplus (Loss) before tax	\$224	-\$245,559	\$666
Tax Expense	\$0	\$0	\$0
Net Surplus/(Loss)	\$224	-\$245,559	\$666

Note 1: The three year financial forecasts provided within this Statement of Intent have not been fully reconciled with the WDC asset management plan as at date of writing

Note 2: The Year 2 financial forecast includes the financial impact of the stadium roof project assumed to commence in November 2026 for completion in June 2027.

Note 3: In accordance with NECT's reserves policy, \$660k is reserved for a prudent reserve, a minimum of \$600k has been set aside to cover operating deficits during the stadium roof replacement.

Note 4: The three year financial forecasts provided within this Statement of Intent include an annual CPI increase in the annual operating grant.



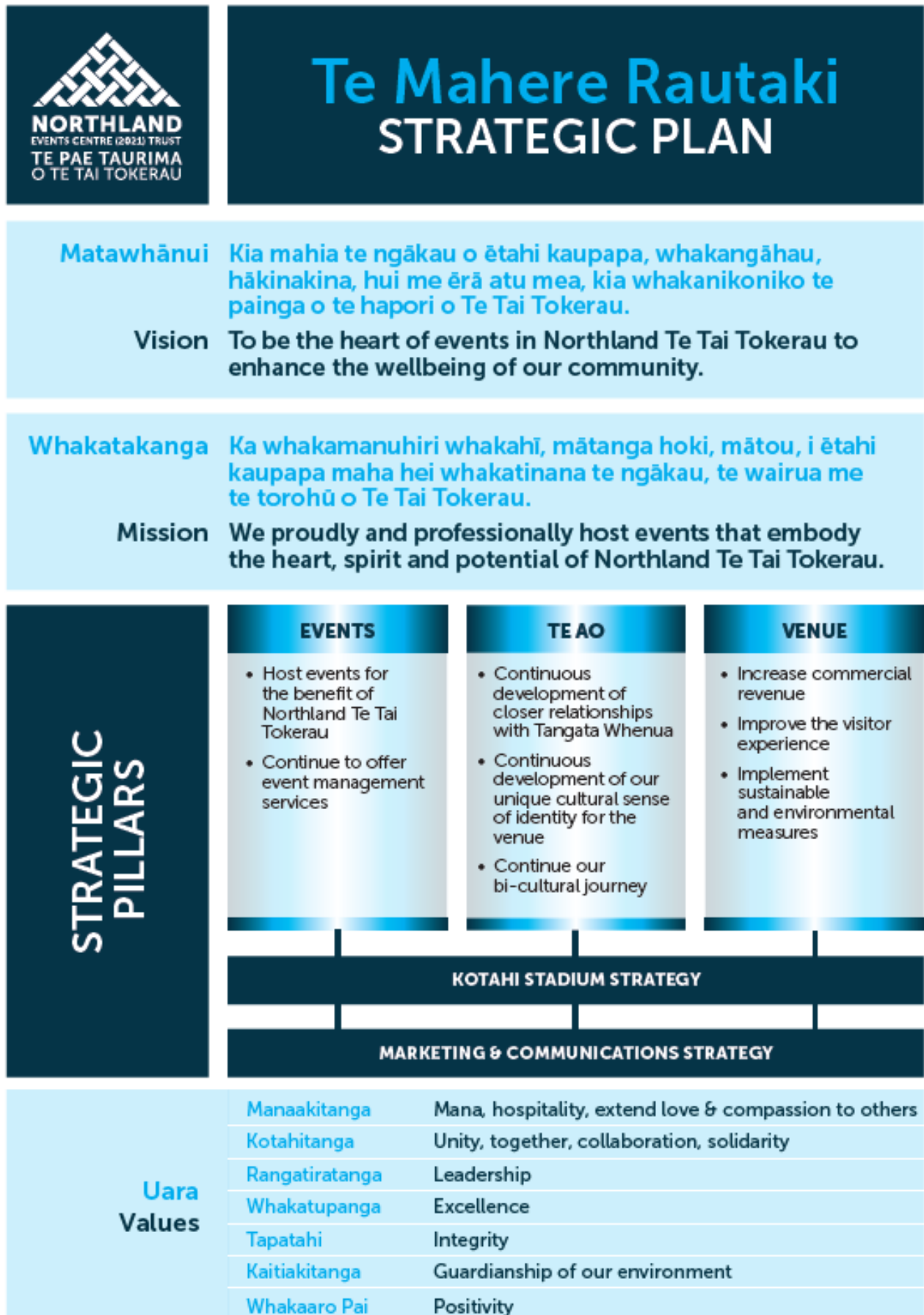
PROSPECTIVE STATEMENT OF MOVEMENTS IN EQUITY

	Budget to 30 June 2026	Budget to 30 June 2027	Budget to 30 June 2028
Opening Equity as at 1 July	\$1,170,884	\$1,171,108	\$925,549
Plus Profit (Loss) for the year	\$224	-\$245,559	\$666
Total increase (decrease) in equity	\$224	-\$245,559	\$666
Closing Equity as at 30 June	\$1,171,108	\$925,549	\$926,215

PROSPECTIVE STATEMENT OF FINANCIAL POSITION

	Budget to 30 June 2025	Budget to 30 June 2026	Budget to 30 June 2027
Equity			
Total Equity	\$1,171,108	\$925,549	\$926,215
Current Assets			
Cash and Cash equivalents	\$150,000	\$150,000	\$200,000
Stock on Hand	\$13,260	\$10,000	\$12,000
Trade and other receivables	\$360,193	\$333,205	\$297,785
Current Liabilities			
Trade and other payables and accruals	\$302,345	\$308,694	\$334,868
Working Capital	\$221,108	\$184,511	\$174,917
Non Current Assets			
Property plant and equipment	\$150,000	\$141,039	\$101,298
Term Deposit	\$800,000	\$600,000	\$650,000
Total Net Assets	\$1,171,108	\$925,549	\$926,215

Appendix 3: Strategic Plan



Revised 16 February 2024

4.3 Whangārei Art Trust Draft Statement of Intent (SOI) 2025-2028

Meeting: Community Development Committee
Date of meeting: 20 March 2025
Reporting officer: Victoria Harwood, General Manager, Community Services

1 Purpose / Te Kaupapa

To provide the Whangārei Art Trust (WAT) Draft Statement of Intent (SOI) 2025-2028 to the Committee and provide the opportunity for the Committee to compare the draft against the Council Expectations 2025 provided to the Trust; and to feedback to the Whangarei Art Trust on the Draft Statement of Intent in achieving those expectations.

2 Recommendations / Whakataunga

That the Community Development Committee:

1. Receives the Whangārei Art Trust Draft Statement of Intent 2025-2028
2. Provides feedback to the Whangārei Art Trust on the Draft Statement of Intent and its alignment with Council's expectations 2025-2026 financial year.
3. Acknowledges the financial forecasts and anticipated losses and provides feedback to the Trust.

3 Background / Horopaki

Section 64 of the Local Government Act 2022 (LGA) provides that Council Controlled Organisations (CCOs) must have a Statement of Intent (SOI) for the year ahead.

The purpose of a SOI is to state publicly the activities and intention of the CCO, to provide an opportunity for Council to influence the direction of the organisation, and to provide a basis for accountability. CCOs have legislative timeframes under the Local Government Act 2002 to provide a Draft Statement of Intent, and subsequent Final Statement of Intent to Council once feedback from Council is received on the draft.

These timeframes include:

- A Draft SOI is provided to Council by 1 March
- Council considers the Draft SOI and provides any feedback to the CCO by 1 May
- A final SOI is provided to Council by 30 June

The Whangārei Art Trust (WAT) is responsible for the operation of the Whangārei Art Museum (WAM) and the Hundertwasser Art Centre (HAC). The Wairau Māori Art Gallery (WMAG), which is independently governed, is located within the Hundertwasser Art Centre.

There is a relationship and a formal written agreement with the Hundertwasser Foundation in Vienna which instructs and guides aspects of operations on the Hundertwasser Art Centre with which the Trust must comply.

4 Discussion / Whakawhiti kōrero

The Whangārei Art Trust Draft SOI (Attachment 1) is provided for consideration against the Council expectations (Attachment 2) and provides the opportunity for the Committee to provide feedback so this can be incorporated into the Whangārei Art Trust Final Statement of Intent DATE

Council's expectation for the Whangārei Art Trust as per the Statement of Expectations 2024-2025:

- Transparent and accountable
- Demonstrate good governance
- Provide benefit to the community
- Promote value for money and provide Community Services on behalf of Council
- Statements of Intent are concise and include meaningful performance measures
- Attend Council meetings on the Statement of Intent, Annual Report, and Half-Yearly Report Financial/budget considerations
- Rules and legislation are complied with
- Ensure successful operations and clear direction
- Maintain a strong relationship with the Hundertwasser Foundation
- Collaborate with Council
- Promote Health and Safety
- Comply with lease agreements.

The Committee has the opportunity to assess the Draft SOI performance measures against the Council's expectations and give feedback to be incorporated into the WAT Final Statement of Intent 2025-2028.

After a challenging first three years post opening, the Trust has adjusted its staffing levels and refined its accounting and operating systems to better reflect the current economic climate. As a result, the Trust feels it is now well-positioned to face future challenges with confidence and optimism.

The Trust Strategic Plan has been revised and enhanced, and a new, forward-looking comprehensive Marketing Plan is currently being implemented.

The strategic objectives and performance measures in the Draft SOI reflect the councils expectations of WAT.

4.1 Financial/budget considerations

The Draft financial forecasts provided for the next two years show small profits before depreciation, and in year three without the additional council funding, a loss of \$478,306 before depreciation. The Trust are currently planning how to address that loss in year three.

The Trust Deed of Guarantee has been depleted, with the remaining funds approved by Council this financial year to be accessed by the Trust, who now \$150,000 of the remaining funds in a savings account.

Council has committed through the long-term plan 2024-2034 and during the 2024/25 financial year to the following funding support for the Trust for both HAC and WAM:

	2025/2026	2026/2027	2027/2028
Operating grant	440,367	450,501	460,844
Additional operating grant	480,000	480,000	-
Rent concession	186,100	186,100	186,100
New rent concession (Foyer)	92,360	92,360	92,360
Total	1,198,827	1,208,961	739,304

The Trust acknowledges the need to secure external funding sources to support ongoing operations.

A recent application to Foundation North has been declined due to the Trust being a Council Controlled Organisation (CCO). This has implications for both WAT and the Northland Events Centre (2021) Trust for accessing external funding to support operations and have less reliance on council funding.

4.2 Risks

In the same way that the cost of living has increased, so too have operational costs for Council and our Council Controlled Organisations. The Trust has some additional costs out of the Trusts control by being a CCO, e.g. Choice of Auditor.

There are also large insurance costs for the facility alongside the challenge of not qualifying for some external funding due to its CCO status.

These expenses and lost funding opportunities increase the risk of financial failure and make the Trusts ability to progress more challenging.

5 Significance and engagement / Te Hira me te Arawhiti

The decisions or matters of this Agenda do not trigger the significance criteria outlined in Council's Significance and Engagement Policy, and the public will be informed via agenda publication on the website.

6 Attachments / Ngā Tāpiritanga

Attachment 1: Whangarei Art Trust Draft Statement of Intent 2025-2028

Attachment 2: Council's Expectations of the Whangarei Art Trust 2025-26



22nd November 2024

Mr Bill Shepherd
Chairperson
Whangārei Art Trust

Dear Bill

The attached Statement of Expectations provides the Trust with council's expectations for Council Controlled Organisations. These will hopefully align with your organisation's objectives and aim to foster a positive working relationship between WAT and Council.

The expectations are designed to ensure that CCOs are performing effectively and have a clear understanding of their responsibilities.

I anticipate that these principles will be integrated into your organisational practices and culture, and be reflected in your Statement of Intent, I look forward to receiving your draft SOI by 1 March 2025.

Yours sincerely

A handwritten signature in black ink, appearing to read "Vince Cocurullo", with a long horizontal stroke extending to the right.

His Worship the Mayor
Vince Cocurullo



Statement of Expectations for 2025/2026

Whangārei Art Trust

This statement of expectations is the first step in preparing for the upcoming financial year and is designed to provide you with a high-level view of Whangarei District Council's (Council) expectations, as a basis for ongoing communication.

This document should be considered in the development of your draft statement of intent for the upcoming financial year.

It sets out common expectations across all council-controlled organisations (CCOs), and expectations specific to the Whangarei Art Trust (WAT).

The Mayor's Expectations of Council Controlled Organisations

As Mayor I want CCOs to operate under the principle of no surprises and in accordance with legislative requirements. CCOs must be accountable to the Council, and by extension the community. I set out my general expectations below, which reflect the high-level overarching principles for CCOs.

- CCOs are transparent and accountable.
- The board demonstrates good governance.
- CCOs provide a benefit to the community.
- CCOs promote value for money and provide Community Services on behalf of Council.
- Statements of Intent are concise and include meaningful performance measures.
- Council meetings on the Statement of Intent, Annual Report, and Half-yearly report are attended by the CCO.
- Rules and legislation are complied with.

CCOs are transparent and accountable

Council is accountable to the community for the actions of its CCOs. This means that Council must be aware of any matters of significance or current issues.

Your organisation must provide timely, meaningful, and candid information about operations, especially any matters that are potentially contentious or of high public interest. This may include information that:

- Creates a major issue for your organisation or for Council
- Raises financial concerns
- Could generate community concern
- Raises political implications
- Could gain significant media attention or generate wide public interest

To be able to identify such issues your organisation will need to have a strong risk awareness and be able to identify and manage risks. This includes health and safety, legal, operational, reputational, and financial risks.

It is important for the Council to build strong relationships with CCOs in which there are no surprises, and an open dialogue is maintained.

The board demonstrates good governance

The governing body of the CCO must demonstrate good governance.

Good governance should encompass the following:

- having a clear purpose
- maintaining a good organisational culture
- promoting accountability
- ensuring compliance with legislation and organisational rules.

These principles should support quality decision making. It is important for Council to have confidence in the board's ability to make decisions and govern the organisation effectively.

As a CCO it is also important to maintain good records in line with the Public Records Act 2005, and to be able to respond to any official information requests by members of the public.

CCOs provide a benefit to the community

CCOs deliver functions that support the Council and provide a benefit to the community. This means that the Council expects your organisation to support the overall District Vision as outlined in the Long-Term Plan.

In operating the organisation, your governing board must act with good judgement, ensuring that all board members are performing well.

Social, cultural, and environmental factors should also be considered by the board, such as:

- Promoting diversity and inclusivity on your board
- Engaging with the community

CCOs promote value for money and provide Community Services on behalf of Council

The council expects that your organisation will be financially sustainable and solvent.

It is important that Council is confident that your focus is on achieving the best value for money for your organisation and the community. In doing so, the council expects that you will continue to limit the draw on ratepayer funding.

Council is experiencing financial constraints felt across the organisation and must be pragmatic in achieving the service levels set out in the Long-Term Plan within tight budgets. Council expects your organisation to similarly prioritise affordability.

Your statement of intent should provide a clear plan of how you intend to operate effectively within set budgets. You may need to consider methods to widen your external revenue base or to cut expenditure.

Financial statements are vital to Council understanding the financial position of the organisation. You must include financial forecasts in your statement of intent, and financial statements in your annual report. These must be in accordance with accepted accounting practice.

Statements of Intent are concise and include meaningful performance measures

A statement of intent should be concise and informative. This enables Council and the public to understand your activities, note any proposed changes, and understand the proposed benefit and fiscal impact of your activities.

Your performance measures should be meaningful to your organisation and its purpose. They will need to include specific and measurable targets, so that success can be objectively evaluated.

Council encourages you to use the S.M.A.R.T framework in developing objectives and performance targets:

S	Specific	<i>The objective or target should be specific.</i>
M	Measurable	<i>The objective or target should be measurable.</i>
A	Achievable	<i>The objective or target should be achievable.</i>
R	Relevant	<i>The objective or target should be relevant.</i>
T	Time-bound	<i>The objective or target should be time-bound.</i>

A statement of intent must cover the current financial year as well as the following two financial years. It must include the following content:

- The objectives of your organisation
- A statement of the board's approach to governance
- The nature and scope of activities to be undertaken by your organisation
- Performance targets and other measures that support your organisation's objectives
- The major accounting policies
- Forecast financial statements

Your organisation must ensure that the content and time frames of the statement of intent and other CCO reports meet the Local Government Act 2002 requirements.

Council meetings on the Statement of Intent, Annual Report, and Half-yearly report are attended by the CCO

Once received, statements of intent and CCO reports are put to the next available Council meeting or meeting of the appropriate Committee.

The council expects that a member of your board or staff will attend the meeting to answer any questions raised, and to take note of any feedback provided by Elected Members. Any feedback raised on the draft statement of intent will need to be incorporated into the final statement of intent.

Rules and legislation are complied with

It is the responsibility of your board to comply with your organisation's rules document (such as a Company Constitution or Trust Deed) and any relevant legislation, including but not limited to the following:

- Local Government Act 2002
- Local Government Official Information and Meetings Act 1987
- Privacy Act 2020
- Health and Safety at Work Act 2015
- Public Records Act 2005
- Employment Relations Act 2000.

A handwritten signature in dark ink, appearing to read 'Vince Cocurullo', with a long horizontal stroke extending to the right.

His Worship the Mayor
Vince Cocurullo



Specific Expectations for Whangārei Art Trust

The council would like to outline the following expectations of the Whangārei Art Trust.

- Ensure successful operations and clear direction.
- Ensure good governance from the board of trustees.
- Collaborate with Council
- Demonstrate social responsibility.
- Comply with Lease Agreements

Ensure successful operations and clear direction

Your organisation should develop and review business plans that address marketing, exhibition planning, long-term planning, fundraising and collection management of both the Hundertwasser Art Centre and Whangarei Art Museum.

It is expected that you will work proactively with the Wairau Māori Art Gallery Trust and the Hundertwasser Art Foundation. There should be commitment to working with Creative Northland and supporting Artist Groups in the community to promote and encourage Arts and be involved in the district Arts, Culture, Heritage Strategy.

The Whangārei Art Trust should work towards a zero-waste events strategy.

The trust should seek opportunities to widen revenue base, fundraise and secure external funding.

To monitor performance, the Council would like to receive full agendas and minutes for board meetings through the General Manager of the Community Services Group, who should be invited to attend board meetings when available.

Maintain a strong relationship with the Hundertwasser Foundation

Council expects you to take proactive measures to build, maintain and ensure a positive relationship is held with the Hundertwasser Foundation from a governance and operations perspective, including carrying out all requirements of the Cooperation Agreement. This may include sharing your meeting minutes with the Hundertwasser Foundation.

The council would like updates provided through board meetings on the ongoing health of the relationship between Whangārei Art Trust and the Hundertwasser Foundation.

Collaborate with Council

Maintaining a good relationship between the Council and the Whangārei Art Trust is important. This relationship should be built around the principle of a 'no surprises' approach to issues.

Points of contact within the Council should be invited to board meetings to maintain clear communication and a good relationship. The trust should engage with the General Manager of

Community Services Group and the Manager of Community Development department as the primary points of contact. When required, the trust will need to work with other departments and staff to ensure an all-informed network.

You should be clear about accountabilities and be transparent about performance against those accountabilities. This includes managing risk effectively and ensuring that you have useful information, systems, and controls in place.

Ensure good governance from the board of trustees

The council expects the Whangārei Art Trust to have clear roles and responsibilities that separate governance and management. A clear purpose and strategic direction are paramount.

To ensure quality governance the Council would like the Whangārei Art Trust to maintain a trustee skills matrix and provide inductions to any new board members.

It is important that the organisation is a good employer and maintains a good overall reputation.

Promote health and safety

The council expects the Whangārei Art Trust to promote health and safety and operate as a PCBU (Person Conducting a Business or Undertaking) under the Health and Safety at Work Act 2015 with the primary duty of care. This includes promoting and maintaining a best practice health and safety policy, a current up to date health and safety register and site-specific safety plans for both Hundertwasser Art Centre and Whangareia Art Museum.

Comply with Lease Agreements

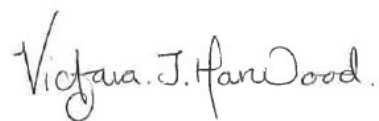
The council expects full compliance with the Deed of Lease Agreements for the Hundertwasser Art Centre, Whangareia Art Museum and the Whangareia Art Trust offices.

Summary

The information provided in this letter reflects the expectations the Whangareia District Council has for Whangārei Art Trust. It is intended to help facilitate a good working relationship.

We welcome any discussion on this letter's content and look forward to receiving your draft statement of intent by 1 March 2025.

In accordance with section 64B of the Local Government Act 2002 this letter will be published on the Whangareia District Council website.



Victoria Harwood
General Manager – Community Services

Appendix 1 – Council Controlled Organisation Reporting Timeframes

Reporting Requirement	Date Required
CCO to provide a draft statement of intent	On or before 1 March Put to a Council meeting in March or April.
Council to consider and provide commentary on the draft statement of intent	CCO to consider any commentary on the draft statement of intent that is made on or before 1 May
CCO to provide the final statement of intent to Council	On or before 30 June Put to a Council meeting in July or August.
CCO to provide an annual report	Within three months after the end of the financial year – by 30 September Put to a Council meeting in October or November
CCO to provide a half-yearly report to Council	Within two months after end of the first half of the financial year – by 28th or 29th of February Put to a Council meeting in March or April.

A photograph of an art studio with yellow walls, wooden easels, and people working. The scene is lit with warm, yellow light. In the foreground, there are several wooden easels. In the background, a person is standing and looking at a painting on the wall. Another person is sitting on a stool, working on a canvas. The floor is polished and reflects the light. The overall atmosphere is creative and professional.

Whangārei Art Trust

DRAFT STATEMENT OF INTENT
2026-2028

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Introduction from the Chair

The Whangārei Art Trust (WAT) is responsible for the operation of the Whangārei Art Museum (WAM) and the Hundertwasser Art Centre (HAC). The Wairau Māori Art Gallery (WMAG), which is independently governed, is located within the Hundertwasser Art Centre. Both the Whangārei Art Museum and the Hundertwasser Art Centre are situated adjacent to the popular Hātea loop walk and Whangārei's Town Basin marina.

The Hundertwasser Art Centre, designed by the renowned artist Friedensreich Hundertwasser, is dedicated to celebrating art and ecological sustainability. It features the Hundertwasser exhibition, the Wairau Māori Art Gallery, a museum shop, an activity centre, and a restaurant with a terrace overlooking the waterfront. In line with Hundertwasser's philosophy, the building incorporates 'tree tenants' and a rooftop forest comprising fruit trees and rare native species.

Following a challenging initial three years of operations due to Covid-19 lockdowns, restrictions on international visitors, and weather-related main highway access issues, the Whangārei Art Trust has adjusted its staffing levels and refined its accounting and operating systems to better reflect the current economic climate. As a result, the Trust is now well-positioned to face future challenges with confidence and optimism.

The Strategic Plan has been revised and enhanced, and a new, forward-looking comprehensive Marketing Plan is currently being implemented. As of this writing, the 2025 cruise ship season has commenced, with an increase in the number of scheduled ships compared to the previous year.

As the global economy recovers from the impacts of the Covid-19 pandemic and navigates high inflation and cost-of-living pressures, there is reason to be cautiously optimistic about the gradual improvement of business conditions within the hospitality sector over the coming years.

The support provided by the Whangārei District Council through its Long-Term Plan has bolstered the Trustees' and Staff's confidence in progressing with the positive changes that have been instituted. The Whangārei Art Museum remains a prominent entity within the New Zealand arts sector, with several exciting exhibitions planned for 2025 while maintaining a strict financial discipline.

As the Chair of the Trust, I am excited by the calibre of our staff and the trustees who support me at the Board table.

William (Bill) Shepherd, QSM

William (Bill) Shepherd, QSM
Chair

2. *Purpose of the Statement of Intent*

In accordance with section 64 of the Local Government Act 2002, this Draft Statement of Intent publicly states the activities and intentions of the Whangārei Art Trust (WAT) for the next three financial years, and the objectives to which those activities will contribute. This Draft Statement of Intent has been created through liaison with Whangārei District Council (WDC) and includes performance measures and targets as the basis of organisational accountability.

3. *Nature of the Organisation*

WAT was established in 1996 as a Council Controlled Organisation (CCO) and incorporated as a Board under the Charitable Trusts Act 1957. The Trust's name was changed from Whangārei Art Museum Trust to Hātea Art Precinct Trust in June 2021 and has changed again (under request from the Hundertwasser Foundation and with WDC approval) to Whangārei Art Trust in April 2023.

4. *Purpose of the Organisation*

WAT was established 26 years ago to collect, display, conserve, and promote art in Northland.

The purpose of WAT is to operate and manage two separate art facilities in Whangārei; 1.) Whangārei Art Museum, the public art gallery of the Whangārei District, 2.) The Hundertwasser Art Centre with Wairau Māori Art Gallery, which opened to the public on February 20th 2022 and operates as an independent institution. The HAC-WMAG is internationally oriented, carried by Hundertwasser's reputation and his existing brand-value. The HAC is operated in co-operation with the Hundertwasser Non Profit Foundation (HNPF).

5. *Approach to Governance*

The governance of WAT is the responsibility of a Trust board of six Trustees, three appointed by the Whangārei District Council with the Trust able to appoint a further three Trustees.

WAT actions and direction are determined by the Trust Deed, which details the objectives of the Trust. These include both the operation of the Art Museum and the requirement to support, stimulate and enhance the artistic and cultural life of the Whangārei District.

Hundertwasser Art Centre

The Hundertwasser Art Centre is operated under a Cooperation agreement with the Hundertwasser Foundation located in Vienna, Austria. The agreement gives the Foundation authority over the nature of the operations, and the protection of the authentic presentation of Friedensreich Hundertwasser's legacy in New Zealand. As required under this agreement, The Hundertwasser Art Centre is managed by a Director responsible for the operation of the Centre with the corporate services supplied by a separate unit of WAT. There is space for public programmes, fixed Hundertwasser exhibition galleries, a museum shop, and a café-restaurant leased to a private operator.

Whangārei Art Museum

WAM is managed by a Director, and also receives corporate services from another unit of WAT. WAM is responsible for maintaining, cataloguing, conserving and displaying works of art held in the Council's art collection. WAM organises and holds local exhibitions, including both internally curated exhibitions and touring exhibitions, designed to showcase the full diversity of creative art practice in Northland, New Zealand, and beyond.

Corporate services

Corporate services are also a separate unit of WAT supplying operational assistance to both facilities including finance, HR, property maintenance and Board Services. Revenue and expenses for each facility are tracked separately for internal business purposes, although the Trust remains a single financial entity.

Wairau Māori Art Gallery

Wairau Māori Art Gallery Board (WMAGB) is an independent Charitable Trust, responsible for funding and curating art exhibitions for the Wairau Māori Art Gallery, which is located within the Hundertwasser Art Centre. The collaborative relationship between the WAT and WMAGB is governed by an Operational Agreement (yet to be agreed), which enables daily functioning and support for the Wairau Māori Gallery by WAT.

6 Whangārei District Council Vision

WAT will operate in support of the WDC vision and community outcomes. Council's vision is to be *"an inclusive, resilient, and sustainable District"*. This is achieved through the following community outcomes:

- ❖ Thriving local identity
- ❖ Diverse and inclusive culture
- ❖ A great place to call home
- ❖ Sustainable and resilient future

WAT plays a key role in creating a vibrant, attractive, and thriving District through art. It particularly supports the values of being proud to be local and being positive about the future.

Whangārei Art Museum provides a great opportunity for people of all ages, both visitors and residents, to experience art. Hundertwasser Art Centre is a significant drawcard and a reputation giver, a cultural and touristic asset, both with the international acclaimed Hundertwasser more human architecture, art, ecology and philosophy for Whangārei.

7 He Rautaki Toi ā Rohe o Whangārei, a strategy for arts, culture and heritage in the Whangārei District 2024-2029

WAT is well positioned to be a key partner to WDC and Creative Northland in carrying out He Rautaki Toi ā Rohe o Whangārei strategy, which aims to support the vitality of the arts in the Whangārei District and further afield.

8 Local Government Act – Accountability Measures

WAT has agreed to a set of performance measures and targets, which form the basis for accountability to deliver on Council's strategic direction, priorities and targets. These are reported in accordance with Local Government Act 2002 requirements.

WAT will continue to work internally, and with Council, on the development of performance measures, as it continues to refine the long-term strategic direction.

Council's expectations for WAT are provided in Appendix 1. WAT's strategic plan, action areas and performance measures derive from these expectations. The updated Strategic Plan objectives, as adopted at the February 2025 board meeting, is outlined below with updated targets outlined.

8.1 Objectives

WAT's Strategic Plan has four strands:

Sustainability

We will strive to:

- Develop opportunities that are considerate of our environment and are future focussed
- Develop and maintain diverse income streams in order to become more financially sustainable
- Actively develop and maintain resilient and fit for purpose systems and processes.
- Ensure our Trust are aware of and invested in a shared vision underpinned by best practices
- Ensure our financial management and controls are of the highest calibre, robust and accountable, and all operations are within budget.

Connection

We will strive to:

- Diversify and maintain connections to better understand and develop relationships with the communities and public we serve
- Improve and pursue key relationships which support our vision and mission
- Actively engage with iwi/hapu in meaningful and mana-enhancing ways
- Be responsive and agile in seeking out opportunities to collaborate with others

Experience

We will strive to:

- Provide varied opportunities for creative practice and exploration.
- Provide world-class, attractions that attract local, national and international visitors and bringing civic, social and economic benefits to Whangarei.
- Develop offerings which address the needs of our diverse audiences and communities
- Ensure our offerings are innovative, exciting and visitor-focussed
- Develop and deliver offerings which encourage community engagement with the arts.

Our team

We will strive to:

- Be a great place to work where we value and nurture our team
- Ensure our team has the right tools and support to succeed and deliver
- Maintain the necessary tools and systems to ensure the seamless running of the buildings and organisation
- Support our people to grow in their roles

9 *Information to be Provided Throughout the Financial Year*

9.1 *Half-yearly Report*

The half-yearly report will be provided to Council within 2 months of the first half of the financial year to 31 December 2024. It will include:

- Commentary on operations for the relevant six-month period, including commentary on both the financial and non-financial results.
- A comparison of performance against the objectives and performance targets set out in the statement of intent, such as:
 - a comparison of actual spending against the budget
 - annual survey results on visitor experience
 - evidence of community initiatives developed or in development
 - changes in visitor numbers.
- Un-audited financial statements including a statement of financial performance, statement of financial position, cash flow statement, and notes to the financial statements.

9.2 *Annual Report*

The annual report will be provided to Council within 3 months of the financial year ending 30 June 2025. The annual report will include all the information necessary to enable an informed assessment of operations, including:

- A comparison of the performance targets and measures outlined in this statement of intent, and the actual performance of WAT for the financial year, such as:
 - a comparison of actual spending against the budget
 - annual survey results on visitor experience
 - evidence of community initiatives developed or in development
 - changes in visitor numbers
 - collection management
 - Any material variances from the expected performance of WAT, and explanations for those variances.
 - The amount of any compensation WAT has undertaken to obtain, or has obtained, from Council.
 - Audited consolidated financial statements for the financial year including a statement of financial performance, statement of financial position, cash flow statement, and notes to the financial statements.
 - An independent auditor's report on the financial statements and the performance targets and other measures by which WAT's performance against its objectives may be judged.

9.3 *No Surprises Approach*

To ensure there is timely notification of any major issues, WAT commits to a no surprises approach beyond the formal reporting requirements. This means that WAT will inform Council via email or phone as soon as possible of any major issues that arise in the course of operations. WAT will proactively inform Council when their operations could; create a major issue for WAT or Council, trigger significant public interest, have political implications, or gain significant media attention.

10 *Compensation Sought or Obtained*

Council Funding

WAT receives funding from WDC for WAM, and through community donations and grants. The financial statements show the split between funding from WDC, and other sources of revenue.

In 2024/25 WAT has received \$430,903 via a grant from WDC for WAM and \$278,460 as a rent concession for WAM. Additionally, WAT received a one-time grant of \$92,610 to support extra education programs for WAM and to cover operational losses for HAC, partly due to prolonged roading issues with SH1 to Auckland.

The LTP has allocated an additional \$480,000 for the years 2026 and 2027 to cover operational losses.

HAC is a major tourist attraction for Whangārei. It brings in both domestic and international visitors. The attached accounts show a forecast operational surplus before depreciation of \$1,804, \$751 in years to June 2026, 2027 and a deficit before depreciation of \$478,306 in 2028.

While we do not expect the challenges of COVID, storms, roading disasters and the current recession, to continue we wish to be prepared for future challenges.

Fundraising

The Trust is responsible for fundraising for the HAC. This is a significant undertaking for the Trust, given that few art museums in New Zealand operate without local government support. WAT is committed to continued delivery against the principles of the founding Trust Deed, delivery of the actions relating to the Museum in this Statement of Intent, and preservation of the Centre's authentic representation of Hundertwasser's art and philosophy.

WAM relies on continued support from the community through fundraising, to ensure the sustainability of art acquisition, restoration, and conservation of the collection. The collection is something for Whangārei to treasure and WAT is committed to its ongoing preservation.

Being a CCO has limited the Trusts ability to seek outside funding from some providers, as CCO's are specifically excluded as beneficiaries.

Appendix 1: Council Expectations

Council's Expectations

WAT is subject to reporting requirements under the LGA.

Council's expectations are separated into the categories listed below. WAT's Statement of Intent will include objectives and performance measures/targets formulated around these expectations.

Expectation	Focus Areas	Performance Measures 2026-2028
Legal compliance	<ul style="list-style-type: none"> Comply with relevant legislation including the Local Government Act 2002, Public Records Act 2005, Local Government Official Information and Meetings Act 1987, Health and Safety at Work Act 2015. Privacy Act 2020 and Employment Relations Act 2000 Comply with the Trust Deed. Ensure that the organisation's information on the Charities Register and the Charitable Trust Register is accurate and up to date. 	<ul style="list-style-type: none"> The Half Year and Annual Reports are provided within the LGA timeframes
Effective operation	<ul style="list-style-type: none"> Develop and review business plans addressing marketing, exhibition planning, long-term planning, collection management, for the Hundertwasser Art Centre (HAC) with Wairau Māori Art Gallery. This planning is done exclusively by HAC employees in co-operation with the HNPF. Develop and review business plans addressing marketing, exhibition planning, long-term planning collection management by WAM. Maintain steady operations. Promote health and safety and operate as a PCBU under the Work Act 2015 with the primary duty of care. Promote and maintain a best practice health and safety policy and a current up to date H and S register and site-specific safety plans for HAC in co-operation with HAC director. Promote and maintain a best practice health And safety policy and a current and up to date H and S register and site specific safety plans for WAM in co-operation with the WAM Director Identify and manage risk including reputational, legal, operational, and financial risk. Reveal yearly HAC budget Work to agreed WAM budget 	<ul style="list-style-type: none"> 10% year-on-year increase in event-related income through to 2028.

Expectation	Focus Areas	Performance Measures 2026-2028
Reporting to Council	<ul style="list-style-type: none"> • Provide Half-Yearly and Annual reports to Council at the appropriate times under the LGA. • Provide a draft and final Statement of Intent to Council at the appropriate times under the LGA. • Update any changes or amendments to practice or financial performance to keep Council abreast of ongoing operational delivery situation. • Provide board meeting full agendas and after board meetings the minutes to the GM Community. • Provide updates through board meetings on the health of the relationship between WAT and the Hundertwasser Foundation. 	<ul style="list-style-type: none"> • A budget is provided in time for inclusion in the draft and final SOI • Provide WDC with report on fundraising/grant applications annually.
Good Governance	<ul style="list-style-type: none"> • Maintain a trustee skills matrix. • Provide an induction for any new board members. • Be a good employer. • Maintain a good reputation. • Have a clear purpose and to stay focused on it. • Have clear roles and responsibilities that separate governance and management. • Invest in effective relationships built on trust and respect. • Be clear about accountabilities and transparent about performance against them; manage risk effectively and ensure that you have good information, systems, and controls. • Take proactive measures to build, maintain and ensure a positive relationship is held with the Hundertwasser Foundation from a governance and operations perspective, including following all requirements of the Cooperation Agreement. • Identify and manage risks including health & safety, legal, operational, reputational and financial risks • Maintain good records in line with the Public Records Act 2005 	<ul style="list-style-type: none"> • Skills matrix reviewed annually in March • All areas of trustee skills matrix are covered by trustees and co-opted members • Risk assessment against Risk Register is conducted annually with a three year review cycle.

Expectation	Focus Areas	Performance Measures 2026-2028
Collaboration with Council	<ul style="list-style-type: none"> • Maintain a good relationship with Council. • Work with Council and support the District Vision. • Commit to a no surprises approach. • Invite relationship points of contact to Board meetings to maintain clear communication and relationships. • Engage effectively with General Manager Community and Manager Community Development as relationship points of contact and, when required, relevant departments and staff to ensure an all-informed network. • Contact General Manager Community or Manager Community Development by email or phone when needed. • Update council on the ongoing health of the relationship between WAT and the Hundertwasser Foundation. 	<ul style="list-style-type: none"> • Develop an effective means to measure economic impact of HAC and WAM on Whangārei by end of 2026. • Positive relationship between WAT and WMAG Board - Local representatives of the Foundation are to provide annual reports on relationship between WAT and Foundation.
Social, cultural, and environmental responsibility	<ul style="list-style-type: none"> • Decision-making reflects Te Tiriti o Waitangi/ the Treaty of Waitangi, consideration of Māori values, and promotes better outcomes for Māori. • Collaborate with iwi and hapū. • Mitigate negative environmental impacts. • Promote diversity on the board. • Work towards a zero-waste events strategy. • Engage with the community. • Commit to working with Creative Northland and supporting Artist Groups in the community to promote and encourage the Arts and be involved in a district Arts Strategy. • Build and maintain the relationship with the Hundertwasser Foundation and carry out the requirements of the Cooperation Agreement. 	<ul style="list-style-type: none"> • At least 85% of visitors are satisfied. • Present 7 exhibitions. • Less than 1% of artworks in the collection and works on loan suffer damage. • Maintain Qualmark Gold Star rating • Evidence of at least 10 programmes, events or initiatives developed or in development annually
Financial management	<ul style="list-style-type: none"> • Demonstrate financial sustainability and solvency. • Achieve good value for money and work within agreed budgets. • Seek opportunities to widen revenue base and fundraise. • Prepare financial statements in accordance with generally accepted accounting practice. 	<ul style="list-style-type: none"> • Trust is operating within agreed budgets • Annual audits are completed within statutory timeframes

Accounting Policies

Statement of accounting policies for the year ended 30 June 2025

Reporting Entity

The Whangarei Art Trust (WAT) is incorporated as a trust under the Charitable Trusts Act 1957, is domiciled in New Zealand and registered under the Charities Act 2005, registration number CC28917. It is a council controlled organisation under Section 6 of the Local Government Act 2002.

Summary of material accounting policies

Basis of Preparation

The Board has elected to apply the Reporting Requirements for Tier 3 Public Sector Entities (Tier 3 (PS) standard) on the basis that the Trust does not have public accountability (as defined) and has total annual expenses of less than \$5 million.

All transactions in the financial statements are reported using the accrual basis of accounting.

The financial statements are prepared on the assumption that the Trust will continue to operate in the foreseeable future.

Going Concern

The Trust is reliant on Whangarei District Council's financial support to be certain it can continue to operate as a going concern. The Trust has prepared the financial statements on the basis that it will need Council support to continue as a going concern for the foreseeable future.

Council has included funding for the Trust in its 2024-2034 Long - Term Plan.

Goods and services tax

The Trust is registered for Goods and Services Tax (GST). All amounts in the financial statements are recorded exclusive of GST, except for debtors and creditors, which are stated inclusive of GST.

Specific Accounting Policies

REVENUE

General funding received from central or local government, grants from non-government organisations and capital grants

General funding or grants with no documented expectations over use.

General funding received from central or local government, grants from non-government organisations and capital grants are recorded as revenue when the funds are received if there are no documented expectations over use.

General funding or grants with documented expectations over use.

If funding is subject to documented expectations over use, the funds are initially recorded as deferred revenue. As the documented expectations over use are met, the deferred revenue is reduced and revenue is recorded.

Donations, koha, bequests and other fundraising revenue

Donations and bequests received with no documented expectations over use

Donations, koha, bequests and other fundraising revenue with no documented expectations over use are recorded as revenue when cash is received.

Donations and bequests received with documented expectations over use

Donations, koha, bequests and other fundraising revenue with documented expectations are initially recorded as deferred revenue. As the documented expectations over use are met the deferred revenue balance is reduced and revenue is recorded.

Donated assets

Revenue from donated assets is recorded on receipt of the asset if the asset has a useful life of 12 months or more, and the current value of the asset is readily obtainable and significant. If the assets are difficult to value such as intangible assets, highly specialised assets, or heritage assets these are not recorded.

Revenue from service delivery*Admission Fees*

Admission revenue is recorded as it is earned during the year.

Interest revenue

Interest revenue is recorded as it is earned during the year.

Other revenue*Sale of Goods*

Revenue from the sale of goods is recorded when the goods are sold to the customer.

EXPENSES*Employee remuneration and other related expenses*

Wages, salaries, and annual leave are recorded as an expense as staff provide services and become entitled to wages, salaries, and leave entitlements.

Superannuation contributions are recorded as an expense as staff provide services.

Other expenses related to service delivery

These costs are recorded as an expense when the related good or service has been sold or received.

Management Fees

Management fees are recorded as an expense on a straight-line basis over the period.

Audit Fees

Audit fees are recorded as an expense in the period subject to audit.

Cash and short-term deposits

Cash and short-term deposits comprise cash on hand, cheque or savings accounts, and deposits held at call or with original maturities of three months or less. Cash and short-term deposits are measured at the amount held.

Debtors

Debtors are initially recorded at the amount owed. When it is likely the amount owed (or some portion) will not be collected, a provision for impairment is recorded and the loss is recorded as a bad debt expense.

Prepayments

Prepayments are recorded when the payment is made and are measured at the amount paid that relates to future goods or services that the Trust will receive. Prepayments are only impaired if it is unlikely that the Trust will receive the goods or service that it has paid for.

Once the Trust receives the benefit that it has paid for, the prepayment (or a portion of it) is transferred from prepayments and is recorded as an expense if it is operational in nature, or as an addition to property, plant and equipment if it is capital in nature.

Inventory

Inventory is recorded at the lower of cost or net realisable value. When inventories are sold, exchanged, or distributed, the carrying amount of those inventories shall be recorded as an expense in the period in which the related revenue is recorded.

Property, plant and equipment

Property, plant, and equipment (excluding donated assets) are recorded at cost, less accumulated depreciation and impairment losses. The Trust has not elected to revalue any of its classes of property, plant and equipment after initial recognition. The Trust undertakes periodic impairment assessments of its property, plant and equipment.

Purchased artworks are recorded at cost. Donated assets are recorded on receipt of the asset if the asset has a useful life of 12 months or more, and the current value of the asset is readily obtainable and significant. Significant donated assets that current values are not readily obtainable for are not recorded, but are disclosed in the notes to the performance report. Artworks have an indefinite useful life and are not depreciated. Impairment is recorded if identified as below.

For an asset to be sold, the asset is impaired if the market price for an equivalent asset falls below its carrying amount.

For an asset to be used by the Trust, the asset is impaired if the value to the Trust in using the asset falls below the carrying amount of the asset (for example, the Trust no longer provides the service supported by the asset).

If there is any indication that an impairment charge recorded in prior periods may no longer exist or has reduced, an impairment reversal is recognised. The reversal of impairment shall be all or part of the previous impairment charge. However, it must not result in the carrying amount of the asset (net of depreciation) being recorded at more than it would have been had the impairment not been recorded.

For all property, plant and equipment assets, except land and artwork, depreciation is provided on a straight-line basis at rates that will write off the cost of the assets over their useful lives. The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

Class of property, plant and equipment	Estimated Useful Life	Depreciation rates
Leasehold improvements	10-50 years	2% - 10%
Office equipment	2 – 16 years	9% - 100%
Plant and equipment	5 – 30 years	5% - 33%
Computer software and website	2 – 7 years	20% - 100%
Artworks	Indefinite	-

Creditors and accrued expenses

Creditors and accrued expenses are recorded when a transaction occurs that creates the payment obligation.

Creditors and accrued expenses are measured at the amount owed.

Employee costs payable

A liability for employee costs payable is recorded when an employee has earned the entitlement.

These include salaries and wages accrued up to balance date and annual leave earned but not yet taken at balance date. A liability and expense for long service leave and retirement gratuities is recorded when the entitlement becomes available to the employee.

Deferred revenue

Deferred revenue is recorded when a significant donation, grant, or bequest with documented expectations over use is received. Deferred revenue is initially recorded at the amount received. As documented expectations over use are met the deferred revenue is reduced and revenue is recorded.

Provisions

The Trust records a provision for future expenditure of uncertain amount or timing when there is a present obligation as a result of a past event, it is probable that expenditure will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Budget figures

The budget figures are derived from the statement of intent, as approved by the Board at the beginning of the financial year. The budget figures have been prepared in accordance with the Tier 3 standard, using accounting policies that are consistent with those adopted by the Board in preparing this performance report.

Tier 2 PBE Accounting Standards applied

The Trust has not applied any Tier 2 Accounting Standards in preparing its financial statements.

Changes in Accounting Policies

The Trust applied the Tier 3 (PS) standard for the first time this year.

Significant aggregation changes to items in the statement of financial performance and statement of financial position were also required on first time application of the Tier 3 (PS) standard. Comparative amounts have been presented in accordance with the requirements of this standard. Please see applicable notes for further details on how the application has affected the Trust.

There have been no other changes in the Trust's accounting policies since the date of the last audited performance report.

Appendix 3: Forecast Financial Information

Prospective Statement of Financial Performance

Whangārei Art Trust

For the year ended 30 June 2028

	2026 Budget	2027 Budget	2028 Budget
Trading Income			
Income			
Sales	474,544	495,234	516,548
Admission Revenue	559,900	560,400	560,900
Council Funding	1,198,844	1,208,972	743,552
Interest Revenue	8,654	8,354	8,354
Donations and other funding	188,060	214,259	239,259
Other Revenue	113,315	112,427	118,928
Total Income	2,543,317	2,599,646	2,187,541
Expenses			
Employee Related Costs	1,263,288	1,308,000	1,354,775
Other expenses	1,278,225	1,290,895	1,311,072
Total Expenses	2,541,513	2,598,895	2,665,847
Total Trading Income	1,804	751	(478,306)
Surplus (Deficit) before Depreciation & Amortisation	1,804	751	(478,306)
Other Expenses			
Depreciation & Amortisation	962,383	962,526	962,670
Total Other Expenses	962,383	962,526	962,670
Net Surplus / (Deficit)	(960,579)	(961,775)	(1,440,976)
Capital Expenditure			
Plant & Equipment	10,000	10,000	10,000
Total Capital Expenditure	10,000	10,000	10,000

Prospective Statement of Movements in Equity

Whangārei Art Trust

For the year ended 30 June 2028

	2026 Budget	2027 Budget	2028 Budget
Opening Equity	30,107,133	29,146,554	28,184,779
Plus Profit (Loss) for the year	(960,579)	(961,775)	(1,440,976)
Total	29,146,554	28,184,779	26,743,803

Prospective Statement of Financial Position

Whangārei Art Trust

For the year ended 30 June 2028

	2026 Budget	2027 Budget	2028 Budget
Total Equity	29,146,554	28,184,779	26,743,803
Current Assets			
Cash and Cash equivalents	652,784	643,535	155,229
Inventories	450,000	450,000	450,000
Trade and other receivables	60,000	60,000	60,000
Total Current Assets	1,162,784	1,153,535	665,229
Current Liabilities			
Trade and other payables and accruals	185,000	185,000	185,000
Total Current Liabilities	185,000	185,000	185,000
Working Capital	977,784	968,535	480,229
Non Current Assets			
Property plant and equipment	28,168,770	27,216,244	26,263,574
Total Non Current Assets	28,168,770	27,216,244	26,263,574
Total Net Assets	29,146,554	28,184,779	26,743,803

5.1 Christmas Festival 2024 Post Event Report

Meeting: Community Development Committee
Date of meeting: 20 March 2025
Reporting officer: Bea Mossop, Manager, Venues & Events

1 Purpose / Te Kaupapa

To provide the Committee the Christmas Festival 2024 Post Event Report.

2 Recommendation / Whakataunga

That the Community Development Committee notes the Christmas Festival 2024 Post Event Report.

3 Discussion / Whakawhiti kōrero

Whangarei Christmas Festival is a widely loved and a significant festival in the district, 2024's Festival included 30 events spanning from 30 November - 24 December 2024.

The festival offered a diverse range of events that catered to all ages and interests, including Markets, Music Performances, a remembrance walk and Parades.

The attached report outlines the approach to organising the festival, participating agencies, organisations and community groups, with a focus on the council led projects for the Santa's Grotto and Christmas Wrapping.

Overall, the festival was a success, with learnings from event debriefs being incorporated into planning for future festivals.

3.1 Financial/budget considerations

The festival was successfully managed within the allocated budget, with no additional costs incurred.

4 Significance and engagement / Te Hira me te Arawhiti

The decisions or matters of this Agenda do not trigger the significance criteria outlined in Council's Significance and Engagement Policy, and the public will be informed via agenda publication on the website.

5 Attachments / Ngā Tāpiritanga

Christmas Festival Report 2024

Whangarei Christmas Festival 2024 Report



Overview

Whangarei Christmas Festival is a widely loved and a significant festival in the District, 2024's Festival included 30 events spanning from November 30th to December 24th 2024. The festival offered a diverse range of events that catered to all ages and interests, including Markets, Music Performances, a remembrance walk and Parades.

Due to a reduced budget compared to previous years, we were unable to fund a large one-off event. Instead, we collaborated with two community groups to implement Santa's Grotto and the

Christmas Wrapping & Community Pop-Up. Both initiatives ran for multiple days and were well-received by the community.

Additionally, our Christmas tree received an update based on public feedback to enhance its daytime appearance, making it look more like a tree and less like a black traffic cone. A giant bow was also added to make the box below resemble a present.

Overall, the 2024 Whangārei Christmas Festival was a resounding success, bringing joy and festive spirit to the District.



REGISTERED FESTIVAL EVENTS

We had a total of 30 community events register to be part of the Christmas Festival. All of whom benefited from the free Christmas Festival Marketing.

By registering, WDC V&E helped to promote community events for free, via print media, radio, web and social media, as part of the festival. Registration was free, all community groups needed to do was complete the online registration form via the WDC webpage.

Event	Organiser
Quarry Arts Centre Christmas Shop	Quarry Arts Centre
Bream Bay Combined Arts Group Christmas Exhibition	Bream Bay Combined Arts Group
Waipu Santa Parade	Promote Waipu
Memory Trees	North Haven Hospice
Remembrance Walk	North Haven Hospice
Christmas at Santas Grotto	Northland Youth Theatre
Senior Citizens Christmas Concert	WDC
Holistic Fair Whangarei	Phoenix Fire Flow & Circus
Hikurangi Community Christmas Parade & Festival	Hikurangi Lions
Fun Friday Festival/ Christmas Market	Parua Bay Market
Ruakaka Christmas Parade and Fun Day	Marsden Lions Club
Yule Christmas Market	YULE
Crane Road Christmas Tree Farm - Opening Day!	Crane Road Christmas Trees
The Great Whangarei Santa Run	Cheers Weddings and Events
Painting and acrylics with Margriet Bruin	Quarry Arts Centre
Carols Amongst the Christmas Trees	Whangarei Choral
Classics at the Cove 2024	Tahamoana Events
Behold The Lamb Of God: The True Tall-Tale of the Coming of Christ	Charismata Singers
Whangarei Santa Parade	Whangarei Santa Parade
Christmas Concert	Northland Branch IRMTNZ
Christmas @ The Basin	Whangarei District Brass
Summerset Mt Denby Market Day	Summerset Mt Denby
Living Christmas Tree Workshop	Kamo Village Florist
RSN Roofing Ruakaka Christmas at the Races	Whangarei Racing Club
Christmas Wave Rave	Whangarei Aquatic Centre
Christmas Flash Weekend	Lady Abyss Tattoo Studio
Christmas Wrapping & Community Pop-Up	Volunteering Northland
Christmas Wreath Making Workshop	Crane Road Christmas Trees
Crafting a Zero-Waste Christmas	Eco Solutions
Christmas Eves Carols by Candlelight	HopeWhangarei Presbyterian Church



CHRISTMAS FESTIVAL MARKETING:

- Radio adverts on The Hits, Coast and Gold FM as well as announcer liners on The Hits day show.
- Newspaper Adverts in Northern Advocate.
- Community Newsletter adverts in Onerahi Orbit and Kamo Connect.
- Digital Adverts on NZHerald.com.
- Digital Billboards at Whangarei Airport, Vine Street and New World Regent.
- Festival Booklet (printed approx. 3000 total). These were distributed to Whangarei Civic Centre, iSITE, Whangārei District Libraries and Whangarei Airport for people to collect.
- Also had booklets available at events including the Santas Grotto and Wrapping Station.
- Posters distribution of 100 x A4 posters promoting the festival.
- Social Media posts on What's on Whangarei, The Hits Northland and Whangarei District Council Facebook pages.

Examples of social media marketing

Boosted Facebook post



Oct 9, 2024 • Created by Katherine...

Link clicks

The countdown to Christmas is on and so is our annual Christmas...

Completed

21,153
Views

7,717
Reach

353
Link clicks

NZ\$59.91
Spent of NZ\$60.00

What's On Whangārei
Published by Katherine Tasker
November 28, 2024

The Christmas Tree is now up at Pūtahi Park and we think it looks fabulous!
Head on down after dark to see it in all its festive glory 🌟🎄

[See insights and ads](#) [Boost post](#)

35 likes 5 comments 16 shares

Like Comment Share

Views ⓘ
11,672

Reach ⓘ
5,721

Interactions ⓘ
55

Link clicks ⓘ
4

Views
Followers vs. non-followers

28% Followers 72% Non-followers

Interactions ⓘ

Reactions	35
Comments	5
Shares	15
Saves	0

67 23 0 0 0 0

Christmas Festival 2024 Report



Whangarei District Council

Published by Craig Neilson

November 20, 2024

🎄🎅 The Christmas Festival is here! Join in the fun of more than 20 events throughout the District including parades, music, crafts, and opportunities to meet the big fella himself... 🎅

Pick up a beautiful printed programme from our Central Library or iSite, or choose your events online: 📄



Views

7,281

Reach

3,860

Interactions

48

Link clicks

51

Boosted on Nov 20, 2024

See all

Status: Completed

Boosted by: Craig Neilson

Budget: NZ\$25.00 lifetime

Duration: 9 days

Paid reach

0

Post engagements

0

Views

Followers vs. non-followers

40%

Non-followers

60%

Followers

Interactions

Reactions 28

Comments 4

Shares 15



Whangarei District Council

Published by Craig Neilson

November 26, 2024

Are you feeling THIS ready for Christmas? 🎄🎅🎁 We're proud to be supporting over 20 events in the 2024 Christmas Festival:

📄 www.wdc.govt.nz/ChristmasFestival

Come and enjoy the parades, exhibitions, music, crafts, markets and more happening between now and the big day. 🎅 Check out the programme and make a plan!



Views

8,287

Reach

5,252

Interactions

60

Link clicks

57

Views

Followers vs. non-followers

16%

Non-followers

84%

Followers

Interactions

Reactions 44

Comments 11

Shares 5

Saves 0

👍 35

❤️ 18

😂 0

😮 0

😭 0

😡 0

PARTNER EVENT REPORT

Christmas at Santa's Grotto 2024



Christmas at Santa's Grotto 2024



Venue

We had the wonderful use of the old café and courtyard space at Forum North. This location was ideal, easily transformed into a magical Santa's Grotto and workshop space. It accommodated a high volume of attendees and provided an air-conditioned indoor space for Santa, which was essential for his comfort. We had to be mindful of keeping under the shade sail to protect elves and attendees from the sun, but this worked well. However, we were fortunate with the weather, as there was no wet weather option available, which we would reconsider in the future. One challenge was realising too late that not all the doors to the indoor space opened, which affected the layout. In hindsight, we would adjust the flow differently.



Activities

The activity stations were extremely popular, keeping our elves busy throughout the event. We used more resources than expected due to high participation, with many faces painted, Christmas cards and decorations made, and letters written to Santa. By the final day, we had collected a full sack of letters, which was a joy to see.



Elves

We had a fantastic number of young volunteers sign up as elves this year. Their enthusiasm made the event both a great experience for attendees and a social occasion for themselves. Their connections with the community were heartwarming. Santa, played by Asher, a young drama student, was exceptional—patient and engaging with every whānau that visited.



Photos

We printed a significant number of photos and had to purchase additional supplies for the final day to ensure we had enough. The first day presented some minor challenges with framing and timing, as prints took a little longer than expected, but by the second day, everything ran smoothly. In the end we printed roughly 750 photos over the course of the event.

Photo Opportunities

Families made full use of the themed photo opportunities, which was wonderful to see. We were especially proud of the Santa's Workshop space inside the old café—it looked fantastic, and a lot of effort went into making it feel immersive. Attendees appreciated the attention to detail. The gingerbread house photo op was initially delayed due to wind, but we secured it properly for the remaining event days.





Decorations

The decorations created a magical atmosphere, with summery Christmas vibes outside and a cozy, vintage Christmas feel inside. The combination was visually stunning and helped set the scene for a joyful event.

Highlights

- **Record Attendance** – Over 1,600 people attended, which was more than 300 people above last year's turnout.
- **Returning Visitors** – Many families who attended last year returned, sharing wonderful feedback about how much they enjoyed and appreciated the event.
- **Free Entry Appreciation** – Numerous attendees expressed gratitude that the event was free, as this time of year can be financially difficult for many families.
- **Spreading Cheer Beyond the Event** – Santa's mum works at the hospital, and inspired by the event, Santa and some elves visited the hospital to bring joy to patients, which was a special and unexpected addition.
- **Two-Weekend Format Success** – Splitting the event over two weekends helped manage fatigue for Santa and the elves while still maintaining high attendance.

Conclusion

Christmas at Santa's Grotto 2024 was a resounding success. The event provided a magical, inclusive, and joyful experience for the Whangārei community, strengthening connections and spreading Christmas cheer. We look forward to building on this success and making improvements for next year's event.



Date	Attendees	Elves and helpers	Total
06/12/24	126	12	138
07/12/24	288	12	300
08/12/24	325	11	336
13/12/24	240	12	252
14/12/24	316	11	327
15/12/24	376	14	390
Total	1671	72	1743



PARTNER EVENT REPORT

Christmas Wrapping & Community Pop-Up 2024



**CHRISTMAS
WRAPPING &
COMMUNITY POP-UP**

GIFT WRAPPING - PERFORMANCES

**THU 12 – SAT 14 DEC
THU 19 – SAT 21 DEC
11AM – 3PM**

**WHANGĀREI CBD
CAMERON MALL**

**MUSIC:
12 – 1PM**

FREE GIFT WRAPPING! LIVE MUSIC! CHRISTMAS CAROL COMPETITION!

 **Volunteering
Northland**

 **Whangarei**
District Council

EVENT REVIEW

Christmas Wrapping & Community Pop-Up 2024

Free Gift Wrapping – Live Music & Dance – Christmas Carols

12 – 14 December + 19 – 21 December, 11am – 3pm

Whangārei CBD, Corner Cameron/John Street

Report: Verena Pschorn, Volunteering Northland

The Christmas Community Pop-Up was coordinated by Volunteering Northland in cooperation with the Whangārei District Council Venues & Events team. The pop up ran from Thursday 12th to Saturday 14th and from Thursday 19th to Saturday 21st December 2024, every day from 11am – 3pm in the mall at corner John Street/Cameron Street. The pop up featured several community services for anyone to engage with and enjoy.

GIFT WRAPPING STATION

The **gift-wrapping station** offered free wrapping services for anyone buying presents in the CBD in the month of December.

Its main objectives were:

- Encouraging business for local business owners
- Offer a meaningful and helpful service for the community leading up to Christmas to lower stress levels.
- Offering environmentally friendly solutions like fabric wrapping, tape-free wrapping
- Supporting local non for profits by working with them to secure recycled material for the gift wrapping
- Raising awareness on sustainable wrapping resources and techniques

Northland Youth Theatre, Multicultural Whangārei, Creative Northland, WDC V&E and Questionable Research Labs, WINGS and Whangārei Bin Inn supported the wrapping station with free resources and materials, like flags, tables, chairs, baskets, chocolate and more. The **Whangārei RSA** donated a substantial amount of gift wrapping, tags and other wrapping material.



We purchased new wrapping paper and bows, **but focused heavily on reusable and recycled gift wrapping options this year.** We did this in the following ways:

- Offering 3 different wrapping options and showcasing beautiful examples of no. 2 and 3 specifically, to encourage people to use ecofriendly and reusable wrapping options:
 1. Classic paper wrapping
 2. Reusable and ecofriendly: fabric or paper bags
 3. Outside the Box: burlap, old maps, sewing patterns and more
- Working with the following organisations by purchasing fabric, paper and recycled gift wrapping: **NorthHaven Hospice, The Salvation Army Family Store, Habitat for Humanity ReStore, SPCA Op Shop, The Red Cross Op Shop.**
- Working with volunteers to turn the fabric into beautiful, reusable fabric gift bags and the paper bags into decorative, reusable gift bags.
- Working with **Questionable Research Labs, EcoSolutions** and **WDC**, who donated used materials (old flags, burlap bags, fabrics) to make reusable gift bags and come up with creative wrapping ideas.
- Collaborating with **EcoSolutions, Inspiring Stories** and our **Whangārei Youth Action Group** to design a workshop and resources focused on creative, recyclable and ecofriendly gift wrapping options. It focused on:
 - Sourcing suitable old paper (Christmas cards for example) that can be turned into gift tags.
 - Sourcing other suitable materials for gift wrapping: old coffee bags, green/red wires from old power cords, old maps, posters, music sheets, dress patterns, wallpaper
 - Reusing brown shopping paper bags and decorating them to be used as gift bags.
 - See attached flyer for results.
- Buying beautiful fabric ribbon and thick paper wrapping that encourages reusability.
- Preparing a display for the event days, focused on sustainable gift wrapping options and providing information about gift wrapping waste.

Our strategy of Waste Reduction and Waste Diversion before Waste Disposal created:

1 black rubbish bag of landfill waste

Everything else (paper cut-offs, soft plastic, styrofoam pieces) was recycled and the food waste from the volunteers was composted.



STAGE PROGRAM

The **stage program** was located on the stage under the canopy next to the big council Christmas tree. It featured a range of community organisations and youth performers.

- Thursday 12: Belly Dance with **NUR Belli Dance Company**
- Friday 13: Music with **ALOFAU feat. Louie**
- Saturday 14: Christmas Music with **Sistema Youth Music**
- Thursday 19: Circus show with **Circus Kumarani**
- Friday 20: Rangawhā, canceled due to a tangi
- Saturday 21: Christmas Carols with **Whangārei Harmony Choir**

Its main objectives were:

- Entertaining and engaging the wider public in the CBD and CBD based workers on their lunch break
- Supporting and showcasing community organisations and their work
- Supporting young performers specifically
- Activate the CBD and showcase its potential to the public as vibrant event space
- Optimise our promotional reach by involving as many community organisations and buskers and their audiences as possible

THE KINDNESS IN ACTION COMMUNITY POP-UP

The **Kindness in Action Community Pop-Up** sought to draw people in and show them how easy it is to do something small and kind for their community. We displayed easy and quick volunteer options that people can do around the holidays, as well as informing people about volunteering in general, upcoming youth volunteer events and ecofriendly gift wrapping options.

We invited Whangārei based community organisations to share our stall and showcase their work. **Breast Cancer Support Northland Trust** joined us for 2 days to fundraise and sell raffle tickets.

Its main objectives were:

- support wellbeing and enhance community resilience by:
 - Connecting volunteers with local community organisations
 - Illustrating the ease of performing small, kind gestures
 - Showcasing the diverse facets of volunteering, such as gift wrapping
 - Teaching people about the produced gift waste from conventional paper gift wrapping
 - Showing up creative and fun alternatives to classic, wasteful gift wrapping
- showcase Whangārei based community organisations and their work



LEAD UP PROMOTION AND WORKSHOPS

Promotion Lead Up in November/December

VN (Volunteering Northland) approached the CBD businesses with posters for the Christmas Community Pop-Up and encouraged them to advertise for the Christmas wrapping services and to put up the posters.

The following promotion

- Facebook and Instagram boosts and daily posts in the 2 weeks leading up with details and tags of every organisation involved
- Event promotions on Facebook in all local Whangārei community groups, Eventfinda, Humanitix and Volunteering Northland homepage
- 2 half page advertisements in the newspaper, as well as smaller advertisements for finding volunteers for the Christmas wrapping
- advertised as part of the Christmas Festival promotions by WDC
- approached local radio stations to advertise in their community sections
- printed corflute signs and put them up in the CBD a week before the first event day
- advertised in several local newsletters and community networking meetings
- poster distribution through Tiaho trust via WDC (Whangarei District Council) and personal engagement by VN and the Whangārei Youth Action Group with local businesses early December

Gift Bag Workshops and Sewing Afternoons

Ecofriendly Gift Wrapping Workshops

With support from EcoSolutions and Inspiring Stories, Volunteering Northland designed 2 workshops and ran them on the same day:

- An ecofriendly gift wrapping workshop for youth.
- A wrapping workshop for the volunteers, focused on easy and quick wrapping and decoration techniques with fabric and paper materials.

We ended up getting little engagement for the first one and turned it into an afternoon of sewing more fabric bags and creating more decorated paper bags with 6 youth attendees and 7 adults.



Volunteer Sewing Afternoons & Paper Bag Decorating

Additionally, we got together for 2 what was dubbed, quote, 'Stitch & Bitch' sessions where a VN member taught 6 volunteers how to use sewing machines and make simple bags.

This led to 3 of the volunteers producing their first ever sewn object and one of the volunteers, thus encouraged, bought a sewing machine afterwards.

We advertised for volunteers to sew bags and those volunteers produced 124 bags at home alone.

Together with the bags produced at the workshops, we were able to provide **almost 200 fabric bags in different sizes and 40 decorated paper bags** for the public to choose from.



RESULTS AND FEEDBACK

Total numbers over the 6 days.

GIFTS WRAPPED	PERFORMANCE AUDIENCE
962 (2024: 769)	730 (2024: ~ 650)
COMMUNITY ORGANISATIONS / GROUPS INVOLVED	VOLUNTEER STATS WRAPPING STATION
22	<ul style="list-style-type: none"> • 17 volunteers • 2 VN team members • 195 volunteer hours • 12 youth volunteers (doing 150 volunteer hours)
ECOFRIENDLY FABRIC/ PAPER BAGS/OTHER MATERIAL GIFT WRAPPING GIVEN OUT	VOLUNTEER STATS SEWING/ BAG MAKING
~240	<ul style="list-style-type: none"> • 6 volunteers • ~ 40 volunteer hours
INCIDENTS	BUSINESSES APPROACHED FOR INFO AND ADVERTISING
1	60 – 80



SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Direct contact with businesses in advance to advertise service • Funds go back in the community • Meaningful support for people leading up to Christmas (de-stressor) • Waste management (1 waste bag in total) • Stage program: lots of indirect engagement, making the CBD feel alive and people visibly enjoying the music • Cameron Street Mall is a great place to get foot traffic • Great time to wrap & set up: 11 – 3pm • Wrapping station was manned almost exclusively by youth volunteers • Lots of positive engagement while wrapping presents, people seem happy to take a break and chat 	<ul style="list-style-type: none"> • Cameron Street Mall Location is dependent on good weather • Logistics with car to set up are very complicated because no parking available • Almost exclusively youth volunteer presence makes it harder to run errands if needed (buy new wrapping paper, for example), as they shouldn't be left alone • Cameron Street Mall has become a very popular place for Christian preachers and missionaries which can be quite disruptive (at least 2 a day, sometimes 4 or 6) • Storage of materials is difficult, a lot of work required to set up and take down.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Lot of community involvement possible, can build on that • Kindness in Action Station works better when community organisations man it • The Strand indoor option was great, just no foot traffic 	<ul style="list-style-type: none"> • Bad weather

General remarks

- Way less people stopped in front of the stage to listen to the performances, instead way more people just hung around, found a seat somewhere to eat their lunch and enjoy, or just to listen from a small distance
- Number of volunteer wrappers was good, though the first 2 days can do with less (4 volunteers), while the last day can do with 8 volunteers.



Community Voices - Feedback

'This is such a wonderful service, it saves me so much time! Thank you all very much!'

- A few members of the public were clearly struggling with injuries and/ or disabilities, and were really thankful that we were able to wrap their presents for them, as they wouldn't be able to wrap their gifts. We got to hear about their grandchildren and their life while they waited, and they were so happy to receive nicely wrapped presents.
- A lot of people were determined to donate as a thank you after hearing that it's free.
- A sizeable percentage of people who had their presents wrapped did not know that the stall was happening beforehand, so they went away and came back having bought presents to wrap.
- VN got lots of thankful and positive feedback about the wrapping services and the lovely volunteers.

Volunteer Voices – Feedback

'I am an absolute Christmas nut, as you can see when you look at my clothes. But one thing I never got to do was being part of a gift wrapping service. I have always wanted to do that, and now I have! Are you doing this again next year? Because if you do, I want to sign up!'

- The volunteers were really happy and relaxed and wanted to do even more shifts.
- They were so proactive, made bags at home, brought in their own beautifully decorated gift tags and materials to decorate while they didn't have anything to wrap.
- The ones who are interested in ecofriendly gift wrapping were absolutely stoked that we offered different sustainable wrapping options for people.
- They were very thankful for the lunch vouchers.

Organisation Voices - Feedback

Thanks for having us! We didn't sell as many raffle tickets as we had hoped, but we had some great conversations. It's a very busy spot and we are thankful that you invited us to be part of this. – Pam from Breast Cancer Support Northland Trust



PICTURES

The Volunteer Wrappers in Action



09 945 4984
0800 865 268



info@volunteeringnorthland.nz
www.volunteeringnorthland.nz



Level 1, Civic Arcade
37-41 Bank Street, Whangarei 0110



09 945 4984
0800 865 268



info@volunteeringnorthland.nz
www.volunteeringnorthland.nz



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37-41 Bank Street, Whangarei 0110

Volunteering Northland

Happy Customers & Beautifully Wrapped Presents



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37-41 Bank Street, Whangarei 0110

Performances & Organisations



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Wrapping Options & Board Displays



CHRISTMAS GIFTWRAPPING

Choose from:

- 1 CLASSIC:**
Paper Wrapping
- 2 EARTH FRIENDLY & REUSABLE:**
Fabric or Paper Bag
- 3 OUTSIDE THE BOX:**
Burlap Bag, Sewing Pattern, Cord & More



ECOFRIENDLY GIFT WRAPPING BY



Volunteering Northland

We focus on ecofriendly gift wrapping, providing:

- reusable wrapping options made by our volunteers
- recyclable paper wrapping
- gently used wrapping paper and fabric from local organisations
- providing tips on ecofriendly wrapping (take a flyer!)



1 WHY BOTHER?

It's estimated that we use **1600 tonnes of wrapping paper** every Christmas, that's the equivalent of 10,000 trees.

If that's not enough for a rethink, then consider the **25,000 tonnes of plastic packaging waste** that is expected to be discarded in Aotearoa.

Every year, New Zealanders send around 2.5 million tonnes of waste to landfills in total – this works out to be **over a tonne of rubbish per household**.

The majority of this waste cannot be reprocessed or recycled, and also won't break down over time. In most cases it will simply go straight to landfill. The presence of landfills results in the emission of the harmful greenhouse gas, methane.

What to do:
REDUCE REUSE RECYCLE

3 WHAT CAN WE DO?

One way that we can all help to play our part over the busy holiday season is by choosing to buy less gifts (**reduce**) or gifts that don't need to be wrapped, like experiences. And if you want to wrap gifts, wrap it in packaging that is sustainable, so can either be **reused, or recycled**.

If you'd rather not take the risk with wrapping paper, and would like to invest in more sustainable packaging options that can either be reused or recycled, then the following are **good and cheap alternatives to get you started!**

What to do:
REDUCE REUSE RECYCLE

2 BUT WHAT ABOUT PAPER WRAPPING?

While Christmas wrapping paper may appear to be just that – paper, most wrapping papers are actually **lined with plastic and therefore not recyclable**. This could lead to an entire bin of paper recycling going to waste, if the wrapping paper is missed.

How to spot non-recyclable wrapping paper:
If wrapping paper is laminated, metallic, has glitter on it, or has a texture to it, it's not recyclable.

If you're unsure whether or not your wrapping paper can be recycled, a good test can be to crush the wrapping paper into a ball. If it stays bunched up, it's likely that the paper can be recycled.

What to do:
Reduce Reuse Recycle





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FESTIVAL ANALYSIS

STRENGTHS

- Having no big one-off event meant no cancellations if bad weather and no loss of budget.
- New groups coming forward to register their events.
- People love Christmas
- Tree is looking better
- Very community focused feel for the whole event
- Booklets work well and move fast – not a waste of money

WEAKNESSES

- Budget constraints
- No budget to sponsor events
- Overlap with Xmas and Endless Summer prep timing

OPPORTUNITIES

- Decorate the town Christmassy – from feedback received we found people are missing decorations
- Using marketing material as reusable gift tags

THREATS

- Budget reduction.
- Burn out from local organisations creating events above and beyond their business-as-usual expectations.
- Busy time of year for events with staffing being stretched thin.
- Antisocial behavior from community during events.



5.2 Council Advisory Groups Review 2025

Meeting: Community Development Committee
Date of meeting: Thursday 20 March 2025
Reporting officer: Claire Wilson – Community Development Adviser

1 Purpose / Te Kaupapa

For Advisory Group representatives to speak to their position as part of the Advisory Groups Review process.

2 Recommendations / Whakataunga

That the Community Development Committee:

1. Receives the verbal presentation from the Disability Advisory Group, the Positive Ageing Advisory Group and the Youth Advisory Group representatives.

3 Background / Horopaki

Council has operated an Advisory Group model for almost two decades. While there have been smaller reviews undertaken from time to time, this is the first time a comprehensive review has been undertaken to consider the appropriateness of the model for Councils current needs.

There are currently three Council Advisory Groups:

1. Disability Advisory Group (DAG)
2. Positive Aging Advisory Group (PAAG)
3. Youth Advisory Group (YAG)

An independent review was undertaken by Decision Works Limited in the last quarter of 2024 and the first quarter 2025.

The interim review report (attachment 1) has been included to inform elected members of the background, purpose and progress of the review ahead of the presentations from council advisory group representatives.

The final report will be included, along with staff recommendations for a decision to the Community Development Committee in the April 2025 meeting.

Part of the review process included interviews with all Chairs, some past and present members, and a survey of all current and former members. The results from these were collated and worked through at the first workshop for Advisory Group members on 28 January 2025. At the second workshop held on 3 February 2025, participants worked through some possible scenarios and came together to develop recommendations.

Ahead of the recommendations of the report being presented to the Committee, Council Advisory Group members are being provided the opportunity to express to the Committee each group's position on what they would like to see happen as a result of the review.

3.1 Financial/budget considerations

There are no financial implications of this agenda item, but the financial implications of the review will be provided at the April meeting, when a full report is provided along with a decision paper for next steps.

4 Attachments / Ngā Tāpiritanga

WDC Advisory Group Review Interim Report.

Whangarei District Council Advisory Group - Comprehensive Review

February 2025

Prepared by:

Anna Curnow
Director and Lead Facilitator
Decision Works Ltd

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Executive Summary

Whangarei District Council (WDC) has operated an Advisory Group model for almost two decades. While there have been smaller reviews undertaken from time to time, this is the first time a comprehensive review has been undertaken to consider the appropriateness of the model for Councils current needs. WDC has four Advisory Groups:

1. Disability
2. Multi-Ethnic
3. Positive Aging
4. Youth

This review is focused on the Disability, Positive Aging and Youth Advisory Groups. The Multi-Ethnic group has only recently been established and was therefore excluded.

The review was undertaken by Decision Works Limited in the last quarter of 2024 and the first quarter 2025 with recommendations being presented to Council in April 2025.

Data analysis included a survey of all councils in New Zealand / Aotearoa followed up by in depth interviews with key Councils; a survey of Advisory Group members and interviews with representatives from the Advisory Groups, Council and Council officers. A desktop review of selected international models was also undertaken.

Evaluation of the data was initially conducted by Decision Works Ltd with two follow up sessions with Senior Leadership Team and two Advisory Group workshops to produce a set of recommendations/advice from the Groups themselves.

This review found that the effectiveness of Advisory Groups has been hindered by a lack of consistent clarity of purpose with different groups and stakeholders having different views as to purpose and effectiveness. There is also a lack of coherent planning that connects their work to the overall Council work programme. Finally feedback on outcomes of the recommendations and “advise” that the Groups provide is not extensive, leading to dissatisfaction amongst members and adversely affecting trust in the model.

The lack of clear direction and purpose leaves the model open for distraction by more operational issues and for the Groups to take on different priorities to those planned by Council.

While there is a clear Terms of Reference, Advisory Group members are not offered much in the way of training and development and as such can founder when things are more challenging.

Advisory Groups do their best work when properly resourced, supported, given clear direction and feel valued by the Council and community. This is not currently the case with the Whangarei District Council Advisory Groups.

The Review presents a significant opportunity to consider whether this is the right model for today's needs and how Council can ensure that the community voice is well-represented in the decisions they make.

Decision Works wants to offer thanks to the many members of the AGs (past and present), officers and elected members who took the time to share their insights for this review.

Interim Report

Introduction

This review was commissioned to explore the structure and effectiveness of the current Advisory Group model and to evaluate other models and approaches taken to the job of gathering a trusted community voice of topics of importance to Council.

According to the Terms of Reference for the current Advisory Groups, the purpose of the Advisory Groups is:

“to support Council’s vision of Whangarei being a vibrant, attractive and thriving District for all the people living here. Advisory Groups contribute to this vision by providing advice to Whangarei District Council on the following areas:

- Council policies, plans, strategies, design and capital works projects
- Matters of particular interest or concern to the communities they represent.”

Advisory Group members are charged with contributing to the outcomes of the communities they represent, building effective relationships between their respective communities and Council, connecting WDC into the youth, disability and positive aging communities and any other groups deemed to have a positive role to play and finally to develop key priorities for the year/term.

This is a tall order and an important role to be played. Many members of Advisory Groups may not have had experience of this type of work. As such a significant level of support is needed.

Without this support, Advisory Groups will likely struggle. If Advisory Groups is to continue to be the model for WDC, then it appears that additional focus, and resourcing may be needed. If that is not an option, then Council may need to consider a different approach to building that community voice into their decision making.

To support this, the Review considers other structural options for collecting community voice to inform Council projects.

The total budget for the Advisory Group function including payments to members, refreshments at meetings and interpreters to support members is \$22,000. There will likely be a call for some additional budget if Advisory Groups are to be continued.

Methodology

The methodology of this review was designed by Decision Works in collaboration with the Community Advisory Team and included the following steps:

1) Broad Data Collection via:

Councils of New Zealand/Aotearoa survey	To identify local trends in focused sector group engagement in local government.
Targeted interviews with councils who were particularly active in this space or had indicated innovative approaches in the survey.	To delve into more detail about innovation or particularly effective advisory group models.
Desktop research on overseas approach to focussed sector group engagement by local government.	To explore different models used by councils in other western democracy countries use (US, UK, Australia). Research was also undertaken to broadly understand the approach in Pacific Island nations.
Survey of some past and all present members of Advisory Groups	To understand the current effectiveness, successes and challenges from an Advisory Group member point of view.
Targeted interviews of past and present members suggested by the Community Development Advisors team.	To delve into more detail of their experiences of what has worked and what could be improved.
Targeted interviews with elected members who were currently involved in the Advisory Groups and some who were not involved.	To understand the current effectiveness, successes and challenges from a councillor point of view.
Targeted interviews with council staff members who have contact with Advisory Groups.	To understand the value of the model, the experience of engagement with the groups, where the value lies and challenges faced by officers.

Data collection for the review took place from October to December 2024. (with two further interviews undertaken in January and engagement with the Senior Leadership Team conducted on 21 January and 25 February 2025 to consider the purpose of the Advisory Groups (or the function) and the appropriate structural option and resourcing to achieve that purpose.

2) Data Analysis

This was undertaken by Decision Works with a sense-checking workshop with Advisory Group members in a workshop held on 28 January 2025.

3) Options Review

Decision Works has also undertaken an initial options review and again this was explored further with an Advisory Group in a workshop held on 03 February, along with two sessions with the WDC Senior Leadership Team on 21 January and on the 25 February.

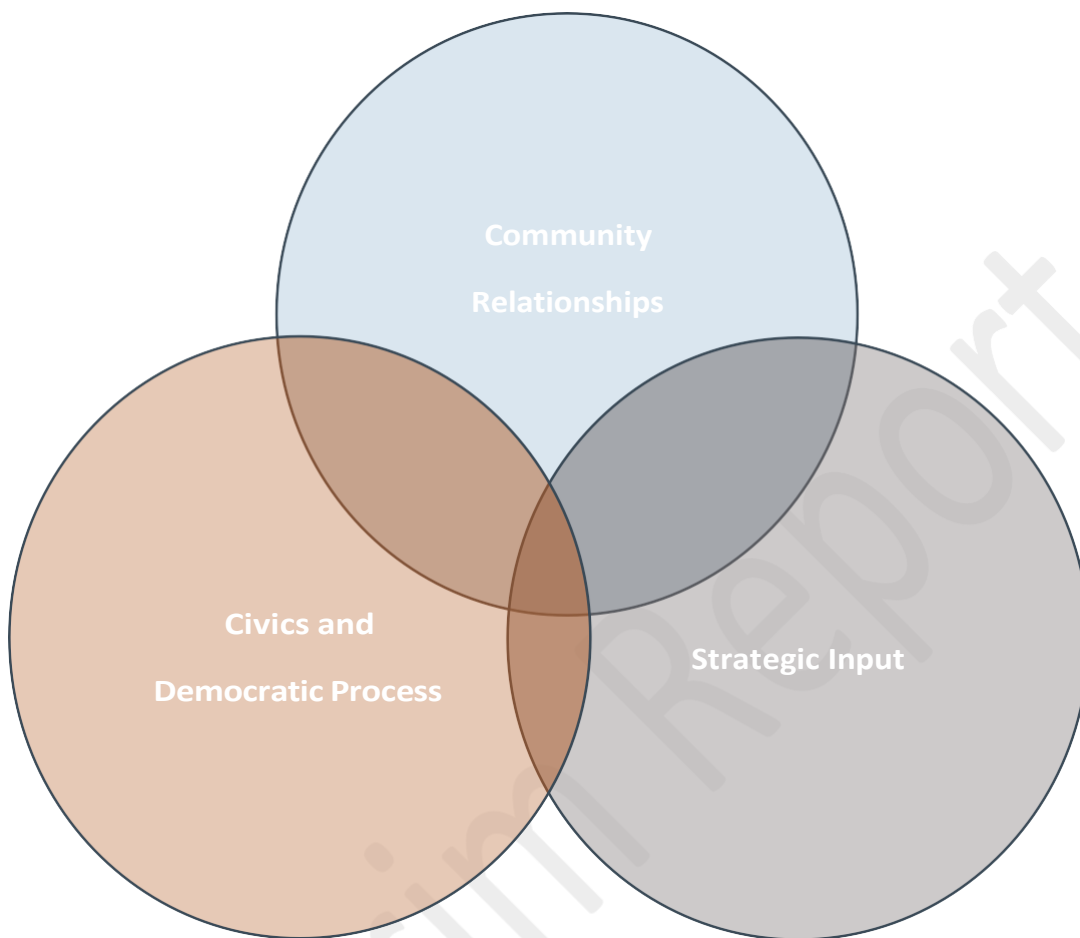
4) Recommendations

Recommendations are presented in a comprehensive report which sits alongside recommendations from the Advisory Groups generated at the second Advisory Group workshop. Both of these will be presented to Council with a supporting Council report that may highlight issues that are specific to the organisational ability to respond to the recommendations in both the report and from the Advisory Groups.

5) Decision Making

Decision making rests with Council, given the strategic nature of the topic. It is suggested that any changes are scheduled to be actioned in time with the start of the next Council term towards the end of 2025.

Advisory Group – Spheres of Influence



The review found that most Advisory Groups operate in three realms of influence:

- 1) **Community Relationships** – Groups have a role to play in building connections between Council and key community sectors that might not ordinarily have a clear voice in Council. Group members can also become advocates for Council and the work programme, sharing their insights out into their communities as well as bringing the community voice in.

However, if those relationships are not well managed to be purposeful and produce meaningful engagement, trust can be eroded with members feeling dissatisfied with their experiences.

- 2) **Strategic Input** – A key function for Groups is to test out strategies, plans, policies concepts, designs and ideas from a place of understanding Council's

priorities. They can bring a community lens to evaluating Council work.

The risk is that without the education and time to absorb the issues, the advice provided by Groups may not be appropriate. Additionally, each Group brings a specific community perspective which can result in different groups providing conflicting advice. This creates confusion for staff as they then need to map out a way of balancing these strongly held perspectives.

- 3) **Civics and Democratic Process** – Hosting Advisory Groups is often seen as a way to inspire and develop future community leaders, by giving them a taste of Council's activities. Research undertaken in the deliberative practise area suggests members of citizen assembly panels are significantly more likely to stand for election following participation. Members of this Council's Advisory Groups did refer to the development of leadership skills as one of the more positive experiences. They also reported enjoying building a clearer understanding of the complexity of Council's work.

Having Advisory Groups is also a way for Council to demonstrate the importance of community voice and a commitment to listening. However, if the mechanisms for responding to the advice provided by the Groups is not strong, then that perception of being a Council that listens to its community can be eroded. Members can feel like their effort is wasted.

Building a Group membership that broadly represents the community they come from can be difficult in a small group. Whangarei's Advisory Group membership is recruited from those who respond to an advertisement. This can lead to the membership becoming skewed towards one demographic over another.

Some Councils have also experienced the role and scope of the Group 'creeping' creating unforeseen conflicts of interest.

Key Findings

1. **Role and Functionality:** In principle, Advisory Groups contribute to the decision-making processes of Council by providing a trusted community voice. They do this by reinforcing relationships with the communities they represent and bringing their lived experience lens to the discussion.

Currently, in Whangarei District Council this is primarily done through formal monthly meetings with occasional ad hoc activities such as site visits.

The Review highlights that there are varying views as to the exact scope of the work of the Advisory Groups within the various stakeholders. This can lead to scope creep where members feel their influence might be higher than it actually is, or that Council is responsible for things that it does not in fact have legal responsibility for, or the Group might slide into a very operational focus with much of the discussion centred around minor matters.

While there is a work plan for some of the Groups, this is sometimes not well-aligned with the overall Council priorities and can also lack clear focus on specific high priority projects.

2. **Effectiveness:** The Advisory Group members have mixed views about their effectiveness. They feel that there is little structured feedback as to what happens with the input they provide. Where they are aware of the outcomes, they generally feel there was value in what they did. However, there is a strong sense that additional feedback and evaluation of effectiveness would be helpful.

There are also some questions about the efficiency of the model with officers sometimes having to present to each group, obtaining different advice from each with no mechanism to reconcile the differences.

Input from officers and senior leadership indicated that the work of the Advisory Groups, while in principle valued, did not always provide significant additional insight and could sometimes create tension when it conflicted with Council's statutory obligations and limitations.

3. **Engagement Levels:** There is a sense amongst members of uneven effort with some members attending regularly and providing significant input and others having much more patchy attendance and poor participation. There can be many reasons why members might not attend a meeting or why they feel uncomfortable about attending. Further work would be beneficial to help the Groups craft methodologies that improve participation and engagement.

In terms of engagement by council officers with the Groups, there is a lack of consistency in the approach with some departments using the Advisory Groups

regularly (eg infrastructure) and others potentially missing the opportunity. There appears to be an uneven level of understanding across the organisation about what the Groups can provide.

4. **Challenges and Barriers:** The Advisory Groups at WDC are facing a range of barriers and obstacles to success. These include a lack of clear purpose, inadequate feedback from the organisation about the effectiveness of their work, inefficiencies created by siloed groups, a lack of connection with the wider work and policy programme of Council, capability gaps around governance and strategy and difficulties in attracting diverse members.
5. **Resourcing Constraints:** The Review found a significant administrative burden on Community Development officers (taking up to 50%) of their time. This has impacts on the organisation:
 - Insufficient time to provide training and capability building;
 - Reduced ability to service other aspects of the community development role;
 - Inadequate levels of feedback reporting to Groups.
6. **Support for the Model:** Given the limitations established in these findings, it is clear that there is still a level of support for the model across the organisation. Officers see that there is value in obtaining specific community voice on particular projects. Members feel they bring a valuable “community lens” to the work. However, most agree that the model is currently not operating optimally and would benefit from enhancement to deliver greater productivity, focus and relevance.

The Need for Change

Feedback from the Advisory Groups, Elected Members, Officers and the Senior Leadership Team and the opportunities identified through looking at other instances of sector engagement suggests that there are challenges with Whangarei District Council's current approach to sector engagement. However, there are opportunities for change that could facilitate a more productive model.

The need for change can be summarised here:

Current Approach	Impact	Possibility
Transactional Relationships	Success is only seen in evidence of action taken by Council based on advice. When this doesn't happen, trust and relationships are damaged	Create an environment that supports building skills and capability (people), that recognises contribution even when it can't be given effect.
Operational Focus	Advice is short term focussed, can be disjointed and misaligned to Council's overall needs.	Higher quality advice that is strategically aligned to the overall direction of Council
Low Organisational Uptake	Much of the work of the AGs is around Infrastructure projects. This creates missed opportunities with other departments not benefiting from the input.	All key Council strategies including input from AGs and being sense checked with a community view.
Meeting Driven	The operations of the group are focussed on the meetings rather than the work programme.	A more strategic view of the work of the group will lead to more efficient use of their time and effort and could open up opportunities for engagement beyond the meetings.
Siloed Groups	Groups work in isolation from each other and from wider council. This creates inefficiencies in effort and competing demands.	More efficient use of council resources and co-ordinated work programmes. Additionally, members can learn from each other.
Unclear purpose	Members feel unclear about the rationale for their work, are unclear about what happens to the input they provide.	A clearly understood role with a strategically focussed work programme would provide purpose and a sense of achievement as well as enable more focussed work.

Resourcing challenges	<p>Community Development work outside the Advisory Groups work is being negatively impacted due to the amount of resource needed to service the Groups.</p> <p>In addition, CD officers are not able to provide the level of training needed to support building capability. Finally, the budget does not allow payments that allow the members to feel valued.</p>	<p>Change to the function of the Groups (eg frequency, level of focus, or using other structural models) could produce higher quality, more targeted input from Groups. Officers could direct more attention to other aspects of their CD work.</p> <p>Group members could feel more valued if they were paid more and felt they were having more valued input.</p>
Strained Relationships	<p>At times there are strained relationships between Group members and elected members. Given elected member liaison members are a key communication channel between the Groups and Council, this is an area of risk.</p> <p>In addition many staff reported feeling uncomfortable about how the feedback was delivered, making them less keen to present to Groups.</p>	<p>A higher level of trust and clear understanding of roles and responsibilities would lead to more focus on the issues being discussed and clearer communication between the Groups, Council and officers.</p>

Structural Options

The input from the Council survey, in-depth interviews with key Councils and the review of international approaches brings to light a range of options for sector group engagement:

Model	Description	Pros	Cons	Evaluation
Advisory Groups (with a possible collaborative forum)	The current WDC model with suggested enhancements to generate improved outcomes. Enhancements include a collaborative Advisory Group Panel that meetings regularly with Council and reduced frequency with additional focus..	AGs are generally supported by the organisation. Members are enthusiastic about the Groups. The AG model builds strong relationships and loyalties with Council. With a clear focus on priority project, can provide thoughtful insight.	Is labour intensive. Can be costly. Requires focus from the top of the organisation too. Requires good relationships with Council. Is very dependent on the capability of members. Roles can get confused/blurred.	Overall, this model is well-supported by the organisation. It generates a clear community voice. Investment in capability building and strong chairs reaps rewards. Works best when work programme is highly focussed and well aligned with Council's priorities.
Expert Advisory Panels	An appointed panel of experts on a particular topic.	The input provided by EA Panels, is well qualified and generally deeply considered. Council is likely to trust the input from EA Panels. Can be convened for a specific purpose and timeframe.	Can be costly. Information provided may need to be more extensive. Does not constitute broad community engagement.	May not meet the 'trusted community voice' test, albeit that their advice may have strong value. Consider use for specific technical projects eg significant developments

		Less administration effort on staff.		
Community Forums	Regular facilitated community workshops with an open invitation approach, externally facilitated. Could include contracting with sector service provider organisations to administer and facilitate.	Includes a broad range of community voices. Builds relationships with a wider range of community members and also with service provider organisations (if partnered with). Can be work programme driven. Lower cost option.	Open to capture by lobby group. Very dependent on skilled facilitation. Relationships are less strong with attendance being optional and ad hoc. Dependent on the facilitator to translate feedback for Council.	Relationships are less strong as attendance is optional and can be ad hoc and issue based. Can be work programme driven.
Community Connectors / Portfolio Model	Officers who hold specific portfolios form strong connections with specific communities and facilitate specific engagement on topics of interest.	Creates a direct relationship between council officers and community sector groups. Can reach a broad and representative audience. Flexible and agile to address issues as they arise. Can be lower cost.	Highly dependent on the relationships between officers and community groups. This can fail if a staff member leaves. Can still require organised large scale events for engagement. Dependent on the officer to translate the feedback to Council.	Can be a way of building relationships with a broad and representative range of community members. Perhaps more suited to smaller councils?.
Targeted Engagement	Engagement is undertaken as issues arise by Council engagement officers. Can include a range of tactics.	Highly customisable and responsive to the needs of the issue and community sector.	Open to capture by lobby groups. Highly dependent on the skill of the engagement	Council already uses this and is likely to continue.

		Can generate a broad range of views from a large number of participants. Not relationship based which creates an independence.	officer to design the appropriate approach. More complex engagement can be resource intensive and costly.	
Deliberative Practice	A more structured form of engagement with more depth. A representative panel of community members is educated over a period of time on a topic and then supported to deliberate and come to an agreed set of recommendations	Highly suitable for more complex and contentious topics where a representative view is needed. Much more resource intensive but usually generates a positive response from participants.	A costly approach. Not suitable to more “business as usual” projects. Creates a significant requirement on Council to deliver on the input provided.	Could be considered for highly contentious issues that justify the higher spend and resource requirements.
Community Boards	Community Boards are closer to their communities and are useful in higher population or more geographically spread-out councils. These Boards can be used to represent their community voices.	They to have a good knowledge of their areas, the communities they represent and are useful where they are already in place.	Council does not currently have Community Boards. Members are elected and are therefore not necessarily representative of the broader community. Open to political influence.	Council could reconsider this should it become an option following a representation review.

Recommendations

Analysis of the feedback produced by the review identifies a number of key points and actions. (A full Issues Analysis is shown in Appendix 3). These have been outlined here.

1) Support for Formal Structure

- Generally, there is support for retaining and enhancing the formal Advisory Group structure.
- Consider the (careful) inclusion of members representing support groups.

2) Establish Community Forum for the Youth Sector

- Suggest twice a year events
- Facilitation and administration to be delivered by a sector group provider.
- Ensure agenda is strongly connected to Council priorities
- Ensure connections to YAG
- Evaluate after 2 years to consider relative effectiveness.

3) Suggested Changes to the Operation of the Groups

- Consider less frequent formal meetings with the opportunity for more informal activities eg site visits, community meetings etc between formal meetings
- The number of members was supported
- Consider the inclusion of permanent seats on the AGs for sector service provider groups.

4) Elected Member Role

- Retain elected member involvement but ensure each has an alternate to ensure attendance.
- Refocus the Elected Member role to be bringing a Council view and insight to the AG table with the sharing of AG feedback to Council being done via other channels.

5) Sectors Represented by Advisory Groups

- There was general support for the existing sectors being represented
- Consider the possible inclusion of rural and business (although these could be addressed by supporting more formally existing non-council groups).

6) Resourcing the Groups

- Evaluate the resources needed to manage the AGs (with consideration for less frequent meetings).

- Allocate tasks to or obtain support from the appropriate teams eg Democracy to manage/support the meeting administration, Strategy and Infrastructure to support the Work Programme development and Engagement to support engagement events.
- Evaluate how to administer additional less formal engagements eg site visits and community meetings
- Identify if additional administration resourcing is needed and secure budget (eg refreshments, training, etc).
- Retain Community Development as the best fit for programme ownership.
- Review the remuneration for AGs and develop a policy position eg attendance fees, transport costs, childcare or carer costs etc) and to reflect a fair compensation for the contribution.
- Consider funding for additional work eg networking events, conferences, attendance of events outside of meetings, writing reports etc

7) Role Clarity and Purpose

- Ensure new members understand their role as being the lived experience lens.
- Review the existing Terms of Reference to ensure clarity about purpose.

8) Relationships with Council and Inter-Group

- Set up regular/annual engagement with whole of council for reporting back eg a Collaborative Forum (including all AG members and full Council) to share their work programme and opportunities for information and resource sharing to be identified.
- Consider the value in inter-group collaboration perhaps twice a year.

9) Group Diversity and Representation

- Implement a skills/representation matrix to guide targeted recruitment.

10) Capability Building

- Review Induction Training to identify opportunities for improvement.
- Establish governance training for AG members
- Establish more extensive training on the role of Council
- Provide facilitation training for meeting facilitators
- Identify new technology approaches to broaden the scope of the training
- Establish chair and deputy chair training
- Consider a formal mentoring programme for chairs and perhaps wider membership (with EMs or with external mentors)

11) Group Effectiveness

- Work with the Strategy and Infrastructure (and when appropriate the Engagement) teams to develop a work programme for each AG that is aligned with the council work programme.
- Establish metrics and data collection process to evaluate the work programme effectiveness.
- Include a mechanism for progress reporting to Council
- Ensure the AGs are focussed on work that is associated with Council priorities.
- Clarify where the role of facilitation sits and ensure that is clear in the Terms of Reference (currently sits with Chair).
- Explore methods of reinforcing the Terms of Reference through regular reflection
- Consider changing the term to be three years and bring into line with the electoral term.
- Review and strengthen conflict resolution clause in Terms of Reference.
- Encourage a range of meeting formats including workshops, brainstorming sessions, site visits and break out groups to encourage participation.
- Consider creating Member only time sessions at the start of each meeting.

12) Feedback and Recognition

- Identify opportunities for reporting back to council in person
- Improve feedback loop reporting to the groups to demonstrate value provided.
- Identify a clear and accountable feedback tracking process eg Actions Register
- Develop a recognition programme for Council to acknowledge the work of the AGs
- Report on successful AG activities in wider Council communications
- Consider a formal recognition of service when a member leaves eg letter with certificate from the Mayor.

Proposed Timeline:

While the Review is recommending that the Advisory Group model is retained, there are some significant steps that are indicated in order to bring the model up to full functionality. These are now set out in a proposed timeframe with a focus on bringing the Advisory Groups in line with the electoral cycle. This is intended to create closer links between the Council and the Groups.

Proposed time	Task	Details
April 2025	Review and agree Advisory Group Structure	<ol style="list-style-type: none"> 1) Confirm whether AGs will be linked to electoral term eg 3 years established after the election. 2) Confirm membership numbers 3) Confirm whether any seats will be allocated for service provider representatives 4) Confirm whether any new groups are needed 5) Confirm frequency of AG meetings (monthly or six weekly), Chair/GM meetings (quarterly), all AGs and Council full (2 yearly)
April 2025	Review Elected Member role	<ol style="list-style-type: none"> 1) Suggest it is simplified to providing Council input 2) Confirm 1 member per group with 1 alternate 3) Consider whether EMs need voting rights or if this creates a conflict of interest at the Council table.
April 2025	Resourcing Review	<ol style="list-style-type: none"> 1) Undertake a compensation review and establish clear policy on: <ul style="list-style-type: none"> • Meetings attendance • Ad hoc attendances eg on site meetings • Additional duties eg report writing (but not submissions) • Transport costs • Carer/childcare costs • Conference attendance • Networking meetings

		<p>Identify any additional budget required.</p> <ol style="list-style-type: none"> 2) Confirm Officer Resourcing eg 3) Including Democracy Services, Engagement and Strategy, confirming the roles and expectations. Identify any resourcing issues and how to respond.
May 2025	Capability Building	<p>Review Induction Process to include:</p> <ol style="list-style-type: none"> 1) Training on role of Council and different legislation (consider online tutorial package – can LGNZ help?) 2) Consider group dynamics and deliberation training 3) Establish Chair training to include leadership and facilitation. 4) Consider establishing mentor programme for chairs and possibly other members? 5) Consider a guest speaker programme (quarterly) for AG members to build capability 6) Establish online Teams group for information sharing in between meetings.
May 2025	Recruitment Process Review	<ol style="list-style-type: none"> 1) Plan for recruitment at the start of the electoral term. 2) Consider using a skills matrix to build a broad range of skills and competencies in the new groups. 3) Establish process for support group representative recruitment if appropriate.
June	Feedback and Reporting Mechanisms	<ol style="list-style-type: none"> 1) Review and enhance the Actions Register for each group (to be attached to agendas as an information item. 2) Confirm a twice yearly meeting between Council and all AGM members to report on progress. 3) Consider quarterly meetings between Chairs and GMs.

		<ol style="list-style-type: none"> 4) Add AG input into Council report template (optional where relevant). 5) Establish quarterly internal comms to share AG impact with the organisation. 6) Create a recognition tool for leavers (eg certificate and letter of thanks from the Mayor).
September 2025	Meeting Processes	<ol style="list-style-type: none"> 1) Consider member only time at the start of meetings (10 minutes?) 2) Review Agenda Structure to ensure strategic items are at the front.
September 2025	Work Programme Process	Establish the process for building the work programme for each AG.
November 2025	Recruitment of new groups	May include reappointment of some existing members if appropriate
December 2025	Agree new Terms of Reference	<ol style="list-style-type: none"> 1) Consider a specific set of ToR for each group. 2) Update to reflect new Groups structure 3) Strengthen the managing conflict section. 4) Confirm 'reflection points' so the Groups are reminded of the ToR from time to time.
January 2026	Establish Work Programme for each Group	<ol style="list-style-type: none"> 1) Officers to present on Council priorities for the Groups to consider explaining the link to Councils work programme. 2) Agree KPIs to demonstrate the Group's effectiveness (what the Groups will do, not what Council does with their advice). 3) Identify the reporting framework for the work programme.

Resource Implications

Council is currently developing a Non-Elected Member Fee Framework. It is recommended that this process be expanded to include Advisory Groups. This will ensure that the review of compensation for Group members is aligned with the overall Council approach.

Resourcing the different options being put forward as options are considered here including compensation, community development team (EDA), administration, strategic and democracy costs).

Option	Estimated Cost	Considerations
Status Quo	\$22,000 approx. in fees and food 50% of CDA time	<ul style="list-style-type: none"> Members feel undervalued. Compensation does not cover actual costs of attendance in some cases (eg travel, childcare, lost income etc) Compensation levels is not aligned with any Council policy position
Enhanced Advisory Groups	\$22,000 approx. (no change) This would cover somewhat elevated fees (following review), food and some training. Estimated 25% of CDA time (half as many meetings) Additional input from Strategy and Democracy team	<ul style="list-style-type: none"> This option allows for more intensive support including strategically aligned work programme development, training, travel and childcare costs. Members feel more valued. Work programme is more focussed. Reduced pressure on staff
Community Forums for Youth Sector - Trial	\$2,400 contract cost with a youth service provider to administer the meetings (say 2 x year at \$1200 per meeting). Estimated 10% of CDA time plus some Strategy time to align the Forum work programme.	<ul style="list-style-type: none"> YAG members involved in the Forums. Opportunity to trial a model. Forums focussed on strategic priorities. Brings in a wider community voice.
Replace Advisory Groups with Expert Panels	Costs unknown (see Non-EM Fee Framework policy development). 0% of CDA time required Increase in other department time (Strategy, Infrastructure, Democracy)	<ul style="list-style-type: none"> Unknown frequency of meetings, number of topics and intensity of work.

Interim Report

Stakeholder Feedback

A key component of this Review was extensive data gathering from a range of sources with the goal of establishing:

- The rate of take up of the Advisory Group model
- Key themes and methods used in Advisory Groups
- Key challenges that are common
- The rate at which Advisory Groups are reviewed
- Other options for engaging with specific sector groups

Data was gathered in the following way:

Councils in NZ/Aotearoa	International Councils	Advisory Group Members	Elected Members	Officers	Senior Leadership Team
Survey of 78 Councils (30 responses)	Desktop Analysis -Greater Manchester Combined Authority	Member Survey (Current and former members)	Interviews with AG members and non-members	Interviews with officers who are connected with AGs (work with or present to regularly)	Presentation and feedback workshop
Interviews: -Auckland -Hastings -Waitomo -Wellington -Tauranga	-City of Portland, Oregon -City of Melbourne -City of Sydney -Pacific Islands	Interviews with current and former members			
Key Themes					

Councils in New Zealand/Aotearoa Survey

All 78 councils were sent a survey via email, with a follow up email and an attempt to contact each by phone. 30 councils responded either via the survey or through a telephone conversation (Auckland, Waitomo, Wellington, Tauranga, Hastings). The detailed survey results are shown in Appendix 1.

Key themes arising from the council survey include:

- 1) 40% of respondents do use some form of formal structure for engagement with specific sector groups.
- 2) Maori liaison groups are not seen as part of this sector group engagement, perhaps because of the legislative requirements around inclusion of Maori in local government decision making.
- 3) Outside of the use of formal structures councils use a wide variety of engagement tactics to obtain input from different sectors in the community. These include:
 - Innovative ongoing partnerships eg partnering with schools (Waitomo)
 - The main subject areas that triggered the use of a formal approach include; youth, aging, disability (or mobility and access), environment and biodiversity, water quality, community safety, road safety, health, walking and cycle ways, migrant support, rainbow community, pacific communities and economic development.
 - Some deliberative practice particularly for more significant or complex topics eg spatial planning
- 4) Established groups had generally been in place for some time with the majority in the 10 to 20 years.
- 5) Membership numbers tend to be in the 10-15 members range. However, there is a broad spread.
- 6) Most advisory groups meet monthly or quarterly.
- 7) For councils who do have a formal structure for sector group engagement, the management of these groups falls mostly with the community development advisors or dedicated advisory panel advisors. Others had a dedicated community partnerships role or allocated the task to the democracy or council secretary roles.
- 8) Most councils do include elected members in the formal membership of the advisory groups.
- 9) 40% of respondents had undertaken a review in the last 5 years and two more were currently undertaking a review.

Detailed Feedback from NZ/Aotearoa Councils

Detailed interviews were undertaken with 5 Councils;

- 1) Auckland
- 2) Hastings
- 3) Waitomo
- 4) Wellington
- 5) Tauranga.

This section outlines the detailed feedback provided by each and seeks to identify key themes, challenges and opportunities.

Auckland Council

Interview with Victoria Wicks Brown, Principal Advisor, Advisory Panels

Structure

The Auckland Council Advisory Panel structure is seen as part of the governance structure. Under the Auckland Council legislation, the Mayor has responsibility to ensure adequate engagement with Aucklanders and how this is to be done must be clearly set out. There should also be clear engagement with a broad range of sectors eg youth and ethnic groups.

Auckland Council currently has nine Advisory Panels:

1. Youth
2. Seniors
3. Ethnic
4. Pacific
5. Rainbow
6. Disability
7. City Centre
8. Rural
9. Small Business

These are established by the Mayor in line with the political term. The new Mayor must decide on the actual structure with staff making recommendations. Following the establishment of the structure, officers recruit from the community, using a process described as “robust”. While the Mayor does the appointments, these must be endorsed by the governing body.

Membership is restricted to two terms with no automatic renewals. The Terms of Reference and Code of Conduct is provided during the recruitment process. Officers

are very clear with new recruits that their role is neither representative nor elected; they are appointed to provide advice to the Mayor, councillors, staff and CCOs through a lens of lived experience.

Focus

The Advisory Panels provide input and insight into regional plans and policies.

They are also able to raise other matters of interest or concern to the communities they represent. They can also choose to do some community engagement on topics where it aligns with Council priorities. Officers will also support members to bring issues they are passionate about into the group although it is not technically a core part of the role.

While Council does not have to have Advisory Panels (other than for Pacifica), Council values the input and members have a high level of satisfaction with their involvement. They are seen as a vehicle for drawing in engagement on topics faster than if Council was to go direct (eg input into the outdoor swimming facility at the waterfront).

Council sees the advice provided by the Advisory Panels as “candid, trusted advice”. Generally Council is keen to hear the input from the Panels and have an appetite for authentic engagement and an appreciation of the calibre of the Panel members.

Panel members see membership as an opportunity to have an impact, to raise awareness especially around longer term issues that are of concern to their communities. Opportunities can include leading engagement activities eg CDEM workshops for the disability community.

Work Programme and Roles

Generally, there are more requests from the organisation for Advisory Panel involvement than can be accommodated in the time available. The Principal Advisor is responsible for co-ordinating the work programme across all groups.

The political link between the groups and Council is the Chief Liaison Officer. There are also elected members who are Liaison Members and whose role is to act as a go between between the Panels and Council. These elected members are generally selected for their adjacent interests and characteristics eg youth, Pacifica, seniors.

Some officers volunteer (in addition to their full-time role elsewhere in the organisation) to act as Lead Officers for specific Advisory Panels, helping to guide the strategic focus of the Panels and seeking out opportunities for a Panel to add value. These officers are close to their specific Panel and understand well the areas of interest of that Panel.

Function

There is an expectation by Council that officers are regularly talking to the Panels.

The Panels are seen as a key way to engage more with these communities. Having the planned work programme for the Panels means the communities affected can be set up in advance ready for engagement.

There is a challenge in managing the expectations of the Panel from the community. Officers work to protect the Panel when the community feels they are more accountable than their level of influence allows.

Panels are also seen as a way to hold the organisation to account on delivery of action plans.

Operations

Meetings are held every six weeks and are generally in public with occasional closed workshops when justified.

Panels prepare a term-end report to report to Council on the progress they have made on their strategic priorities.

Panel members are remunerated on the following basis:

- Panel Member: \$270 per meeting (5.5 hours of work)
- Chairs: \$454 per meeting (7.5 to 8 hours of work)
- Additional duties are paid at an hourly rate eg writing reports on engagement activity outcomes.

Members from paid roles with other groups are not paid eg Federated Farmers members of the rural Panel.

The budget is described as tight given the large number of people involved and the significant workload.

Conflicts of Interest are carefully managed and set out in the Code of Conduct.

Contractors and employees of council are not eligible to be members.

Extensive training for Chairs and members is provided for all aspects of the Panel functions.

Minutes are taken but because Advisory Panels are part of the governance structure these are restricted to decisions and actions rather than documenting discussions. This has created some challenges in the past.

Panels tend to operate in three seasons; researching the topics, implementation of the programme, building up to election time. The end of term report is a big focus of the third season with a mid-term check in to ensure the priorities agreed at the start of the term are still appropriate.

Council officers must use a template to engage with Panels. These help them to clarify what they want to ask and why. Organising the engagement is a constant challenge as staff are always busy.

Cross-Panel Integration

Cross-panel workshops are curated to build a culture of cross-over. Panel members enjoy these opportunities to share and cross over. These larger hui are used especially for the bigger topics eg the LTP, when a cross-panel hui 'looks more like Auckland'.

Annual budgets are set by each Panel, depending on the type of work planned, but are confirmed at a cross-panel review session.

There is a Co-Chairs Panel hui every eight weeks. These are looking for opportunities to work collectively and are attended by the Chief Executive, key Directors and the relevant General Managers. The focus is to understand where the Panels might have the most impact.

Influence

Panel members have influence at a high level, both operationally and politically. However, this influence is limited to providing advice, with no decision making authority.

Panel engagement with their communities can include any of the usual engagement tools depending on the topics and timeframes. However, Panels are not authorised to make a central government submission but can provide advice to Council on a Council submission.

Hastings District Council

Louise Stettner – Manager Governance and Democracy

Structure

- Hastings District Council has a number of formal sector groups that cover a range of sectors:
- Hastings/Havelock North Business Association (Council is a member)
- Primary Producers Round Table – regular meetings
- Citizens' Panel – provides input on project concepts prior to formal consultation – a litmus test. Also used as part of the consultation process.
- Youth Council – This is a very active group that advises on projects that are of significance to young people eg skate park in Hastings. Council consults with them on specific projects to incorporate their views before design or scope is finalised. The Youth Council were very proactive when consulting on the representation review and wanted to be more formally involved in council discussions around policy formulation. Council has responded by including representation from the Youth Council on sub-committees. This measure had unanimous support. Subsequently, the Youth Council requested voting rights and for representation on full Council committees. This had a split response in Council but the Mayor used her casting vote to pass the motion. This has created an interesting conundrum; the Youth Council was in the past very active with their submissions, but now they are represented on full Council, they have a conflict of interest and can't do submissions to Council.
- Multi-cultural Advisory Group – Implementing action to support multi-cultural communities.
- Older People - nothing formal but the Mayor meetings regularly with the strong local grey power group.
- Landmarks Advisory Group – this had been in place since the 1980s to promote and protect built heritage. It was folded at the last election because it wasn't really achieving the goal. This was identified through a review. There is now a direct relationship between a local community trust and the Council rather than having to go through the Advisory Group.
- Flaxmere Futures Group – This came in with the last representation review and consists of one Flaxmere Councillor, one Maori Ward Councillor, an officer in charge, the Chair of the Flaxmere Planning Committee. The group provides input and advice to Council. It has recently morphed into a subcommittee on wellbeing. It is currently being considered for its relevance.
- Disability Reference Group – This group is a number of years old and is made up of people who work in the sector and in similar roles at the other councils in the

region. Meetings are held regionally, 4 to 6 times a year with the agenda being put together by the hosting Council. It is regarded as a good opportunity for information sharing eg community grants and empowering the community at election time.

Focus

Hastings District Council has not taken a single approach to sector group representation with a bespoke approach for each sector. There is no record of any review of the structure with some changes being made following representation reviews.

For the Group members there is value in the networking that happens, being more informed about Council services, building relationships with Council officers and other group members.

An unexpected benefit the groups was that during Cyclone Gabrielle, Council was able to lean into those relationships to assist with response and recovery work.

Influence

Council values the groups for the sense-checking that they provide. Officers do take on board the input from the groups who are seen to have mana at Council. The Youth Council for example is regarded as higher up than general public feedback.

Groups are seen as bringing expertise, community connections and adding value to the Council.

Emerging Trends

1. Financial constraints are very front and centre and may impact on Council's willingness to continue with certain activities.
2. The Maori wards referendum may have an impact, meaning that Council may have to bolster the existing Maori Committee to Council.
3. The Youth Council is likely to remain ambitious and want to have a stronger voice and to be more representative.

Waitomo District Council

Sarah McElroy – Community Engagement Manager

New Approach to Youth Engagement

Waitomo District Council did have an Advisory Group model, with a particular focus on their Youth constituency but they were finding it hard work with little interest in attendance and the formal structure. Recently they undertook a review, noting that many other councils had moved away from the formal model. For the review, they engaged through the schools in an informal way that included food and listening to the views of the students and community.

The feedback was that young people were very keen to be involved but did not want to attend drop in sessions or attend council meetings. Different young people wanted to engage at different levels and on different topics.

The schools were identified as a good conduit to engagement with youth. Council funds a Rangatahi Pathway Programme that includes career planning, worksite visits and the goal of having no child leaving school without employment or training to go to. Waitomo is also involved with the Mayors Taskforce for Jobs which is well aligned with the new approach. Council is also working with the schools to bring back 'service academies'. Council is also engaging with alternative education providers to identify natural leaders.

The feedback indicated that youth were most interested in events and guest speakers. Waitomo now works with the schools and youth to develop a programme of youth-led events.

Council also goes into every school for consultation programmes and is developing partnerships with schools for curriculum programmes eg connecting the science departments with the waters teams. There are also other youth focussed events that partner with local pools and community barbecues. This new approach to working with youth is definitely getting lots more interest than the formal Advisory Group.

Elected members are invited to be part of youth engagement events and will continue to be included as the new model evolves.

Maori Engagement

Council meets with the main local iwi each month through a Trustees meeting.

They also have a broader iwi and hapu engagement meeting "Te Nihinui" with representatives from each marae monthly.

Regional Collaboration

Council is part of a regional coalition across all sectors which meets monthly and is guided by the Vibrant Maniopoto strategy.

Community Action Plans

Waitomo also has community connectors who work with communities to develop Community Action Plans.

Interim Report

Wellington City Council

Alisi Folaumoetu'i – Senior Democracy Advisory

A Refreshed Approach

Wellington City Council recently undertook a review of their Advisory Groups. This included spending time with Auckland Council's Advisory Group team. The findings were presented to the November 2024 Council meeting and change will be enacted following the next election.

Key issues identified in the review were:

- Lack of clarity of purpose
- Inconsistent engagement from officers
- Limited resourcing

These are issues that have also been identified in the Whangarei review.

Wellington had six Advisory Groups prior to the review. It will now have five:

- **Disability** (now known as Accessibility)
- **Pacific communities**
- **Youth Council**
- **Rainbow Communities** – this is a new group that had its first meeting in February 2024
- **Ethnic Communities** – this is also a new group and will have its first meeting in February of this year.
- **Environmental Reference Group** - following the review this is being changed to be a Mayoral Forum and will no longer be considered as an Advisory Group.

The new groups have been set up with the existing Terms of Reference but these may change as the full change rolls out. There will also be a combined panel made up of all the groups that will meet quarterly.

The Advisory Group function currently sits with the Democracy Services team but under the new model, will move to the Engagement Team as the review identified that it was a better fit there.

Each Advisory Group has one councillor (and an alternate) currently. Under the new model, elected members will not be formally part of the Groups but will be invited to a quarterly combined panel made up of all forum members, elected members and the executive leadership group.

Wellington's review emphasized the importance of recruitment and the need to ensure that candidates understand the strategic focus of the groups, rather than a more open

focus group approach. It is felt that maximum effectiveness will be achieved through a clear focus on the work plan which is based on Council's work plan (from the LTP and AP). The Strategy team will be brought in to support Groups to build a work programme that is fully aligned with the Council programme.

Training should also include significant governance training to help Group members understand the nature of their role.

The review also identified the feedback loop as being critical and it is hoped that the implementation of the clear work programme will enable better feedback on the value the Groups add. Wellington are also considering including a section in reports to Council that sets out what the feedback from the relevant Groups might be. This may assist elected members to identify the value of the Advisory Group feedback.

Currently Groups (other than Youth Council) meet monthly but this may change as the rollover to the newer model takes place following the next election.

The role of the Advisory Group members will also be clarified to ensure new members understand that they are there as members of the community with lived experience in their area but not as representatives of the community.

Group membership numbers are currently around 12 (with slightly higher numbers for Pacific and for Youth) but these are likely to be reduced as the new model rolls out. Current plans are to look at around 8 members for each group with 2 seats reserved for Maori. Terms will be extended to three years to align with the electoral cycle. Automatic rollovers will be removed.

The new model will also encourage information sharing and engagement outside of formal meetings although work has not been completed about how to compensate members for additional time. The current per meeting rate is \$110 for members, \$130 for co-chairs and \$150 for chairs. Youth Council members are currently paid \$45 but meet fortnightly but for 90 minutes (in recognition of the importance of the stronger social drivers for youth).

Resourcing was identified as a key area. Wellington have identified that they need to wrap additional resourcing around the Groups to ensure the best outcomes.

Tauranga City Council

Dani Jurgeleit – Community Development Team Leader: Inclusive Cities

A Community Driven Response

Tauranga City Council has recently undertaken two reviews of their established Advisory Group model (which included Disability, Youth and an Elders Forum. The first review was a desktop review with a focus on understanding the other models in use in New Zealand/Aotearoa. This provided a range of models for Tauranga to consider.

A second review undertook a community survey and series of forums with the public to establish what might work best for Tauranga. The findings of this review included:

Closed groups are not popular with the community. People prefer open forums where everyone can participate if they want to (noting that participation should be based on what is on an agenda).

- People are reluctant to be 'pigeon-holed' into one or other group eg disability or aged, when often their interests span a range of topics.
- Meetings should not be too frequent. In Tauranga's case, meetings were held every 6 weeks. This was perceived to be too frequent.
- The community should have more freedom to inform the themes, topics and intent of the forum/group.

Following on from these two reviews Tauranga have now established groups that operate in a forum model and are facilitated by outside sector groups. These are:

- **Rainbow Community Special Interest Group** – a newly established group. The first forum was attended by 27 people from the rainbow community. The forums are facilitated by Rainbow Youth.
- **Accessible Tauranga Interest Group** – this is facilitated by CCS. Attendance is usually around 30 people.
- **Ethnic Leaders Forum** – this can have around 100 people attending.
- **Migrant Support Network**
- **Age Friendly Special Interest Group** - This uses a focus on positive aging and brings together 15 agencies who work in this sector. The focus is on celebrating aging, food insecurity and housing. Meetings are ad hoc as dictated by the group itself.
- **Welcoming Communities Governance Group**
- **Homeless Provider Network** – this has 65 members from the homeless sector. Tauranga has recently also joined a regional homeless lived experience group. This group takes a regional approach with direct links to central government.

- **Youth** – Tauranga is currently reviewing this sector specifically. The plan is to establish three separate groups. Elected members would like to consider a youth council or a strategic youth advisory group. Council is also involved with and supporting an external strategic youth working group with a focus on development of a youth hub. Council is also supporting and involved with Instep Young Leaders which consists of around 35 young people to meeting for a breakfast meeting regularly. Council has provided a Mayoral breakfast and facilitated a specific discussion. Council is considering whether to create its own Youth Forum or to focus on supporting and engaging with existing ones.

The biggest challenge that the previous Youth Advisory Group had was churn. The entire membership was turning over every 12 to 18 months. There was also a skew towards driven and ambitious young people who were there to improve their CV. This led to a diversity deficit. While the groups are not intended to be representative they do need to have a diversity of views. The previous group had 14 members with terms of two time three years. Tauranga is finding the open forum to have a much wider range of participation with higher numbers. Staff feel they are getting more diverse feedback that is more representative of the youth voice.

There can be a challenge with getting different people attending each time the forum is run but overall Tauranga is happy that they are getting improved input.

Key differences between the old Advisory Group model and the new forum based model are:

- External facilitation – Council has contracted external groups to facilitate the forums. These groups come from the sector so have strong knowledge and networks. The community appear to prefer this facilitation approach, seeing it as community led.
- No Formal Group Structure – the forums are open to anyone to participate. However promotion of the meetings tends to be through the mailing lists that relevant organisations hold so is targeted at those who have an interest.
- Building Database - Participants are invited to join a specific mailing list for the forums, building a substantial targeted database over time.
- Reduced cost and complexity - The facilitation agencies are paid \$5000 per year, including doing the minutes, agendas and preparing submissions when required. No other members are paid (although there are honorariums for chairs and deputy chairs of \$250 per annum).

- More Open Agenda – The forum is invited to discuss anything of interest with the ability to draw in other agencies who might be able to answer specific queries beyond Council.
- No Elected Member Formal Involvement – Tauranga found that the elected member involvement could be inconsistent and was not adding much value. The new arrangement has the groups making presentations to Council directly when necessary. This is felt to be providing more value.
- Reporting – the Chairs of the forums present to Council each year (and more often if needed) to outline the work completed and what the opportunities are for future work. The groups also submit on key planning documents such as the Long Term Plan and the Annual Plan.

Tauranga's learnings include that the right facilitator is critical to the function of any group whether it is an open forum or a closed Advisory Group. They also found that transparency is key. The community want to feel that their efforts lead to real and visible change. They also found that groups became frustrated when they were asked to give time on topics that weren't going to lead to anything meaningful.

Prioritisation is seen as key. Tauranga involves the strategy team from Council to assist with the prioritisation of work. Emphasis is also given to ensuring that when a topic has been addressed, the learnings are embedded back into Council eg feedback from the Disability Advisory Group led to the development of a Universal Design Manual.

Under their previous model, induction training was given a high priority covering roles and responsibilities and governance training and culminating in the development of a work programme.

Tauranga have developed a Priority Community Engagement Toolkit focussing on nine key communities. They see this as an important outcome of their work to date.

Key Themes from In-Depth Interviews

1. Youth is the most complex area	This is one of the more challenging areas as rangatahi are less comfortable with a formal approach but once engaged they expect a high degree of influence and agency.
2. Cross-integration/collaboration works	Groups and the host Council benefit from collaboration with each other, allowing for work programmes to be aligned and resources to be shared.
3. Financial constraints put the groups at risk.	All councils are experiencing financial constraints. Without clear purpose and elected member buy-in, advisory groups can be seen as optional. Conversely, they can be seen as a more cost-effective way of engagement, which is challenging given they are not necessarily representative of the community.
4. High level of support needed to be effective	To get the most from advisory groups, a high degree of support is required in terms of administration, training, induction, support with strategic planning etc. This helps the groups to stay on task and provide the most value to the host council.
5. Clarity around representation helps to keep everyone on track	As mentioned above, these groups are not generally truly representative of the community they are sourced from. They have knowledge of their communities but there is not usually any mechanism to check the representation of the group (eg demographics, ethnicities etc). With the smaller number in these groups, this would be challenging to achieve. As such it is important that the members, councillors, staff members and the public, understand their role, and they are supported to remain within their parameters.
6. Managing expectations – clarity on the expectations and purpose is vital	Without clearly articulated purpose group members can experience a 'scope creep' that distracts them from where they can add the most

	<p>value. Host councils need to set a clear direction for the group.</p> <p>This goes for managing expectations in the community too. Advisory group members can be seen as 'quasi' councillors by community members. This can undermine the established council protocols for managing service requests etc.</p>
7. Agility and flexibility helps to keep group members engaged	<p>While it is important to have structure and a clear work plan, there also needs to be space for the group to address issues that arise from their communities in a way that does not impact on the planned work programme.</p>
8. Structure and planning matters	<p>Groups are most successful when they take a strategic planning approach to their work with clear alignment with the host council priorities. Given the nature of the group make up, there will likely be varying degrees of understanding of strategic priorities and so support is likely to be needed to develop the group strategic plan and to monitor and evaluate progress.</p>
9. Elected member buy in is vital	<p>Ensuring a close connection between the groups and the host council members is also an important indicator of likely success. This could be by having elected members present at meetings, or by having regular pan-group hui that involve council members.</p>
10. Top-down support gives credibility	<p>The most successful groups are supported from the top of the council organisation with the chief executive and general managers being involved in the activities of the groups from time to time.</p>
11. Accountability maintains focus on value	<p>The most effective groups have mechanisms for measuring their effectiveness through the term and reporting to council on their outputs.</p>

12. Induction really matters	Many group members may not have any experience of dealing with strategic matters. The induction training should have a strong focus on governance and the importance of strategic focus that is aligned with the council's own workplan. Innovation in the training and induction space is needed to help new members really understand and stay focused on their role.
13. Opportunities to Partner	There are often sector support groups who can be valuable partners when engaging. They can have wider and deeper networks than Council has. Tauranga's (albeit early) experience is that partnering with sector groups is providing a broader voice and building a database of interested community members, at a lower cost.

International Examples

This section provides an overview of some key international examples of successful advisory groups within councils. This was collected through desktop research.

Examples were taken from the UK, US and Australia given our western democratic roots in New Zealand / Aotearoa. For completeness, additional research was done on the role of advisory groups in Pacific Island nations.

A more detailed review of the international examples is included as Appendix 4.

Greater Manchester Combined Authority (UK)

Equalities - Greater Manchester Combined Authority

Greater Manchester Combined Authority (GMCA) is a large local authority in the UK, made up of several local councils that have come together in the combined structure for the more regionalised functions. It has a number of advisory/sector groups that facilitate the connection between the council organisation and community sectors.

In general, these panels are charged by GMCA to provide insight into their sector, to support key messages to those communities, to co-design policies, programmes and strategies and to support an asset based approach (ensuring the right assets and infrastructure are in place).

These are collected under the “Equalities” heading and include Youth, Disabled Persons, LGBTQ+, Race, Women and Girls, Faith and Belief and Older Persons.

Summary of GMCA Equality Panels

Each panel appears to have a clear Terms of Reference which sets out its own specific purpose that aligns with the overarching GMCA statement of purpose for the groups. Each panel submits regular reports to GMCA annually but can be more frequent if needed. The ToRs are fine-tuned by each group to reflect the purpose defined by the panel and the agreed panel expectations within their own group.

Support provided by GMCA includes travel expenses, fair notice of meetings and opportunities (and funding) to attend outside events. There is no mention of a per-meeting fee (which does not rule it out).

City of Portland Council, US

[Advisory Groups | Portland.gov](#)

City of Portland is well-regarded for its inclusive and innovative approach to engaging with communities.

They have an extensive network of advisory bodies (covering topics as diverse as budget making to cannabis) that cover a wide range of area of interest to the people of Portland. They are considered to be an important tool for community members and City officers and elected members to work together on projects, providing insight on Portlanders' diverse needs and interests.

The Advisory Bodies Program provides training and resources to advisory body members, ensuring advisory bodies follow their rules and bylaws, and handles recruitment for open member positions. It appears that the positions are, in general, considered to be voluntary and unpaid.

Advisory Bodies can:

- Host public meetings,
- Provide policy advice and participate in the development of policies,
- Oversee grant applications,
- Advise staff on community engagement plans for specific projects and reviewing the community engagement manual,
- Manage specific leases and concessions, and
- Provide general advice and lived experience input on relevant topics.

Summary of City of Portland Advisory Bodies programme

City of Portland's Advisory Bodies have a wide range of powers and activities that they are involved with, including to set their own rules (subject to approval by the Bureau Director). They do appear to be unpaid, although information on the website was inconsistent and at times not easy to find.

City of Melbourne, Australia

[Committees and advisory groups | City of Melbourne](#)

City of Melbourne hosts a number of key advisory bodies whose work facilitates development and implementation of "a range of programs and initiatives that contribute to the cultural, social and economic vitality of Melbourne".

Key advisory committees, bodies and groups include Audit and Risk, Invest Melbourne, Disability, First Nations, City Art Collections, City Design, Homelessness, Parks and Gardens and Safe City Cameras amongst others. Members are paid around \$300 per meeting and are appointed for a three year term.

Summary of City of Melbourne Advisory Bodies programme

City of Melbourne's use of Advisory Bodies appears to be more restricted to more operational matters that are directly related to delivery of services. However, they do appear to pay significantly more for members participation.

City of Sydney – Australia

Sydney has a range of Advisory Panels to facilitate input from key sector groups. They also use a Citizen Jury with a single focus on the development of the Sydney 2050 vision.

Groups include Aboriginal and Torres Strait Islanders, Public Art, Inclusion and Disability, Business and Economic, Multicultural, City Design, Development and Housing. Terms are three years and capped at two terms with payments being \$300 per meeting. Membership varies between members of the public and experts on the topic depending on Council needs.

Terms are three years and capped at two.

Pacific Island Communities

Information about the more detailed governance structures of Pacific Island nations local governments is limited. However, these countries draw on their more traditional tribal/village and chiefship model with representatives from formal groups of chiefs having influence on local and indeed central government. Chiefs are strongly connected to their local communities which tend to be smaller. This local connection and high level of influence by local chiefs could arguably bring a stronger focus on local issues to political governance.

Advisory Group Feedback

Member Survey Outcomes: Former Members

10 former members responded to the survey. Of those six had only been on their advisory group for two years, two had done three years, one had done four years and one had done 5 years. Appendix 1 provides the detailed results.

Key Findings:

1) Reasons for Leaving

Reasons include relocation (both moving away and moving for university), dissatisfaction with the perceived value or enjoyment, and completion of tenure. Two of the ten respondents reported dissatisfaction as being their reason for leaving.

2) Group Purpose & Understanding

Members generally understand the purpose of the Advisory Group, but there is a notable lack of faith in its effectiveness and impact.

Concerns include tokenism, language barriers, insufficient leverage in council processes, inconsistent attendance from Elected Members, and lack of feedback on impact.

3) Role of Elected Members

Elected Members are expected to act as a link between the Advisory Group and the Council, advocate for the group and provide advice (as per the Terms of Reference Appendix B). There is also the suggestion that they should assist with submissions, which may create conflicts of interest for the Elected Member.

Suggestions for improvement include more engagement, respect, and feedback from Elected Members.

4) Role of Council Officers

Council Officers are seen as record keepers and group supporters but there were comments about them sometimes being ignored by the Council.

Suggested improvements include providing the officer providing more practical support to the Group and potentially a pay rise (unclear whether this was for the group member or the officer).

5) Group Management & Impact

There is a mixed perception of how well the group is run and its ability to meet its priorities.

While some felt the group provided insights into Council priorities, others felt it lacked impact and integration with Council processes.

There were suggestions that more tangible feedback on outcomes could help understanding around achieving priorities.

6) Personal Value and Development

Members found personal value in the leadership opportunities inherent in the role, felt they had built understanding of civic processes, and formed strong relationships.

However, some felt disillusioned over time due to limited impact and systemic issues.

7) Understanding of Council Operations

Participation in the Advisory Groups had increased respondents understanding of Council operations. However this understanding included a reinforcement of the perception that barriers like red tape can limit action.

Key Recommendations for Improvement (Former Members):

1. Engagement & Communication: Increase engagement and clear communication channels between the Advisory Group, Elected Members, and Council Officers to ensure feedback from the Groups is acknowledged.
2. Impact Evaluation: Establish clear metrics and follow-up processes to evaluate the impact and value of Advisory Group feedback and communicate this to members regularly.
3. Structural Support: Address systemic barriers that are inherent in bureaucratic organisations.

Member Survey Outcomes – Current Members

14 current Advisory Group members completed the survey. Of these eight were from the Positive Aging Advisory Group, and three each were from the Disability and Youth Advisory Groups. Most respondents were shorter term members with 11 being in the 1 to 2 year band and the three others spread evenly over the 3, 4 and 5 year bands.

What follows is a summary of the findings. Appendix 2 contains the detailed results.

1) Purpose of the Advisory Group

- Many respondents understand the purpose to be mostly in the space of advocacy and representation for specific communities (e.g., older people, youth and those living with disability).
- The Advisory Groups are seen as being there to provide feedback on council policies and strategies.

There is a possible misalignment between these two themes. Members are not really representative of their communities. Instead they bring lived experience to inform feedback on Council policies and strategies.

2) Perceived Role and Improvements

- Respondents generally feel the Advisory Groups are fit for purpose, though some suggest improvements like more serious consideration by the council and better feedback mechanisms.
- There's a desire for more direct communication with council members and a stronger presence in decision-making processes.

3) Elected Member Role

- Elected members are viewed as conduits between the Advisory Group and the council.
- Suggestions for improvement include having more contact with council members.

4) Council Officer Role

- Respondents felt that officers can be expected to facilitate meetings and act as liaisons, ensuring communication between the Advisory Group and the council.
- Feedback suggests Advisory Group members rely on officers to represent their views council meetings and that they hope for a proactive and strong voice in that forum.

5) Operation and Priorities

- There's a mixed perception of how well the Advisory Group operates and meets its priorities.
- Respondents value the group's work but express a need for more evidence of their impact and consideration by the council.

6) Personal and Group Value

Personal value is derived from being a voice for peers and contributing to community improvements.

Respondents felt that they provide valuable and educated input, although there is a strong desire for evidence of this input being valued and acted upon by the council.

Suggestions for Enhancements:

Increase Involvement and Feedback

- Earlier engagement on projects to allow for feedback to have real value
- Richer participation with council as a whole and with relevant subcommittees
- Respondents seek acknowledgment and evidence that their contributions are heard and valued.
- There is an openness to more and richer involvement eg site visits

Diversity and Accessibility

There were several references to the need for more ethnic representation within the Advisory Groups, reflecting the growing diversity of the community. It is unclear whether this is in addition to the Multi-ethnic group that has been recently established or whether it that group actually meets those needs.

Respondents were also clear that they expect more in the accessibility and disability area.

Improved Communication

Suggestions include better communication tools (e.g. notepads for meetings), and more direct feedback from the council.

Role Clarity

While respondents didn't directly mention this, responses indicate that there may be a lack of clarity on the purpose of the groups with the advocacy aspect of the role taking a higher precedence than the Terms of Reference might indicate. There is a tension between representation and the provision of strategic advice.

Conclusion

Overall, the survey indicates that while respondents recognize the importance and potential impact of the Advisory Group, there is a strong desire for more effective communication, acknowledgment, and integration into the council's decision-making processes. Enhancements in feedback mechanisms, integration, recognition and role clarity are seen as key areas for improvement to increase the group's value both to its members and to the council.

Interim Report

Member Interviews

Face to face interviews were held with a range of Advisory Group members:

Advisory Group	Number of Interviews
Positive Aging	Current (3)
	Past (2)
DAG	Current (3)
	Past (1)
YAG	Current (2)
	Past (2)

In general interviews were around an hour each using a structured conversation approach which allowed for the subject to introduce their own perspectives. Members of the PAAG group were invited to be interviewed as pairs (two groups of two).

Analysis of the feedback from the Advisory Group (AG) Member interviews highlights several key themes and insights:

1) Uncertainty about Roles and Responsibilities

Many members expressed uncertainty about their roles within the AGs. While some are familiar with the Terms of Reference, there is a general need for clearer role descriptions and expectations and many found it difficult to recall or explain how they were applied in practice.

Some members noted that their understanding of their roles had evolved over time, often through informal learning and interaction with others, rather than through structured guidance.

This indicates a need for a more comprehensive induction process that clearly outlines expectations, responsibilities, and the impact of their roles. There may also be a need for a more structured work programme to help groups remain focused on their priorities.

2) Deficiencies in Feedback and Communication

A recurring theme is the lack of feedback from the Council regarding the input provided by AGs. Members feel that their contributions often go into a "void," with little information on whether their advice is acted upon or valued. Members expressed a strong desire for updates on how their advice is being used and what outcomes it has led to

Implementing a transparent, consistent and structured feedback loop could help members see how their input influences council decisions.

3) Uncertainty about Value and Impact

Members have mixed views on the value and impact of AGs. While some believe they provide valuable insights and have influenced decisions (eg influencing special projects like the new building design), others feel their contributions are undervalued, not fully utilised or appreciated. The perceived performative nature of engagement, (some felt that this was especially prominent during election periods), suggests a need for consistent and meaningful follow through and feedback.

It may also be helpful for Council to clarify exactly what they expect from Advisory Groups and ensure that groups are clear and have a structure work programme for that work.

4) Some Meeting Structure and Dynamics Frustrations

The effectiveness of meetings varies, with some members highlighting the need for effective meeting facilitation and more structured agendas. The ability to focus on strategic issues rather than operational ones was also a point of concern. Some members felt that meetings can sometimes lack focus, leading to discussions that deviate from strategic issues.

The current meeting schedule was felt to be about right for many of the interviewees. However, some members suggest more frequent meetings could help maintain momentum and engagement.

The importance of a well-defined agenda was also mentioned. Interviewees noted when the agenda was not adhered to, this could lead to frustration and lower levels of participation.

5) Good Levels of Cohesion and Respect

Many members reported positive interpersonal relationships within their AGs. There is generally a sense of camaraderie, with members respecting each other's opinions and contributions.

6) Some Issues with Leadership and Facilitation

The effectiveness of the chairperson was noted as playing a significant role in group dynamics, facilitating balanced discussions and ensuring all voices are heard. A lack of strong leadership can lead to meetings becoming unproductive or dominated by a few voices, which was frustrating to some respondents.

At times council staff can be drawn into facilitation at the meetings. Interviewees found that this could help with guiding discussions and providing necessary context. Their ability to manage discussions and deal with conflicts was felt to be important for maintaining a positive atmosphere.

7) Variable Levels of Inclusivity and Participation

Icebreakers and collaborative activities are noted as being effective in building rapport and encourage participation, especially among new members.

Factors such as unclear roles, lack of preparation, or personal conflicts can be seen as barriers to participation. Some members noted that meetings could sometimes feel like a "therapy group" when discussions drifted from the agenda.

However, there were suggestions that some groups faced challenges with certain members not participating actively or dominating discussions. It was felt that this can disrupt the balance of contributions and hinder effective dialogue.

8) More Equitable Compensation and Recognition

While some members feel the compensation is fair, others believe it doesn't adequately reflect the time and effort involved, especially when compared to other committees.

Some comments suggested that more equitable compensation could recognize the importance of their contributions and encourage more diverse and perhaps higher calibre participation.

9) Consider Greater Diversity and Representation

There is a call for greater diversity within AGs, both in terms of demographics and perspectives to better reflect the communities being represented. Some felt that the inclusion of various community groups, including youth, aged, and multicultural communities, could enhance the richness of feedback and advice provided.

10) More Comprehensive Training and Development

Members expressed a need for more training and professional development opportunities, including governance training, understanding council processes, and effective communication skills. This could empower AG members to contribute more effectively.

11) Improve Integration with Council Processes

There is a perceived disconnect between AGs and the broader council processes. Members suggest more integration, such as involving AGs earlier in the decision-making process and ensuring their input is considered in strategic planning.

12) Member Engagement and Churn

High turnover and engagement issues among members affect the continuity and effectiveness of AGs. Strategies to retain members and ensure active participation, such as mentorship programs could be beneficial. Additionally more overt recognition and connection with Council could also help to address some of the frustrations that former members leave with.

Options for Enhancement of Advisory Groups:

Based on the analysis of these key themes, member inters identified several options that Council could consider to enhance the effectiveness and experience of the existing Advisory Groups (AGs):

1) Improve Induction and Training

- Develop a comprehensive induction program that clearly outlines the roles, responsibilities, and expectations for AG members.
- Include training sessions on council processes, governance, and effective communication strategies to empower members to contribute meaningfully.
- This could include the use of online tutorials to allow for members to undertake training outside the meeting environment.

2) Establish a Robust Feedback Loop

- Create a structured process for providing feedback to AG members about how their input is used in council decisions.
- Provide regular updates and reports on the impact of AG advice to help members understand the value of their work.

3) Enhance Meeting Facilitation

- Provide training for chairs and deputy chairs and facilitators to ensure effective meeting management, focusing on maintaining agenda focus and encouraging balanced participation.
- Consider sharing leadership roles (eg when workshopping) to bring diverse perspectives to meeting facilitation.

4) Optimize Meeting Structure and Frequency

- Evaluate the current meeting schedule and structure to determine if changes could enhance engagement and productivity.
- Consider more frequent meetings or additional workshops for specific topics to maintain momentum and focus.

5) Foster Inclusivity and Diverse Representation

- Consider a more targeted recruitment approach to ensure AG better represent the diverse demographics and perspectives of the community.
- Encourage participation from underrepresented groups and provide support to help them engage effectively.
- Consider including sector service provider groups in the AGs (noting that this should not lead to domination of the AG by the service providers).

6) Address Compensation and Recognition

- Review compensation policies to ensure they fairly reflect the time, effort, and value that AG members bring.
- Recognize members' contributions through formal acknowledgment from Council.

7) Improve Communication and Integration with Council

- Facilitate regular joint discussions sessions or feedback meetings between AGs and council members to build understanding and collaboration.

8) Develop Clear Strategic Plans for AGs

- Support AGs to develop strategic plans that align with council priorities and outline clear goals and objectives.
- Provide support for AGs to track progress, evaluate their impact and report to Council regularly.

Officer Feedback

Interviews were conducted with 12 Council officers including representatives from the Community Development, Engagement, Communications, Transport, Infrastructure, Events and Landscape Design teams.

In general interviews were around an hour each using a structured conversation approach which allowed for the subject to introduce their own perspectives.

Commentary from Officers has been analysed and what follows are the key themes:

1. Purpose and Functionality of AGs

Role Ambiguity: AGs are intended to provide feedback and advice on council strategies, plans, and policies, offering perspectives from lived experiences. However, there is ambiguity about how well they adhere to the purpose as set out in the Terms of Reference. Some officers view them as more of a feedback mechanism than a more formal advisory body.

Need for Defined Scope: The lack of a clear, strategic vision and scope for AGs is highlighted, suggesting a need for more structured objectives to guide their activities and ensure they align with council goals.

2. Engagement and Representation

Representation Concerns: There was a recurring concern about whether AGs adequately represent the communities they are meant to serve, with discussions on whether they adequately capture diverse voices, especially the more marginalised sectors.

Improving Diversity: Suggestions included enhancing the recruitment process to be more structured and representative, ensuring diverse community input, and potentially merging groups to provide more cohesive input on broader issues.

3. Value and Effectiveness

Mixed Perceptions of Value: While AGs are acknowledged for providing valuable perspectives, particularly in specialized areas like accessibility and youth engagement, there are mixed opinions about their overall effectiveness. Some see them as influential, while others view their impact as limited.

Influence on Council Decisions: The feedback emphasized the need for a better understanding of how AG input is integrated into council decisions, with calls for improved mechanisms to measure and communicate the AGs' contributions.

4. Challenges and Limitations

Purpose Ambiguity: A key challenge identified by officers was the perceived ambiguity of purpose, and the need for more strategic planning to guide their work.

Administrative Burden: There was significant feedback on the administrative challenges faced by staff in managing AGs, including the time and resources required. This was perceived as being compounded by limited budgets, which restrict the implementation of AG recommendations.

Internal Group Challenges: Issues such as lack of continuity, leadership weaknesses, and the need for strategic planning within AGs were highlighted as barriers to their effectiveness.

5. Communication and Feedback

Better Feedback Processes: All acknowledged the importance of closing the feedback loop, ensuring AG members are informed about the impact of their input on council decisions. This included managing expectations regarding the level of influence held by the AGs and providing regular updates on the progress of projects that the AG has engaged on.

Transparency and Communication: There is a call for more transparent communication with AGs about how their advice is utilized, which could help enhance their perceived value and effectiveness.

6. Potential for Improvement

Suggestions for improving the AG model included:

- Restructuring the groups for better representation,
- Clearer definition of roles,
- Transparency about the level of influence,
- Possible merging some groups for more cohesive input on broader issues like accessibility
- Creating a more focused and strategic approach to AG activities.

7. Alternative Models and Ideas

Public Forums or Workshops: Alternative and/or additional methods of collecting community input were discussed and mainly covered broader public forums or workshops that engage a wider audience and provide more actionable feedback.

Elected Member Feedback

Interviews were conducted face to face, over Teams and on the phone with six of the 14 elected members (3 of whom are not currently Liaison Members of an AG, including the Mayor).

Interviews were around an hour each using a structured conversation approach which allowed for the subject to introduce their own perspectives.

Commentary from Elected Members has been analysed and what follows are the key themes:

1) Role and Responsibilities

Elected Members generally consider they are liaisons between AGs and the council, tasked with listening, providing guidance, and ensuring that AG feedback is communicated back to the council.

There were varying views on the effectiveness of officer roles with some frustration expressed around risk aversion and the slowness of implementation of recommendations from AGs. Elected Members tended to see officers as being responsible for facilitation of discussions.

Some Elected Members feel undervalued or unclear about their roles, particularly when they perceive overlap with staff responsibilities eg around facilitating discussions or reporting back to Council. There was an appetite for Elected Members to be more involved in setting the agenda and facilitation of meetings.

There have been instances of Elected Members facing a dilemma when the views of the AG they represent differ from their personal views.

2) Effectiveness of the AG Model

Ratings for the effectiveness of the AG model vary, with feedback suggesting moderate effectiveness. There was a general consensus that improvements are needed.

Key areas suggested for improvement include better feedback loops, ensuring AG input is acted upon, and better integration of AG feedback into council decision-making processes. Additional areas of improvement suggested included more extensive training and induction for Elected Members (and other Advisory Group members).

There was also a suggestion that AG input should be required to be included in reports to Council, where appropriate. This would elevate the profile of the work of the AGs.

There was some discussion about the fact that each of three groups has a different characteristic and perhaps the one model might not fit well with each.

3) Value of AGs

Despite challenges, Elected Members recognise the value of AGs in providing community insights and helping to shape council policies according to diverse perspectives.

4) Challenges and Barriers

Several Elected Members note issues with the existing structure, such as unclear role definitions, inadequate induction processes, and the need for better collaboration between Elected Members, officers, and AG members.

There is a perception that the feedback from AGs is not always considered or integrated into council actions, leading to frustration among AG members.

Some feedback suggested that broader training on the importance of engagement with communities (rural and urban) and how to do this, could be helpful.

In some instances AG members have gone directly to the Mayor to assist with resolving an issue. This would suggest that the current conflict resolution (Chair, officer and liaison Elected Member) methods are not necessarily working well.

There was some feedback that meetings might be too frequent with a suggestion that once every two months with additional informal activities and engagement in between meetings might be more effective.

Many AGs experience significant churn in membership which the Elected Members felt could be affecting the performance of the AG body. This could perhaps be linked to the shorter term (two years) that is not connected to the electoral cycle and the absence of a well-managed work programme.

5) Compensation and Recognition

There is a feeling that AG members are not fairly compensated for their contributions, which could affect engagement and retention. AG members are paid significantly less than the Te Karearea Committee members (noting that most councils reported treating their Maori liaison bodies differently from Advisory Groups).

6) Suggestions for Improvement

Elected Members suggest that the council should consider the following actions:

- Give more weight and recognition to AG reports. Establish robust systems to ensure AG feedback is acknowledged, considered, and communicated back effectively to both AG members and the council.
- Consider changes to meeting frequency and format to enhance engagement.
- Consider merging certain AGs
- Ensure member representation is broad and diverse to better capture community needs
- Consider more extensive induction training for Elected Members in community engagement and in the role of the Liaison Member and AGs
- Consider providing training for Chairs and Deputy Chairs
- Consider whether there are additional AGs that might be needed eg Rural and Business
- Provide opportunities for AG members to host events for their communities
- Encourage closer collaboration between Elected Members, Council, officers, and AG members through joint initiatives and regular communication channels.
- Clarify role and responsibilities of Elected Members through reviewing the Terms of Reference description of Elected Member roles within AGs to ensure all parties understand their responsibilities and contributions.
- Evaluate the compensation and recognition methods for AG members to ensure fairness and encourage active participation.

Senior Leadership Team Feedback

In principle the Senior Leadership Team (SLT) expressed support (at the workshop on 21 February) for the continued place of the Advisory Groups in Council's structure with some adjustments to improve productivity, focus and relevance.

Purpose (in order of priority):

SLT felt that there needed to be clear purpose and suggested that the various functions should be prioritised as follows:

1. Strategic input to Council on identified priorities (this is the lead function)
2. Strategic/operational focus input to Officers on identified priorities
3. User experience testing on identified priorities
4. Building community networks
5. Encouraging democratic involvement
6. Developing civics knowledge and understanding of Council

SLT were keen to see AGs being able to focus more on projects that were identified priorities for Council, giving more depth on these rather than being spread widely across multiple projects in an ad hoc way.

Elected Members role:

This needs clarity. SLT feel the Elected member role could perhaps deliver more value providing Council insight into the group.

They suggested that the function of reporting back to Council was not necessarily appropriate as it opened up the possibility of conflicts between Elected Members own personal views, the views of Council and the views of the AG. They suggested that this might be better addressed through AG members presenting to Council directly or including feedback in officer reports, clearly identified as AG feedback.

There was support for the model of having one member per group with an alternate to ensure that Council was always represented on each AG.

There was also recognition of a possible need for additional training for Elected Members on AGs to reflect the specificities of the role.

Structural Feedback Mechanisms

SLT agreed that the process for providing feedback to the AGs needs to be strengthened and should include more direct contact between Council and the AGs.

They agreed this may include some form of regular Collaborative Forum (all AG members and Council).

Representation

SLT support consideration of the idea of some membership seats being set aside for representatives of groups operating in the sector – to bring a broader professional view in line with Council’s strategic priorities.

Accountability

SLT felt it was important that there were performance measures in place to be able to demonstrate the effectiveness of the AGs on a regular basis. Ideas included:

- Presenting feedback directly to Council on priority topics
- Reporting in writing mid-term and at term end on structured work programme
- Collaborative Forum – each group reports on progress against work programme

Organisational Uptake

SLT supports the AGs being used by a wider range of Council departments eg Comms Strategy and other non-infrastructure areas. However, they felt it was important consideration was given to managing the expectations and understanding of what Council has agency over so that the input is focused and usable.

They also encouraged seeking opportunities to collaborate across AGs when a topic spans all areas to bring more efficiency.

Recognition

SLT noted the importance of AGs receiving appropriate recognition for their work. They felt the following measures may help with this:

- Undertake a formal review of remuneration and expenses to more adequately reflect the value expected and received.
- Formalise the feedback process
- Consider including AG input in officer reports to Council when appropriate to demonstrate the value.
- Encourage AG members to present directly to Council on priority topics

Resourcing

SLT acknowledged that the changes being suggested could increase the resourcing needed to operate the AGs. However, they were felt that some of the resourcing challenges could be addressed through better utilisation of existing resourcing eg:

- Democracy Services to support the meeting administration through training and possible involvement.
- Strategy and Infrastructure to support the development of a structured work programme
- Improved training for AG Members, EM Members and Chairs

Conclusion

In conclusion, the comprehensive review of the Whangarei District Council's Advisory Group model highlights several key areas for improvement and enhancement. The analysis of feedback from various stakeholders, including Advisory Group members, elected officials, and council officers, as well as insights from other councils and international examples, underscores the need for a more structured, strategic, and integrated approach to sector engagement.

The review reveals that while the current Advisory Group model is valued for its potential to provide diverse community insights to inform council decisions, challenges such as role ambiguity, inadequate feedback mechanisms, and resource constraints have hindered its effectiveness.

To address these issues, the report recommends retaining the formal structure with enhancements, including the establishment of a collaborative forum for regular engagement with the full Council, clearer role definitions, and a more strategic focus aligned with Council priorities.

Key recommendations also emphasize the importance of improving induction and training processes, developing a structured work programme for each Advisory Group, enhancing feedback loops, and ensuring adequate resources and recognition for members' contributions.

By implementing these changes, Whangarei District Council will strengthen and focus the Advisory Groups, fostering more meaningful engagement and ensuring that diverse voices are effectively reflected in Council's decision-making processes. This approach will support Council's broader goals of building a "vibrant, attractive and thriving" District for all the people who live here.

Appendices

Interim Report

Appendix 1 – Council Survey Results

<p>Do you use a formal structure for sector group input into council decision making?</p>	<ul style="list-style-type: none"> • 12 councils use a formal structure • 1 used a system of less formal forums that focus more on LTP issues but also address non-LTP issues, through less formal meetings in cafes and online. • 1 council reported that while it did not have formal structures, it did have specific community advisors who look after portfolios eg disability, youth etc and who design specific engagement activities for each project, as appropriate. • Several councils referred to having specific Maori groups and treated them as different from other sector groups.
<p>If not, how do you obtain input from sector groups eg disability, youth, aging?</p>	<ul style="list-style-type: none"> • A variety of options were used including” • Public/community meetings • Submissions • Reaching out to specific interest groups • A Citizen’s Panel (can tend towards the older community members) • Deputations and presentations to Council meetings • Reaching out through councillor portfolio holders • Reaching out through community boards • Specific engagement activities • Public notices • Posters • Social Media • Radio • Emails • Peoples Panel • Customer Surveys • Antenna app • Ward updates • Direct engagement with community organisations • Portfolio facilitators / Community advisors / Partnerships Team / Community Connectors • Deliberative approach (esp for Spatial Planning)

	<ul style="list-style-type: none"> • Reaching out through schools - detailed approach using partnership with local schools eg involving science departments and building a youth led programme of events, Mayors Taskforce for Jobs, service academy • Regional coalition (Vibrant Maniopoto) to bring all agencies together.
If yes, what are they called	<ul style="list-style-type: none"> • Biodiversity Advisory Group • Road Safety Advisory Group • Safer Ashburton • Clutha District Youth Council • Freshwater and Forestry Advisory Groups • MSD, MBIE, Iwi, Business Chamber, Great South, Health Localities • Dark Sky • Water Zone Committee • Youth Council • Older People • Youth • People with Disabilities • Health Advisory • Cycleways/bridleways/walkways • Economic Development • Iwi • Youth • Access and Mobility • Older Adults • Priority Communities • Migrant Support Network • Disability • Rainbow • Youth • Pacific • Ethnic • Environmental Reference Group • City Centre • Rural • Small Business
When were they established?	<p>10 years + 12 years + Community Plan groups < 20 years Advisory Groups <10 years 1 years</p>

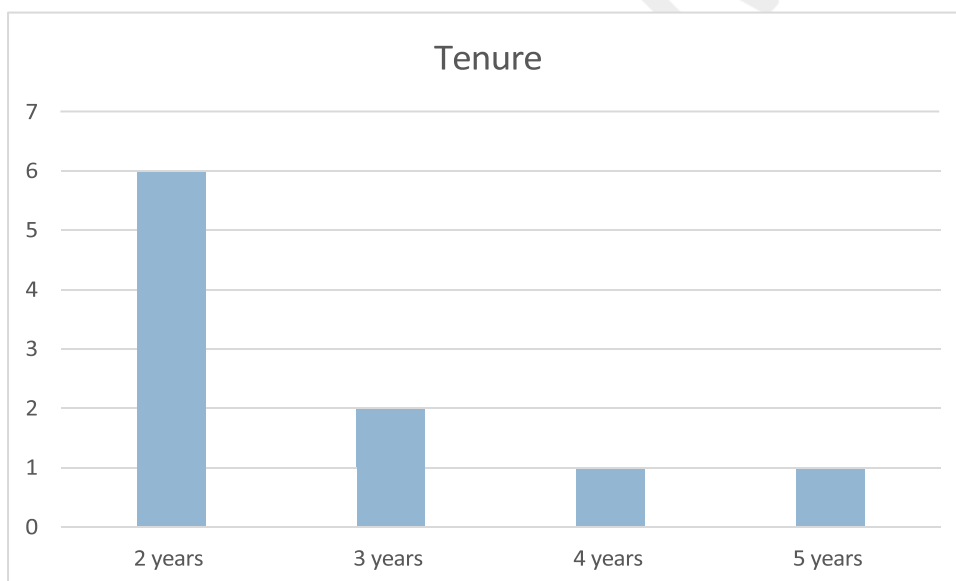
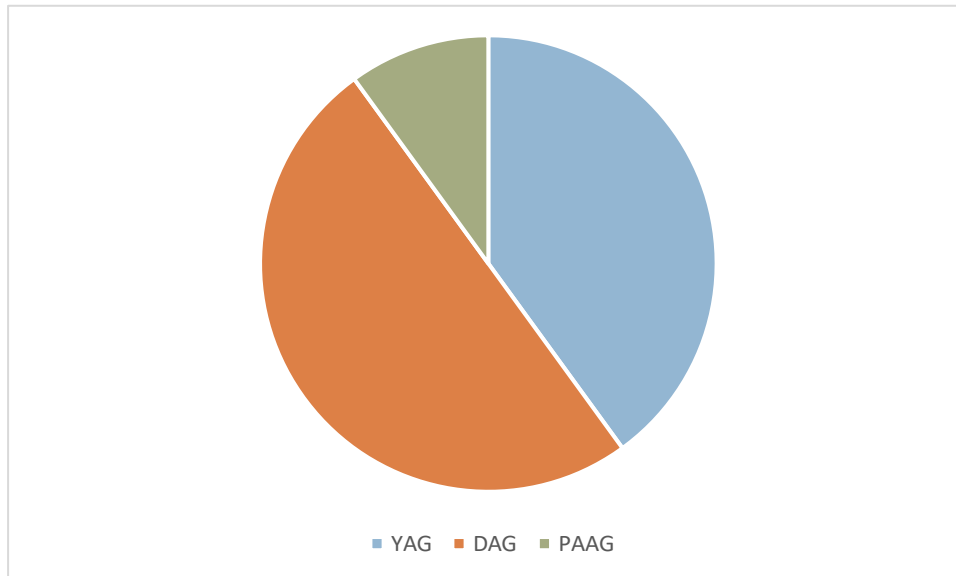
	<p>4 years</p> <p>Between 4 and 20 years</p> <p>Some newer, people based ones long term</p> <p>5 years or longer in some cases</p> <p>Some up to 9 years</p> <p>Most for over 10 years</p> <p>Rainbow one is in its first term</p> <p>Ethnic one is just starting up</p> <p>Auckland Council was required to establish Advisory Group for Pacifica in legislation that established Auckland Council</p>
Number of members in each group	<p>5-10 – (2)</p> <p>10-15 – (6)</p> <p>15-20 – (2)</p> <p>20+ – (1)</p> <p>Some answers gave several options, some did not respond.</p>
Meeting frequency	<p>Fortnightly – (1)</p> <p>Monthly – (6)</p> <p>6 weekly – (2)</p> <p>Quarterly – (4)</p> <p>6 monthly – (1)</p> <p>Twice a year – (1)</p> <p>As required – (3)</p> <p>Answers depended on the nature of the group.</p>
Are Elected Members involved?	<p>Yes – (7)</p> <p>No – (1)</p> <p>Sometimes – (2)</p> <p>Can attend but not formally involved – (1)</p>
Has the model been reviewed in the last 5 years?	<p>Yes – (12)</p> <p>No – (18)</p>
If yes, what were the key issues?	<ul style="list-style-type: none"> • Informal contacts worked better than formal groups • Keeping the groups inspired • Refreshing membership • Model varies with a new council – this term it is a very small structure • Efficiencies • It is important to align the groups with the issues • Can be difficult to get participation that broadly reflects the population • Communication is the key – need simplified language • Face to face meetings work best

	<ul style="list-style-type: none"> • Plenty of notice of the topic under discussion • Underrepresentation • Better opportunities to go to our community and build a better bridge between council and the community • How to ensure a consistent approach to all communities (2) • Changes in wards and numbers of councillors • Lack of up to date data • Lack of training for community advisors • Community (youth) didn't like the formal structure but were keen to be involved. Arose from a careers day when teachers were surprised by how much councils do. Now have science departments working water teams and partnering with the local pool and other community groups for events. • Looking for lower cost initiatives • Lack of clarity on the purpose for advisory groups • Inconsistent engagement from the organisation • Limited and siloed resourcing • In a review currently (Kapiti Coast DC)
Is there a review planned in the next 3 years?	<p>Yes – (8)</p> <p>No – (7)</p> <p>Ongoing/current review – (3)</p>

Appendix 2 – Former Members Survey Results

Advisory Group Member Survey

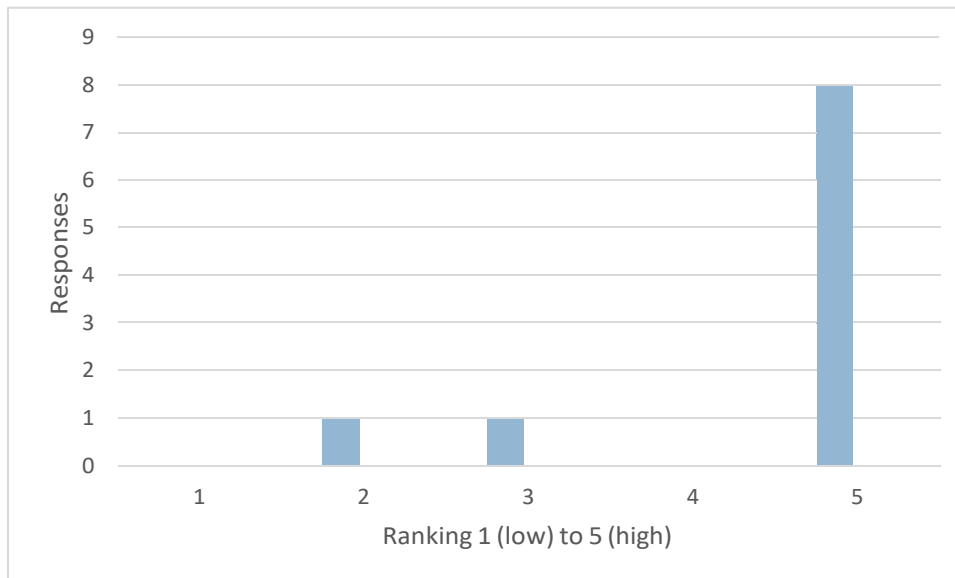
Former Members



Reasons for leaving:

- Moved away (4)
- Some other reason (1)
- Didn't believe it was worth it (1)
- Didn't enjoy (1)
- Moved away to uni (3)
- Term Ended (2)

Question: How well do you understand the purpose of the Advisory Group you were involved with?



NB: Comments indicated clear understanding but some suggest a lack of faith in the delivery.

Expanding comments included:

- Concern about tokenism
- Challenges with language barrier
- Need for more leverage in council process
- Inconsistent attendance by Elected Members
- Lack of feedback on impact
- Wanting the Advisory Group to have more impact with central government.

Question: Please describe what you understand to be the role of the Elected Member appointee to the Advisory Group.

Responses included:

- To be a link to Council (providing feedback from council and taking the AG voice to chambers)
- To listen
- To advocate for the group
- To help with submissions
- To provide advice on how council works. Unclear on what the role is or even that there is an EM on an AG.

Question: Are there any improvements that could be made to the Elected Member role that you would suggest?

- Run a bylaws workshop (DAG)
- Show respect for the group by turning up and being engaged
- Helping the AG to understand the role of CG
- Actually listening and providing feedback and advice.

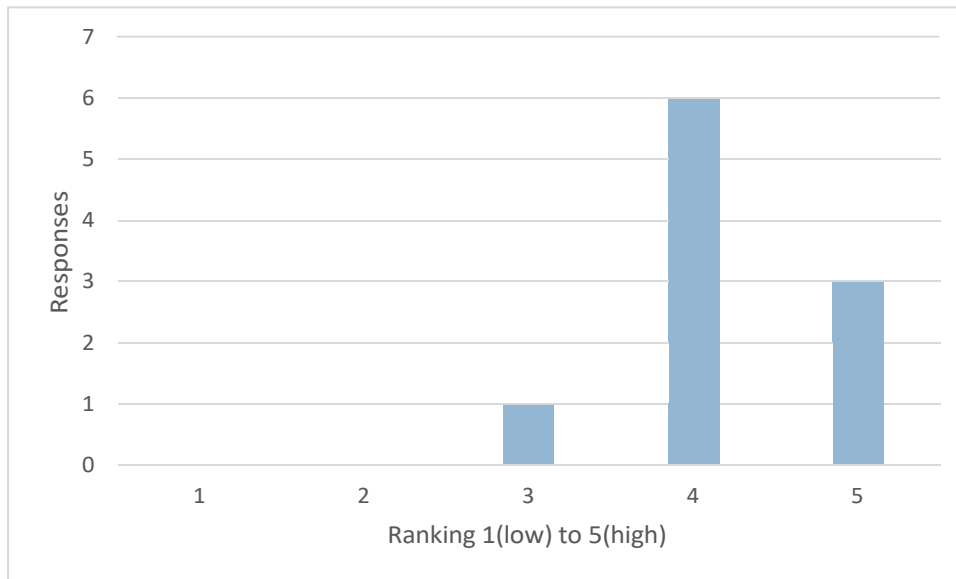
Question: Please describe what you understand to be the role of the Council officer to the Advisory Group.

- Don't know
- Taking feedback to Council and report back
- Be a record keeper
- Support the Chair
- Support the meeting (agendas, minutes and actions)
- Keep the group updated
- Be ignored by Council

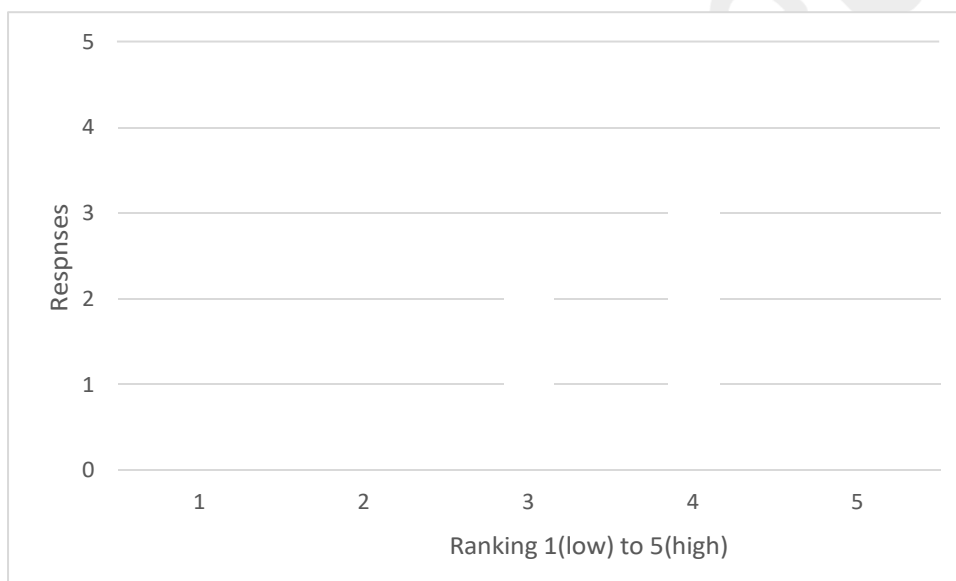
Question: Are there any improvements that could be made to the Council officer role that you would suggest?

- Provide advice
- Pay rise would help
- More practical support for members to enable full participation and preparation for meetings and support with actions.

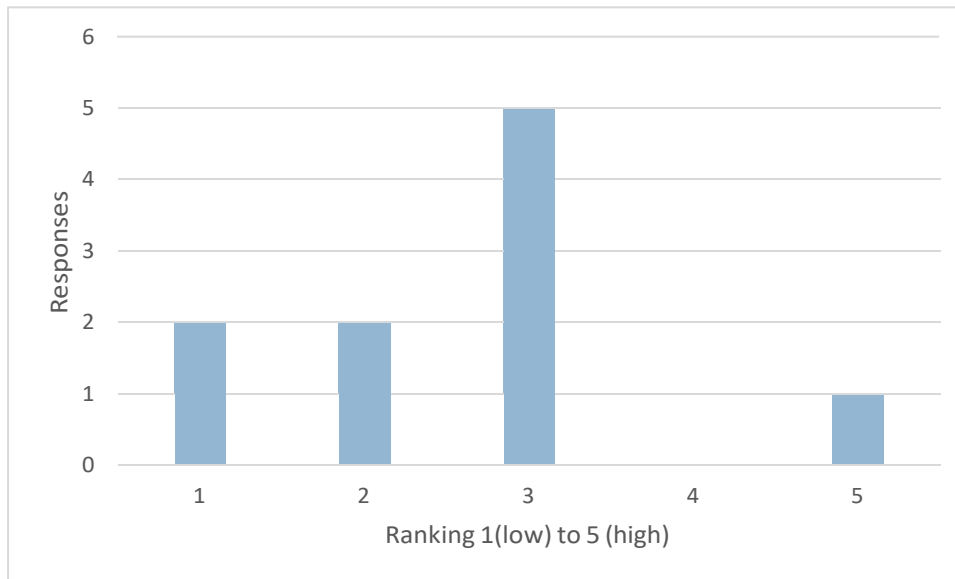
Question: How well do you believe the Advisory Group you were involved with was run?



Question: Do you think the Advisory Group you were involved with met its priorities?



Question: How much value do you believe the Advisory Group you were involved with delivered to Council?



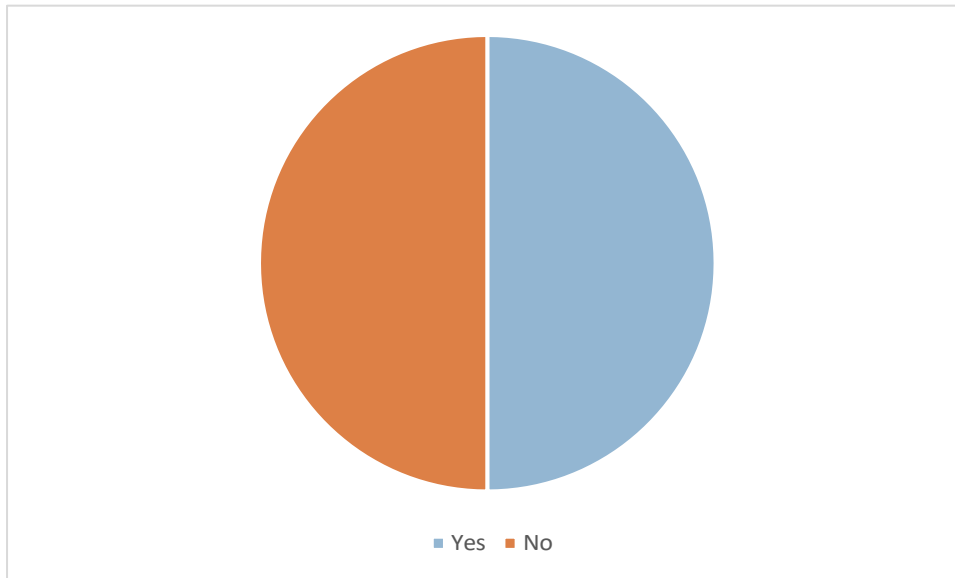
Question: Please provide reasons for your response.

- Gave Council insight into youth priorities
- Didn't feel like we made much impact
- Needed more effort from members
- Very little interaction from Council
- Felt tokenistic - weren't advised of things in time to make a difference
- Didn't seem like there was any integration
- The group was actively trying to make seniors lives better
- We did promote some changes especially around universal design
- Nothing materially changed or was acknowledged
- Some group members didn't understand the purpose - just brought personal gripes and wasted a lot of time.

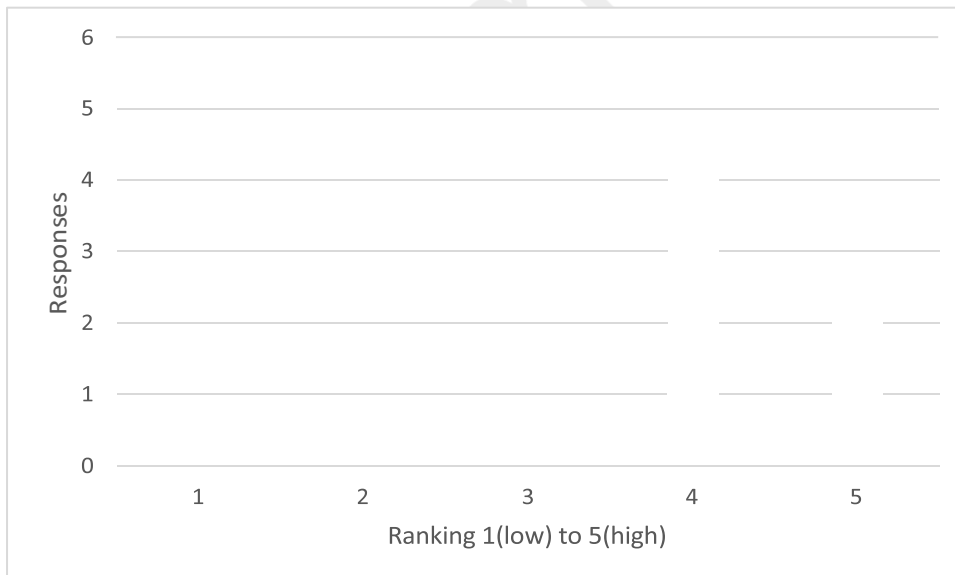
Question: Can you think of any changes that might help the Advisory Group you were involved with to deliver more value to Council?

- Can't think what
- Institutional issue that needs the input from planners and sociologists
- Better communications between advisory groups and council
- Clear definitions of expectations and good follow-up
- More cash from central government and powers over non-compliance to disability access in the private sector
- Council to be more prescriptive about what it wants and what will be done with the information provided
- Having more impact.

Question: Did you get information in enough time to be able to make a meaningful contribution?



Question: What value did you personally get from being involved with the Advisory Group?



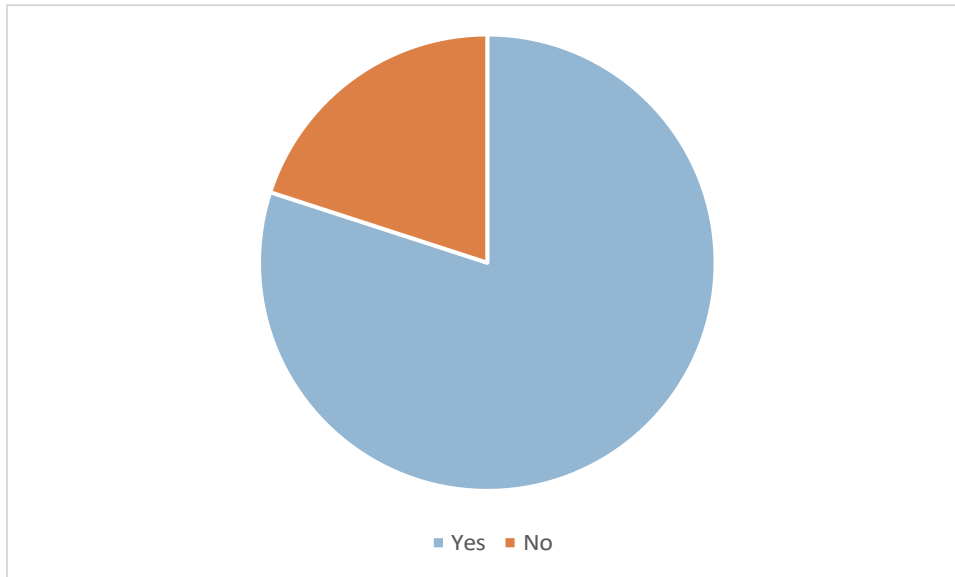
Please describe what that value was.

- Leadership and the feeling of being involved and maybe even just slightly being able to change little by little
- By joining the YAG I gained insight into how things are run in the council and felt like I had a chance to raise my concerns to be heard
- Experience of running meetings, meeting councillors, grew an understanding of civics
- How members of the public can take initiative and interact with Council to change things in their region
- Found it valuable to make relationships with Council staff and group members
- Enjoyed learning about projects and speaking up regardless of if that feedback went anywhere
- Potential (but not actual) ability to influence change
- 1st year I felt valued but 2nd year that dissipated and I felt disillusioned
- Always felt valued by the staff member
- Always felt valued by the group
- Excellent
- Learned a lot about how Council works and was able to help some 100 people to have input and make submissions
- Realised central government has choked the life out of councils financially/ LTPs lock out disabled people by pushing back projects for disabled.

Question: Can you think of any changes that might have helped you get more value from your involvement with the Advisory Group?

- The group wasn't the problem but an institutional/systemic look into processes and values would be wise
- Better consultation between the DAG and council
- Each member must represent their sector group and not just their own ideas
- Money from central government
- More structure, detail and tangible outcomes
- Seek more qualified members and pay them according to their experience and knowledge
- The remuneration is less than minimum wage. People with disabilities already face wage discrimination
- Chairs have been awesome - props to them.

Question: Did being part of the Advisory Group change your understanding of how Council worked?

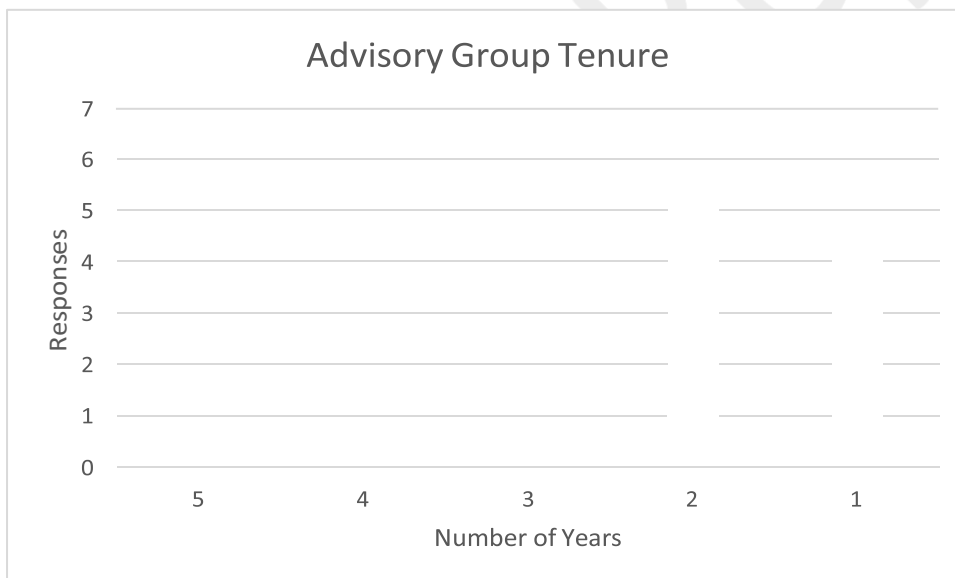
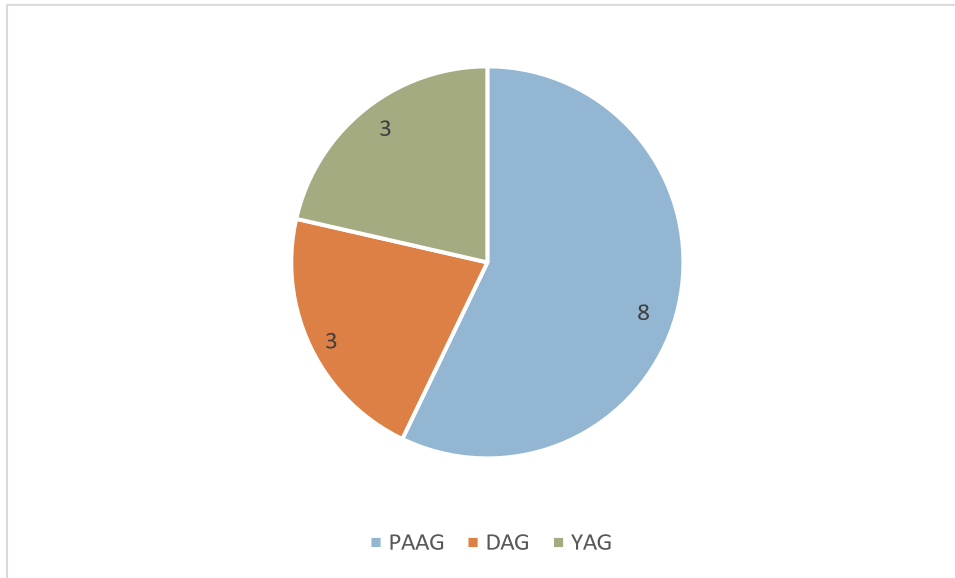


If yes, what changed for you?

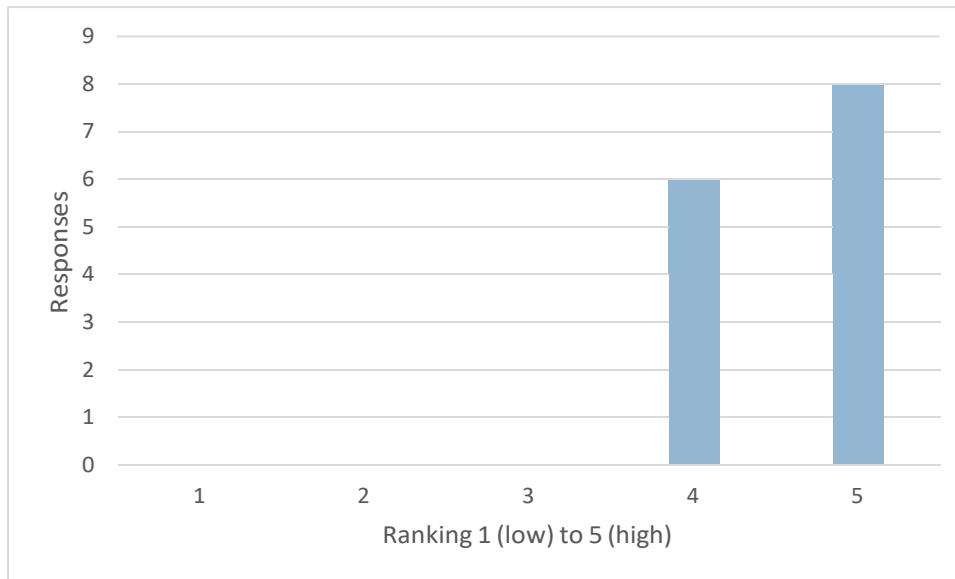
- They have a lot going on and it's a much bigger organisation than I expected
- Too much red tape - not listening to the disabled community
- Having a clear idea of how to make submissions; I'm still encouraging others to take an active part in Council
- Complex system, vague links and limited action
- Listening to people working in Council helped me to see that everyone really is just trying their best
- I still believe there is potential for more to happen in a shorter time
- Just grew understanding - very bureaucratic though
- How public priorities influence the work of Council.

Appendix 3 – Advisory Group Member Survey - Current Members Survey Results

Respondents



Question: How well do you understand the purpose of the Advisory Group you are involved with?



Question: Please describe what you understand that purpose to be.

- Represent and advise Council on relevant issues of older people in our community
- Understand the needs of older people and advocate for and represent them
- Providing council with advice regarding policies, plans, strategies, projects etc to assist them when making decisions and to advise Council on matters of concern or interest to the communities we represent
- To be a voice of the community and advise on specific topics
- To review Council's activities and what impact they may have
- Give Council guidance around what they are doing and how it impacts the disabled community
- Gather, discuss and advise the Council and provide feedback to the community
- Provide a voice for youth regarding issues in the community
- To offer a youth perspective.

Question: Can you think of any changes that you would like to see in the purpose of the Advisory Group you are involved with?

- It is fit for purpose.
- No (7 respondents)
- Although there are crossovers with DAG I think it's important we remain focussed on the elderly

- The Advisory Groups should be taken more seriously and given more credit
- Improved feedback from council (5 respondents mentioned this)
- Would like feedback on the quality of the group and what's helpful or even if they considered our input
- Set up a Facebook community so we can get educated on what Council covers and what aren't Council owned or responsibility
- Talk to more councillors and have more direct conversations.

Question: Please describe what you understand to be the role of the Elected Member appointee to the Advisory Group.

- To understand the needs of our older community, advocate and empower through representation (3)
- To be a conduit between the Advisory Group and Council (5 respondents)
- Providing relevant information to the Advisory Group arising from Council meetings and in turn to be the spokesperson for the group
- To provide input on our behalf
- Engaging with other councillors to attempt to resolve matters of concern raised at Advisory Group
- To help co-ordinate the group correspondence between members and the council documents for meetings
- To advise on council policy and requirements
- The EM is the only governance link the Advisory Group has
- To hear our advice straight from the horse's mouth
- So councillors are more connected to the communities
- To sort out misunderstandings and get the facts
- To supervise and connect youth to council.

Question: Are there any improvements that could be made to the Elected Member role that you would suggest?

- Have a second Elected Member on the Advisory Group to ensure attendance (5 respondents)
- Have a member of the Advisory Group present to council on relevant topics
- Have subcommittees of the Advisory Groups to focus on specific areas and to attend council meetings when relevant
- They were really great and kept us connected
- Councillors have expressed frustration at the role and may find it overly time consuming. But it increases the groups effectiveness

- The Elected Member needs to do some fact finding to be sure whatever information they come up with is appropriate.
- Rotate through different Elected Members regularly.
- No change (2 respondents).

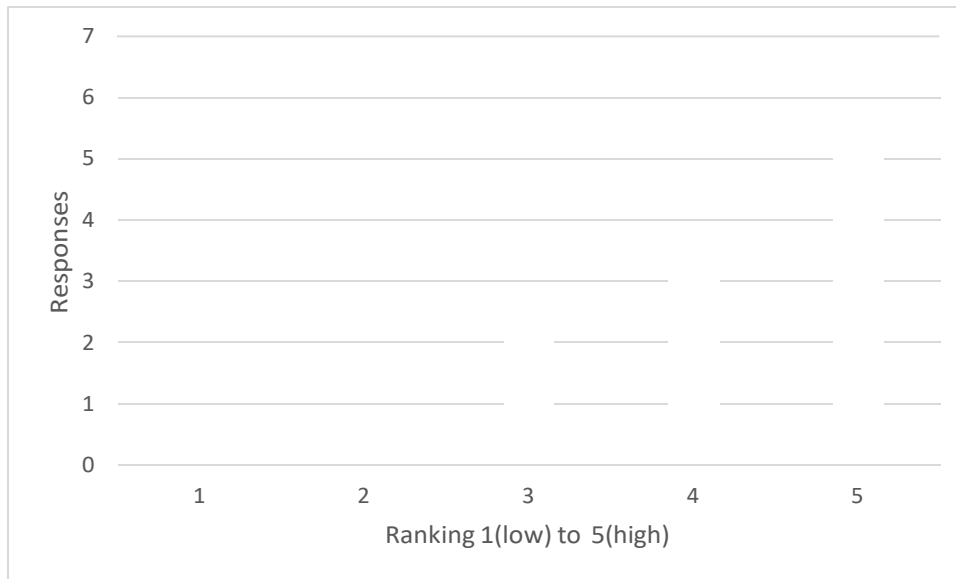
Question: Please describe what you understand to be the role of the Council officer to the Advisory Group.

- To facilitate meetings (2 respondents)
- Liaise between Advisory Groups and Council keeping both parties informed
- Representing Advisory Groups at Council meetings (be our voice).
- Obtain information requested by Advisory Groups
- Try to attend all Advisory Group meetings
- Liaise with other council staff for areas of expertise
- To bring to Advisory Group attention when Council needs input or submissions
- To co-ordinate Council staff or external organisations to present to us
- To provide background information when Advisory Groups views are requested
- To help bring the group together and assist when issues arise
- To provide feedback on outcomes from the advice provided
- Administration, communications, co-ordination and facilitation.

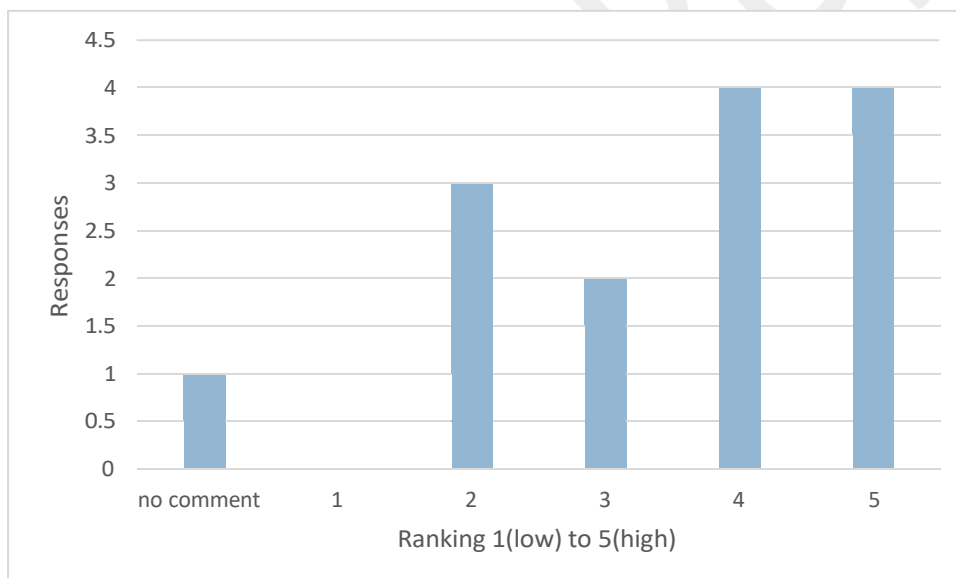
Question: Are there any improvements that could be made to the Council officer role that you would suggest?

- Regular attendance (3 respondents)
- Officer should be passionate about the constituency of the group and be able to be forceful and vocal when representing their Advisory Group at Council meetings
- Be part of the group
- Does a great job (4 respondents)
- Depends on what Council is using the Advisory Group for now and in the future
- Continue interactive feedback (2 respondents)
- Improve response speed with more clarity and detail
- Allow Advisory Group member only time.

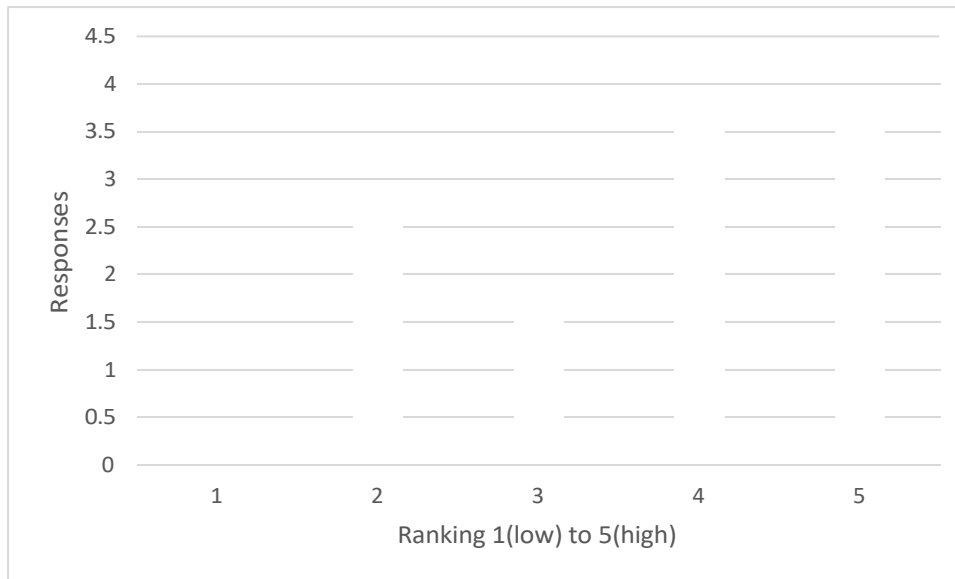
Question: How well do you believe the Advisory Group you are involved with is run?



Question: Do you think the Advisory Group you are involved with is meeting its priorities?



Question: How much value do you believe the Advisory Group you are involved with delivers to Council?



Question: Please provide reasons for why you think the Advisory Group you were involved with provides value to Council.

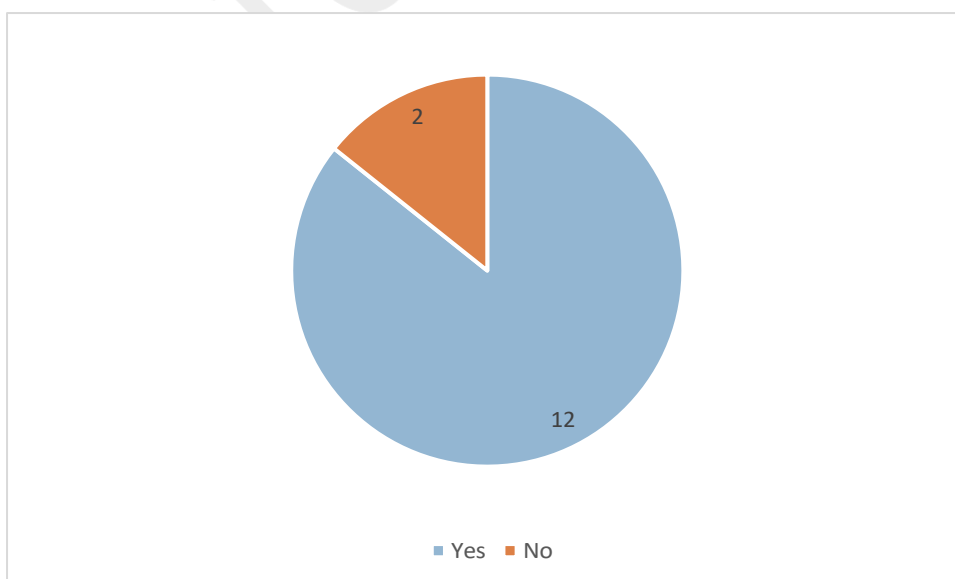
- Advisory Groups provide educated, informed and researched submissions; members are passionate and well-informed for their cohort (3 respondents)
- A great deal of work is done behind the scenes
- We hoped that our advice was noted (even when it can't be taken into account at that time) and is taken into account at a later stage
- I feel like we were heard and acknowledged
- We have consistently put forward ideas and submissions to ensure older people are not invisible
- We provided good community feedback and had projects that we took to Council for consideration
- Checking that footpaths and buildings are fit for purpose
- Hard to know your impact when you never hear anything more from a submission, meeting etc
- There were some significant changes that have improved the city and areas
- There were some events that have disability access sorted early on so no issues later
- Input into the LTP, consultations etc that showed some improved results
- We give a source of reference for council decisions
- Why should it left to older people to design a future that we are going to live in.

- It's very important that council always has youth feedback, should they choose to use it.

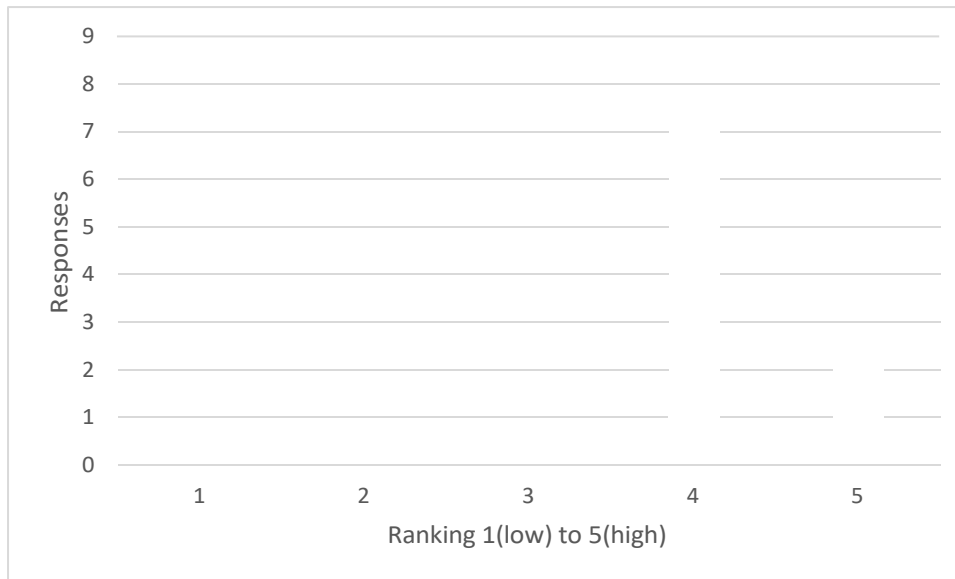
Question: Can you think of any changes that might help the Advisory Group you are involved with to deliver more value to Council?

- Provide evidence of Council considering our ideas as often we feel unheard (5 respondents)
- Having an Advisory Group representative seconded onto working committees that are relevant to us eg pensioner housing (2 respondents)
- Advisory Group subcommittees that appoint a representative to present to Council (committees) (2 respondents)
- No (2 respondents)
- Increase the term of members
- Give Advisory Groups more credit for the input they provide
- Better remuneration would improve attendance and likely attract higher calibre members
- Members to join Elected Members to do site visits
- Earlier inclusion in scoping and design discussions
- More opportunities to have input
- Presenting our ideas directly to Council.

Question: Do you get information in enough time to be able to make a meaningful contribution?



Question: What value do you personally get from being involved with the Advisory Group?



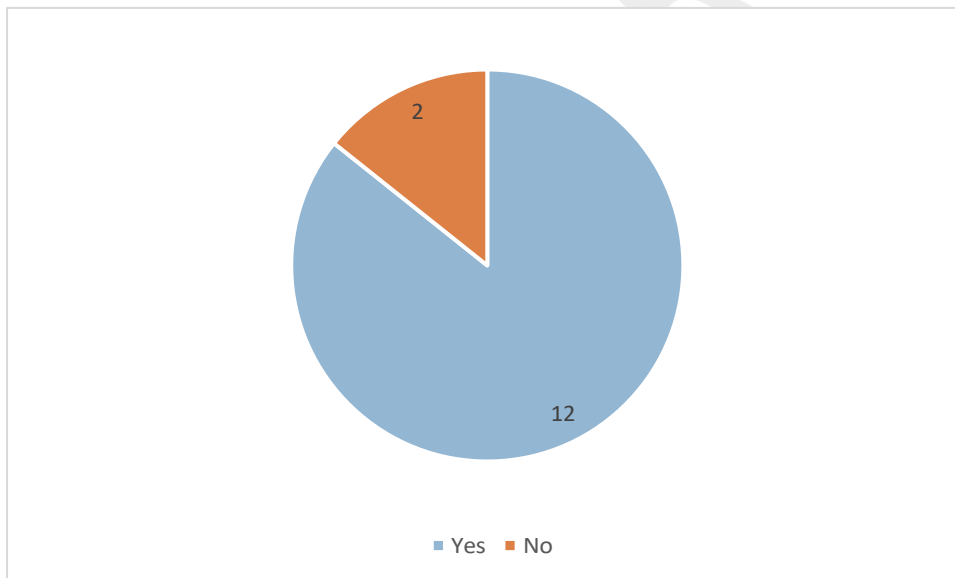
Question: Please describe what that value is.

- Enjoy the honour of being a voice for my peers
- Doing my part to make a change in Whangarei
- Contributing to improve outcomes for older people in our community, who often don't have a voice and are not heard (4 respondents)
- Contributing to improved outcomes with my knowledge and experience
- Learning how processes work in a council (2 respondents)
- Understanding and sharing the Council vision with people in the communities I represent
- Good to see the passion as we all try to 'drive home' the aged person's opinion to Council
- Enjoy delivering the Silver Festival information to everyone I know
- Good to understand how we can represent the community
- Meeting with like-minded people in the wider community (2 respondents)
- To live good and fulfilled lives the people that control council need to be aware of our needs
- Satisfaction when asked by the community that council is listening
- Wanted to give back
- Knowing what is going on; trying to reduce possible issues before they occur
- Get to be involved with meaningful decisions and see inside council operations (2 respondents).

Question: Can you think of any changes that might help you get more value from your involvement with the Advisory Group?

- Representation on council working groups and sub-committees (2 respondents)
- Evidence from council that our input is being heard (3 respondents)
- No (5 respondents)
- Get an ethnic view on the Advisory Groups; ethnic community is growing
- Getting Advisory Groups involved in projects earlier
- Council is often patronising to DAG members; don't appreciate the tone; many of us are high functioning members of the community
- Invitations to more site visits, to observe council and to organise events
- Providing notepads to write questions and comments on, some feel anxious about voicing their thoughts.

Question: Has being part of the Advisory Group changed your understanding of how Council worked?



Question: If yes, what has changed for you?

- It's a long and complicated process to get some issues resolved and over the line (3 respondents)
- More insight into the forward planning done
- I feel there should be an ethnic Advisory Group
- They do actually listen

- A lot; I know what areas of Council is responsible for and what is central government responsibility; and that we need to educate the community to redirect their complaints to the right people
- I didn't know much about it before and now I do.

Interim Report

Appendix 4 – International Examples

Greater Manchester Combined Authority (UK)

Equalities - Greater Manchester Combined Authority

Greater Manchester Combined Authority (GMCA) is a large local authority in the UK, made up of several local councils that have come together in the combined structure for the more regionalised functions. It is widely regarded as one of the more progressive and influential local government structures both in the UK and with global influence.

GMCA has a number of advisory/sector groups that facilitate the connection between the council organisation and community sectors. In general, these panels are charged by GMCA to provide insight into their sector, to support key messages to those communities, to co-design policies, programmes and strategies and to support an asset based approach (ensuring the right assets and infrastructure are in place).

These are generally collected under the “Equalities” heading (although others exist eg Armed Forces Hub, Social Enterprise Action Group and a Digital Inclusion Taskforce) and include:

1. **Youth Combined Authority** – Made up of 29 members who represent the local council youth councils. They advise the Mayor and GMCA on key issues and concerns to young people and provide suggestions for solutions. They also “provide a critical voice and scrutinise the work of the Mayor and GMCA” and undertake specific pieces of work (eg a bus travel card for young people. Their work includes specific working groups on environment, health and curriculum for life.
2. **Disabled Peoples Panel** – Established to ensure that disabled peoples involvement in is better represented in all aspects of the running and planning for the future of the city region. Membership is made up of representatives from disabled peoples groups across the region. Members should reflect the skills, knowledge and experience of a diverse range of impairment specific groups.
3. **LGBTQ + Equality Panel** – Consisting of 12 members this group tackles inequality, injustice and discrimination. They advise the Mayor and GMCA of those challenges and potential solutions. They “hold to account political leaders” and support the GMCA to develop effective solutions.
4. **Race Equality Panel** - Works to promote racial equality, tackle racial discrimination and foster positive relationships between ethnically diverse communities, and embed the Public Sector Equality Duty in policies, processes, procedures, practices and people development. Membership is based on individual rather than sector group representation (although individual members

might also be members of sector groups). There is no indication of the number of members.

5. **Women and Girls Equity Panel** – Made up of 25030 members who can represent sector groups (including business and industry), be individuals, experts in a relevant topic, local government representatives and community leaders and activists. The panel purpose is to challenge and make recommendations to the GMCA on policies and initiatives, to build understanding of the key issues, advocate for the perspective of women and girls to be reflected in policy making, to draw in network of alliances and to monitor and evaluate the progress and impact of GMCA activities on this group.
6. **Faith and Belief Advisory Panel** – Made up of representatives of 33 organisations that reflect all the boroughs and the city's diverse faiths and beliefs. It also intends to be inclusive and open to new networks. Its purpose is to optimise the faith and belief contribution to the Greater Manchester Strategy, to ensure the role of faith and belief in society is recognised and valued, to foster good relations and dialogue between people of faith and belief and with people who do not share any belief or faith, and to advance equality of opportunity and eliminate unlawful discrimination.
7. **Older Peoples Equality Panel** – Purpose is to advise the Mayor and GMCA on key issues and concerns affecting older people and to help provide and influence solutions, providing a critical voice and scrutinising the work of the Mayor and GMCA and to undertake specific pieces of work focussing on particular issues or projects. Membership is currently at 19 but the intention is to ensure a member from every borough. No Terms of Reference are available for this Panel.

Summary of GMCA Equality Panels

Each panel appears to have a clear Terms of Reference which sets out its own specific purpose that aligns with the overarching GMCA statement of purpose for the groups. Each panel submits regular reports to GMCA that annual but can be more frequent if needed. The Terms of Reference (ToR) set out clearly what the expectations and accountability are and what level of support will be provided by GMCA. The ToRs also show evidence that each group fine-tunes its own ToR to reflect the purpose defined by the panel and the agreed panel expectations within their own group.

Support provided by GMCA includes travel expenses, fair notice of meetings and opportunities (and funding) to attend outside events. There is no mention of a per-meeting fee (which does not rule it out).

City of Portland Council, US

[Advisory Groups | Portland.gov](#)

City of Portland is another council that is well-regarded for its inclusive and innovative approach to engaging with communities.

They have an extensive network of advisory bodies that cover a wide range of area of interest to the people of Portland. These include any City of Portland board, committee, or commission that advises City bureaus and special projects. They are considered to be an important tool for community members and City officers and elected members to work together on projects, providing insight on Portlanders' diverse needs and interests.

These bodies provide opportunities for City officials and communities to come together to hear appeals and concerns, provide expertise and advocate, develop and implement policy, review current practices, and plan future services.

City of Portland's advisory body network covers such things as:

- Budget making and investment guidance
- Community involvement
- Input from specific communities eg River communities and urban areas
- Specific infrastructure
- Development planning
- Equal opportunities
- Equitable mobility
- Fair housing
- Street design
- Gun violence intervention
- Local government transitions (eg from one term to the next)
- Special interest groups eg migrants, ethnic groups, youth
- New arrivals welcoming
- Noise management
- Transport, parking, freight, pedestrian safety, walking and cyline
- Climate adaptation investment
- Police oversight
- Clean energy
- Cannabis policy
- Golf
- Historic landmarks

The Advisory Bodies Program provides training and resources to advisory body members, ensuring advisory bodies follow their rules and bylaws, and handles

recruitment for open member positions. It appears that the positions are, in general, considered to be voluntary and unpaid.

Each Advisory Body operates under a specific bylaw. These can be changed on the recommendation of the Advisory Body but changes must be endorsed by the Bureau Director. The Advisory Body Bureau may also recommend changes to the Bureau Director. The Bureau Director must sign off on original bylaws and any amendments to the bylaws. Members have no authority to amend bylaws without approval.

Advisory Bodies can:

- Host public meetings,
- Provide policy advice and participate in the development of policies,
- Oversee grant applications,
- Advise staff on community engagement plans for specific projects and reviewing the community engagement manual,
- Manage specific leases and concessions, and p
- Provide general advice and lived experience input on relevant topics.

Summary of City of Portland Advisory Bodies programme

City of Portland's Advisory Bodies have a wide range of powers and activities that they are involved with, including to set their own rules (subject to approval by the Bureau Director). They also are involved in a very broad range of topics of interest to the council.

However, they do appear to be unpaid, although information on the website was inconsistent and at times not easy to find.

City of Melbourne, Australia

Committees and advisory groups | City of Melbourne

City of Melbourne hosts a number of key advisory bodies whose work facilitates development and implementation of “a range of programs and initiatives that contribute to the cultural, social and economic vitality of Melbourne”.

Key advisory committees, bodies and groups include the following:

Audit and Risk Committee – This is a mix of elected members and professional people with relevant expertise eg accountants. They meet five times each year to oversee the activities of council particularly its risk management and internal control processes in addition to the activities of the Council's external and internal auditors. The Committee provides independent advice to Council on:

- appropriate accounting
- auditing
- internal control
- business risk management
- compliance and reporting systems
- processes and practices.

They recommend to the Council and its management on many issues and internal audits.

It should be noted that most council bodies will have some form of audit and risk committee. Of note for this one, is that the membership is evenly balanced between elected members and external members.

Invest Melbourne Advisory Board – This board was established to provide strategic advice to the City of Melbourne on the potential opportunities for growth of investment in the city and to offer feedback on proposed City of Melbourne initiatives that support investment in the city. The Board works with state and federal governments to enable and reinforce Melbourne as a key investment destination.

The board's purpose is to:

- Provide strategic advice and independent thinking to inform policy and productive investment in the municipality.
- Proactively advocate for Invest Melbourne to Australian and international business communities, as well as key government departments, industry associations and other prominent stakeholders.

- Provide critical understanding of business, market and industry trends while also providing insights and options for improving the delivery of strategic business development initiatives in Melbourne.
- Provide advice on ways to streamline business processes making it easier for the business community to operate in and with the city.

Members are all community members who have significant professional expertise that can inform their work.

Disability Advisory Committee – This Committee is a consultative forum that provides strategic advice on policy and practice issues to the administration and Council.

The Committee is charged with:

- Representing issues that impact on the life opportunities of people of all abilities
- Advising on ‘best practice’ in universal access planning and co-design engagement
- Participating in the development of Council’s Disability Action Plan

The Committee is made up of twelve community members. Of these, nine members will have direct personal experience of disability, including parents or carers of disabled children. Three members will be persons without disability from fields such as academia, disability rights, tourism and the business sector. These members should have a commitment to universal access and the rights of disabled people.

Members are paid \$300 per meeting and are appointed for a three year term by the Chief Executive and the Chair of the Committee.

First Nations Committee – Established in March 2024, the First Nations Committee The First Nations Committee aims to:

- Provide guidance on initiatives to embed self-determination of First Nations peoples in the work of City of Melbourne.
- Reduce disadvantages and increase social justice opportunities for First Nations peoples and communities.
- Support the establishment of partnerships with relevant agencies to strengthen outcomes for First Nations community within the municipality.

The committee is co-chaired by a First Nations Elder alongside the Council’s Aboriginal Melbourne Portfolio Lead. Members include nine First Nations representatives with a broad range of skills, knowledge and lived experiences. The committee also includes two City of Melbourne elected members and the Director of Aboriginal Melbourne.

Members are appointed for a three year term and are paid \$300 per meeting.

City Collection Advisory Panel – This panel is made up of one councillor officer (in charge of Visitor experience) and two external industry professionals.

Design Excellence Advisory Committee and the Melbourne Design Review Panel – Both of these groups are involved with the delivery of the Design Excellence Programme. Each includes a mix of council elected members, technical experts and community members.

Homelessness Advisory Committee – This committee includes two elected members (as the Chair and Deputy Chair). The remaining eleven members bring a mix of lived experience, service sector experience, Aboriginal and Torres Strait Islander, youth (18 to 25) and representatives from the health and homelessness sector. Members are appointed for a three year term and are paid \$200 per meeting.

Parks and Gardens Advisory Committee – There are twelve members of this committee but little further information about its structure or activities. Members look to be primarily external and would likely include some technical expertise.

Public Art Advisory Committee – This committee has four members who are all external and come from the public art sector.

Safe City Camera's Programme Audit Committee – This committee was established to:

- provide an independent review and checking mechanism for the camera program that ensures that it meets the requirements of its Protocols and Operating Procedures
- promote public confidence in the camera program by ensuring its operations are transparent to the public and under ongoing independent scrutiny and review
- recommend action that will safeguard the camera program against abuse.

The Committee provides a written audit report to Council on an annual basis evaluating the operations of the camera program and compliance with the Protocols and Operating Procedures. It appears that there are three members of the committee who are all external governance professionals.

Summary of City of Melbourne Advisory Bodies programme

City of Melbourne's use of Advisory Bodies appears to be more restricted to more operational matters that are directly related to delivery of services. However, they do appear to pay significantly more for members participation.

City of Sydney – Australia

Sydney has a range of Advisory Panels to facilitate input from key sector groups. They also use a Citizen Jury with a single focus on the development of the Sydney 2050 vision.

Aboriginal and Torres Strait Islander Advisory Panel - The primary role of this Panel is to inform the policies of the City of Sydney in relation to matters of importance to the Aboriginal and Torres Strait Islander community, including;

- Advising Council on the development and implementation of the Sustainable Sydney 2030-2050, the City of Sydney's Reconciliation Action Plan and other relevant plans as they are adopted by Council;
- Promoting an increased knowledge and understanding of Aboriginal and Torres Strait Islander culture and society in the wider community and representing the interests of Aboriginal and Torres Strait Islander people in the local area;
- Advising Council on programming of Aboriginal and Torres Strait Islander events;
- Providing input to policy development, planning and advice to Council across all areas where there is likely to be an impact on Aboriginal and Torres Strait Islander people, including economic development, Indigenous employment and Aboriginal business development;
- Actively promoting and facilitating reconciliation between Aboriginal and Torres Strait Islanders peoples and Council;

This panel consists of up to 16 community members who have a three- year term. The Mayor and one other councillor are also members. There are 6 meetings per year. Members are paid \$300 per meeting.

Public Art Advisory Panel – This panel comprises seven professional artists, curators and architects who provide advice to the City of Sydney on matters relating to public art.

- Cultural and Creative Sector Advisory Panel – This panel provides strategic advice on making space for culture and focus on addressing the loss of creative employment floor space in Sydney. The Panel will help provide direction for the City's to cultural infrastructure programs including:
- Providing advice on the implementation of Sustainable Sydney 2030-2050 Continuing the Vision and the City of Sydney Creative City Cultural Policy;
- Advising the City on the communication, consultation and collaboration with creative sector and property sector stakeholders;
- Providing strategic advice pertaining to the retention and development of new creative employment space in Sydney;
- Advising the City on its own creative infrastructure programs including defining optimal spatial needs and determining what is affordable;

- Providing input as to how we value the creative sector in relation to the property sector and how we embed creative space in the planning process; and
- Advocating on behalf of the cultural sector for increased visibility and strategic importance of creative employment lands and creative floorspace.

The Terms of Reference emphasize that the Panel's advice must be in alignment with the City's policies, strategies and operational plans.

There are 18 members and the Mayor and one councillor. Members are appointed for a 3 year term. Meetings are four times a year and members are paid \$300 for each meeting.

Inclusion (Disability) Advisory Panel - The panel provides strategic, expert and impartial advice to the Council on the development, implementation, monitoring and review of the City's policies, strategies and plans to advance the inclusion of people with a disability, including by.

- Providing input to policy development and review, planning and advice to Council across all areas relevant to people with disability;
- Providing input to enhance inclusion and accessibility of City's infrastructure, facilities, events, services, programs, systems and information for people with disability
- Advising the City on submissions the City may make relating to State and Federal Government policy and legislation; and
- Providing advice to Council on how to identify issues that are relevant to people with disability.

The Inclusion (Disability) Advisory Panel consists of a maximum of 12 members.

Members are appointed in an individual capacity and not as a representative or an organisation, advocacy body or stakeholder group. At least 50% of the Inclusion (Disability) Advisory Panel membership will be constituted by members who have a direct experience of disability whether personally or through a caring and support role.

Terms are up to three years and capped at two.

Business and Economic Development and Covid Recovery Advisory Panel - This panel provides strategic advice to the Council to ensure sustained recovery of the economy.

The advisory panel includes members from relevant professional fields who have demonstrated experience, seniority and knowledge of economic areas.

The panel also advocates to other government agencies, the private sector and relevant peak bodies on key priority economic issues.

The panel consists of up to 18 membership including:

- Up to eight senior (CEO or equivalent) representatives from the local business sector, including First Nations businesses and small business;
- Up to eight senior (CEO or equivalent) representatives from research, academic or peak body organisations with relevant knowledge and expertise
- Up to two State Agency representatives relevant to the economic development of Sydney;
- Two elected representatives, comprising the Mayor (or delegate) and one Councillor.
- Members may be individuals or appointed as a representative of an organisation, body or agency.

Terms are three years and capped at two.

Housing for All Working Group – The primary role of this working group is to bring together industry leaders and experts to share knowledge and provide strategic, expert advice and guidance to the Council on the development of agreed strategies and initiatives to increase the supply of affordable and diverse housing (including social housing) within the City of Sydney Local Government Area.

Membership consists of up to thirteen members including:

- Up to four representatives from the Community Housing Provider (CHP) sector (currently or previously) or housing peak bodies;
- Up to two community representatives who live in and/or access affordable and diverse housing;
- Up to two representatives from research (or similar) organisations and industry. Including those (currently or previously) with relevant knowledge and expertise on affordable and diverse housing issues, including culturally appropriate housing and universal housing design;
- Up to one representative from the not-for-profit or philanthropic sector.
- Up to two State Agency representatives relevant to affordable and diverse housing, including funding bodies.
- Two elected representatives, comprising the Mayor and one Councillor.

Terms are three years and capped at two.

Multicultural Advisory Panel - The primary role of this panel is to provide advice on policies and operations of Council in relation to matters of importance to culturally diverse communities, including:

Advising Council on the makeup of diverse cultural groups and populations living in the City of Sydney's Local Government Area and the needs and desires of people within those groups;

- Advising Council on the implementation of Sustainable Sydney 2030-2050 Continuing the Vision and other relevant plans as they are adopted by Council, including supporting the communication, delivery and review of the City's community engagement plan and strategy;
- Promoting an increased knowledge and understanding of diverse cultures and society in the wider community and facilitating partnerships that nurture cultural diversity, capacity building, and increased community connections;
- Advising Council on appropriate methods of communication to diverse cultural groups and populations, including regarding City of Sydney strategies and policies, and of events and programs produced and delivered by the City of Sydney;
- Providing input to policy development, planning and advice to Council across all areas where there is likely to be an impact on multicultural communities, including multicultural businesses and economic development; and
- Advocating on behalf of culturally diverse communities, including strategies to combat racism and discrimination, and promoting greater understanding and appreciation of multiculturalism.

The Panel's advice must be in alignment with the City's policies, strategies and operational plans.

Membership consists of up to thirteen members including:

- Two NSW Government organisation representatives;
- Four multicultural organisation representatives;
- Two representatives (one each) of universities in the local government area;
- Three community members; and
- Two elected representatives, comprising the Mayor and one Councillor.

Terms are three years and capped at two.

Sydney Design Advisory Panel – This panel provides officers with high level independent expert advice and expertise on urban design, architecture, landscape architecture, heritage, art, and sustainability. The advice is to inform the assessment by Council officers of development applications with a view to promoting the delivery of high-quality urban design, architecture and sustainable and inclusive design in Sydney's buildings and public spaces. The advice is to inform the assessment process. It is not the purpose of the Advisory Panel to have a role in the process of determining development applications.

Panel members should be highly recognised in their profession and who:

- (a) have demonstrated experience and knowledge of urban design, architecture, landscape architecture, sustainable design and the arts;
- (b) possess the relevant skills and experience to provide judicious and independent expert advice.

Membership consist of at least three and not more than eleven permanent members.

Terms will be reviewed every three years following the engagement of members or re-engagement of existing permanent members.

Pacific Island Communities

Information about the more detailed governance structures of Pacific Island nations local governments is limited. However, these countries draw on their more traditional tribal/village and chiefship model with representatives from formal groups of chiefs having influence on local and indeed central government. Chiefs are strongly connected to their local communities which tend to be smaller. This local connection and high level of influence by local chiefs could arguably bring a stronger focus on local issues to political governance.

Appendix 5 - WDC Advisory Group Review - Issues Analysis

Issue	Other Councils	Elected Members	Officers	WDC Advisory Groups	Summary and Actions
Formal Structures	40% of responding councils used some form of permanent formal structure. It was noted that youth are less keen on the formal structure and prefer a more dynamic fluid approach eg community forums. Some councils had a mixed membership approach with some members being individuals and others being drawn from	Support with the suggestion of maybe combining some	Support with the suggestion of maybe combining some. Officers had some concerns about including representatives from support groups as in the past these have tended to dominate the groups.	Support – do not combine. Some AG members were supportive (if cautiously) of the inclusion of members from community groups, feeling they could add a richness to the feedback and advice that could be provided.	<ol style="list-style-type: none"> 1. Generally there is support for formal structures. 2. Consider the (careful) inclusion of members representing support groups.

	sector support groups.				
Appropriate Sectors	Wide range. Maori engagement not seen as part of this model.	Disability, Youth, Aging, Rural and Business	Accessibility (combined Disability and Aging) and Youth	No change to existing.	<ol style="list-style-type: none"> 1. There was general support for the existing sectors being represented 2. Consider the possible inclusion of rural and business (although these could be addressed by supporting more formally existing non-council groups)
Member numbers	10-15	Perhaps reduce?	No comment	No comment	<ol style="list-style-type: none"> 1. No change recommended to existing numbers.
Elected Members involvement	60-70% replied yes – mostly in a formal capacity	Yes	No comment	Yes with more interaction between AG and Council	<ol style="list-style-type: none"> 1. Retain elected member involvement but ensure each has an alternate to ensure attendance.
Meeting frequency	Most councils with AGs had them meeting monthly or quarterly.	Some Elected Members felt that monthly meetings were too frequent and that it might be better to look to a two-monthly meeting with	Officers were interested in the idea of less frequent meetings with specific engagement	AG members were generally happy with the frequency of meetings being monthly. There was some interest in the idea of less	<ol style="list-style-type: none"> 1. Consider less frequent meetings 2. Evaluate how to administer additional less formal engagements eg site visits and

		targeted activities/engagement in between meetings when needed.	activities as needed. They felt this could address some of the resourcing challenges. However it may bring forward other challenges in terms of how to pay for ad hoc activities.	frequency with more targeted activities in between meetings.	community meetings
Clear purpose	Was reported as a significant issue by some respondents. Overall the purpose was seen as providing input and insight into plans and policies through “candid, trusted advice”.	Purpose is clear but understanding of that purpose needs training	Lack of clear understanding whether AGs are to provide feedback or to provide formal advice. Structured objectives needed	Purpose is somewhat unclear with a distinct lack of confidence in the effectiveness. Some confusion over representation and bringing lived experience to inform policies and strategies.	<ol style="list-style-type: none"> 1. Review the existing Terms of Reference to ensure clarity about purpose 2. Identify opportunities for reporting back to council 3. Improve feedback loops to identify value provided by the groups.
Relationship to Council	Advisory Groups are seen as part of the governance structure at the	Valued for providing insights and helping to shape policies. Bringing diverse perspectives.	More structured objectives needed along with better integration into	Want more integration with council processes and clearer feedback loops.	<ol style="list-style-type: none"> 1. Set up regular engagement with whole of council for reporting back

	higher end and a key and enduring part of engagement at the lower end. Having a formally appointed elected member (with alternate) can be helpful.	Want advice from AGs to be more prominent and integrated more fully.	council decisions.	Feel the relationship should be more collaborative with council	
Level of representation	AG members are not expected to be 'representative' but are expected to provide advice through a lived experience lens.	Membership should be broad and cover diversity of views.	Officers felt that the AG composition should be able to capture the diverse voices.	AG members feel that they represent their communities even if they are not representative. AG composition has become skewed at times meaning the voice provided may not be adequately representing the wider voice.	<ol style="list-style-type: none"> 1. Implement a skills/representation matrix to guide targeted recruitment. 2. Ensure new members understand their role as being the lived experience lens.
Feedback and response	Formal processes are built in to ensure feedback is passed back to the groups. It is seen as an	Elected members felt that there was a need to improve the feedback loops and ensuring AG advice is acted on. There was also a suggestion to	Officers felt that there was a need for more transparency about how the advice is used. This was seen as	An absence of formal reporting back mechanisms has lead to dissatisfaction and lower engagement levels. Members	<ol style="list-style-type: none"> 1. Identify a clear and accountable feedback loop process eg Actions Register

	important part of ensuring continued engagement and support for the AG. This can be reinforced by regular meetings between the AG members and the whole of Council with reporting back on a clear work programme.	include AG input in council reports where appropriate.	an important way to understand the value and effectiveness.	expressed a strong desire for updates on how their advice is being used and the outcomes.	
Group consistency	Some councils have different models for different groups eg youth councils, forums etc	Different characteristics of the different groups was noted and the idea of customising models was noted.	There were real concerns about inadequate resourcing of existing groups. However, alternate methods of engagement eg forums and workshops were accepted	AGs are aware of the other groups. Differences in how each is handled could lead to dissatisfaction.	1. Establish “pan group” hui to allow each group to share their work programme and opportunities for information sharing to be identified.
Training and induction	Induction training is important and	Training for Elected Members was mentioned to build	Limitations on resourcing was of concern to	AG members can feel like being part of an AG is training	1. Review Induction Training to identify

	<p>chair/co-chair training should be extensive. Training should emphasize the strategic focus aspect of the AG work. Induction can also include the development of a work programme and governance training.</p>	<p>capability in community engagement. Induction training for Elected Members (as well as AG members) was seen as needing to be enhanced. Chair and deputy chair training was also suggested.</p>	<p>officers when considering training. However, leadership and strategic planning training were seen as being helpful. Officers also acknowledged the need for more comprehensive induction training to help with role clarification.</p>	<p>in itself (esp around civics and how councils work). The induction process could be more comprehensive and clearly outline expectations, responsibilities and the impact of the role. Governance training would also be appreciated. Online training modules could work well for some.</p>	<p>opportunities for improvement.</p> <ol style="list-style-type: none"> 2. Establish governance training for AG members. 3. Identify new technology approaches to broaden the scope of the training. 4. Establish chair and deputy chair training.
Resourcing and funding	<p>For all councils that responded with AGs in place, adequate resourcing was seen as both a necessity and a challenge. This is only likely to get worse as financial conditions</p>	<p>Elected members where not asked about funding and resourcing. However they did make comments that would suggest they felt more rigour was needed in the system to ensure better outcomes.</p>	<p>Officers felt strongly that the model (with the inherent role ambiguity and lack of strategic focus) was taking more resource than had been allocated. Community</p>	<p>AGs were very generally very supportive of the officers who administer their groups. They did question the efficiency of officers presenting to them when nothing was done</p>	<ol style="list-style-type: none"> 1. Evaluate the resources needed to manage the AGs 2. Allocate tasks to the appropriate teams eg Democracy to manage the meeting administration and Strategy to support the Work Programme development.

	continue to be hard for local government.		development officers reported spending about half their working time on the AGs leading to compromise on other aspects of their work. There was a sense that support from other departments might be appropriate eg from Democracy for meeting administration and from Strategy for the development of strategic work programme.	with the feedback they provided.	<ol style="list-style-type: none"> 3. Ensure feedback loop is established to demonstrate the value of work. 4. Ensure the AGs are focussed on priority tasks. 5. Identify if additional resourcing is needed. 6. Consider whether outside agencies (eg support groups) could be involved eg chairing
Programme ownership	While the community development team was the most common owner of this	Elected members did not make any comments about where the programme ownership should sit.	Community Development officers were passionate about their AGs. However, there	AG members seemed comfortable to remain with the community development team	<ol style="list-style-type: none"> 1. Consider the best fit for programme ownership 2. Resource that team appropriately

	activity, both democracy and engagement teams were also seen as owners. There was a sense the function sitting across all three departments. Many councils see it is part of the governance function.		was a sense of being somewhat overwhelmed by the work involved. Some of this came from the scope creep that ambiguity of purpose has allowed into the system. Other departments were adamant that the programme should continue but that it should remain with community development.	although there was an acknowledgement that there was a fit with engagement.	
Attendance Fees	Fees per meeting ranged from no compensation through to \$35 per and up to \$270 per meeting	Some Elected Members recommended a formal review of remuneration as they felt the rates may be low.	Officers provided a schedule of fees paid by councils that was collected a couple of years ago. It suggests	AG members from Youth and Positive Aging were reasonably comfortable with the \$40 per meeting fee. Disability AG were less	1. Review the remuneration for AGs and develop a policy position eg attendance fees, transport costs, childcare or carer costs etc)

	<p>(Auckland) for AG members with more for chairs. Other models included a \$5000 per annum payment to a facilitating sector group, rather than paying forum attendees. Some councils provided funding for conference and network group meetings.</p> <p>Some councils provide an hourly rate for AG members who undertaken additional duties eg writing a report.</p>		<p>that the WDC fees are not unusual. Officers noted that there is little opportunity to pay more and that budget does not cover meals at meetings and that there was no allowances for the costs of attending conferences or network meetings.</p>	<p>comfortable with it and felt it should at a minimum cover the costs of attending (transport, childcare, support etc). AG members are aware that the fees paid to Te Karearea are significantly higher than those to AGs.</p>	<p>2. Consider funding for additional work eg attendance of events outside of meetings, writing reports etc</p>
Facilitation	<p>Generally AGs are facilitated by the Chair. However some</p>	<p>Some Elected Members felt there was a lack of clarity around their role and</p>	<p>Officers felt they were sometimes drawn into discussions in a</p>	<p>AG members noted that the chair should be the facilitator but that</p>	<p>1. Clarify where the role of facilitation sits and ensure that is clear in the Terms</p>

	have officers facilitating discussions or bring in external facilitators (generally from a relevant sector group).	whether they should be taking a more 'facilitative' role.	facilitation role especially where conflict might arise. Generally they did not feel comfortable with being drawn into facilitating discussions, preferring the chair to do that.	sometimes a lack of capability in the chair made that impossible. They noted that when that happened, group focus was lost and discussions were more operational.	of Reference (currently sits with Chair). 2. Provide facilitation training for meeting facilitator 3. Review conflict resolution clause in Terms of Reference and strengthen.
Terms of Reference	Some councils had a unique terms of reference for each of their AG and supported the AGs to review them at that beginning of each term and the make amendments if needed during the term.	Elected Members felt the existing terms of reference were appropriate (noting that some were less familiar with them).	Officers (where they were aware of the Terms of Reference as presenting officers would not be), felt that the Terms of Reference were about right. They did note that AGs seemed to drift away from them over time.	AG members did not make strong reference to the Terms of Reference but did acknowledge a lowering level of familiarity as time went on.	1. Review Terms of Reference in line with agreed outcomes from this Review. 2. Explore methods of reinforcing the Terms of Reference through regular reflection
Term	Most councils have AG terms that are aligned with the electoral cycle.	Elected Members made no reference to changing the term but did support the idea of closer collaboration	Officers were generally in support of aligning the AGs and council and	AG Members were concerned about the level of churn feeling that it affected the	1. Consider changing the term to be three years and bring into line with the electoral term.

	<p>This allows the new Mayor and council to appoint the new groups and members. This also made it easier to set a work plan that was aligned with the council one. They reported lower levels of churn in most cases.</p>	<p>between the AGs and the council.</p>	<p>extending the term. They felt that the existing two year term may be contributing to a lower level of commitment, leading to higher churn.</p>	<p>continuity and effectiveness of the AG. They did not specifically mention longer terms but were interested in considering strategies to improve retention.</p>	
Recruitment and retention	<p>Councils mentioned that it can be challenging to get the groups to broadly reflect their communities but that this was important. Its made easier by aligning the council and AG terms so that recruitment is</p>	<p>Elected Members noted that recruitment should focus on broad and diverse membership to capture the community needs.</p>	<p>Officers reported that recruitment was an ongoing and sometimes onerous task. They noted that it can be challenging to achieve a diverse group as the applicant pool was sometimes small. They also noted that the higher churn</p>	<p>AG members suggested that strategies to retain members and ensure activity participation such as mentorship programmes could be beneficial. They also suggested higher levels of recognition by council may encourage membership. A</p>	<ol style="list-style-type: none"> 1. Consider a formal mentoring programme for chairs and perhaps wider membership. 2. Develop a recognition programme for Council to publicly acknowledge the work of the AGs 3. Consider the use of a skills and capabilities matrix

	largely being done in one go.		created a lack of continuity and sometimes leadership issues.	more targeted approach to recruitment was also suggested, directly encouraging participation from under-represented groups.	for targeted recruitment. 4. Align the AG and Council terms
Work Planning	Most councils had some sort of formal work programme for the AGs. This was aligned to the council's work programme (from the LTP and AP). It was felt that this was an important way to keep the AG on track and built cohesion based on understood common purpose. This structured work programme	While Elected Members did not directly mention work programming they were keen to identify ways to encourage closer collaboration between Elected Members and AG members through joint initiatives and regular communication.	Officers were very supportive of a clear work programme for the AGs and saw it as a way to build cohesion and better understanding in the wider organisation about the value of including the AGs.	AG members were also in support of a more structured work plan that aligned with council priorities and set out clear goals and objectives. They were also keen to have support to track progress against these plans and to evaluate impact with regular reporting to Council.	<ol style="list-style-type: none"> 1. Work with the Strategy team to develop a work programme for each AG that is aligned with the council work programme. 2. Establish metrics to evaluate the work programme effectiveness. 3. Include a mechanism for progress reporting to Council

	approach is usually accompanied by regular reporting to council.				
AG Collaboration	Some councils have cross-panel workshops that are curated to build a culture of cross-over and resource sharing. Panel members report enjoying these sessions which are usually focussed around a bigger topic eg the LTP.	While Elected Members did not directly address the possibility of AG collaboration they did make suggestions about possible merging of groups.	Officers could see the benefit in collaborative workshops but did have some concern about the resourcing needed for these.	Some AG members were interested in the opportunity to understand what other groups were focussing on and about the possibility of collaborative projects.	1. As part of the work programme development, identify opportunities for collaborative hui across the groups.

5.3 Northland Event Centre (2021) Trust Half-Yearly Report: July-December 2024

Meeting: Community Development Committee
Date of meeting: 20 March 2025
Reporting officer: Victoria Harwood, General Manager, Community Services

1 Purpose / Te Kaupapa

To provide the Community Development Committee with the Northland Event Centre (2021) Trust Half-Yearly Report for the period of July-December 2024.

2 Recommendations / Whakataunga

That the Community Development Committee:

1. Receives the Northland Events Centre (2021) Trust Half-Yearly Report for the period of July-December 2024.
2. Notes the current financial position of the Northland Event Centre (2021) Trust
3. Notes performance measures reported so far in this financial year in alignment with the current Northland Events Centre (2021) Trust approved Statement of Intent 2024-2027.

3 Background / Horopaki

A Council Controlled Organisation (CCO) must provide a half-yearly financial report to Council no later than two months after the first half of the financial year under Section 67 of the Local Government Act 2002 (LGA).

NECT2021 was established as a Council Controlled Organisation in December 2021 to oversee the management and delivery of events at the Northland Events Centre in Whangarei.

4 Discussion / Whakawhiti kōrero

It is six months into the implementation of the 2024-2027 Statement of Intent (Attachment 2). The half-yearly report is an opportunity for the Committee to assess the progress being made both in meeting performance measures and the forecast financial position against budget.

Over the last six months, a range of significant events have been held at the stadium and numerous smaller events and internal bookings. The Trust acknowledge the current economic climate and challenging event environment and are seeking ways to adapt to this.

Health and Safety systems and improvements have been a focus, and a successful funding application enabled the upgrade of accessible seating to be completed along with extra defibrillators, and work on stadium capacity planning.

Performance measures in the 2024-2027 Statement of Intent are on track at this stage in the areas of Events, Te Ao, Reporting, and Health, Safety and Wellbeing. For Venue and Financial measures there are some areas behind expected performance, these both align with surplus/ deficit is in line with the approved budget.

4.1 Financial/budget considerations

The half year report shows the Trust are currently tracking behind budget for this financial year reporting a net loss of \$14,022 before depreciation vs a budget net loss of \$7,740 and a net loss of \$31,916 after depreciation vs a budget net loss of \$21,137.

The current budget to 30 June 2025 shows a net loss of \$52,948 before depreciation and a net loss of \$78,525 after depreciation as per the approved Statement of Intent 2024-2025.

The Trust remains in a strong financial position with cash reserves but are planning to reduce the financial impacts on the Trust in the current challenging event environment.

5 Significance and engagement / Te Hira me te Arawhiti

The decisions or matters of this Agenda do not trigger the significance criteria outlined in Council's Significance and Engagement Policy, and the public will be informed via agenda publication on the website.

6 Attachments / Ngā Tāpiritanga

Attachment 1: NECT (2021) Half-Yearly Report 2024-2025

Attachment 2: NECT (2021) Statement of Intent 2024-27

Half - Yearly Report

1 July 2024 to 31 December 2024



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STADIUM

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Introduction

Whakatakinga

Tēnā koutou katoa,

It is my pleasure to present the first Half Yearly Report for the Northland Events Centre (2021) Trust for the period 1 July 2024 to 31 December 2024. The financial results for the first half of the 2024 financial year reflect the current challenging event environment and the Trust is continuing to look at ways to respond and adapt to this. That said, we have enjoyed a good number of bookings with a good number of significant events planned for the next 6 months.

This period also saw us farewell Nigel Brereton from the board. Nigel served as Chair since the inception of the trust in 2021 and we thank him for his leadership over this time.

Key Achievements and Events over the past six months have included:

Successful Events Programme: We have successfully hosted and delivered a range of significant events, including:

- Rugby League Northland Club Finals
- Northland Club Rugby Finals
- Two Farrah Palmer Cup rugby matches
- Five National Provincial Championship rugby matches
- Whangārei Fireworks Spectacular: Successfully held with 8,200 attendees and excellent feedback.

Health and Safety

- **Annual Health & Safety Workplan:** Established and implemented.
- **Contractor Review:** Annual review of prequalified contractors completed.
- **Safety Systems:** Improved systems for patron arrival and departure through the carpark.
- **Stadium Crowd Capacity:** Received a formal analysis report from Reliance Risk regarding stadium capacities in different event layouts.
- **Safety Awareness Training:** Held for all staff and duty managers.

Operational Highlights

- **Venue Bookings:** Package promotions have resulted in an increased number of internal bookings
- **Safety Upgrades:** Completed upgrades to perimeter field fencing and car park bollards.
- **New Initiatives:** Implementation of the 'Locky Dock' bike parking and digital advertising system is operational.
- **Successful Funding Application:** Funding was received from Pub Charity to increase accessible seating, add extra defibrillators, and work on stadium capacity planning.
- **Tohu Unveiling:** The opportunity to unveil a tohu with Te Parawhau to recognise the significance of the area that the Stadium sits.

Challenges and Future Planning

- **Event Challenges:** We saw a major event scheduled for January 2025 postponed due to logistics issues related to shipping equipment from the United States. A number of internal event bookings have been cancelled due to lower ticket sales
- **Roof Replacement:** We are juggling future bookings with the potential roof replacement and are looking forward to a confirmed date and timeframe.

Coming Up

- **Future Events:** We are looking forward to an exciting start to 2025 with L.A.B/Stam Walker and Waitangi Vibes concerts. Super Rugby Aupiki (Blues Women), and the Māori All Blacks vs Scotland are both confirmed.
- **Asset Management:** Working with the council on an asset management plan.
- **Fritter Festival:** Planning for the 10th Anniversary of the Fritter Festival is in progress.
- **Kitchen Lease:** Negotiating a new kitchen lease.

Acknowledgements

The Board would like to take this opportunity to acknowledge our loyal sponsors, particularly naming rights sponsor Semenoff Group, suppliers, supporters, and tenants for their continued support, which is critical to our future success.

We also extend our gratitude to the Whangarei District Council for its ongoing support of our Strategic Vision, Mission, and Plan to proudly and professionally host events that embody the heart, spirit, and potential of Northland Te Tai Tokerau.

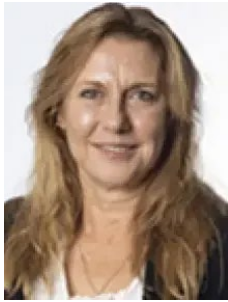
Ngā mihi

Paula Savage
Chair



Governance

Summary



Paula Savage
Chair



Hetty Van Hale
Deputy Chair



Steve Armitage
Trustee



Andre Hemara
Trustee

Northland Events Centre (2021) Trust is a council-controlled organisation governed by a board of trustees. Originally consisting of five trustees, the board recently moved to operating with four. In October 2024, Nigel Brereton stepped down as Chair of the Trust, and Paula Savage was appointed as the new Chair. The Trust, operating under the name Te Pae Taurima o Te Tai Tokerau Northland Events Centre (2021) Trust, is responsible for the governance and management of Semenoff Stadium, in alignment with the Trust Deed and the expectations set by WDC.

2. Our People

Ō tātou Tāngata

Chief Executive
Accountant
Executive Assistant

Brent Markwick
Helen Cussell
Amy Reo

Events & Marketing Manager
Events Manager
Venue Coordinator

Rachel O’Gorman
Petra Bennetto
Katrina Williams

Operations Manager
Operations Coordinator

Dixie Blair
Fiona Walters

Facilities Manager

Sarah Snowden

Beverage Manager
Beverage Coordinator

John Lynch
Nigel Reo

Comparison Against Statement of Intent

Objective	2024/2025 Performance Measures	Status	Comments
Events			
Host events for the benefit of Northland Te Tai Tokerau. Continue to offer event management services.	Deliver 10 or more large events* including two concerts/festivals and two sporting events (reported in the half yearly report and annual report).	On track	Nine large events (including seven sporting and one community event)
	Deliver one or more event management contract** (reported in the annual report).	On track	Whangarei Fireworks Spectacular
Te Ao			
Continuous development of closer relationships with Tangata Whenua. Continuous development of our unique cultural sense of identity for the venue. Continue our bi-cultural journey.	Implement two or more actions from the Te Ao Plan	On track	Trust karakia developed Hapū tohu unveiled
	Host one cultural event	On track	Waitangi Vibes concert scheduled
	Implement one deliverable of the Te Ao section of the Kotahi Plan	On track	Hapū tohu unveiled
Venue			
Increase commercial revenue. Improve the visitor experience. Implement sustainable and environmental measures.	Actual income is greater than or equal to budget.	Behind	Income down on budget reflecting the current events environment
	Achieve one or more new internal rental opportunities	In progress	Kitchen lease currently being negotiated

Objective	2024/2025 Performance Measures	Status	Comments
	Apply for funding from two new funds	In progress	Successful Pub Charity application. Unsuccessful Grassroots Trust Application
	Increase internal event revenue by 10%	On track	Booking numbers up but internal revenue currently down on budget
	Secure three new sponsorships	On track	Four new three-year signage contracts
	Develop new packages for internal events.	On track	'All in one' bar/event package
	Implement 2 or more Year 1 Kotahi Experience Plan measures.	On track	Locky dock – digital sign, e-bike charging & secure bike storage Plaque to acknowledge hapu Field of play perimeter fence moved for safety Gate at Carpark entrances installed Fixed and removable bollards
	Delivery of two or more events that are sustainable and support zero waste.	On track	One of two have currently been delivered
Financial			
NECT2021 will operate in accordance with Board approved financial budgets and delegated authority.	The overall surplus/ deficit is in line with the approved budget (reported in the half-yearly report and annual report).	Behind	
Meet all financial obligations to Charities Services including annual returns and reporting requirements.	Submission of annual returns within 6 months of financial year end to Charities Services.	Complete	
Meet financial reporting standards for a Council Controlled Organisation (CCO)	Submission of financial reports to Council as per CCO reporting standards	In progress	

Objective	2024/2025 Performance Measures	Status	Comments
Reporting			
NECT2021 will report on its achievement against the strategic objectives as outlined in the Statement of Intent.	Strategic objectives (reported in the half yearly and annual report).	In progress	
Health, Safety and Wellbeing			
Meet our PCBU Health and Safety Work Act responsibilities.	No. of critical incidents reported in the Half-Yearly Report and Annual Report.	One incident	
	Semi-annual deep dives into critical risks.	In progress	
	Develop and implement a Health and Safety Annual Plan.	In progress	



Appendix 1: Financial Information

Pārongo Pūtea

	Actuals to 31 December 2024	Budget to 31 December 2024	Budget to 30 June 2025 per Adopted SOI
Income			
Revenue	\$667,339	\$765,121	\$1,586,099
Grants	\$358,911	\$336,564	\$673,128
Interest	\$36,517	\$41,905	\$86,905
Total Income	\$1,062,767	\$1,143,590	\$2,346,132
Less Expenses			
Expenses	\$1,076,789	\$1,151,330	\$2,399,080
Total Expenses before depreciation	\$1,076,789	\$1,151,330	\$2,399,080
Net Surplus (Loss) before depreciation	-\$14,022	-\$7,740	-\$52,948
Depreciation	\$17,894	\$13,397	\$25,577
Net Surplus (Loss) before tax	-\$31,916	-\$21,137	-\$78,525
Net Surplus/(Profit)	-\$31,916	-\$21,137	-\$78,525
Capital Expenditure	\$21,022	\$18,526	\$20,000
Total Capital Expenditure	\$21,022	\$18,526	\$20,000

Appendix 1: Financial Information

Pārongo Pūtea

PROSPECTIVE STATEMENT OF MOVEMENTS IN EQUITY

	Actuals to 31 December 2024	Budget to 30 June 2025 per Adopted SOI
Opening Equity as at 1 July	\$1,045,860	\$1,170,884
Plus Profit (Loss) for the year	-\$31,916	-\$78,525
Total increase (decrease) in equity	-\$31,916	-\$78,525
Closing Equity	\$1,013,944	\$1,092,359
	Actuals to 31 December 2024	Budget to 30 June 2025 per Adopted SOI
Equity		
Total Equity	\$1,013,944	\$1,092,359
Current Assets		
Cash and Cash equivalents	\$165,147	\$200,000
Stock on Hand	\$9,642	\$13,260
Trade and other receivables	\$508,513	\$226,444
Current Liabilities		
Trade and other payables and accruals	\$721,648	\$302,345
Working Capital	-\$38,346	\$137,359
Non Current Assets		
Property plant and equipment	\$152,290	\$155,000
Term Deposit	\$900,000	\$800,000
Total Net Assets	\$1,013,944	\$1,092,359

* The negative working capital as at 31 December 2024 is due to the significant amount held on Term Deposit at this date which is classified as Non Current Assets and will be released to Cash in Current Assets as required for working capital requirements



2024-2027

Statement of Intent



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1 Introduction

The Northland Events Centre (2021) Trust, a Whangarei District Council Controlled Organisation (CCO), has been in operation for two years, since it was established on 1 December 2021.

The five Council appointed Trustees and Trustee appointed General Manager have successfully developed and implemented a Strategic Plan (Vision, Mission, Strategic Pillars and Values), Statement of Intent, Annual Plan and Budget that aligns to Council's Statement of Expectations for CCO's.

With the resignation of the General Manager, the trust appointed a new Chief Executive who will continue the development and implementation of the above from June 2024.

2 Purpose of the Statement of Intent

This statement of intent is prepared in accordance with section 64 of the Local Government Act 2002. It outlines the activities and intentions of NECT2021 for the next three financial years, and the objectives to which those activities will contribute. It provides a basis for accountability to WDC and the public for the performance of the organisation.



3 Nature and Scope of Activities

NECT2021 is responsible for:

- Proudly and professionally hosting events that embody the heart, spirit and potential of Northland Te Tai Tokerau
- Demonstrate financial sustainability and solvency
- Delivering events for the benefit of Northland Te Tai Tokerau
- Operating a multipurpose, community facility for the benefit of Northland
- Manage on a commercial basis according to industry best practice
- Adherence to WDCs reporting requirements
- Demonstrate social, cultural and environmental responsibility and sustainability
- Compliance with relevant legislation, obligations of a PCBU under the Health and Safety Work Act 2015
- Act in accordance with the Trust Deed, Good Governance practice and the Deed of Lease (once finalised).

Council's expectations for NECT2021 as per the Statement of Expectations 2024-2025:

- Transparent and accountable
- Demonstrate good governance
- Provide benefit to the community
- Promote value for money and provide Community Services on behalf of Council
- Statements of Intent are concise and include meaningful performance measures
- Attend Council meetings on the Statement of Intent, Annual Report, and Half-yearly report
- Compliance with Rules and Legislation.

4 Approach to Governance

The governance of NECT2021 is the responsibility of the Trust board of five Trustees appointed by WDC.

The following five Trustees have been appointed based on their wealth of experience in diverse sectors:

- Nigel Brereton (Chairman)
- Paula Savage (Deputy Chair)
- Hetty Van Hale
- Steve Armitage
- Andre Hemara

In addition, the following committees have been established by the Trust to ensure best practice:

- People and Performance Committee
- Audit and Risk Committee

The Trust's actions and direction is governed by the Trust Deed, Board Charter, Policy Framework and Strategic Plan. These key documents detail the objectives of the Trust which includes governance and management of Semenoff Stadium and delivery of events to the Region.



5 Vision, Mission and Strategic Pillars

Vision

To be the heart of events in Northland Te Tai Tokerau, enhancing the wellbeing of our community.

Mission

We proudly and professionally host events that embody the heart, spirit and potential of Northland Te Tai Tokerau.

NECT2021 has developed three strategic pillars for the next 3 to 5 years to support the Trust's overall Strategic Vision and Mission (refer to Appendix 3):

- Events
- Te Ao
- Venue

6 Objectives

The following objectives focus on the long-term goals of NECT2021:

1. Events
 - 1.1 Host events for the benefit of Northland Te Tai Tokerau
 - 1.2 Continue to offer event management services
2. Te Ao
 - 2.1 Continuous development of closer relationships with Tangata Whenua
 - 2.2 Continuous development of our unique sense of identity for the venue
 - 2.3 Continue our bi-cultural journey
3. Venue
 - 3.1 Increase commercial revenue
 - 3.2 Improve the visitor experience
 - 3.3 Implement sustainable and environmental measures



7 Performance Targets and Measures

OBJECTIVE		PERFORMANCE MEASURE		
		YEAR 1 2024/2025	YEAR 2 2025/2026	YEAR 3 2026/2027
1. EVENTS	Host events for the benefit of Northland Te Tai Tokerau.	Deliver 10 or more large events* including two concerts/festivals and two sporting events (reported in the half yearly report and annual report).	Deliver 8 or more large events* (reported in the half yearly report and annual report). * Roof impact	Deliver 10 or more large events* (reported in the half yearly report and annual report). * Roof impact
	Continue to offer event management services.	Deliver 1 or more event management contract** (reported in the annual report).	Deliver 2 or more event management contract** (reported in the annual report).	Deliver 2 or more event management contract** (reported in the annual report).
*Large events (400+ pax)		** Either onsite or at an alternate venue		

OBJECTIVE		PERFORMANCE MEASURE		
		YEAR 1 2024/2025	YEAR 2 2025/2026	YEAR 3 2026/2027
2. TE AO	Continuous development of closer relationships with Tangata Whenua.	Implement 2 or more actions from the Te Ao Plan: Host one cultural event	Implement 2 or more actions from the Te Ao Plan: Host one cultural event	Implement 2 or more actions from the Te Ao Plan: Host one cultural event
	Continuous development of our unique cultural sense of identity for the venue.	Implement 1 deliverable of the Te Ao section of the Kotahi Plan	Implement 1 deliverable of the Te Ao section of the Kotahi Plan	Implement 1 deliverable of the Te Ao section of the Kotahi Plan
	Continue our bi-cultural journey.			

OBJECTIVE		PERFORMANCE MEASURE		
		YEAR 1 2024/2025	YEAR 2 2025/2026	YEAR 3 2026/2027
3. VENUE	Increase commercial revenue.	Actual income is greater than or equal to budget. • Achieve 1 or more new internal rental opportunities • Apply for funding from two new funds • Increase internal event revenue by 10% • Secure three new sponsorships • Develop new packages for internal events.	Actual income is greater than or equal to budget. • Review Year 1 measures and implement improvements* * Measures will be impacted by stadium roof project.	Actual income is greater than or equal to budget. • Review Year 2 measures and implement improvements* * Measures will be impacted by stadium roof project.
	Improve the visitor experience.	Implement 2 or more Year 1 Kotahi Experience Plan measures.	Implement 2 or more Year 2 Kotahi Experience Plan measures.	Implement 2 or more Year 3 Kotahi Experience Plan measures.
	Implement sustainable and environmental measures.	Delivery of 2 or more events that are sustainable and support zero waste.	Delivery of 3 or more events that are sustainable and support zero waste.	Delivery of 3 or more events that are sustainable and support zero waste.

OBJECTIVE		PERFORMANCE MEASURE		
		YEAR 1 2024/2025	YEAR 2 2025/2026	YEAR 3 2026/2027
4. FINANCIAL	NECT2021 will operate in accordance with Board approved financial budgets and delegated authority.	The overall surplus/ deficit is in line with the approved budget (reported in the half-yearly report and annual report).	The overall surplus/ deficit is in line with the approved budget (reported in the half-yearly report and annual report).	The overall surplus/ deficit is in line with the approved budget (reported in the half-yearly report and annual report).
	Meet all financial obligations to Charities Services including annual returns and reporting requirements.	Submission of annual returns within 6 months of financial year end to Charities Services.	Submission of annual returns within 6 months of financial year end to Charities Services.	Submission of annual returns within 6 months of financial year end to Charities Services.
	Meet financial reporting standards for a Council Controlled Organisation (CCO)	Submission of financial reports to Council as per CCO reporting standards	Submission of financial reports to Council as per CCO reporting standards	Submission of financial reports to Council as per CCO reporting standards

OBJECTIVE		PERFORMANCE MEASURE		
		YEAR 1 2024/2025	YEAR 2 2025/2026	YEAR 3 2026/2027
5. REPORTING	NECT2021 will report on its achievement against the strategic objectives as outlined in the Statement of Intent.	Strategic objectives (reported in the half yearly and annual report).	Strategic objectives (reported in the half yearly and annual report).	Strategic objectives (reported in the half yearly and annual report).

OBJECTIVE		PERFORMANCE MEASURE		
		YEAR 1 2024/2025	YEAR 2 2025/2026	YEAR 3 2026/2027
6. HEALTH, SAFETY AND WELLBEING	Meet our PCBU Health and Safety Work Act responsibilities.	No. of critical incidents reported in the Half-Yearly Report and Annual Report.	No. of critical incidents reported in the Half-Yearly Report and Annual Report.	No. of critical incidents reported in the Half-Yearly Report and Annual Report.
		Semiannual deep dives into critical risks.	Semiannual deep dives into critical risks.	Semiannual deep dives into critical risks.
		Develop and implement a Health and Safety Annual Plan.	Review and implementation of the Health and Safety Annual Plan.	Review and implementation of the Health and Safety Annual Plan.

8 Information to be Provided Throughout the Financial Year

A half-yearly report will be provided to WDC by 28 February each year. This will include a comparison of performance against the performance targets and measures set out in this Statement of Intent, and unaudited financial statements.

An annual report will be provided to WDC by 30 September each year. This will include a comparison of performance against the performance targets and measures set out in this statement of intent, an explanation of any material variances from the statement of intent, audited financial statements, and an independent auditors report on the financial statements and the performance targets and measures.

To ensure there is timely notification of any major issues, NECT2021 commits to a no surprises approach beyond the formal reporting requirements. This means that NECT2021 will inform WDC as soon as possible of any major issues that arise in the course of operations. NECT2021 will proactively inform WDC when their operations could: create a major issue for NECT2021 or WDC; trigger public interest; have political implications; or gain significant media attention.

Appendix 1: Accounting Policies

1 Statement of accounting policies for the year ended 30 June 2025

1.1 Reporting entity

NECT2021 is incorporated as a trust under the Charitable Trusts Act 1957, is domiciled in New Zealand and registered under the Charities Act 2005, registration number CC59521. NECT2021 is a Council Controlled Organisation as defined under Section 6 of the Local Government Act 2002.

2 Summary of significant accounting policies

2.1 Basis of preparation

The Board has elected to apply PBE SFR-A (PS) Public Benefit Entity Simple Format Reporting – Accrual (Public Sector) on the basis that NECT2021 does not have public accountability (as defined) and has total annual expenses of less than \$2 million.

All transactions in the financial statements are reported using the accrual basis of accounting. The financial statements are prepared on the assumption that NECT2021 will continue to operate in the foreseeable future.

The financial statements have been prepared on a going concern basis. NECT2021 is reliant on WDC's annual operating grant and continued support of its operations. WDC has included ongoing funding for NECT2021 in its 2018-2028 Long – Term Plan.

2.2 Goods and services tax

NECT2021 is registered for GST. All amounts in the financial statements are recorded exclusive of GST, except for debtors and creditors, which are stated inclusive of GST.

2.3 Functional and presentation currency

The financial statements are presented in New Zealand dollars.

2.4 Revenue and expenses

Revenue comprises the fair value of the consideration received or receivable for the sale of goods and services, excluding Goods and Services Tax, rebates and discounts. Revenue is recognised as follows:

(i) **Grants:** Grants are recognised as revenue when they become receivable unless there is an obligation in substance to return the funds if conditions of the grant are not met. If there is such an obligation, the grant is initially recorded as grants received in advance and recognised as revenue when conditions of the grant are satisfied.

(ii) **Interest income:** Interest revenue is recorded as it is earned during the year.

(iii) **Sale of goods:** Revenue from the sale of goods is recognised when the goods are sold to the customer.

(iv) **Volunteer services:** Volunteer services received are not recognised as revenue or expenditure as NECT2021 is unable to measure the fair value of the services received.

(v) **Rental revenue:** Rental revenue is measured at the fair value of consideration received or receivable. Rental revenue is received one month in advance and is recognised for the month it relates to.

(vi) **Advertising, marketing, administration, overhead and fundraising costs:** These are expensed when the related service has been received.

2.5 Bank accounts and cash

Bank accounts and cash include cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts.

2.6 Debtors

Debtors are initially recorded at the amount owed. When it is likely the amount owed (or some portion) will not be collected, a provision for impairment is recognised and the loss is recorded as a bad debt expense.

2.7 Property, plant and equipment

Property, plant, and equipment (excluding donated assets) are recorded at cost, less accumulated depreciation and impairment losses. NECT2021 does not revalue its property, plant and equipment. NECT2021 undertakes periodic impairment assessments of its property, plant and equipment.

(i) **Donated assets:** Donated assets are recognised upon receipt of the asset if the asset has a useful life of 12 months or more, and the current value of the asset is readily obtainable and significant. Significant donated assets for which current values are not readily obtainable are not recognised.

(ii) **Asset sales:** For an asset to be sold, the asset is impaired if the market price for an equivalent asset falls below its carrying amount.

(iii) **Use of assets:** For an asset to be used by the Trust, the asset is impaired if the value to the Trust in using the asset falls below the carrying amount of the asset.

(iv) **Depreciation:** Depreciation is provided on a straight-line basis at rates that will write off the cost of the assets over their useful lives. The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

Class of PP&E Leasehold	Estimated useful life	Depreciation rates
Improvements	10-100 years	1%-10%
Office equipment	2-10 years	10%-50%
Plant and equipment	6-60 years	1.6%-20%
Computer equipment	2-5 years	20%-50%

2.8 Investments

Investments comprise investments in term deposits with banks, listed bonds, and listed shares. Deposits with banks are initially recorded at the amount paid. If it appears that the carrying amount of the investment will not be recovered, it is written down to the expected recoverable amount.

2.9 Creditors and accrued expenses

Creditors and accrued expenses are measured at the amount owed.

2.10 Lease expenses

Lease payments are recognised as an expense on a straight-line basis over the lease term.

2.11 Tier 2 PBE Accounting Standards applied

NECT2021 has not applied any Tier 2 Accounting Standards in preparing its financial statements.

Appendix 2: Forecast Financial Information

PROSPECTIVE STATEMENT OF COMPREHENSIVE INCOME			
	Budget to 30 June 2025	Budget to 30 June 2026	Budget to 30 June 2027
Income			
Revenue	\$1,586,099	\$1,226,968	\$1,565,269
Grants	\$673,131	\$689,960	\$705,139
Interest	\$86,905	\$41,567	\$28,150
Total Income	\$2,346,136	\$1,958,494	\$2,298,558
Less Expenses			
Expenses	\$2,399,851	\$2,352,235	\$2,481,982
Total Expenses before depreciation	\$2,399,851	\$2,352,235	\$2,481,982
Net Surplus (Loss) before depreciation	-\$53,716	-\$393,741	-\$183,425
Depreciation	\$24,809	\$27,721	\$27,721
Net Surplus (Loss) before tax	-\$78,525	-\$421,462	-\$211,145
Tax Expense	\$0	\$0	\$0
Net Surplus/(Profit)	-\$78,525	-\$421,462	-\$211,145

Note 1: The three year financial forecasts provided within this Statement of Intent include \$90,000 per annum additional anticipated R&M expenditure under the new Deed of Lease with Council.

Note 2: The Year 2 financial forecast includes the financial impact of the Stadium Roof Project assumed to commence in November 2025 for completion in August 2026.

Note 3: In accordance with NECT2021's reserves policy, \$500k is reserved for a prudent reserve, a total of \$500K has been set aside to cover operating deficits during the stadium roof replacement.

Note 4: The three year financial forecasts provided within this Statement of Intent include an annual CPI increase in the Annual Operating Grant.



	Budget to 30 June 2025	Budget to 30 June 2026	Budget to 30 June 2027
Opening Equity as at 1 July	\$1,170,884	\$1,092,359	\$670,897
Plus Profit (Loss) for the year	-\$78,525	-\$421,462	-\$211,145
Total increase/(decrease) in equity	-\$78,525	-\$421,462	-\$211,145
Closing Equity as at 30 June	\$1,092,359	\$670,897	\$459,752

PROSPECTIVE STATEMENT OF FINANCIAL POSITION

	Budget to 30 June 2025	Budget to 30 June 2026	Budget to 30 June 2027
Equity			
Total Equity	\$1,092,359	\$670,897	\$459,752
Current Assets			
Cash and Cash equivalents	\$200,000	\$200,000	\$200,000
Stock on Hand	\$13,260	\$10,000	\$12,000
Trade and other receivables	\$226,444	\$293,522	\$114,915
Current Liabilities			
Trade and other payables and accruals	\$302,345	\$309,904	\$316,722
Working Capital	\$137,359	\$193,618	\$10,194
Non Current Assets			
Property plant and equipment	\$155,000	\$177,279	\$149,558
Term Deposit	\$800,000	\$300,000	\$300,000
Total Net Assets	\$1,092,359	\$670,897	\$459,752

Appendix 3: Strategic Plan



Te Mahere Rautaki STRATEGIC PLAN

Matawhānui Kia mahia te ngākau o ētahi kaupapa, whakangāhau, hākinakina, hui me ērā atu mea, kia whakanikoniko te painga o te hapori o Te Tai Tokerau.

Vision To be the heart of events in Northland Te Tai Tokerau to enhance the wellbeing of our community.

Whakatakanga Ka whakamanuhiri whakahī, mātanga hoki, mātou, i ētahi kaupapa maha hei whakatinana te ngākau, te wairua me te torohū o Te Tai Tokerau.

Mission We proudly and professionally host events that embody the heart, spirit and potential of Northland Te Tai Tokerau.

STRATEGIC PILLARS

EVENTS

- Host events for the benefit of Northland Te Tai Tokerau
- Continue to offer event management services

TE AO

- Continuous development of closer relationships with Tangata Whenua
- Continuous development of our unique cultural sense of identity for the venue
- Continue our bi-cultural journey

VENUE

- Increase commercial revenue
- Improve the visitor experience
- Implement sustainable and environmental measures

KOTAHI STADIUM STRATEGY

MARKETING & COMMUNICATIONS STRATEGY

Uara Values

Manaakitanga	Mana, hospitality, extend love & compassion to others
Kotahitanga	Unity, together, collaboration, solidarity
Rangatiratanga	Leadership
Whakatupanga	Excellence
Tapatahi	Integrity
Kaitiakitanga	Guardianship of our environment
Whakaaro Pai	Positivity

Revised 16 February 2024



NORTHLAND
EVENTS CENTRE (2021) TRUST
TE PAE TAURIMA
O TE TAI TOKERAU

SEMENOFF

STADIUM

5.4 Whangārei Art Trust Half-Yearly Report July-December 2024

Meeting: Community Development Committee
Date of meeting: 20 March 2025
Reporting officer: Victoria Harwood, General Manager, Community Services

1 Purpose / Te Kaupapa

To provide the Community Development Committee with the Whangārei Art Trust (WAT) Half-Yearly Report for the period of July-December 2024.

2 Recommendations / Whakataunga

That the Community Development Committee:

1. Receives the Whangārei Art Trust Half-Yearly Report for the period of July-December 2024.
2. Acknowledges the current financial situation as stated in the Half-Yearly Report July – December 2024.
3. Notes performance measures being met to date in alignment with the current Whangārei Art Trust Statement of Intent 2024-2027

3 Background / Horopaki

A Council Controlled Organisation (CCO) must provide a half-yearly financial report to Council no later than two months after the first half of the financial year under Section 67 of the Local Government Act 2002 (LGA).

The Whangārei Art Trust was originally formed 27 years ago to collect, display, conserve, and promote art in Northland. The Whangārei Art Trust has governance of the Whangārei Art Museum (WAM), the Hundertwasser Art Centre (HAC) including the Wairau Māori Art Gallery.

4 Discussion / Whakawhiti kōrero

The performance measures and the forecast financial position for this and the two following financial years are stated in the current Statement of Intent 2024-2027 (Attachment 2).

As six months have passed since implementation, the half-yearly report is an opportunity for the Committee to assess the progress being made both in meeting performance measures and forecast financial position.

External factors such as the recession and low consumer confidence have impacted the financial returns in the six-month report. Reduced visitor numbers in winter and early spring reflected this. However, predictions of improved consumer confidence in summer have been accurate with December numbers surpassing this time last year in both art spaces.

The Trust's new marketing plan is proving effective and since going live in November 2024, the Trusts new financial management system has provided timely and useful data for management decisions.

Performance measures in Governance, Operations, Finances, and Strategic Leadership are achieved or on target to be achieved.

4.1 Financial/budget considerations

The half-year financial position is not favourable, while WAM is currently in a favourable financial position, HAC is not, with overall losses for the Trust half-way through the financial year of \$143,090 before depreciation and after depreciation of \$623,411.

The Trust is forecasting:

- a full year net loss of \$466,149 before depreciation vs a budget net loss of \$425,628 and
- a full year net loss of \$1,442,345 after depreciation vs a budget net loss of \$1,359,061

The Half-Yearly Report (Attachment 1) is provided for consideration and feedback.

Risks

The Trust forecast ending this financial year in a negative financial position. The Trust have several funding applications waiting for responses, these have not been included in the forecast for the remainder of this financial year. If funding applications are successful this financial year, forecast losses will be reduced.

The forecast for the next financial year is the Trust ending in a small profit before depreciation.

The Trust is planning and continuing to address financial losses and the challenges and implications of being a Council Controlled Organisation in relation to qualifying for external funding.

5 Significance and engagement / Te Hira me te Arawhiti

The decisions or matters of this Agenda do not trigger the significance criteria outlined in Council's Significance and Engagement Policy, and the public will be informed via agenda publication on the website.

6 Attachments / Ngā Tāpiritanga

Attachment 1 -The Whangārei Art Trust Half-Yearly Report July-December 2024
Attachment 2 – Whangārei Art Trust Statement of Intent 2024-2027



Whangārei Art Trust

HALF YEAR REPORT
TO 31 DECEMBER 2024

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Chair's Half Year Report

The Whangārei Art Trust (WAT) oversees the Whangārei Art Museum (WAM) and the Hundertwasser Art Centre (HAC). The independently governed Wairau Māori Art Gallery (WMAG) is located within HAC. Both sites are conveniently situated near the Hātea loop walk and Whangārei's Town Basin marina.

Designed by Friedensreich Hundertwasser, HAC emphasizes art and ecological sustainability. It features exhibitions, a museum shop, an activity centre, and a restaurant with a terrace. The building includes 'tree tenants' and a rooftop forest with fruit trees and rare native species.

External factors such as the recession and low consumer confidence impacted our financial returns in the six-month review, leading to reduced visitor numbers in winter and early spring. Visitor numbers were 50% of the same months last year, which was, in turn, 50% less than the previous year. However, predictions of improved consumer confidence in summer have been accurate with both December and January numbers surpassing this time last year in both art spaces.

The Trust's new marketing plan, led by Level, is proving effective. Since going live in November 2024, our financial management system has provided timely and useful data for management decisions.





Support from the Whangārei District Council remains crucial for our confidence at both the staff and governance levels. The Whangārei Art Museum continues to be a key player in New Zealand's arts sector, with exciting exhibitions planned for 2025 and a focus on financial discipline.

Despite economic challenges, I am confident in our staff and trustees' ability to manage this important institution as cost-effectively and efficiently as possible. I am also confident that despite the challenges the Trust and its team have in running the business at breakeven or better, and both the HAC and WAM will continue to contribute significantly to the economic and cultural well-being of the District.

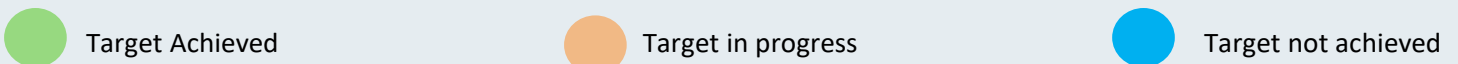
William (Bill) Shepherd, QSM

William (Bill) Shepherd, QSM
Chair

Performance Measures Governance







Objectives	Strategies	Performance Targets	Status	2023/2024 Results
GOVERNANCE				
<ul style="list-style-type: none"> • Good Governance • Reporting to Council • Legal Compliance • Collaboration with WDC • Social, Cultural and Environmental responsibility • Financial Management 	<ul style="list-style-type: none"> • Succession planning, including recruitment of new trustees, taking diversity into consideration. 	All areas of trustee skills are covered by trustees and co-opted members		Te Huinga Māori /hapu representative is vacant. There is an active recruitment program underway
	<ul style="list-style-type: none"> • Use co-opt provisions to expand board to include all skill areas needed 	Skills Matrix reviewed Annually		
	<ul style="list-style-type: none"> • Manage risk effectively - assess at least twice a year 	Risk Register assessed annually, reviewed every three years		
	<ul style="list-style-type: none"> • Fulfil LGA reporting requirements • Regular communication with WDC, including attendance of key WDC staff at board meetings • Oversight of financial position 	The Half Year and Annual Reports are provided within the LGA timeframes		

Traffic Light Status Key






Performance Measures


Operations

Objectives	Strategies	Performance Targets	Status	YTD & 2023/2024 Results
OPERATIONS				
Excellence <ul style="list-style-type: none"> Social, Cultural & Environmental responsibility Effective Operation 	<ul style="list-style-type: none"> Collection management adheres to industry standards of best practice. Produce high quality exhibitions and diverse public programmes, relevant to the Northland community. Provide world-class, must-see attractions, attracting local, national and international visitors and bringing civic, social and economic benefits to the Whangarei region 	Grow visitor numbers & engagement for both galleries		HAC YTD 13,188 visitors (2024 38,150) WAM YTD 15,762, (2024 37,693)
		Visitor survey: At least 85% of visitors are satisfied		YTD: Yet to be completed 2024: WAM 94% HAC 85%
		Less than 1% of art works in the WAT collection and works on loan suffer damage.		0% damage
Thriving HAC-WMAG <ul style="list-style-type: none"> Effective Operation Financial Management Social, Cultural & Environmental Responsibility 	<ul style="list-style-type: none"> Promotion and publicity to grow visitation Maintain Qualmark gold star rating Adhere to Cooperation Agreement with the Hundertwasser Foundation 	Maintain Qualmark gold star rating		Maintained
		Local representatives of the Foundation are to provide annual reports on relationship between WAT and Foundation.		
Finances <ul style="list-style-type: none"> Financial Management Effective Operation 	<ul style="list-style-type: none"> Approach council for annual grant Fundraising Seek efficiency savings Improvements to financial management systems 	Trust is operating within agreed budgets Diversify Income Streams		Year underway

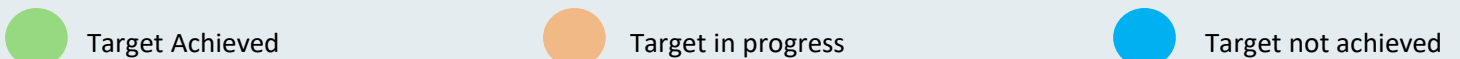
Traffic Light Status Key

	Target Achieved		Target in progress		Target not achieved
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Performance Measures Strategic Objectives

Objective	Strategies	Performance Target	Status	2023/2024 Results
STRATEGIC Leadership <ul style="list-style-type: none"> • Social, Cultural and Environmental responsibility • Collaboration with WDC 	<ul style="list-style-type: none"> • Engage with iwi, hapu and community organisations • Work with Creative Northland • Support WDC District vision and Arts Strategy 	Evidence of at least 10 programmes, events or initiatives developed or in development annually		A range of public programme initiatives have been delivered that support WDC District Vision and Arts Strategy

Traffic Light Status Key



Hundertwasser Art Centre

Director's Report

From July to December 2024, we were delighted to welcome 13,188 visitors. Although the months of July to September were quieter, with visitor numbers being roughly half of what they were during the same months in 2023, we saw a wonderful resurgence from October onwards. The reopening of State Highway One at the Brynderwyn Hills on 26 June played a crucial role in this recovery, and by December 2024, we had more visitors than in December 2023.

Despite some challenges, including the ongoing recovery of the international tourism market post-Covid-19, lower domestic tourism, and the economic recession, we have made significant strides. To adapt, we efficiently managed our resources by optimising costs for cleaning, software, wages, and marketing.

Our online MuseumShop, relaunched on a new platform in October 2024, has been a great success. Additionally, a long-term marketing strategy for the Hundertwasser Art Centre, crafted by the Whangārei-based company Level, was approved by the Whangārei Art Trust Board and the Hundertwasser Non-Profit Foundation. Level's campaigns for the online MuseumShop and seasonal visitor campaigns have started to yield positive results from October onwards. Our enhanced collaboration with tourism businesses and cruise ships sets a promising foundation for future success.

The Conservation Collective NZ's six-monthly exhibition checks confirmed that the artworks in the "Hundertwasser in New Zealand 1973-2000" exhibition remain in excellent condition.

Our last visitor survey, the annual Museums Aotearoa visitor survey completed in March 2023, showed that 85% of respondents were satisfied to extremely satisfied. We are proud to maintain a perfect 5.0 rating on Tripadvisor, ranking #3 among things to do in Whangārei after the Whangārei Falls and Ruakākā Beach, and a 4.7 rating on Google.

We hosted 1,271 students as part of our schools programme in Terms 3 and 4 of 2024, equating to 2,213.5 learning hours. Our organised activities in various festivals, including Conservation Week, Silver Festival, Fringe Festival, Maritime Festival, and Northland Fashion Awards, along with hosting the LYNKZ Art Exhibition 2024 in collaboration with NorthAble Disability Services and the end-of-year event for I Have a Dream, highlights our commitment to supporting local communities in Whangārei. We also organized several art and recycling workshops, further enriching our community engagement.



Dr Joost de Bruin
Director Hundertwasser Art Centre

Visitor Experience

4.7

Google reviews



85%

2024 customer
satisfaction survey
result 6/10 or
higher



#3 of 45 things to
do in Whangārei

●●●●● [162 reviews](#)

Most recent Tripadvisor feedback for the Hundertwasser Art Centre with Wairau Māori Art Gallery:



Hundertwasser Gallery

Nov 2024 • Family

Absolutely loved our visit to Hundertwasser. We wish we had more time to spend there. We will be back!
We loved his enthusiasm for our environment, and keeping us green.
So well done. Worth every cent. Teenagers all loved it too.



[Review of: Explore the legacy of artist, ecologist, architect, visionary.](#)

Written 30 December 2024

Whangārei Art Museum

Director's Report

The Whangārei Art Museum (WAM) continues to establish itself as one of New Zealand's leading regional galleries over the past few years and is on track to meet or exceed last year's visitor numbers, with a clear focus on quality exhibitions and community engagement.

Over the past six months, WAM's exhibition programme continues to go from strength to strength, presenting critically acclaimed exhibitions such as Dan Arps' Studio Paranoia (featured in the September issue of Art Forum), Peter Robinson's Charcoal Drawing (which has sparked interest from major metropolitan galleries for potential touring), and Jon Rafman's exhibition, which introduced WAM to an international audience and raised Whangārei's profile on the global art stage.

Improving our visitor experience remains a top priority. Alongside the installation of Peter Robinson's large public sculpture and ongoing foyer improvements, we have introduced new community engagement initiatives such as art-based learning activities for young children, including our Chalk Drawing room, supported by the Whangārei District Council through a rent concession specifically for the foyer area.

Building on our progress from the previous year, we are committed to providing high-quality exhibitions and fostering cultural engagement while continuing to build Whangārei Art Museum into an industry-leading destination that attracts visitors from around the country.

Simon Bowerbank

Simon Bowerbank
Director, Whangārei Art Museum

Visitor Experience

4.6

Google reviews



94%

2024 customer
satisfaction survey
results 6/10 or
higher

Top result matching "whangarei art"



THINGS TO DO
Whangārei Art Museum
●●●●● 32
Whangarei, New Zealand
32 reviews and opinions

"...Best place to visit in Whangarei!"

**Tripadvisor
Travellers'
Choice Awards**



Feedback for the Whangārei Art Museum:

Sept 2024 • Great exhibition by Peter Robinson

"Came up to Whangārei to see the current exhibition. Wasn't disappointed. Will be coming back in December to see the next one."

Aug 2024 • Interesting

"This place was one of the highlights of our trip North. We stopped in Whangarei on the way up to Bay of Islands and had a quick look. We will hopefully be back next year to spend more time in Whangarei.."

Jun 2024 • Great Activity

"Great activity if you are down at the town basin. You never know quite what you will get when you go, as the galleries are always changing. Love it."

Jul 2024 • A hidden gem

"So good. Taken there by a friend that lives locally and saw a Dan Arps exhibition. I regularly visit galleries around the world and the exhibition is right up there. The building isn't great but what's inside makes up for it!"

Exhibitions

6. DAN ARPS

STUDIO PARANIOA

12 MAY – 1 SEPTEMBER 2024

2. PETER ROBINSON

CHARCOAL DRAWING

7 SEPTEMBER 2024 – 8 DECEMBER 2024

3. JON RAFMAN

Oh, the HUMANITY!

20 DECEMBER 2024 – CURRENT

4. SEAN KERR

DUDUDUDUDUDUDUDUDUDUDUDU PSSSSSHHHT!

21 DECEMBER 2024 – CURRENT

Financial Statements

Whangārei Art Trust

For the 6 months ended 31 December 2024

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6	Statement of Financial Position
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8	Notes to and forming part of the Financial Statements

Entity Information

Whangārei Art Trust For the 6 months ended 31 December 2024

Legal Name of Entity

Whangārei Art Trust (WAT)

The Hatea Art Precinct Trust changed its name to Whangārei Art Trust (WAT) in April 2023, at the request of the Hundertwasser Foundation.

Entity Type and Legal Basis

The Whangārei Art Trust (the Trust) is incorporated in New Zealand under the Charitable Trusts Act 1957. The Trust is controlled by the Whangārei District Council and is a council controlled organisation as defined in section 6 of the Local Government Act 2002.

Registration Number

CC28917

Entity's Purpose or Mission

The Trust's actions and directions are determined by the Trust Deed which details the objectives of the Trust. These include the operation of the Whangārei Art Museum (WAM) and the requirement to support and stimulate the artistic and cultural life of the Whangārei District. The Trust also operates the Hundertwasser Art Centre with Wairau Maori Art Gallery (HAC-WMAG), which opened to the public on 20 February 2022.

Structure of Operations

The Trust has two divisions operating as a single unit, Whangārei Art Museum (WAM) and Hundertwasser Art Centre (HAC).

The Trust does not have any subsidiaries or other controlled entities for financial reporting purposes.

Governance Arrangements

The Trust comprises a Board of five Trustees who oversee the governance of the Trust, four approved by the Whangārei District Council and one appointed by the Trust directly.

The Director of HAC is responsible for all operations of HAC and the Director of WAM is responsible for all operations of WAM.

Main Sources of Entity's Cash and Resources

Operating grants received from Whangārei District Council, Central Government Agencies, earnings from admissions and retail sales at the HAC-WMAG are the main sources of revenue. In addition, memberships, events, fundraising and donations also contribute to revenue. The Trust also receives funding through donations to be used specifically for either HAC-WMAG or WAM, depending on the intended use of the donation.

Main Methods Used by Entity to Raise Funds

The Trust displays both Trust owned and Council owned art and facilitates art exhibitions for the general public in the Whangārei Art Museum. The Trust also operates the HAC-WMAG, a ticketed art centre with two galleries, a retail shop, an activity centre for school and public programmes, and a roof garden. The cafe in the HAC-WMAG is operated by a tenant who leases the space.

Reliance on Volunteers and Donated Goods or Services

The entity relies on the volunteer services of its board for governance services.

Physical Address

91 Dent Street, Whangarei, Whangarei, New Zealand, 0110

Postal Address

PO Box 1024, Whangarei, Whangarei, New Zealand, 0140

Authorisation

The Board of the Whangarei Art Trust authorised these financial statements presented on the following pages

William (Bill) Shepherd, QSM Eileen McNaughton

Chairperson
William (Bill) Shepherd, QSM

Trustee
Eileen McNaughton

28 February 2025

Statement of Financial Performance

Whangārei Art Trust

For the 6 months ended 31 December 2024

	NOTES	JUL-DEC 2024	2025 BUDGET	2024
Revenue				
Donations, koha, bequests and other fundraising revenue	8	33,496	37,023	75,595
General funding received from central or local government	8	523,513	707,003	757,339
Grants from non-government organisations	5	25,801	82,602	31,602
Revenue from service delivery	6	252,208	726,388	710,822
Interest, dividends and other investment revenue	8	24,711	8,000	75,808
Other revenue	8	304,783	706,157	631,805
Total Revenue		1,164,512	2,267,173	2,282,971
Expenses				
Employee remuneration and other related expenses	10	659,849	1,338,530	1,285,113
Depreciation and amortisation expense	14	480,321	933,433	960,182
Other expenses	10	647,753	1,354,271	1,373,327
Total Expenses		1,787,923	3,626,234	3,618,622
(Deficit)		(623,411)	(1,359,061)	(1,335,651)

	NOTES	JUL-DEC 2024	2025 BUDGET	2024
(Deficit) attributable to:				
Whangārei Art Museum		240,202	11,133	24,375
Hundertwasser Art Centre with Maori Art Gallery		(863,613)	(1,370,194)	(1,360,026)
Total (Deficit) attributable to:		(623,411)	(1,359,061)	(1,335,651)

This statement has been prepared without conducting an audit or review engagement, and should be read in conjunction with the attached Compilation Report.

Statement of Financial Position

Whangārei Art Trust As at 31 December 2024

	NOTES	31 DEC 2024	BUDGET 30 JUN 2025	30 JUN 2024
Assets				
Current assets				
Cash and short term deposits	11	981,277	561,566	564,569
Debtors and prepayments	12	76,754	63,322	498,486
Inventory	13	479,265	478,500	504,227
Total Current assets		1,537,296	1,103,388	1,567,282
Non-current assets				
Property, plant and equipment	14	29,641,698	29,166,847	30,124,925
Total Non-current assets		29,641,698	29,166,847	30,124,925
Total Assets		31,178,995	30,270,235	31,692,207
Liabilities				
Current liabilities				
Creditors and accrued expenses	15	183,221	93,828	64,038
Employee costs payable		69,507	78,000	78,491
Total Current liabilities		252,727	171,828	142,528
Total Liabilities		252,727	171,828	142,528
Net assets		30,926,267	30,098,407	31,549,679
Accumulated funds				
Accumulated surpluses	16	30,926,267	30,098,407	31,549,679
Total Equity		30,926,267	30,098,407	31,549,679

Authorised and signed on behalf of the Board

William (Bill) Shepherd, QSM

Chairperson - William (Bill) Shepherd, QSM

Eileen McNaughton

Trustee - Eileen McNaughton

28 February 2025

This statement has been prepared without conducting an audit or review engagement, and should be read in conjunction with the attached Compilation Report.

Statement of Cash Flows

Whangārei Art Trust

For the 6 months ended 31 December 2024

	NOTES	2025	2024
'How the entity has received and used cash'			
Operating Activities			
Council Funding		523,513	571,239
Donations and other Grants received		46,297	107,197
Cash receipts from other operating activities		533,933	1,318,243
Payments to suppliers and employees		(1,154,640)	(2,514,176)
Interest Received		24,711	35,646
Total Operating Activities		(26,186)	(481,851)
Investing Activities			
Purchase of PPE		(12,106)	(53,233)
Receipts from sale of PPE		5,000	1,095
Total Investing Activities		(7,106)	(52,138)
Financing Activities			
Guarantee funds received from Whangarei District Council		450,000	300,000
Total Financing Activities		450,000	300,000
Net Cash Flows		416,708	(233,989)
Cash Balances			
Bank and cash / (bank overdraft) at beginning of period		564,569	798,558
Net change in cash for period		416,708	(233,989)
Total Cash Balances		981,277	564,569
Bank and cash / (bank overdraft) at end of period		981,277	564,569

Notes to and forming part of the Financial Statements

Whangārei Art Trust

For the 6 months ended 31 December 2024

1. Statement of accounting policies for the year ended 30 June 2025

Reporting Entity

The Whangarei Art Trust (WAT) is incorporated as a trust under the Charitable Trusts Act 1957, is domiciled in New Zealand and registered under the Charities Act 2005, registration number CC28917. It is a council controlled organisation under Section 6 of the Local Government Act 2002.

2. Summary of material accounting policies

Basis of Preparation

The Board has elected to apply the *Reporting Requirements for Tier 3 Public Sector Entities* (Tier 3 (PS) standard) on the basis that the Trust does not have public accountability (as defined) and has total annual expenses of less than \$5 million.

All transactions in the financial statements are reported using the accrual basis of accounting.

The financial statements are prepared on the assumption that the Trust will continue to operate in the foreseeable future.

Going Concern

The Trust is reliant on Whangarei District Council's financial support to be certain it can continue to operate as a going concern. The Trust has prepared the financial statements on the basis that it will need Council support to continue as a going concern for the foreseeable future.

Council has included funding for the Trust in its 2024-2034 Long - Term Plan.

Goods and services tax

The Trust is registered for Goods and Services Tax (GST). All amounts in the financial statements are recorded exclusive of GST, except for debtors and creditors, which are stated inclusive of GST.

Specific Accounting Policies

REVENUE

General funding received from central or local government, grants from non-government organisations and capital grants

General funding or grants with no documented expectations over use.

General funding received from central or local government, grants from non-government organisations and capital grants are recorded as revenue when the funds are received if there are no documented expectations over use.

General funding or grants with documented expectations over use.

If funding is subject to documented expectations over use, the funds are initially recorded as deferred revenue. As the documented expectations over use are met, the deferred revenue is reduced and revenue is recorded.

Donations, koha, bequests and other fundraising revenue*Donations and bequests received with no documented expectations over use*

Donations, koha, bequests and other fundraising revenue with no documented expectations over use are recorded as revenue when cash is received.

Donations and bequests received with documented expectations over use

Donations, koha, bequests and other fundraising revenue with documented expectations are initially recorded as deferred revenue. As the documented expectations over use are met the deferred revenue balance is reduced and revenue is recorded.

Donated assets

Revenue from donated assets is recorded on receipt of the asset if the asset has a useful life of 12 months or more, and the current value of the asset is readily obtainable and significant. If the assets are difficult to value such as intangible assets, highly specialised assets, or heritage assets these are not recorded.

Revenue from service delivery*Admission Fees*

Admission revenue is recorded as it is earned during the year.

Interest revenue

Interest revenue is recorded as it is earned during the year.

Other revenue*Sale of Goods*

Revenue from the sale of goods is recorded when the goods are sold to the customer.

EXPENSES**Employee remuneration and other related expenses**

Wages, salaries, and annual leave are recorded as an expense as staff provide services and become entitled to wages, salaries, and leave entitlements.

Superannuation contributions are recorded as an expense as staff provide services.

Other expenses related to service delivery

These costs are recorded as an expense when the related good or service has been sold or received.

Management Fees

Management fees are recorded as an expense on a straight-line basis over the period.

Audit Fees

Audit fees are recorded as an expense in the period subject to audit.

Cash and short-term deposits

Cash and short-term deposits comprise cash on hand, cheque or savings accounts, and deposits held at call or with original maturities of three months or less. Cash and short-term deposits are measured at the amount held.

Debtors

Debtors are initially recorded at the amount owed. When it is likely the amount owed (or some portion) will not be collected, a provision for impairment is recorded and the loss is recorded as a bad debt expense.

Prepayments

Prepayments are recorded when the payment is made and are measured at the amount paid that relates to future goods or services that the Trust will receive. Prepayments are only impaired if it is unlikely that the Trust will receive the goods or service that it has paid for.

Once the Trust receives the benefit that it has paid for, the prepayment (or a portion of it) is transferred from prepayments and is recorded as an expense if it is operational in nature, or as an addition to property, plant and equipment if it is capital in nature.

Inventory

Inventory is recorded at the lower of cost or net realisable value. When inventories are sold, exchanged, or distributed, the carrying amount of those inventories shall be recorded as an expense in the period in which the related revenue is recorded.

Property, plant and equipment

Property, plant, and equipment (excluding donated assets) are recorded at cost, less accumulated depreciation and impairment losses. The Trust has not elected to revalue any of its classes of property, plant and equipment after initial recognition. The Trust undertakes periodic impairment assessments of its property, plant and equipment.

Purchased artworks are recorded at cost. Donated assets are recorded on receipt of the asset if the asset has a useful life of 12 months or more, and the current value of the asset is readily obtainable and significant. Significant donated assets that current values are not readily obtainable for are not recorded, but are disclosed in the notes to the performance report. Artworks have an indefinite useful life and are not depreciated. Impairment is recorded if identified as below.

For an asset to be sold, the asset is impaired if the market price for an equivalent asset falls below its carrying amount.

For an asset to be used by the Trust, the asset is impaired if the value to the Trust in using the asset falls below the carrying amount of the asset (for example, the Trust no longer provides the service supported by the asset).

If there is any indication that an impairment charge recorded in prior periods may no longer exist or has reduced, an impairment reversal is recognised. The reversal of impairment shall be all or part of the previous impairment charge. However, it must not result in the carrying amount of the asset (net of depreciation) being recorded at more than it would have been had the impairment not been recorded.

For all property, plant and equipment assets, except land and artwork, depreciation is provided on a straight-line basis at rates that will write off the cost of the assets over their useful lives. The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

Class of property, plant and equipment	Estimated useful life	Depreciation rates
Leasehold improvements	10 - 50 years	2% - 10%
Office equipment	2 - 16 years	9% - 100%
Plant and equipment	5 - 30 years	5% - 33%
Computer software and website	2 - 7 years	20% - 100%
Artworks	Indefinite	-

Creditors and accrued expenses

Creditors and accrued expenses are recorded when a transaction occurs that creates the payment obligation.

Creditors and accrued expenses are measured at the amount owed.

Employee costs payable

A liability for employee costs payable is recorded when an employee has earned the entitlement.

These include salaries and wages accrued up to balance date and annual leave earned but not yet taken at balance date. A liability and expense for long service leave and retirement gratuities is recorded when the entitlement becomes available to the employee.

Deferred revenue

Deferred revenue is recorded when a significant donation, grant, or bequest with documented expectations over use is received. Deferred revenue is initially recorded at the amount received. As documented expectations over use are met the deferred revenue is reduced and revenue is recorded.

Provisions

The Trust records a provision for future expenditure of uncertain amount or timing when there is a present obligation as a result of a past event, it is probable that expenditure will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Budget figures

The budget figures are derived from the statement of intent, as approved by the Board at the beginning of the financial year. The budget figures have been prepared in accordance with the Tier 3 standard, using accounting policies that are consistent with those adopted by the Board in preparing this performance report.

Tier 2 PBE Accounting Standards applied

The Trust has not applied any Tier 2 Accounting Standards in preparing its financial statements.

Changes in Accounting Policies

The Trust applied the Tier 3 (PS) standard for the first time this year.

Significant aggregation changes to items in the statement of financial performance and statement of financial position were also required on first time application of the Tier 3 (PS) standard. Comparative amounts have been presented in accordance with the requirements of this standard. Please see applicable notes for further details on how the application has affected the Trust.

There have been no other changes in the Trust's accounting policies since the date of the last audited performance report.

	JUL-DEC 2024	2025 BUDGET	2024
3. Donations, koha, bequests and other fundraising revenue			
General	2,274	10,000	22,091
HAC - WMAG	31,222	27,023	53,504
Total Donations, koha, bequests and other fundraising revenue	33,496	37,023	75,595

Donations for HAC-WMAG are explained in note 17.

In the current financial year the Trust has reclassified 'Grants from non-government organisations to its own line in the Statement of Financial Performance and disclosed separately in note 5. The prior year comparative was adjusted in the same way.

These changes were adopted in compliance with Tier 3 (PS) Standard.

	JUL-DEC 2024	2025 BUDGET	2024
4. General funding received from central or local government			
Grants from Whangarei District Council			
WAM	493,055	677,403	657,339
HAC-WMAG	30,458	29,600	100,000
Total General funding received from central or local government	523,513	707,003	757,339

Grants received from Council relate to an annual operating grant of \$430,903 (2024: \$471,239), an additional grant of \$92,610 (2024: \$100,000) and a rent concession of \$278,460 (2024: \$186,100).

	JUL-DEC 2024	2025 BUDGET	2024
5. Grants from non-government organisations			
WAM	10,000	14,000	-
HAC-WMAG	15,801	68,602	31,602
Total Grants from non-government organisations	25,801	82,602	31,602

In the current financial year the Trust has reclassified 'Grants from non-government organisations' from note 3 to its own line in the Statement of Financial Performance. The prior year comparative was adjusted in the same way.

These changes were adopted in compliance with Tier 3 (PS) Standard.

	JUL-DEC 2024	2025 BUDGET	2024
6. Revenue from service delivery			
Admission fees	252,208	726,388	710,822
Total Revenue from service delivery	252,208	726,388	710,822

In the current financial year the Trust has reclassified 'Sales of Goods' to 'Other revenue' in note 8. The prior year comparative was adjusted in the same way.

These changes were adopted in compliance with Tier 3 (PS) Standard.

	JUL-DEC 2024	2025 BUDGET	2024
7. Interest revenue			
Interest received - general	4,282	3,000	11,097
Interest received - HAC - WMAG	20,429	5,000	64,711
Total Interest revenue	24,711	8,000	75,808
	JUL-DEC 2024	2025 BUDGET	2024

8. Other revenue			
Sales of Goods	215,137	603,869	532,469
Other revenue	89,645	102,288	99,336
Total Other revenue	304,783	706,157	631,805

In the current financial year the Trust has reclassified 'Sales of Goods' from 'Revenue from service delivery' in note 6. The prior year comparative was adjusted in the same way.

These changes were adopted in compliance with Tier 3 (PS) Standard.

	JUL-DEC 2024	2025 BUDGET	2024
9. Employee remuneration and other related expenses			
Volunteer and employee related costs			
Salaries and wages	659,849	1,338,530	1,285,113
Total Volunteer and employee related costs	659,849	1,338,530	1,285,113

For the 6 months to December 2024, the Trust made no severance payments to employees (2024: \$Nil).

	JUL-DEC 2024	2025 BUDGET	2024
10. Other expenses related to service delivery			
Rent paid	-	186,100	186,100
Exhibition costs	45,073	60,000	66,291
Insurances	149,997	117,917	98,427
Loss on disposal of assets	14,879	-	4,805
Management fees	5,000	10,000	10,000
Power and gas	64,896	139,425	136,826
Auditors fees for financial statements	32,371	32,681	46,977
Other expenses	335,536	808,148	823,901
Total Other expenses related to service delivery	647,753	1,354,271	1,373,327

In the current financial year the Trust disaggregated additional expenses including 'Insurance', 'Loss on disposal of assets', and 'Power and gas'.

The Trust considered that this disaggregation of expenses was more appropriate and gives readers of the financial statements a clearer picture of direct expenses relating to service delivery.

	JUL-DEC 2024	2024
11. Cash and cash equivalents		
Cash on hand	4,561	4,495
Bank balances - general	334,590	34,387
Bank balances - HAC-WMAG	642,126	525,687
Total Cash and cash equivalents	981,277	564,569
	JUL-DEC 2024	2024

12. Debtors and prepayments

Debtors		
Gross debtors	106,754	520,697
Provision for impairment	(35,000)	(35,000)
Total Debtors	71,754	485,697
Prepayments	5,000	12,789
Total Debtors and prepayments	76,754	498,486

Gross debtors includes \$Nil held by WDC as part of the underwrite as explained in note 17. (2024: \$450,000).

In the current financial year the Trust has reclassified 'Provision for impairment' from 'Creditors and accrued expenses' in note 15.

In the current financial year the Trust also disaggregated 'Prepayments' from 'Debtors'.

The prior year comparatives were adjusted in the same ways.

These changes were adopted in compliance with Tier 3 (PS) Standard.

	JUL-DEC 2024	2024
13. Inventory		
Inventory	479,265	504,227
Total Inventory	479,265	504,227

14. Property, plant and equipment

	Plant and equipment	Intangibles	Leasehold improvements	Office equipment	Artwork	Work in progress	Total
	\$	\$	\$	\$	\$	\$	\$
Balance as at 1 July 2023	521,594	50,522	29,817,611	91,250	551,722	-	31,032,969
Additions	-	-	-	-	-	58,039	58,039
Disposals	-	-	(2,897)	(3,005)	-	-	(5,902)
Depreciation	(77,342)	-	(854,644)	(14,321)	-	-	(946,307)
Amortisation	-	(13,875)	-	-	-	-	(13,875)
Transfers	16,820	-	3,819	9,824	-	(30,463)	-
Balance at 30 Jun 2025	461,072	36,647	28,963,889	84,018	551,722	27,576	30,124,924

	Plant and equipment	Intangibles	Leasehold improvements	Office equipment	Artwork	Work in progress	Total
	\$	\$	\$	\$	\$	\$	\$
Balance as at 1 July 2024	461,072	36,647	28,963,889	84,018	551,722	27,576	30,124,924
Additions	4,918	-	-	12,055	-	-	16,973
Disposals	(19,879)	-	-	-	-	-	(19,879)
Depreciation	(38,248)	-	(427,614)	(7,251)	-	-	(473,383)
Amortisation	-	(6,938)	-	-	-	-	(6,938)
Transfers	32,981	-	-	(5,405)	-	(27,576)	-
Balance at 31 Dec 2024	440,844	29,709	28,536,275	83,147	551,722	-	29,641,697

The additions were: HAC Cafe chattels and WAM screens and projector

Included in the artwork asset class are a number of donated assets recorded at nil value because values are not readily obtainable.

There are no restrictions over the title of the Trust's property, plant and equipment, nor are any property, plant and equipment pledged as security for liabilities.

	JUL-DEC 2024	2024
15. Creditors and accrued expenses		
Creditors	156,701	37,518
Accrued Expenses	26,520	26,520
Total Creditors and accrued expenses	183,221	64,038

In the current financial year the Trust reclassified 'Provision for impairment' to 'Debtors and prepayments' in note 15. The prior year comparative was adjusted in the same way.

These changes were adopted in compliance with Tier 3 (PS) Standard.

	JUL-DEC 2024	2024
16. Accumulated Funds		
(a) Equity		
Accumulated surpluses (or deficits)	30,926,257	31,549,669
Capital contribution	10	10
Balance 31 December	30,926,267	31,549,679
(b) Accumulated surpluses (or deficits)		
Balance at 1 July	31,549,679	32,885,320
(Deficit) for the year to date	(623,411)	(1,335,651)
Balance at 31 December	30,926,267	31,549,669
(c) Contributed equity		
Capital Contribution	10	10
Balance 31 December	10	10

17. Contingencies

The Trust has no contingent liabilities (2024: \$Nil).

Operator and Guarantees and Indemnities

Whangarei Art Trust (WAT), a CCO of Whangarei District Council will operate the HAC-WMAG on an on-going basis.

Council provides an annual grant to cover the operating costs of the Whangarei Art Museum (WAM).

In July 2024, Council provided a one-off \$92,610 grant to cover Education programs for WAM and a contribution towards the shortfall in operating income for the HAC-WMAG, caused by repeated weather-related SH 1 closures. (2024: \$100,000). The Long Term Plan as also provided for \$480,000 for the years to June 2026, 2027 and 2028 to cover expected operating deficits.

At inception, underwriting mechanisms were established to cover any trading losses/operating deficits and re-entry and termination costs up to \$2 million over a 10 year period, with the maximum amount to be drawn down in any one single year of \$500,000.

The underwriting process involved the fundraisers for the HAC - WMAG depositing \$1.25 million into a Westpac deposit account, to be held by Westpac as first guarantor. \$1m was raised by Prosper Northland Trust, with the remaining \$250,000 raised by the then Whangarei Art Museum Trust (WAMT). The Ngatiwai Trust Board agreed to be the third guarantor, for a further sum of \$750,000.

Subsequent to the setting up of the Westpac and Ngatiwai Trust Board underwrites, the Covid-19 pandemic has substantially changed trading conditions. Consequently, in 2022 Westpac withdrew from the underwrite arrangements as permitted by the Deed of Guarantee. In September 2023 Council exercised its discretion to release Ngatiwai Trust Board (NTB) from the Deed of

Guarantee and Indemnity dated 13 April 2018 in favour of Council.

Following the withdrawal of Westpac's guarantee in 2022, Council has taken over directly administering the underwrite agreement and controlling access to the Trust's \$1.25 million deposit under the terms of the agreement. The Whangarei District Council now has controls in place to directly monitor the financial performance of the HAC-WMAG in accordance with the deed.

During the 2023 financial year Council approved the release of \$500,000 from the Trust's \$1.25 million fund to alleviate cash flow difficulties resulting from the circumstances noted above.

During the 2024 financial year Council transferred a further \$300,000 from the fund to the Trust to cover operating deficits resulting from lower admissions and sales.

During the 2025 year (in December 2024) Council transferred the balance of \$450,000 from the fund to the Trust to cover operating deficits resulting from lower admissions and sales.

The balance of the fund at 31 December 2024 is \$Nil (2024:\$450,000).

The Trust has incurred a deficit of \$623,411 for the 6 months to 31 December 2024 (with a forecast full year deficit of \$1,442,345 (prior year: \$1,335,652) and have positive working capital and net assets.

The Trustees have undertaken a review of the forecasts for the period of 12 months from the date of the financial statements. These forecasts indicate that the cash on hand combined with the underwrite funds of \$450,000 will enable the Trust to satisfy the going concern basis for the preparation of the financial statements. The Trustees also considered the Council funding commitment made to it through the LTP process and Rent concessions which total \$801,973 for the financial year 2025 and \$1,198,844 for the FY26 and \$1,208,972 for FY27.

Lease and Ownership of the HAC-WMAG Structure

Council and the Trust have entered into a Lease for the HAC-WMAG. The Lease has a nominal annual rental of \$1 and a lease term of 34 years and 11 months. The lease commenced on 11 June 2018 and expires on 11 May 2052. The portion of land being leased has not been subdivided and is part of a wider parcel owned by council. It would have been Council's preference to lease the land in-perpetuity but under the Resource Management Act, 35 years is the maximum period that a lease can be issued for a sub parcel of land. The Trust will retain substantially all the risk and rewards incidental to ownership of the HAC-WMAG building. Due to this control, the Trust has recognised the HAC-WMAG building in its financial statements.

Pledges

Upon receipt, funds associated with an overall pledge are recognised as sponsorship and deemed as revenue. Pledges failing to meet the asset criteria outlined in IPSAS 23 are not recorded as assets, but rather disclosed as contingent assets in accordance with IPSAS 19.

Given the inherent uncertainty pertaining to pledge collection, their collectability necessitates assessment. As of 30th June 2024, the assessed pledge amounted to \$120,000, with a low collectability.

'In Kind' Products and Services

There are in kind trade products and services that have been or will be donated to the overall project. All in-kind trade products & services provided were of a minor nature and therefore have not been quantified.

Professional services – various professional services in the form of time have and will continue to be donated to the overall project. These include, legal, accounting, project and other management, planning etc. For the 6 months ended 31 December 2024, material professional services to the value of \$Nil (2024: \$Nil) have been quantified and recorded.

18. Capital commitments and operating leases

The Trust has budgeted commitments of \$20,000. At 31 December 2024, \$20,000 was committed (2024: \$Nil).

	JUL-DEC 2024	2024
Non-cancellable operating leases		
Not later than one year	2	2
Later than one year and not later than five years	6	6
Later than five years	24	24
Total Non-cancellable operating leases	32	32

Council and the Trust have entered into a lease for the HAC-WMAG. The lease has a nominal annual rental of \$1 and a lease term remaining of approximately 29 years.

Land Information New Zealand and the Trust have entered into a lease for 98-100 Walton and Roberts Streets. The lease has a nominal annual rental of \$1 and a lease term of 3 years. The right of renewal expires in May 2027.

19. Trustee fees

All trustees work on a voluntary basis and receive no fees (2024: \$Nil).

20. Related party transactions

The related party disclosures below are for transactions that are not within a normal supplier or client/recipient relationship. This means that the terms and conditions on those transactions are either more or less favourable than those expected in a normal transaction. Any other related party transactions are no more or less favourable.

Related party transactions significant to the Trust requiring disclosure

	JUL-DEC 2024	2024
Receipts awarded from Council		
Grants	523,513	757,339
Total Receipts awarded from Council	523,513	757,339

Details of grants awarded from Council are detailed in note 4.

21. Events occurring after the balance date

There were no events after the balance sheet date.

22. Explanation of major variances against budget

Section 64 of the Local Government Act requires a Council Controlled Organisation to prepare a Statement of Intent that complies with Clause 9 of Schedule 8.

- **Whangarei Art Museum:** The museum is on track to meet its budget. Last year, it had a favourable variance of \$22,879, mainly due to the timing of budgeted website costs, which will now fall into the 2024/2025 year.
- **Hundertwasser Art Centre:** The centre is expected to have an unfavourable variance of around \$70,000 this year (compared to \$702,925 last year). This was primarily due to lower than forecasted revenue from Admissions (\$169,200) and Sales of Goods (\$140,610). However, these shortfalls are expected to be largely offset by forecasted savings in various cost areas, mainly Cost of Sales related to reduced Sales, and Wages.

The decrease in Admissions and Sales of Goods is attributed to lower than expected visitors to Northland, partly due to multiple SH1 closures during the period.

Forecast vs Budget 2024/2025

	Jul-Dec 2024	2025 Forecast	2025 Budget	Variance	Commentary
Whangarei Art Museum					
Revenue					
Council Funding	493,055	771,516	677,403	94,113	Additional grant for Foyer area
Donations	2,274	6,346	10,000	(3,654)	Lower than expected
Hireage	130	130	6,380	(6,250)	Lower hire of space, staff shortages to manage
Interest	4,282	7,258	3,000	4,258	
Miscellaneous Income	13,180	13,180	0	13,180	Insurance recharges, sale of assets, consulting (new revenue)
Sales of Goods	9,071	20,585	20,000	585	
Other Revenue	10,664	14,664	14,000	664	
Total Revenue	532,657	833,679	730,783	102,896	
Expenses					
Operating					
Cost of Sales	3,143	9,967	13,000	(3,033)	
Repairs & Maintenance	6,607	8,927	6,557	2,370	Alarm issues, lighting repairs
Rent	0	278,460	186,100	92,360	Additional lease for Foyer area
Website	0	20,042	42	20,000	unspent budgeted from last year, will be completed 2025
Other operating expenses	50,526	94,245	90,348	3,897	
Total Operating	60,276	411,641	296,047	115,594	
Exhibitions	45,073	60,001	60,000	1	
Public Engagement	1,605	4,335	4,000	335	
Wages & Salaries	171,534	339,048	348,200	(9,152)	Reductions made
Total Expenses	278,488	815,025	708,247	106,778	
Total Whangarei Art Museum	254,169	18,654	22,536	(3,882)	
Hundertwasser Art Centre					
Revenue					
Admission Fees	251,544	557,190	726,388	(169,198)	Lower visitors (329k YTD LY), choosing cheaper tickets
Bank Charges - on charged	1,850	5,787	0	5,787	Credit Card surcharge implemented
Council Funding	30,458	30,458	29,600	858	
Fundraising	38,234	48,557	48,000	557	
Grants & Donations	16,037	82,191	70,625	11,566	Large one off donation from donor
Interest	20,429	24,590	5,000	19,590	
Other Income	31,355	31,356	0	31,356	Insurance payouts - historical event and water leak 2024
Rental & Hireage	34,000	72,004	72,658	(654)	
Sales of Goods	207,948	443,509	584,119	(140,610)	Lower than expected visitors
Total Revenue	631,855	1,295,642	1,536,390	(240,748)	
Expenses					
Contractors	2,168	4,374	8,000	(3,626)	Lower requirements for visitor hosts due to lower admissions
Computer & software expen	14,537	22,764	23,304	(540)	
Cleaning	29,812	49,031	66,879	(17,848)	Lower contracts negotiated
Electricity & Gas	53,874	116,888	113,092	3,796	
Graphics and Print	1,716	4,617	6,700	(2,083)	Reduced spending
Insurance	141,727	147,825	107,117	40,708	Insurer calculation error, unbudgeted for (building insurance)
Rent	6,304	6,304	0	6,304	On charges of outgoings not previously charged / budgeted for
Repairs & Maintenance	34,008	47,602	52,067	(4,465)	
Security	360	892	6,000	(5,108)	Lower contracts negotiated
Signage	10,359	10,359	0	10,359	Cost of SH1 sign budgeted for in 2024, not paid until 2025
Professional services	41,864	68,917	68,000	917	
Pest Control	5,025	9,077	8,780	297	
ACC Levies	1,892	7,718	7,718	0	
Other operating expenses	16,990	40,249	40,901	(652)	
Fundraising	275	1,510	5,721	(4,211)	
Public Engagement	1,854	2,553	2,209	344	
Galleries	360	731	2,100	(1,369)	
Marketing	70,970	88,344	91,000	(2,656)	
Retail					
Cost of sales	58,625	162,681	351,434	(188,753)	relates to lower than expected sales
Retail Other	0	504	3,852	(3,348)	Contingency not expected to be required
Wages & Salaries	484,145	931,138	976,999	(45,861)	Reduced spending on casual staff, departures not replaced
Total Expenses	976,865	1,724,078	1,941,873	(217,795)	
Total Hundertwasser Art Cenl	(345,009)	(428,436)	(405,483)	(22,953)	
Gross Profit	(90,841)	(409,782)	(382,947)	(26,835)	
Operating Expenses					
Audit Expenses	32,371	46,371	32,681	13,690	Unexpected increase in LY audit fee to budget
Management Fees	5,000	9,996	10,000	(4)	
Depreciation	495,200	976,196	933,433	42,763	Loss on disposal 15k, balance updated depreciation
Total Operating Expenses	532,570	1,032,563	976,114	56,449	
Net Profit	(623,411)	(1,442,345)	(1,359,061)	(83,284)	

Thank you to the following



Whangārei Art Trust
Final Statement of Intent

For the year 1 July 2024 to 30 June 2027

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1 *Introduction from the Chair*

The Whangārei Art Trust (WAT) operates the Whangārei Art Museum (WAM) and the Hundertwasser Art Centre (HAC). The Wairau Māori Art Gallery (WMAG) is housed within the Hundertwasser Art Centre. The Whangārei Art Museum and the Hundertwasser Art Centre are located beside the popular Hātea loop walk and Whangārei's Town Basin marina.

The Hundertwasser Art Centre is an original Hundertwasser design. It celebrates art and ecological sustainability in a remarkable building dedicated to the legacy of artist Friedensreich Hundertwasser in New Zealand. It contains the Hundertwasser exhibition, the Wairau Māori Art Gallery, a museum shop, an activity centre and a restaurant with a terrace overlooking the waterfront. In keeping with Hundertwasser's philosophy, the building celebrates nature with 'tree tenants' and a forest of plants on the roof. The trees include fruit trees and rare native species.

Along with the Hundertwasser Art Centre, WAT oversees and manages the Whangārei Art Museum, Northland's public art gallery, which is dedicated to exhibitions of works of national standing, including by Northland artists.

In November 2022, the three facilities, - the Hundertwasser Art Centre, Wairau Māori Art Gallery and Whangārei Art Museum, were each awarded a Qualmark Gold Sustainable Business Tourism Award – in recognition of the quality of our visitor experience, operations, marketing, culture, communications and leadership. That success has opened the door to international exposure in collaboration with Tourism NZ and established the Whangārei Town Basin as a significant tourist and visitor destination.

2022/23 was the year of Covid. Lockdowns and closed borders followed by weather events closing State Highway 1, all contributed to a "difficult birth" for our beloved Hundertwasser Art Centre. In spite of challenging economic times and further State Highway 1 closures at the Brynderwyns, the Hundertwasser Art Centre has already demonstrated its effectiveness as a catalyst to get cruise ships into Northport.

The first three cruise ships entered the Whangareī harbour in February/March 2024. Independent research carried out by Infometrics for the Whangareī District Council, demonstrated an estimated \$420,600 worth of revenue for the District. Council activities were absorbed by each department, so there was no additional cost to Council. To date there are four ships booked in for the 2024-25 cruise ship season with an estimated revenue of almost \$1 million. Small beginnings, but it is a start!

The Trustees are delighted that the Whangārei District Council will continue its moral and financial support for the Whangareī Art Trust in the LTP, undertaking to provide \$90,000 in the 2024-25 financial year and \$480,000 in each of the 2025-26 and 2026-27 financial years. Further support will be reviewed in the 2025-26 Annual Plan.

Seeking further operating cost savings and exploring other potential revenue streams, is an ongoing focus for the Trust. In addition, improved marketing and strategic planning is a significant focus for the Trustees and management over the next few months. We cannot rely on any significant improvement in economic conditions in the short term. Hopefully, the reconstructed highway over the Brynderwyns will be more resilient than in the past, so we must focus on ensuring that we grow our share of the visitors who do come to Whangareī. A

The Whangārei Art Museum, which operates as a separate entity under the umbrella of the Whangareī Art Trust, is funded principally by a Council grant. This grant funding is at a lower level on a per capita or gross funding basis than any other regional art gallery in New Zealand.

On the positive side, the Trust is blessed with a group of highly skilled and experienced Trustees, supported by extremely competent staff, who give their all to make the Whangārei Art Trust a financial and physical success. It is not easy in the current economic environment, and we really appreciate and depend on ongoing Council support.

Bill Shepherd
Chair

2 *Purpose of the Statement of Intent*

In accordance with section 64 of the Local Government Act 2002, this Draft Statement of Intent publicly states the activities and intentions of the Whangārei Art Trust (WAT) for the next three financial years, and the objectives to which those activities will contribute. This Draft Statement of Intent has been created through liaison with Whangārei District Council (WDC) and includes performance measures and targets as the basis of organisational accountability.

3 *Nature of the Organisation*

WAT was established in 1996 as a Council Controlled Organisation (CCO) and incorporated as a Board under the Charitable Trusts Act 1957. The Trust's name was changed from Whangārei Art Museum Trust to Hātea Art Precinct Trust in June 2021 and has changed again (under request from the Hundertwasser Foundation and with WDC approval) to Whangārei Art Trust in April 2023.

4 *Purpose of the Organisation*

WAT was established 26 years ago to collect, display, conserve, and promote art in Northland.

The purpose of WAT is to operate and manage two separate art facilities in Whangārei; 1.) Whangārei Art Museum, the public art gallery of the Whangārei District, 2.) The Hundertwasser Art Centre with Wairau Māori Art Gallery, which opened to the public on February 20th 2022 as an independent-autarkic institution. Therefore, it is under strict and total activity separation from Whangārei Art Museum (WAM). The HAC-WMAG is internationally oriented, carried by Hundertwasser's reputation and his existing brand-value. The HAC is operated in co-operation with the Hundertwasser Non Profit Foundation (HNPF).

5 *Approach to Governance*

The governance of WAT is the responsibility of a Trust board of six Trustees, three appointed by the Whangārei District Council with the Trust able to appoint a further three Trustees.

WAT actions and direction are determined by the Trust Deed, which details the objectives of the Trust. These include both the operation of the Art Museum and the requirement to support, stimulate and enhance the artistic and cultural life of the Whangārei District.

Hundertwasser Art Centre

The Hundertwasser Art Centre is operated under a Cooperation agreement with the Hundertwasser Foundation located in Vienna, Austria. The agreement gives the Foundation authority over the nature of the operations, and the protection of the authentic presentation of Friedensreich Hundertwasser's legacy in New Zealand. As required under this agreement, The Hundertwasser Art Centre is managed by a Director responsible for the operation of the Centre with the corporate services supplied by a separate unit of WAT. There is space for public programmes, fixed Hundertwasser exhibition galleries, a museum shop, and a café-restaurant leased to a private operator.

Whangārei Art Museum

WAM is managed by a Director, and also receives corporate services from another unit of WAT. WAM is responsible for maintaining, cataloguing, conserving and displaying works of art held in the Council's art collection. WAM organises and holds local exhibitions, including both internally curated exhibitions and touring exhibitions, designed to showcase the full diversity of creative art practice in Northland, New Zealand, and beyond.

Corporate services

Corporate services are also a separate unit of WAT supplying operational assistance to both facilities including finance, HR, property maintenance and Board Services. Revenue and expenses for each facility are tracked separately for internal business purposes, although the Trust remains a single financial entity.

Wairau Māori Art Gallery

Wairau Māori Art Gallery Board (WMAGB) is an independent Charitable Trust, responsible for funding and curating art exhibitions for the Wairau Māori Art Gallery, which is located within the Hundertwasser Art Centre. The collaborative relationship between the WAT and WMAGB is governed by an Operational Agreement (yet to be agreed), which enables daily functioning and support for the Wairau Māori Gallery by WAT.

6 Whangārei District Council Vision

WAT will operate in support of the WDC vision and community outcomes. Council's vision is to be "*an inclusive, resilient, and sustainable District*". This is achieved through the following community outcomes:

- Efficient and resilient core services
- Positive about the future
- Caring for the environment
- Proud to be local

WAT plays a key role in creating a vibrant, attractive, and thriving District through art. It particularly supports the values of being proud to be local and being positive about the future.

Whangārei Art Museum provides a great opportunity for people of all ages, both visitors and residents, to experience art. Hundertwasser Art Centre is a significant drawcard and a reputation giver, a cultural and touristic asset, both with the international acclaimed Hundertwasser more human architecture, art, ecology and philosophy for Whangārei.

7 He Rautaki Toi ā Rohe ō Whangārei, a strategy for arts, culture and heritage in the Whangārei District 2019-2029

WAT is well positioned to be a key partner to WDC and Creative Northland in carrying out He Rautaki Toi ā Rohe ō Whangārei strategy, which aims to support the vitality of the arts in the Whangārei District and further afield.

8 Local Government Act – Accountability Measures

WAT has agreed to a set of performance measures and targets, which form the basis for accountability to deliver on Council's strategic direction, priorities and targets. These are reported in accordance with Local Government Act 2002 requirements.

WAT will continue to work internally, and with Council, on the development of performance measures, as it continues to refine the long-term strategic direction.

Council's expectations for WAT are provided in Appendix 1. WAT's strategic plan, action areas and performance measures fall out of these expectations.

8.1 Objectives

WAT's Strategic Plan has five goals:

1. Good governance is assured
2. We are known for excellence
3. HAC-WMAG will continue to thrive
4. We will grow our financial resources to fund future aspirations
5. We will be a leader in Northland creative arts

8.2 Performance Measures and Targets

WAT Strategic Objectives	WDC Expectation Focus Areas	Action Areas	Performance Measures 2025 - 2027
1. Governance	<ul style="list-style-type: none"> • Good Governance • Reporting to Council • Legal Compliance • Collaboration with WDC • Social, Cultural and Environmental responsibility • Financial Management 	<ul style="list-style-type: none"> • Succession planning, including recruitment of new trustees, taking diversity into consideration. • Use co-opt provisions to expand board to include all skill areas needed • Manage risk effectively - assess at least twice a year • Protect board only time • Fulfil LGA reporting requirements • Regular communication with WDC, including attendance of key WDC staff at board meetings • Oversight of financial position 	<p>1. All areas of trustee skills matrix are covered by trustees and co-opted members</p> <p>2. The Half Year and Annual Reports are provided within the LGA timeframes</p>
2. Excellence	<ul style="list-style-type: none"> • Social, Cultural & Environmental responsibility • Effective Operation 	<ul style="list-style-type: none"> • Collection management adheres to industry standards of best practice. • Produce high quality exhibitions and diverse public programmes, relevant to the Northland community. • Consider and plan implementation of key recommendations of environmental audit. 	<p>3. Visitor numbers: Target of 70K for HAC and 5% increase on previous year for WAM</p> <p>4. Visitor survey: At least 85% of visitors are satisfied</p> <p>5. Less than 1% of art works in the WAT collection and works on loan suffer damage.</p>
3. HAC-WMAG Thriving	<ul style="list-style-type: none"> • Effective Operation • Financial Management • Social, Cultural & Environmental responsibility 	<ul style="list-style-type: none"> • Promotion and publicity to grow visitation • Maintain Qualmark gold star rating • Adhere to Cooperation Agreement with the Hundertwasser Foundation 	<p>6. Maintain Qualmark gold star rating</p> <p>7. Online bookings increase by 5%</p>
4. Finances	<ul style="list-style-type: none"> • Financial Management • Effective Operation 	<ul style="list-style-type: none"> • Approach council for annual grant • Fundraising • Seek efficiency savings • Improvements to financial management systems 	<p>7. Trust is operating within agreed budgets</p>

WAT Strategic Objectives	WDC Expectation Focus Areas	Action Areas	Performance Measures 2025 - 2027
5. Leadership	<ul style="list-style-type: none"> • Social, Cultural and Environmental responsibility • Collaboration with WDC 	<ul style="list-style-type: none"> • Engage with iwi, hapu and community organisations • Work with Creative Northland • Support WDC District vision and Arts Strategy 	8. Develop and propose at least one community initiative

9 Information to be Provided Throughout the Financial Year

9.1 Half-yearly Report

The half-yearly report will be provided to Council within 2 months of the first half of the financial year ending (29 February 2024). It will include:

- Commentary on operations for the relevant six-month period, including commentary on both the financial and non-financial results.
- A comparison of performance against the objectives and performance targets set out in the statement of intent, such as:
 - a comparison of actual spending against the budget
 - annual survey results on visitor experience
 - evidence of community initiatives developed or in development
 - changes in visitor numbers.
- Un-audited financial statements including a statement of financial performance, statement of financial position, cash flow statement, and notes to the financial statements.

9.2 Annual Report

The annual report will be provided to Council within 3 months of the financial year ending (30 September 2024). The annual report will include all the information necessary to enable an informed assessment of operations, including:

- A comparison of the performance targets and measures outlined in this statement of intent, and the actual performance of WAT for the financial year, such as:
 - a comparison of actual spending against the budget
 - annual survey results on visitor experience
 - evidence of community initiatives developed or in development
 - changes in visitor numbers
 - collection management.
- Any material variances from the expected performance of WAT, and explanations for those variances.
- The amount of any compensation WAT has undertaken to obtain, or has obtained, from Council.
- Audited consolidated financial statements for the financial year including a statement of financial performance, statement of financial position, cash flow statement, and notes to the financial statements.
- An independent auditor's report on the financial statements and the performance targets and other measures by which WAT's performance against its objectives may be judged.

9.3 No Surprises Approach

To ensure there is timely notification of any major issues, WAT commits to a no surprises approach beyond the formal reporting requirements. This means that WAT will inform Council via email or phone as soon as possible of any major issues that arise in the course of operations. WAT will proactively inform Council when

their operations could; create a major issue for WAT or Council, trigger significant public interest, have political implications, or gain significant media attention.

10 Compensation Sought or Obtained

Council Funding

WAT receives funding from WDC for WAM, and through community donations and grants. The financial statements show the split between funding from WDC, and other sources of revenue.

In 2023/24 WAT received \$423,719 via a grant from WDC for WAM and \$186,100 as a rent concession for WAM. HAC received a one off grant of \$100,000 in response to Cyclone Gabriel effects.

This Statement of Intent is prepared based on the of the WAM funding and also the adoption of the additional funding in the LTP recommendations as passed on 29 May 2024, being an additional \$90,000 of operating expenses in 2024/2025, and \$480,000 in 2025/2026 and 2026/2027. If there is any significant variance in funding, we will modify the Statement of Intent under the Local Government Act 2002, and any variance will be noted in the annual report.

HAC is a major tourist attraction for Whangārei. It brings in both domestic and international visitors. The attached accounts show an operational deficit before depreciation in 2024/2025 of \$425,632 which will be funded by remaining Trust funds. A surplus before depreciation of between \$24,636 and 41,882 in years 2025/2026 and 2026/2027 has been forecast.

While we do not expect the challenges of COVID, storms, roading disasters and the current recession, to continue we wish to be prepared for future challenges.

Fundraising

The Trust is responsible for fundraising for the HAC. This is a significant undertaking for the Trust, given that few art museums in New Zealand operate without local government support. WAT is committed to continued delivery against the principles of the founding Trust Deed, delivery of the actions relating to the Museum in this Statement of Intent, and preservation of the Centre's authentic representation of Hundertwasser's art and philosophy.

WAM relies on continued support from the community through fundraising, to ensure the sustainability of art acquisition, restoration, and conservation of the collection. The collection is something for Whangārei to treasure and WAT is committed to its ongoing preservation.

● *Appendix 1: Council expectations*

Council's Expectations

WAT is subject to reporting requirements under the LGA.

Council's expectations are separated into the categories listed below. WAT's Statement of Intent will include objectives and performance measures/targets formulated around these expectations.

Expectation	Focus Areas
Legal compliance	<ul style="list-style-type: none"> ● Comply with relevant legislation including the Local Government Act 2002, Public Records Act 2005, Local Government Official Information and Meetings Act 1987, and Health and Safety at Work Act 2015. ● Comply with the Trust Deed. ● Ensure that the organisation's information on the Charities Register and the Charitable Trust Register is accurate and up to date.
Effective operation	<ul style="list-style-type: none"> ● Develop and review business plans addressing marketing, exhibition planning, long-term planning, collection management, for the Hundertwasser Art Centre (HAC) with Wairau Māori Art Gallery. This planning is done exclusively by HAC employees in co-operation with the HNPF. ● Develop and review business plans addressing marketing, exhibition planning, long-term planning collection management by WAM. ● Maintain steady operations. ● Promote health and safety and operate as a PCBU under the Work Act 2015 with the primary duty of care. ● Promote and maintain a best practice health and safety policy and a current up to date H and S register and site-specific safety plans for HAC in co-operation with HAC director. ● Promote and maintain a best practice health And safety policy and a current and up to date H and S register and site specific safety plans for WAM in co-operation with the WAM Director ● Identify and manage risk including reputational, legal, operational, and financial risk. ● Reveal yearly HAC budget ● Work to agreed WAM budget
Reporting to Council	<ul style="list-style-type: none"> ● Provide Half-Yearly and Annual reports to Council at the appropriate times under the LGA. ● Provide a draft and final Statement of Intent to Council at the appropriate times under the LGA. ● Update any changes or amendments to practice or financial performance to keep Council abreast of ongoing operational delivery situation. ● Provide board meeting full agendas and after board meetings the minutes to the GM Community. ● Provide updates through board meetings on the health of the relationship between WAT and the Hundertwasser Foundation.

Expectation	Focus Areas
Good Governance	<ul style="list-style-type: none"> ● Maintain a trustee skills matrix. ● Provide an induction for any new board members. ● Be a good employer. ● Maintain a good reputation. ● Have a clear purpose and to stay focused on it. ● Have clear roles and responsibilities that separate governance and management. ● Invest in effective relationships built on trust and respect. ● Be clear about accountabilities and transparent about performance against them; manage risk effectively and ensure that you have good information, systems, and controls. ● Take proactive measures to build, maintain and ensure a positive relationship is held with the Hundertwasser Foundation from a governance and operations perspective, including following all requirements of the Cooperation Agreement.
Collaboration with Council	<ul style="list-style-type: none"> ● Maintain a good relationship with Council. ● Work with Council and support the District Vision. ● Commit to a no surprises approach. ● Invite relationship points of contact to Board meetings to maintain clear communication and relationships. ● Engage effectively with General Manager Community and Manager Community Development as relationship points of contact and, when required, relevant departments and staff to ensure an all-informed network. ● Contact General Manager Community or Manager Community Development by email or phone when needed. ● Update council on the ongoing health of the relationship between WAT and the Hundertwasser Foundation.
Social, cultural, and environmental responsibility	<ul style="list-style-type: none"> ● Decision-making reflects te Tiritio Waitangi/ the Treaty of Waitangi, consideration of Māori values, and promotes better outcomes for Māori. ● Collaborate with iwi and hapū. ● Mitigate negative environmental impacts. ● Promote diversity on the board. ● Work towards a zero-waste events strategy. ● Engage with the community. ● Commit to working with Creative Northland and supporting Artist Groups in the community to promote and encourage the Arts and be involved in a district Arts Strategy. ● Build and maintain the relationship with the Hundertwasser Foundation and carry out the requirements of the Cooperation Agreement.

Expectation	Focus Areas
Financial management	<ul style="list-style-type: none"> • Demonstrate financial sustainability and solvency. • Achieve good value for money and work within agreed budgets. • Seek opportunities to widen revenue base and fundraise. • Prepare financial statements in accordance with generally accepted accounting practice.

Reporting Timeframes for 2024-25

Requirement	Date required
WAT to provide the 2024/25 Final SOI to Council	Delivered to Council on or before 30 June 2024
WAT to provide an Annual Report for 2023/24	Within three months after the end of the financial year – by 30 September 2024
WAT to produce the 2024/25 Half-Yearly Report to Council	Within two months after end of the first half of the financial year – by 28 February 2025
WAT to provide the 2025/26 Draft Statement of Intent (SOI)	On or before 1 March 2025
Council to consider and provide commentary on any changes to the 2025/26 Draft SOI	WAT to consider any commentary made within two months – by 1 May 2025
WAT to provide an agenda overview and minutes of each board meeting	Within 2 weeks of a board meeting

● *Appendix 2: Accounting Policies*

1 Statement of accounting policies for the year ended 30 June 2024

1.1 Reporting entity

The Whangārei Art Trust (WAT) is incorporated as a trust under the Charitable Trusts Act 1957, is domiciled in New Zealand and registered under the Charities Act 2005, registration number CC28917. It is a Council controlled organisation as defined under Section 6 of the Local Government Act 2002.

2 Summary of significant accounting policies

2.1 Basis of preparation

All transactions in the financial statements are reported using the accrual basis of accounting.

The financial statements of the Council have been prepared in accordance with the requirements of the LGA, which include the requirement to comply with generally accepted accounting practice in New Zealand (NZ GAAP).

The financial statements of the Council have been prepared in accordance with Generally Accepted accounting Practice in New Zealand ('NZ GAAP'). They comply with New Zealand equivalents International Financial Reporting Standards for Public Benefit Entities ('NZ IFRS PBE').

All transactions in the financial statements are reported using the accrual basis of accounting.

The financial statements are prepared on the assumption that WAT will continue to operate in the foreseeable future.

The financial statements have been prepared on a going concern basis. WAT is reliant on Council's continued support of its operations. Council has included funding for WAT in its 2024-2034 Long - Term Plan.

The Board has elected to apply PBE SFR-A (PS) Public Benefit Entity Simple Format Reporting – Accrual (Public Sector) on the basis that WAT does not have public accountability (as defined) and has previously had total annual expenses of less than \$5 million.

Goods and services tax

WAT is registered for GST. All amounts in the financial statements are recorded exclusive of GST, except for debtors and creditors, which are stated inclusive of GST.

Functional and presentation currency

The financial statements are presented in New Zealand dollars.

Revenue and expenses

Revenue comprises the fair value of the consideration received or receivable for the sale of goods and services, excluding Goods and Services Tax, rebates and discounts. Revenue is recognised as follows:

(i) Grants and donations

Grants and donations are recognised as revenue when they become receivable unless there is an obligation in substance to return the funds if conditions of the grant are not met. If there is such an obligation, the grant is initially recorded as grants received in advance and recognised as revenue when conditions of the grant are satisfied.

(ii) Pledges

Pledges are not recognised as revenue as WAT is unable to control the access to the funds. Pledges are disclosed as a contingent asset when the money is pledged and recognised as revenue when the pledged money is received.

(iii) Donated assets

Revenue from donated assets is recognised upon receipt of the asset if the asset has a useful life of 12 months or more, and the value of the asset is readily obtainable and significant.

(iv) Interest income

Interest revenue is recorded as it is earned during the year.

v) Sale of goods

Revenue from the sale of goods is recognised when the goods are sold to the customer.

(vi) Volunteer services

Volunteer services received are not recognised as revenue or expenditure as WAT is unable to reliably measure the fair value of the services received.

(vii) Advertising, marketing, administration, overhead, and fundraising costs

These are expensed when the related service has been received.

2.2 Bank accounts and cash

Bank accounts and cash include cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts.

2.3 Debtors

Debtors are initially recorded at the amount owed. When it is likely the amount owed (or some portion) will not be collected, a provision for impairment is recognised and the loss is recorded as a bad debt expense.

2.4 Property, plant and equipment

Property, plant, and equipment (excluding donated assets) are recorded at cost, less accumulated depreciation and impairment losses. WAT does not revalue its property, plant and equipment. WAT undertakes periodic impairment assessments of its property, plant and equipment.

(i) Artworks and donated assets

Purchased artworks are recognised at cost. Donated assets are recognised upon receipt of the asset if the asset has a useful life of 12 months or more, and the current value of the asset is readily obtainable and significant. Significant donated assets for which current values are not readily obtainable are not recognised. Artworks have an indefinite useful life and are not depreciated. Impairment is recognised if identified as below.

(ii) Asset sales

For an asset to be sold, the asset is impaired if the market price for an equivalent asset falls below its carrying amount.

(iii) Use of assets

For an asset to be used by the Trust, the asset is impaired if the value to the Trust in using the asset falls below the carrying amount of the asset.

Depreciation

Depreciation is provided on a straight-line basis at rates that will write off the cost of the assets over their useful lives. The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

Class of PP&E Leasehold	Estimated useful life	Depreciation rates
improvements Office equipment	10-100 years	1%-10%
Plant and equipment Computer	2-10 years	20%-50%
equipment Artworks	6-60 years	1.6%-17%
	2-5 years	20%-50%
	Indefinite	-

2.5 Investments

Investments comprise investments in term deposits with banks, listed bonds, and listed shares.

Deposits with banks are initially recorded at the amount paid. If it appears that the carrying amount of the investment will not be recovered, it is written down to the expected recoverable amount.

2.6 Creditors and accrued expenses

Creditors and accrued expenses are measured at the amount owed.

2.7 Lease expenses

Lease payments are recognised as an expense on a straight-line basis over the lease term.

2.8 Tier 2 PBE Accounting Standards applied

WAT has not applied any Tier 2 Accounting Standards in preparing its financial statements.

- *Appendix 3: Forecast Financial Information*

PROSPECTIVE STATEMENT OF COMPREHENSIVE INCOME

	BUDGET 30 June 2025	BUDGET 30 June 2026	BUDGET 30 June 2027
Income			
Sales	603,869	707,494	826,411
Admission Revenue	726,388	742,368	759,443
Other Revenue	147,890	210,140	212,545
Council Funding	707,003	1,106,483	1,116,612
Interest revenue	8,000	5,500	3,500
Donations	74,023	50,618	38,253
Total Income	2,267,173	2,822,603	2,956,763
Less Expenses			
Employee Related Costs	1,339,031	1,368,490	1,399,965
Other expenses	1,353,774	1,429,477	1,514,915
Total Expenses before depreciation	2,692,805	2,797,967	2,914,880
Net Surplus (Loss) before depreciation	(425,632)	24,636	41,882
Depreciation	933,430	933,437	933,443
Net Surplus (Loss) before tax	(1,359,062)	(908,800)	(891,561)
Tax Expense	-	-	-
Net Surplus / (Deficit)	(1,359,062)	(908,800)	(891,561)

	30 June 2025	30 June 2026	30 June 2027
Capital Expenditure			
Plant and Equipment	10,000	10,000	10,000
Total capital expenditure	10,000	10,000	10,000

PROSPECTIVE STATEMENT OF MOVEMENTS IN EQUITY

	30 June 2025	30 June 2026	30 June 2027
Opening Equity as at 1 July	31,457,470	30,098,408	29,189,607
Plus Profit (Loss) for the year	<u>(1,359,062)</u>	<u>(908,800)</u>	<u>(891,561)</u>
Total increase/(decrease) in equity	<u>(1,359,062)</u>	<u>(908,800)</u>	<u>(891,561)</u>
Closing Equity as at 30 June	30,098,408	29,189,607	28,298,046

PROSPECTIVE STATEMENT OF FINANCIAL POSITION

	30 June 2025	30 June 2026	30 June 2027
Equity	30,098,408	29,189,607	28,298,046
Total Equity	<u>30,098,408</u>	<u>29,189,607</u>	<u>28,298,046</u>
Current Assets			
Cash and Cash equivalents	561,566	602,750	670,943
Stock on Hand	478,500	478,500	478,500
Trade and other receivables	63,322	38,000	13,000
	1,103,388	1,119,250	1,162,443
Current Liabilities			
Trade and other payables and accruals	171,828	173,054	174,363
Working Capital	<u>931,560</u>	<u>946,197</u>	<u>988,079</u>
Non Current Assets			
Property plant and equipment	29,166,847	28,243,411	27,309,967
Total Net Assets	<u>30,098,408</u>	<u>29,189,607</u>	<u>28,298,046</u>

5.5 Community Services Group Operational Report – March 2025

Meeting: Community Development Committee
Date of meeting: 20 March 2025
Reporting officer: Victoria Harwood, General Manager Community Services

1 Purpose / Te Kaupapa

To provide an overview of operational activities occurring in the month of February 2025 across the Community Services Group that the Community Development Committee govern under their Terms of Reference.

2 Recommendation / Whakataunga

That the Community Development Committee receives the Community Services Group Operational Report for February 2025 in the March 2025 meeting.

3 Background / Horopaki

This report provides an overview of operational activities and highlights for February 2025 including the five Community Services Group Departments and two Council Controlled Organisations (CCO's) and provides commentary on future activities planned.

3.1 Financial/budget considerations

Any significant financial risks are raised in the individual agenda items. Financial and budget activities within the Operations Report are business as usual activities.

4 Significance and engagement / Te Hira me te Arawhiti

The decisions or matters of this Agenda do not trigger the significance criteria outlined in Council's Significance and Engagement Policy, and the public will be informed via agenda publication on the website.

5 Attachments / Ngā Tāpiritanga

Attachment 1: Community Services Group Operational Report for March meeting 2025.

Operations Report Community Services Group

March 2025

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1. Community Services Group Overview

1.1 Health and Safety

Current Community Services Group Focus:

- Health, Safety and Wellbeing for front facing staff in the Community Services Group of departments, including post break in at the Clapham's National Clock Museum and post security checks at remote sites.
- Ensuring the Community Services Group public facilities are maintained and meet health and safety requirements
- Ensuring H&S issues are logged through the Assura system and addressed

1.2 Current Priorities

GM Community Services Group current focus areas:

- Delivery of Key Priority Projects as per list within Operations report Section 3.
- Annual Plan 2025- 2026 preparation
- Northland Events Centre 2021 Trust relationship management.
- Whangarei Art Trust relationship management.
- Whangarei Art Trust Board Trustee Recruitment.
- Five council departments staffing and operations.
- Long-term plan 2024-2034 –work programme delivery 2024-2025.
- Pensioner housing.
- Infrastructure Projects – Old Municipal Building restoration, Stadium Roof replacement, new tsunami siren network, CDEM Multi-agency Coordination Centre.
- Recruitment of Libraries Manager role
- Multi-Agency Coordination Centre (MACC) Design Team
- Council Controlled Organisations half-yearly reports and draft Statement of Intent 2025-2028
- Health, Safety and Security improvements
- Civil Defence Emergency Management Training

Agenda items outside the Community Development Committee

Council Briefing 26 March 2025 – Stadium Roof Replacement Project update

Other Operations

- Transitioning through staff structural changes and responsibilities
- Supporting ICT projects to enhance staff and customer experience
- Support District Development staff in upgrades to 91 Dent Street information area.
- Cruise ship days – Customer Services at Town Basin and isite.
- Council Advisory Group Review
- Welcoming Communities Plan
- Future major sporting events planning
- Roof repairs and interior painting of Forum North Entertainment Centre completed

1.3 Current challenges/issues

- Anti-social behaviour and security requirements

1.4 Future focus areas

- Knowledge Precinct Project and Knowledge Education Arts Hub
- Redevelopment Forum North and support of new Theatre project

2. Council Controlled Organisations – Monthly reporting

2.1 Whangarei Art Trust - Hundertwasser Art Centre with Wairau Māori Art Gallery and the Whangarei Art Museum

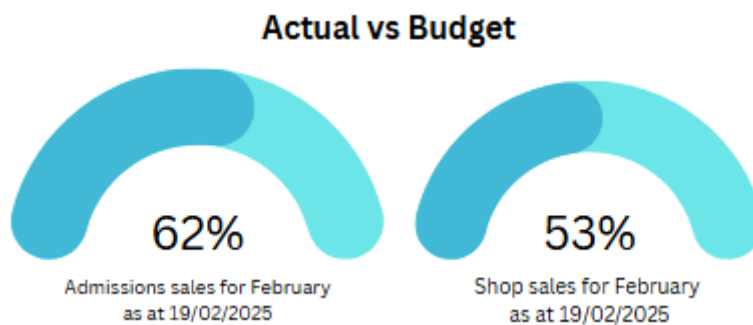
2.1.1 Hundertwasser Art Centre (HAC)

Admission and shop sales

On 20th February the Hundertwasser Art Centre with Wairau Māori Art Gallery celebrated it's third anniversary with extended hours until 6pm, free admission for Whangārei District residents, and a Colour Our City art activation. The highest daily attendance was recorded with 1,080 visitors, including 961 locals, and 286 people participating in the art activation.



Total admissions and shop sales for February are as follows:

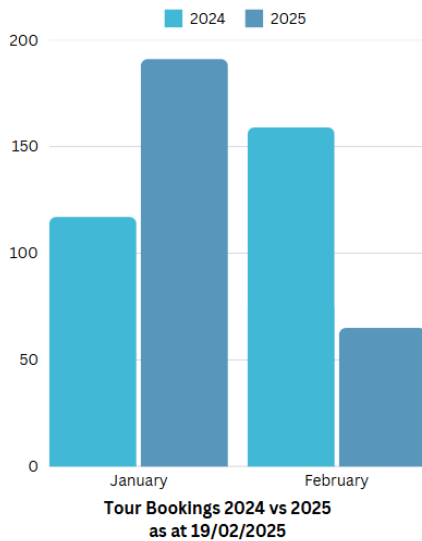


MuseumShop

Slow moving stock continues to be reduced on sale to increase revenue. An order of art cards, bookmarks, pens and notebooks has been placed for Hundertwasser applied art products for the MuseumShop as these items move quickly.

The trend of how shop sales relate to admission sales shows January shop sales were 73% of admission sales, December shop sales were 90% of admission sales and November shop sales were 101% of admission sales. It is the older visitors who purchase items in the MuseumShop.

Tour Bookings



After excellent feedback was received from the first Azamara's ship's passengers, the second "A colourful journey" workshop was fully subscribed.

Only 38 additional cruise ship passengers were welcomed on 6th February. After opening hours had been extended for the day, it was disappointing to be informed, that the passengers had been told that 6th February was a public holiday in New Zealand, and that many establishments would be closed.

On 10th February 40 people were booked into the Whangārei Highlights tour, with only 17 attending. The visit coincided with the live streaming of the Super Bowl on board the ship, resulting in the lack of interest in tour offerings.

Marketing

From 19 December to 9 February the Summer Visitor Campaign was run with Level. Achieving strong results with over 1.25 million impressions and 30,000 clicks on Google and Meta. These results demonstrate well above-average performance when compared to industry standards on both platforms, for each, engagement and cost per click, meaning the campaign delivered very high value for the investment made.

Grant applications

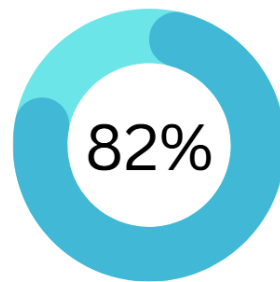
Since December, applications have been made monthly to Oxford Sports Trust (x2), Rano Trust (x2) and Pub Charities (x1). Relationship building has been undertaken with Creative NZ, Harcourts Foundation, Lottery Community Facilities Grants and ANZ Staff Foundation.

Funding Body	Amount Applied For	Date Submitted	Current Status
Foundation North	\$99,999	22 October 2024	Declined due to CCO status
Lotteries	\$100,000	11 November 2024	Awaiting outcome
Rano Trust	\$21,466	1 January 2025	Declined due to insufficient funds
Oxford Sports Trust	\$26,840	2 January 2025	Declined due to insufficient funds
Pub Charity	\$31,952	8 January 2025	Declined, area funds exceeded
Rano Trust	\$21,466	1 January 2025	Declined due to insufficient funds
Oxford Sports Trust	\$26,840	2 January 2025	Awaiting outcome
ANZ	\$25,000		In progress
Total Applied	\$353,563		
Total Declined	\$201,723		

Foundation North declined the application on the grounds of being a Council Controlled Organisation. Creative NZ also stated that they do not fund CCOs.

Schools programme

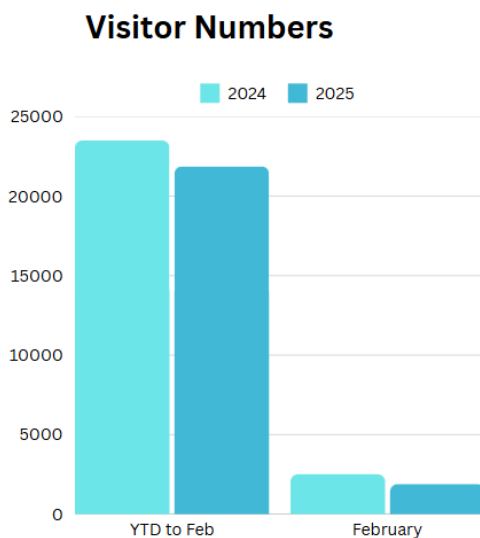
Term 1 School Programme Target



This term starts with huge engagement from the Home-Schooling community in response to our programme targeting. This is due to relationships developed last year. This term an afterschool programme Wander and Wonder is being launched. So far there has been no engagement with this offering despite the low cost. There is good interest from schools for onsite visits and outreach support too. Some schools are booking Term 2 already.

2.1.2 Whangārei Art Museum

Visitor Numbers



From 1 February 2025 to 19 February 2025 Whangārei Art Museum recorded 1,883 visitors compared to 2,509 visitors during the same period last year, marking a 33% decrease.

To date, Whangārei Art Museum has welcomed 21,869 visitors this financial year, compared to 23,500 at this point last year, marking a 7% decrease. This is primarily due to construction work outside the Art Museum's entrance in July. We remain optimistic about meeting or surpassing last year's visitor numbers by the end of the financial year.

Property

- Staff are working with Council on the use of the Foyer area.
- The Hātea Studio, while empty of tenants, will be used for Education programmes.
- The exterior of the Museum will undergo repainting from 24 February to 21 March 2025. The portion impacting Whangārei Art Museum directly will take place from 24 February to 3 March. While this may briefly affect visitor numbers, it will significantly enhance the museum's visual appeal and overall visitor experience.

Website Update

An update of the Whangārei Art Museum website will go live in the coming weeks. The new version includes:

- A donation portal designed to support Whangārei Art Museum's initiatives, featuring an automatically updated 'Donor Wall' to acknowledge the generosity of our supporters.
- A comprehensive listing of upcoming events and workshops.
- A new section for the latest updates.
- An about page featuring information on Whangārei Art Trust and Whangārei Art Museum, including access to annual reports.
- Additional video content for exhibition pages.
- Exhibition Archive page which lists Whangārei Art Museums previous exhibitions dating back to 1993.
- The start of a collection page to browse Whangārei Art Museum's collection, which will be completed once additional funding is secured.

Exhibitions & Events

- **March:** Our current exhibitions, *Oh, the Humanity!* and *Dududududududududududu Pssssshhht!* will close.
- **April:** A new exhibition by Alex Chalmers, spanning both of our galleries. Chalmers is a Whangārei-born artist currently based in Rome, Italy. Chalmers' work explores material history, labour, and industrial transformation through sculpture and moving image. For this exhibition we have partnered with Schindler, who are supplying repurposed elevators as part of Chalmers' installation.

Staffing

Both the Registrar, and Office Manager have resigned and leave in March. A new staff member has been employed as Educator & Technician, and will work across multiple roles, including front desk duties, exhibition installations, merchandise production for the shop, and framing photographs for an upcoming exhibition. The new staff member was already handling most of these tasks as a contractor, and bringing these responsibilities in-house will result in a significant cost saving for Whangārei Art Museum.

Future Planning / What's coming next?

The following Community Engagement and Education is planned:

- In January Whangārei Art Museum collaborated with *I have a Dream Foundation* for a holiday programme based on the Sean Kerr exhibition. A guided tour and discussion on AI sparked conversations about its societal impact. A hands-on workshop followed, where students designed their own robots using cardboard and tape, envisioning solutions for everyday challenges.
- Continued engagement with Blomfield Special School, strengthening our role as an accessible art space. To support sensory-sensitive students, we are developing an early opening initiative for quieter, pre-public access.
- The launch of a pilot work placement for rangatahi from Northland Health School and Whangārei Girls High. The initial placement will run over five weeks, helping refine the programme for future expansion.
- Led by Ahilapalapa, we are fostering relationships with cultural and community organisations, with upcoming initiatives including:
 - ArtBeat Programming (April 12) – ten events over a month-long engagement with a special carnival day programme.
 - Puanga-Matariki Public Programme (May 27-June 24) – a culturally connected festival series.
 - Preschool Programme Trial (May) – free drop-in creative sessions for preschoolers and caregivers.
 - Whānau Ora Day (March) – stall to connect with local Māori whānau and showcase the Museum.
 - Whangārei Proud – supporting Pride Month in March, with plans for a film night.

- Fale Pasifika – exploring partnerships, starting with co-hosting Pasifika Language Weeks via our preschool programme.
- Community Hui – participating in migrant family support forums.
- Movement Workshop – providing after-hours space for Atamira Dance Company and local art collectives.

2.2 Northland Events Centre (2021) Trust

Health and Safety

- External review of H&S suite of documents underway with a specific focus on event management
- All employees and trustees being re-inducted into the health & safety system in its entirety
- A full review and update of the organisation's critical risks has now been completed and approved by the Board

Current Priorities

- Planning for Fritter Festival
- Budgeting and planning for 25/26 year
- Working with Council on the Stadium Asset Management Plan
- Strategy review held with board and staff with a refreshed Trust strategy in development

Performance measures and compliance

- 25/26 Draft Statement of Intent developed and submitted to Council for feedback
- 6-month report complete and submitted for approval

Current challenges/issues

- Application to Oxford Trust unsuccessful due to 'insufficient funds'
- Ticket sales continue to struggle across the industry

Overview of Operational Activities for February

- Internal (lounges) bookings – Seven total spaces hired. 103 attendees. 69 days of upcoming internal events. 100% of hirers surveyed would use the venue again. 27% overall occupancy across all lounges.
- Waitangi Vibes Twilight concert held on 7 February with Katchafire, Mark Williams, Blate Slate, Che Fut & The Kratez and Annie Crummer. This was our first 'grandstand concert' an offering to a new promoter for a smaller more affordable venue hire. The event attracted approximately 500 people.



- Draft NPC/ FPC Rugby draw received for August and September with planning underway for the season.
- Site visit and stakeholder meeting with New Zealand Rugby regarding Māori All Black v Scotland game.
- Introduction of new ramps in concourse entrance to building.
- High external area clean on level 3 and concourse and trial of a bird repellent.

Future Planning / What's coming next?

- 10th anniversary Northland Fritter Festival – 8 March. Featuring Kora, Stellar, Lost Tribe Aotearoa and local bands The Crooked Cops, 5K, Ness and Visual Soup. There will be 21 local cafes, restaurants, food trucks, vineyards and breweries at the festival.
- Super Rugby Aupiki Blues v Matatū – 29 March
- Māori All Blacks vs Scotland – 5 July

3. Community Projects

Community Services Projects Timeline 2024-25

Project	2024						2025											
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
General Manager Community Services																		
Community Centricity																		
WAT Trustee Recruitment (Hapū & Finance)																		
Draft Annual Plan Delivery																		
Forum North - renovation & future																		
Stadium Resource Consent additional large events																		
Justice of the Peace Services to Te Iwitahi	COMPLETED																	
Community Group Internal Strategies	COMPLETED																	
Libraries																		
Re-carpet procurement Central Library																		
New Wrap for the mobile library																		
Makerspace in Central																		
Take Te Kakanao to other locations																		
Increase Heritage resources																		
Any time libraries																		
Signage																		
Review team leader positions																		
Review public computer spaces																		
Book Supplier Contract Renewal	COMPLETED																	
Central Library Roof Repairs	COMPLETED																	

Community Services Projects Timeline 2024-25

	2024						2025											
Project	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Customer Services																		
Town Basin Customer Service/iSite																		
iSite Café Operator																		
Digital Experience Platform (DXP) Project																		
Disability Strategy Implementation - Hapai card																		
Customer Request System Remedial Plan	COMPLETED																	
Cruise Ship Season Planning	COMPLETED																	
Establish new Request Team				COMPLETED														
Venues and Events																		
Events Strategy (External)																		
Stadium Roof Replacement																		
Forum North Fire Safety Improvements																		
Stadium Flooring in changing rooms																		
Cameron Street Canopy Lights Refit																		
Crowded Spaces Strategy																		
Forum North Garden Area Phase 2																		
Review Event Development Fund and Kaupapa																		
Multi-Cultural Arts Festival																		
Arts Culture and Heritage Strategy 2024-29	COMPLETED																	
Stadium Asset Management Plan	COMPLETED																	
Art on Boxes	COMPLETED																	
Forum North Roof			COMPLETED															

Community Services Projects Timeline 2024-25

	2024						2025											
Project	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Forum North Garden Refit - replace old furniture					COMPLETED													
Forum North Elevator Repair					COMPLETED													
Painting Forum North Foyer						COMPLETED												
Community Development																		
Old Municipal Building Confirm Tenancy																		
Pensioner Housing new builds																		
Pensioner Housing future delivery																		
Old Municipal Building Restoration																		
Welcoming Communities Plan																		
Advisory Group Review																		
Age Friendly City Plan																		
Draft Welcoming Communities Stock Take	COMPLETED																	
Regional Accessibility Strategy	COMPLETED																	
Community Led Projects List Review	COMPLETED																	
Comms Guidelines for Representing Diverse communities																		
Review of Pensioner Housing Policy																		
Civil Defence Emergency Management																		
New Tsunami siren network installation																		
Multi-agency coordination Centre (MACC) Development Phase																		

Community Services Projects Timeline 2024-25

	2024						2025											
Project	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Tsunami Boards new inundation modelling signage																		
Emergency Operations Centre (EOC) Equipment Renewal				COMPLETED														

4. Community Development

4.1 Health and Safety

Community Safety

CitySafe Community Officers reported five Health and Safety incidents during the day for January, with two incidents being accidental trips and falls resulting in minor sprains and injury; and the remaining three being:

- Cameron Street Mall: threatening behaviour toward CitySafe staff by member of public, arrested by Police.
- Cameron Street Mall: CitySafe officer forcefully shoved while trying to stop a fight.
- Cameron Street Mall stage: threatening behaviour to CitySafe officers by member of the public, detained by Police.

At the time of reporting, there has been no Health and Safety incident reports for February.

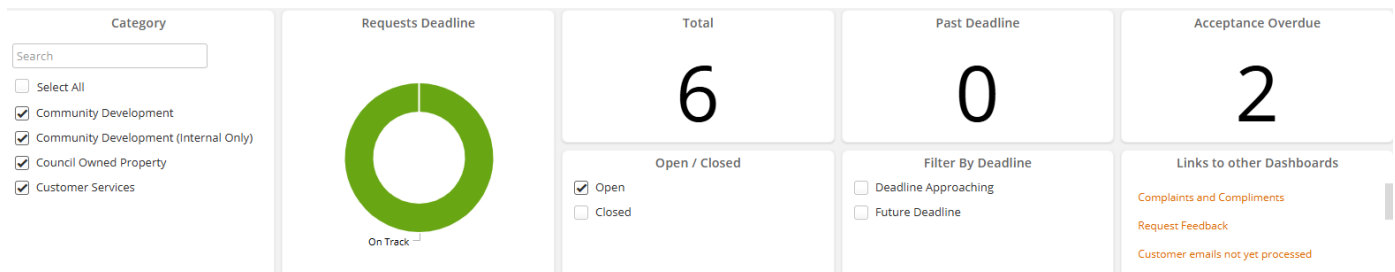
4.2 Current Priorities

- Preparing funding handover notes for leave cover.
- Continued implementation of the SmartyGrants grants management portal.
- Progressing future growth and delivery options for Pensioner Housing.
- Council Advisory Groups Review
- Implementation of Community Impact Partnership
- Welcoming Communities Plan Consultation
- Working through the implementation of structure changes that affect CCTV and Community Property.

4.3 Performance measures and compliance

Measured annually at the end of the financial year.

4.4 Request system dashboard update



4.5 Current challenges/issues

- Graffiti vandalism in the Inner City, shopping centres, and main arterial routes is negatively impacting the city's image as safe and welcoming.

4.6 Overview of Operational Activities for December

Advisory Groups

External review of Council Advisory Groups

Decision Works have completed their report following two workshops with the advisory groups and a final discussion with the Strategic Leadership Team. The report will be tabled at the March Community Development Committee meeting, and Advisory Group Chairs/Reps will speak to their recommendations at this meeting.

A decision report will be drafted for the April meeting.

Positive Ageing Advisory Group and Disability Advisory Group

The February meetings were cancelled in lieu of the advisory group review workshops.

No formal meetings will be held until required any structural changes have been worked through, following the Committee's decision at the April meeting.

Instead, there will be joint PAAG and DAG meetings in March and April where staff will present specific topics – these meetings will not be chaired. This is partly response to several members who have stepped down or whose term ends in March.

Youth Advisory Group

The Youth Advisory Group met in February. This was the first meeting for the three new members. The Chair of the Youth Advisory Group is preparing to present to the Community Development Committee in March to share the group's recommendations as part of the Advisory Group review.

Community Led Projects (CLP)

- The **Onerahi CLP Lead Group's** swimming programme is continuing well. The new rubbish bins have now been installed as requested by the group, and it looks tidier and more attractive.
- **Maungatapere Village Inc (MVI)** the ramp between Beverley Crescent Service Lane and the War Memorial Interdenominational church has been completed. This will serve as a key connection for pedestrians of this community. The committee is currently working through implementation for CCTV for their community. The committee is planning another Maunga Discovery Day after the success of last year's event in partnership with Maungatapere Mountain Trust and local hapu for Neighbours Aotearoa in March.
- The **Raumanga Community Roopu** is holding regular markets at the Smeatons Community Hall and continuing to support council staff with Placemaking Engagement.
- **Waipu River Walk** - no updates available at the time of writing.
- **TikiPride** - no updates available at the time of writing.

Community Development

- As part of the Community Led Development training offerings, the *Connect Community of Practice* sessions started on 28 January and will run until 31 March.

Welcoming Communities

Welcoming Plan

- First engagement hui (Pou Hapori – Community) was successfully delivered on 20 February at the Central Library. The session brought together 15+ people from a range of organisations (community, mana whenua, education, ethnic support) and newcomers to discuss how to address issues such as language barriers and lack of representation. The kōrero was productive and suggestions are being compiled and analysed and potentially incorporated into the Welcoming Plan. The session was facilitated by the Welcoming Communities Coordinator with the support of the Community Development team.



- The welcoming plan survey has been live on council's website since early February and is getting a good response (20+ respondents). The survey can be completed here: [Welcoming Plan survey - Whangarei District Council](#)
- A brief engagement hui report will be discussed at the next group meeting in March.
- Internal Working Group: supporting group members to work with their teams to review their processes and propose improvements and new actions to contribute to the Welcoming Plan.

Taste of Whangārei

- Providing support to ethnic communities' participation at the event
- Preparing a Welcoming Communities stall to talk to the community about the Welcoming Plan and encourage people to join the engagement hui and take the survey.

Waka Tākaro Play Trailer

Enquires from the community regarding the use of the Waka Tākaro Play Trailer are now being directed to Creative Northland. Moving the Waka trailer to Creative Northland is already resulting in an increased awareness about its availability for community use.

Community Funding

- SmartyGrants system configuration continues for the full grant lifecycle for each Community Development fund.
- Applications continue to be accepted and worked through for the Whangarei Communities Fund, Community Associations Grant, Youth Week Fund, and Creative Communities Scheme.
- Funding Q&A webinars were run as a trial. Interest in these were low, so pre-recorded options will be investigated as resourcing allows.
- Supported other Council funds, including two new funds coming soon (bike racks in schools and Puanga Matariki events fund).
- Developed handover notes to enable cover while the Community Funding Coordinator takes leave.
- An information evening and workshop about the Youth Week Fund was held on the 19th of February. This was successful in encouraging young people to apply for funding to run events during Youth Week May 17th to May 25th. Applications for the Youth Week Fund close on the 7th of March.

Community Property

Pensioner Housing occupancy

99% of the units are occupied and 1 unit is nearly fully refurbished and completed at 142 Maunu Road, whilst preparations are being made for the next refurbishment at George Street. The waiting list for single bedroom units is at 44 and 3 for two-bedroom units.

The procurement process has been started for the Pensioner Housing Tenant Management and Grounds Maintenance contracts.

Village inspections have been conducted at 190 Kamo Road, Bloomfield Place, Coleridge Place, 43 Maunu Road, 48 Maunu Road and 142 Maunu Rd. In general, interior unit conditions are meeting the required standard. Exterior gardens and lawns are in great condition, positive feedback from tenants has been passed on to the garden services contractor.



43 Maunu Road



Kamo Road



Bloomfield Place



Coleridge Place

Asbestos testing

Asbestos testing for pensioner housing villages is currently underway.

Community buildings and halls

Several Community buildings and halls are scheduled for roof and gutter cleaning maintenance services in preparation for the winter season.

General Housing

Quarterly property inspections were conducted at Pipiwai Road, Tornburn Road and Kokopu Road properties. In general, all properties were found to be well maintained.

Community Safety

Trends

CitySafe Trends Reporting

Trend Key:

Trend Key	
Significant increase over previous month's reporting	↑
Slight increase over previous month's reporting	↗
Similar to the previous month's reporting	→
Slight decrease under previous month's reporting	↘
Significant decrease under previous month's reporting	↓

• CitySafe Monthly Totals

3% increase in overall reporting for the month	→
3% decrease in anti-social behaviour (ASB) reporting	→
197% increase in bylaw reporting	↑
5% decrease in other reporting	→
February provisional overall reporting is slightly down on the reporting month	↘

• CitySafe – Day ASB

5% increase in daytime ASB that comprises 60% of total reported ASB	→
Drunks and fighting	↑
Drugs	↗
Breach of liquor ban, damage and dishonesty	→
Assault and disorder	↘
Public urination (Nil reports for gangs and vomit)	↓
February provisional daytime ASB reporting shows a slight drop in reporting for the month to date and has seen a significant decrease in dishonesty and fighting (nil gangs, public urination or vomit), but has also seen a significant increase in assault and disorder	↘

• CitySafe – Night ASB

12% decrease in nighttime ASB that comprises 40% of total reported ASB	↘
Damage, dishonesty, drugs and gangs	↑
Drunks and public urination	↗
Nil	→
Breach of liquor ban	↘
Disorder and vomit (Nil reports for assault, breach of One Way Door or fighting)	↓
CitySafe nighttime General Vibe: 42 - average 5.3 per night	↘
CitySafe nighttime Bottle Count: 194 - average 27 per night	→
February provisional overall nighttime ASB reporting shows a decrease in reporting for the month to date, with significant decreases in dishonesty (nil), drugs (nil), gangs (nil), public urination and vomit; a slight decrease in breach of the liquor ban, damage and drunks; but an increase in assault, disorder and fighting, with a deterioration in nighttime vibe of 37 (6.2 average) and a corresponding increase in the number of liquor vessels picked up, at 214 (36 per night)	↘

- *CitySafe Bylaw and Other Reporting*

8% increase in general bylaw and other reporting this month	↗
Bylaw Reporting: 197% increase in total bylaw reporting, with significant increases in begging, dogs, scooters and skateboards, and an increase in bikes in the Mall.	↑
Other Reporting: 5% decrease in other reporting, but an increase in homelessness.	→
CitySafe Maintenance Requests: 23 - predominantly for graffiti and rubbish, being 4.3% of the total CitySafe reporting	↘
February provisional bylaw and other reporting is slightly down; with bylaw reporting being significantly down; but other reporting being slightly up in abandoned trolleys, homeless and insecure vehicles. Maintenance requests are slightly down at 18, being 5.3% of the total CitySafe reporting.	↘

Overview - Societal Issues

- Antisocial behaviour driven by homelessness, mental health and addiction issues, remains the main challenge for CitySafe Community Officers.
- In January, several known rough sleepers returned e.g. Canopy Bridge and Water St Carpark. There have also been notings of rough sleepers not known to CitySafe in the inner city. CitySafe Community Officers reported a 138% increase in notings of antisocial behaviour related to homelessness for this period.
- Okara Reserve and Parua Bay Boat Ramp are key locations for people living in tents or vehicles. The Parks and Reserves Department issued a notice to vacate to a homeless man at Tikipunga Sport Park Reserve for public safety, who left behind rubbish and an abandoned vehicle.
- Social agencies continue to be critical in supporting the homeless and permanent vehicle dweller population to access housing over this period.
- Youth fighting has been reported in the CBD, coinciding with the start of the school term.
- Youths riding unregistered dirt bikes without helmets and with their faces covered are causing serious safety concerns in the community

Community Safety CCTV Network

- **Kamo Shared Pathway Stage 5 cameras:** No progress in connecting these or the additional 4 cameras behind Whangarei Primary School but expected to be connected in March.
- **Northpower Substation cameras:** Installation on hold due to resourcing issues.
- **Northland Events Centre cameras:** Planning ongoing for installation, including additional licence plate recognition cameras at Lower Port Road roundabout to address vehicle burnouts and crime.
- **Rose Street Bus Stop:** Decommissioned, awaiting new bus terminus construction for camera reinstatement.
- **Aquatic Centre and Elliot Reserve:** Considering cameras due to reported antisocial behaviour, awaiting Police report for prioritisation.
- **Community Safety CCTV Network management:** Transitioning the lead to Business Support and ICT Department with support from the Community safety Officer.
- **Police Proceeds of Crime Funded CCTV:** Ongoing training and relocation of the Geutebruck Servers to an air-conditioned ICT server room at the Whangarei Police Station; and installation of licence plate recognition cameras for the Hikurangi Business Community.

Graffiti reporting

- **Graffiti vandalism** remains an issue in the city. The Community Safety Officer manages the Stop Tags database only. During this period, 33 tags were removed over 9 jobs reported in the Stop Tags database. The Council's main graffiti removal contractor has refocused efforts in February, removing 80 tags over 37 jobs to date.

4.7 Risk to the Tiriti Relationship

Nothing to report.

4.8 Delegated Financial Authority Policy

Nothing to report.

4.9 Legislation changes or updates

Nothing to report.

4.10 Future Planning / What's coming next?

Community Development

- Development of Te Tai Tokerau Regional Accessibility Strategy implementation plan
- Council Advisory Group Review
- Starting the Age Friendly Whangārei Plan

Community Funding

- Workshops for grant-seekers are planned for May, run by Strategic Grants.
- Continuing refinement of funding guides and online information, including the Community Funding Guide for 2025.

Community Property

- Finalising the Asset Management Plan for the Community Property portfolio.
- Scoping processes to initiate condition reports of Community Properties, halls and buildings.
- Next round of asbestos testing in Community buildings and halls (11)
- Pensioner Housing Tenancy Management and Pensioner Housing Grounds Maintenance procurement.





Community Safety

- Continuing to progress CCTV installation at Whangarei, Kamo and Hikurangi for Year 2 of the Proceeds of Crime funded programme.
- Transport team to install cameras on Stage 5 of the Kamo Shared Pathway which will be connected to the CCTV network.
- Transitioning CCTV to Business Support and ICT supported by Community Safety Officer.

Welcoming Communities

- Taste Whangārei event
- Welcoming Plan public engagement workshops
- Newcomers' guide update

4.11 Capital Works

Major Projects – Community Development		Estimated Construction Start Date	Estimated Completion Date
Current Stage			
Old Municipal Building (OMB)	Construction	July 2023	July 2025
<p>Summary:</p> <p>The Project is on Budget.</p> <p>The Lift annex foundations are progressing slowly due to noise and vibration constraints.</p> <p>The internal lining and plaster restoration work on the ground floor is underway.</p> <p>Level 1 interior work is on hold until the commercial tenancy agreement is made.</p> <p>The Contractor has the construction completion scheduled in July 2025.</p> <p>Contractor: Arco</p>			
			
			

5. Customer Services

5.1 Health and Safety

No incidents reported for February

5.2 Current Priorities

Clapham's Clocks

- Hiring a new casual team member to meet staffing requirements.

Customer Services – Te Iwitihi, Ruakāka

- Customer Service Representatives have been attending Duty Planner Appointments to enhance their knowledge, help customers understand the planner, and address questions that may not be related to planning, such as building inquiries or other Council functions.
- Collaborating with the Heath and Bylaws, and Health and Safety teams to provide technical assistance to Customer Services. Additionally, offering support in managing customer interactions, particularly when customers become uncivil.

Contact Centre

- Staff working with ICT and Comms to import knowledge base content into the new Tech1 DXP system.

Customer Requests

- Team is actively supporting departments and contractors in need, offering training, sharing tips and tricks, identifying areas for improvement to simplify user experience, and striving to enhance the council's reputation with the community on responses to requests.

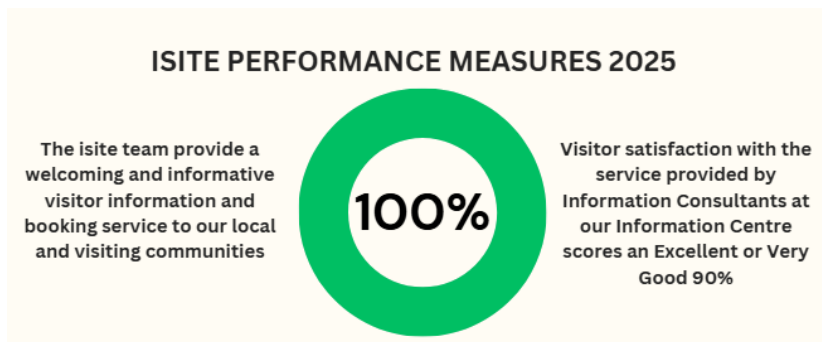
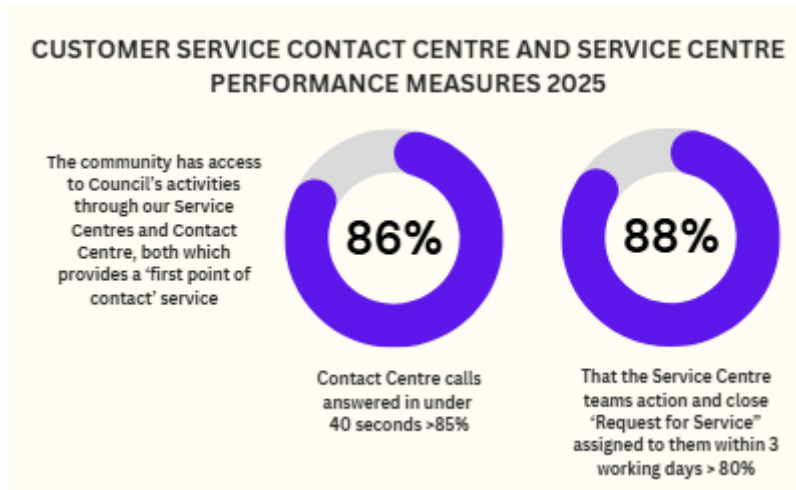
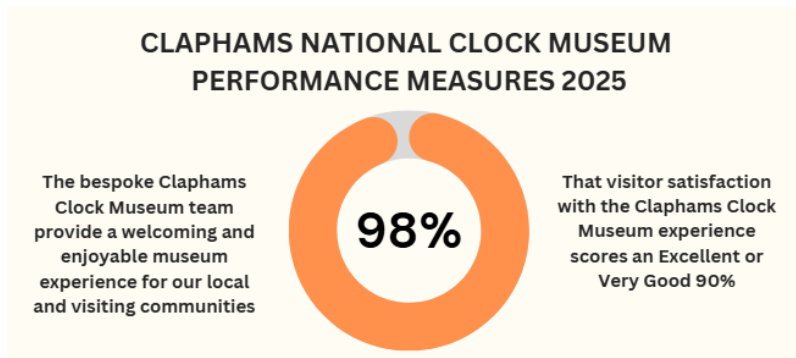
Coordinators & Site Support

- Site Support team are continuing to assist at isite and Clapham's Clocks over high season.
- Coordinators are assisting with CSR duties at isite every Wednesday.
- Upskilling and training the newest recruit.

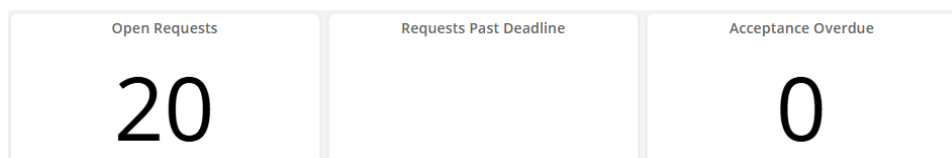
isite

- The cafe refurbishment commenced 17 February. The isite team leader is liaising with contractors, planning isite closure 24 March (see further details under 2.5), replacement electrical distribution board required. Comms regarding closure to be sent out early March.
- TRENZ (Tourism Rendevous New Zealand) planning, isite team leader and District Development Coordinator to attend event in May www.trenz.co.nz
- Updating walks maps with District Development and Graphics, on-going. District Map completed last month.
- Updating Ibis (POS system) changes to how visitor origin data is collected. Ibis are working with isite NZ on a standard list of countries to create consistency across the network. Roll out date 1 March 2025.
- Ibis clean up, updating retail items to standardised list and archiving old stock items.

5.3 Performance Measures and Compliance



Request system dashboard update for Customer Service



5.3 Current challenges/issues

Clapham's Clocks

- Keeping gift shop stocked; shop sales and turnover have been higher than in previous years.
- Ensuring sufficient rostered staff while team leader gradually builds up to full time hours again.

Museum break-in 3rd March 2025

At approximately 3.30 a.m. on Monday 3rd March a group of youths smashed through both front glass auto doors of the museum with a metal bar; gaining access to the museum. A 'smash and grab' occurred, smashing the doors off three display cabinets and pulling another one over, breaking it. The alarm sounded immediately.

Northland Districts Security were on site by 3.36 a.m. and met Police at the front of the museum. Business Support staff were alerted at the same time. A security guard stayed on site until staff arrived in the morning and Police cordoned off the exterior front entrance foyer.

A staff member arrived on site at 7.20am and the security guard left, then further staff came to support including the General Manager Community Services. Council Health and safety and Communications staff were also contacted.

Police forensics attended the scene and Business Support arranged for the clean-up of smashed glass. Police secured footage from our internal surveillance cameras and took a statement from the Team Leader.

By the end of the day, the auto front door glass had been replaced securing the building and staff had established the value of stolen stock as being \$3776.40 so far.

The museum team leader remained at the museum for the rest of the week to liaise with contractors for repairs for re-opening.

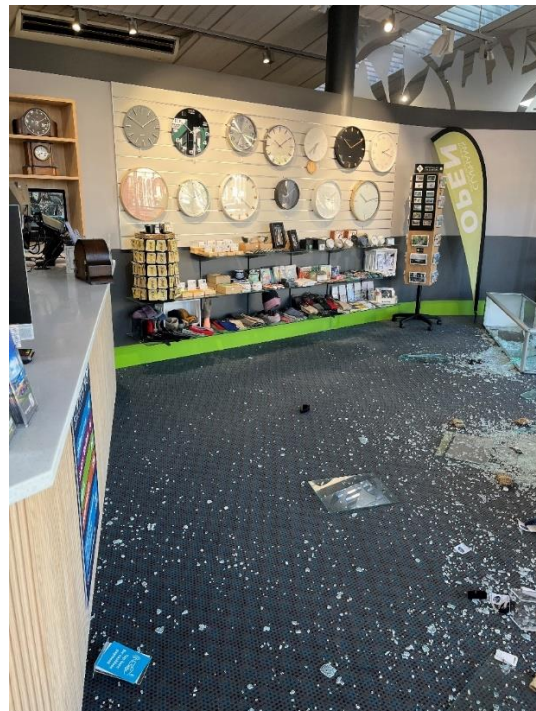
Media statements/liaison were organised, and Council's and the museums social media and website were updated.

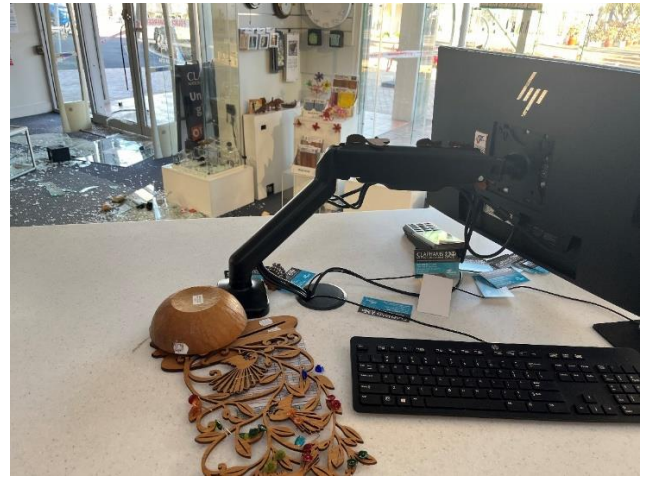
Staff appreciated a visit by the mayor.

There is no damage beyond the shop area and all procedures were followed. Frustrations around the clean-up and repairs required from this incident and the loss of income from the peak season visitors is being felt by staff. A great deal of verbal support has been received from passing public, emails and other museums offering assistance.

4th March

Replacement signage for the front doors was fixed on 4th March. Glaziers visited on 4th March to assess options for replacement of shelves and doors for the glass cabinets that can be fixed and to remove the one cabinet that is repairable. Reinstating/restocking is underway in preparation for re-opening. Full costs for this incident are yet to be calculated and discussions with council's Risk Management Advisor are underway along with Health and Safety staff regarding the museum's security.





Current challenges/issues continued

Customer Services – Te Iwitihi, Ruakākā

- Accessing property files - some land use consents, and subdivision files are not saved electronically. This requires staff to log a help desk job and wait for the file to be located, scanned, or delivered in hard copy.

Coordinators & Site Support

- There has been an increase in customer visits to council due to receiving freedom camping infringements, some of whom are experiencing homelessness. Team is working closely with Health and Bylaws, who are responsible for handling these infringements. Some customers have expressed distress and frustration regarding their interactions with the contractor.

isite

- Cleaning of public toilets not being completed regularly. This has been an issue for several months.
- Disruptions caused by café refurbishment (minimal).

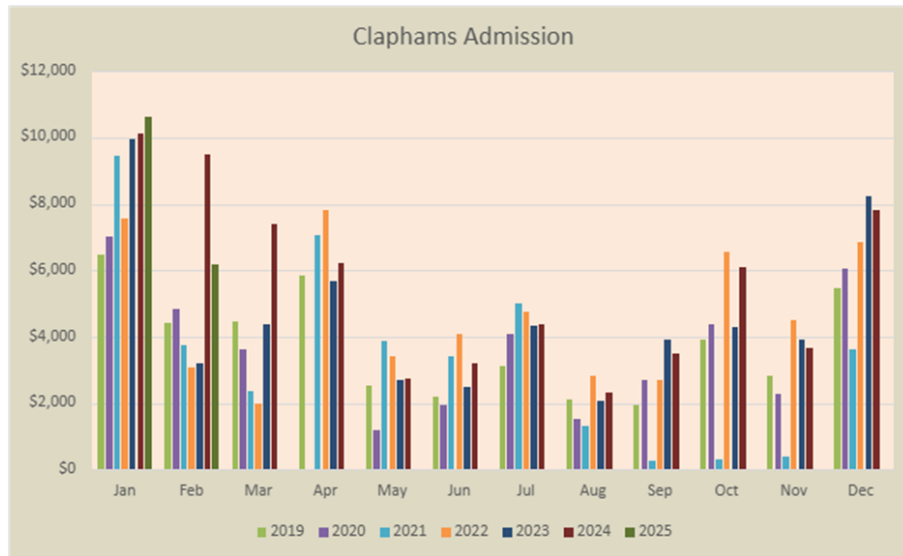
5.4 Overview of Operational Activities

Clapham's Clocks

The museum welcomed cruise ship passengers from two ships in early February, operating as 'normal' days to accommodate the combination of cruise and Waitangi Day visitors, the second ship visited 10 February. Ongoing graphics requests submitted for various signage including ArtBeat festival in April 2025.

The team have encountered issues with visitors wanting to bring dogs into the museum; new signage to support 'disability assist dogs only' is in design.

The new Visitor Experience iPad was set-up at museum exit with great engagement from visitors. This will assist in monitoring visitor experience feedback for the LTP.



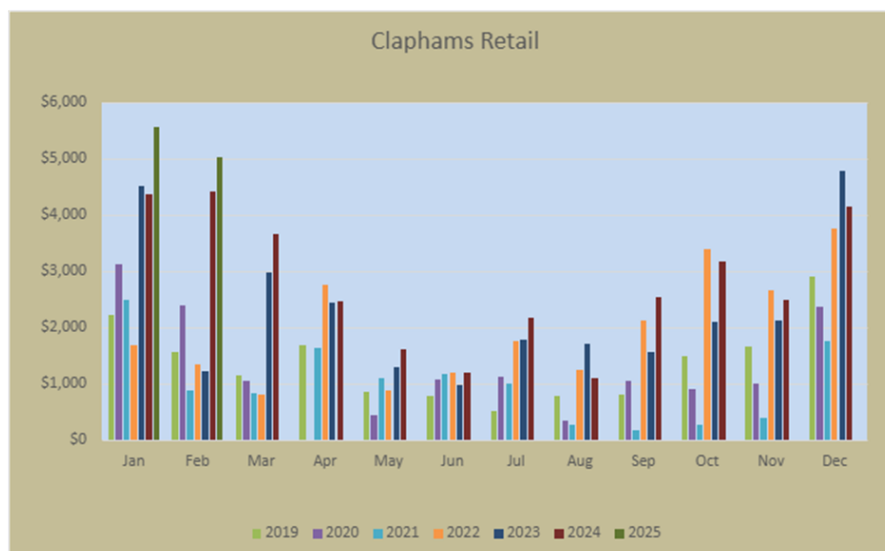
Visitor numbers (door count) – 4,489 (down 6% on February 2024)

Paid admission numbers – 755 (down 23% on February 2024)

Admission revenue – \$6,178 (down 34% on February 2024 – no booked cruise tours this February, this accounts for the difference)

Net retail revenue – \$5,013 (up 14% on February 2024)

Total revenue for February – \$11,191 (down 19% on February 2024)

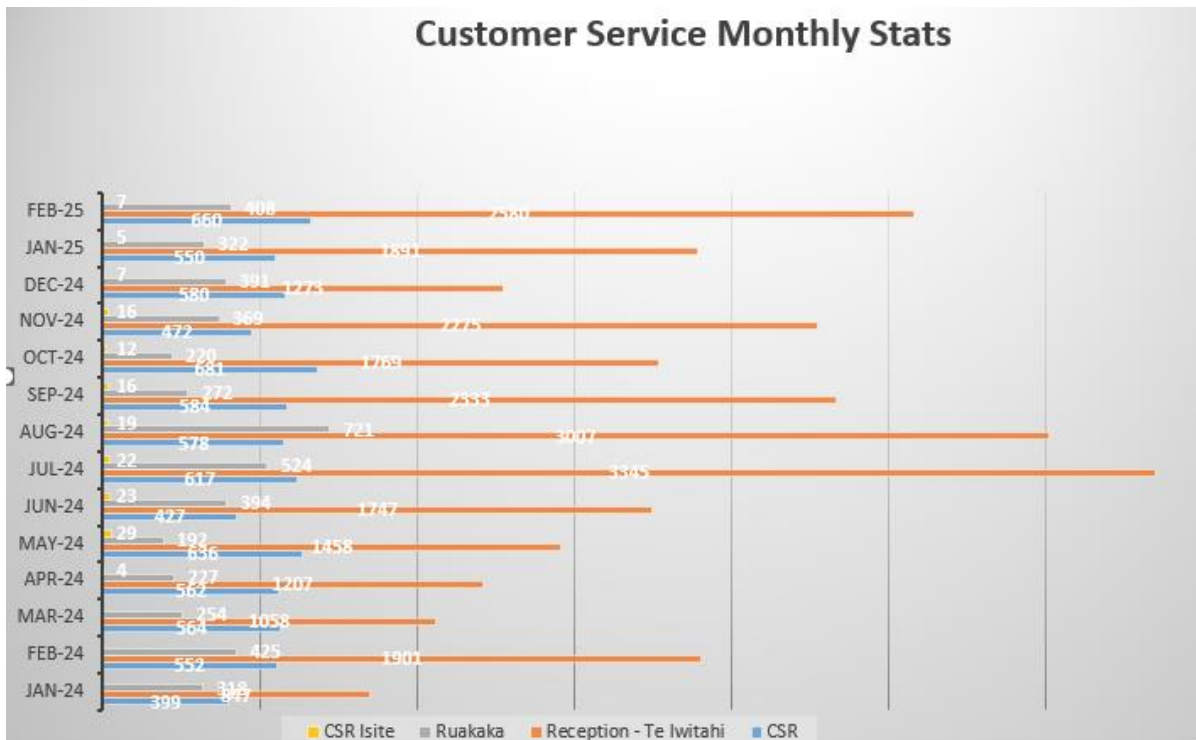


Customer Services – Te Iwitihi Civic Centre and Ruakākā Coordinators

The following graph shows the activity for Customer Services Representatives and Coordinators.

- The orange line is the number of applications received at the front counter which includes over 70 parking, LIM requests and any other over the counter applications
- The blue line is the number of applications dealt with by Customer Services Representatives at the Civic Centre such as building consents, vehicle crossings and public utility applications.

- The grey line is the number of applications handled by our satellite Service Centre at Ruakākā
- The yellow line is the new Customer Services desk at the isite



Contact Centre



Customer Requests

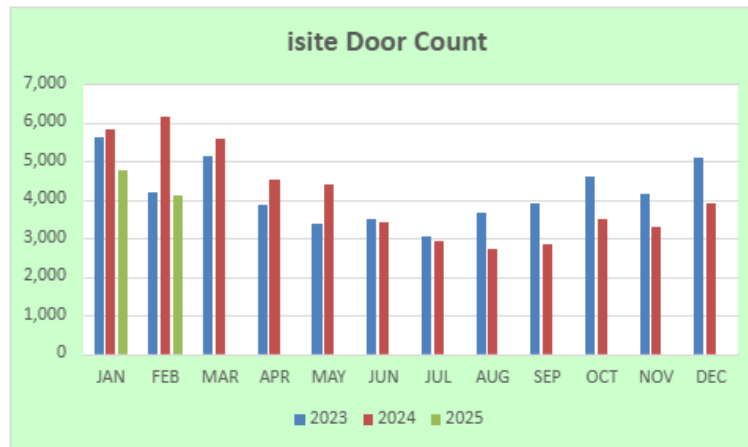
With ongoing training and support provided to departments and contractors, **the number of overdue requests has decreased from 15% in December to the current rate of 10.54%**. This progress highlights our commitment to continuous improvement and demonstrates the effectiveness of our support initiatives.

Coordinators & Site Support

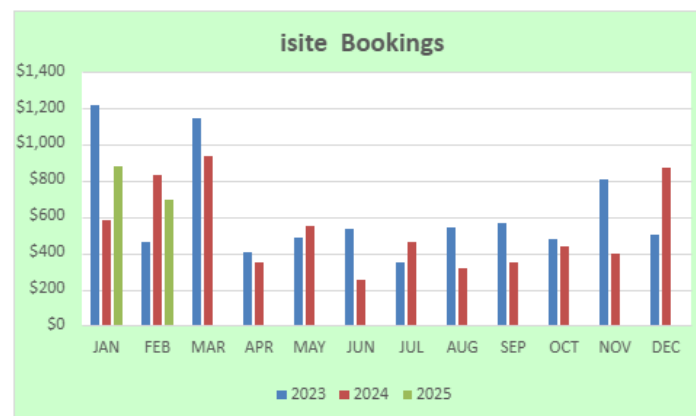
Teams have assisted as Ambassadors for the two cruise ships that arrived in February.

isite

Visitor numbers were 4,101 down 33% on February 2024



Booking revenue was \$693 down 17% on February 2024



Retail revenue was \$5,215 up 41% on February 2024



Facilities (toilets and showers) - as recorded by NDS static guard 9 am – 4.30 pm daily

Toilets – 10,994 for the month.

Shower users – 225

Cruise Ship Visits

Two cruise ships visited Whangārei in February. Waitangi Day – Azamara Onward 770 pax, and 10 February – Seven Seas Voyager 705 pax.



Customer Services Team (ambassadors) ready to welcome and assist cruise passengers



Cruise passengers taking advantage of the shade and seats supplied by Council.



Cruise passengers heading back to Northport via shuttle supplied by Ritchies Coaches

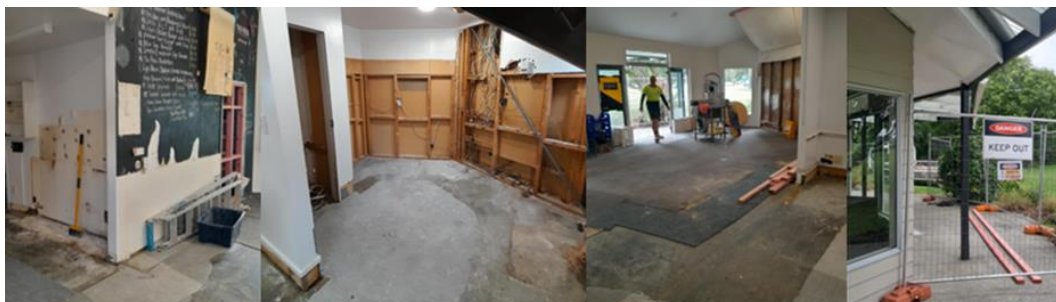


Reyburn House Artisan Market on 6 February to coincide with cruise ship visitors to the Town Basin.

Café

After closing permanently in 2021, a new café tenant has finally been secured with plans to commence operations on 1 April 2025. Works on the refurbishment began 17 February.

On 24 March, the isite will close for electricity to be terminated to replace the old electrical distribution board. This coincides with the last cruise ship visit for the season where all isite staff will work from the Town Basin for the day.



Department of Conservation

Community Ranger Abby Clarke attended the isite team meeting this month.

Abby works with local Iwi and Hapū, building relationships within the community and different agencies. Whangārei DoC office will soon be closed to the public. DoC are seeking to strengthen the relationship with isite by offering additional support, and assistance with information already provided. Whangārei DoC office close date is yet to be confirmed.

Whilst the DoC office will no longer be open to public, customers will still be able to book an appointment to meet with a Ranger.



5.5 Risk to the Tiriti Relationship

Nothing to report.

5.6 Delegated Financial Authority Policy

Nothing to report.

5.7 Legislation changes or updates

Nothing to report.

5.8 Future Planning / What's coming next?

Clapham's Clocks

- The Kete file system re-design for the museum is due to roll out in March/April. The team will receive training to ensure electronic files are stored appropriately.
- ArtBeat (festival April 2025, carnival day 12 April) – preparation to run a clock colouring competition is underway.

Customer Services – Te Iwitihi Civic Centre and Ruakākā

- Ensure that our testing of CIA focuses on customer-centric functionality, delivering outcomes that are equal to or better than those of CI.
- To promote our Customer Service functions at isite, we will align this with the opening of the new café. Our approach will be to invite customers to visit the café and conveniently handle their council business, with the added benefit of easy, free parking.

Contact Centre

- The team from Palmerston North After Hours are visiting various Councils who use their services for After Hours calls. It is anticipated that they will visit Whangārei.

Customer Requests

- Systems and processes have been established to ensure that teams, departments, and contractors can efficiently request support or training from the Requests team. This streamlined approach enhances productivity, ensures timely assistance, and fosters a more collaborative and supportive work environment.

Coordinators & Site Support

- Preparation for last Cruise ship visit 24 March

isite

- Cruise report and season debrief (last ship visit for the season 24 March)
- TRENZ buyer bookings – March
- isite member webinar – March
- Māori All Blacks Department meeting – March
- isite upper North Island Regional Group meeting – March
- Team Leaders Customer Services Training – March

6. Libraries

6.1 Health and Safety

No significant issues during February

6.2 Current Priorities

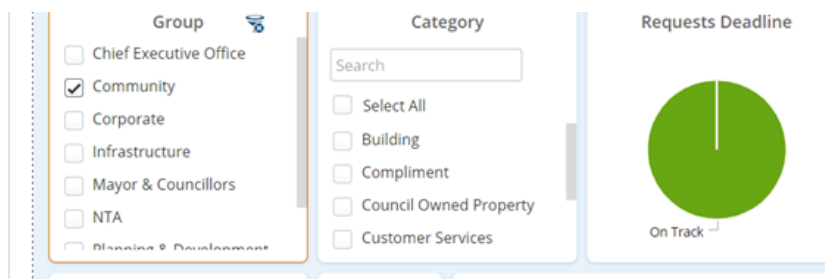
- Recruitment
- Regional Accessibility Strategy

6.3 Performance measures and compliance

These are reported annually at the end of the financial year.

6.4 Request System dashboard update

There are no outstanding requests for libraries



6.5 Current challenges/issues

- Courier service
- Managing the hot and humid summer temperatures in Central Library

6.6 Overview of Operational Activities for February

Night Library and Cafe

The Night Library has become one of the most successful events held in the library with the latest held in February. Activities included musical performances, sewing tutorials, library tours, board games, writing competitions and more.





givME givUS

The library is now offering library members access to givMEgivUS which is a funding information website providing information on scholarships and grants for individuals and grants and scheme for communities, volunteer organisations and clubs.



Love the Library

Below is a selection of the messages posted when we asked visitors to let us know what they liked best about the library.

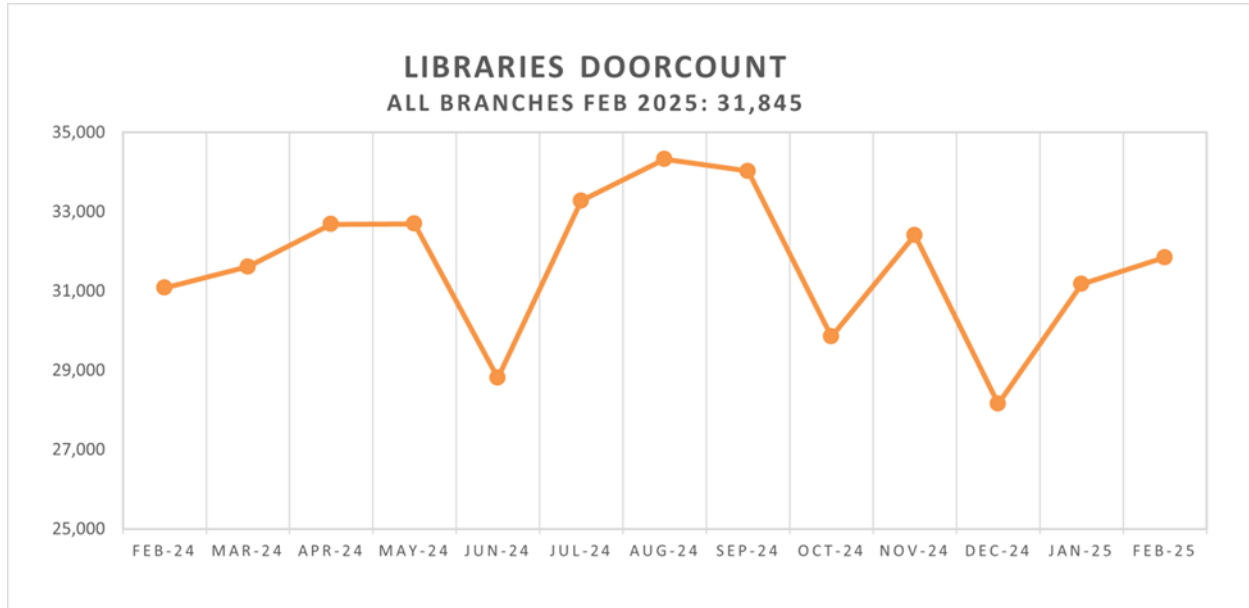


He Kakano

He Kakano is our “library of things” which is a collection of useful and fun items chosen to encourage play, creativity and exploration. Include are a sewing machine, a telescope, a ukelele and a microscope as well as games and puzzles. The collection is growing in popularity as more people hear about this unique resource.



Statistics



6.7 Risk to the Tiriti Relationship

Nothing to report.

6.8 Delegated Financial Authority Policy

Nothing to report.

6.9 Legislation changes or updates

Nothing to report.

6.10 Future Planning / What's coming next?

- Finalise new carpet contract
- Advertise Libraries Manager role
- Repairs
- Address security improvements

7. Venues and Events

7.1 Health and Safety

No incidents to report for February.

7.2 Current Priorities

Venue:

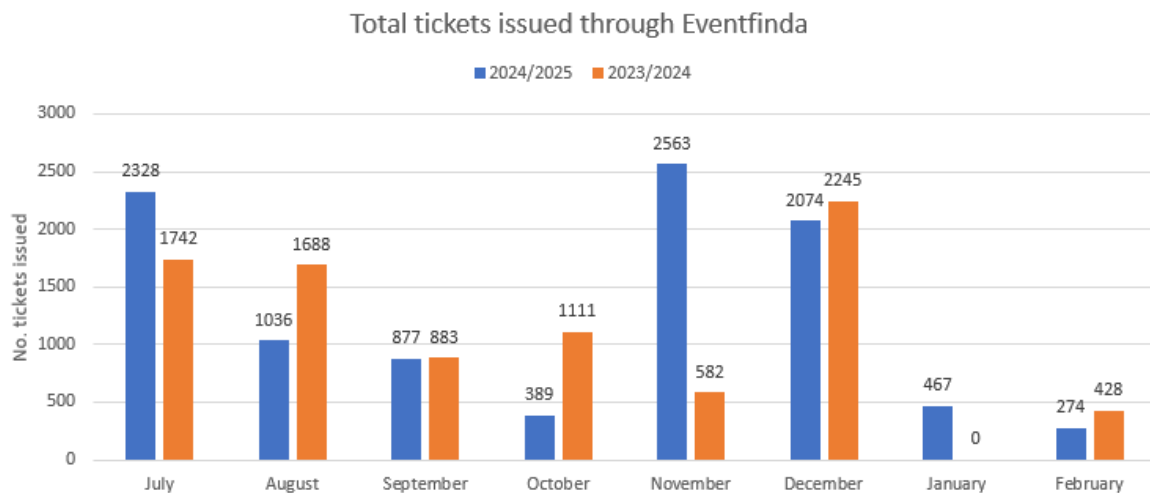
Over the month of February 2025 Forum North Hosted

- 1 Commercial Event over 1 day
- 4 Community Events over 4 days

Forum North ticketing numbers:

Total year to date (24/25): 10,008

2023/2024 total: 15,340



Events/Festivals

Event Development Fund

- Kiwi Art Trail - (6 Jan – 11 Feb)
- NZ Hockey Masters (23 Feb – 1 March)

Other Supported Events

- Endless Summer Festival (1 Jan- 30 Mar)
 - 66 Events Registered
 - Love it Here Festival
 - Hot Grill Summer (1 Feb – 28 Feb)
- Puanga Matariki
 - Community Hui #1 (27 February)

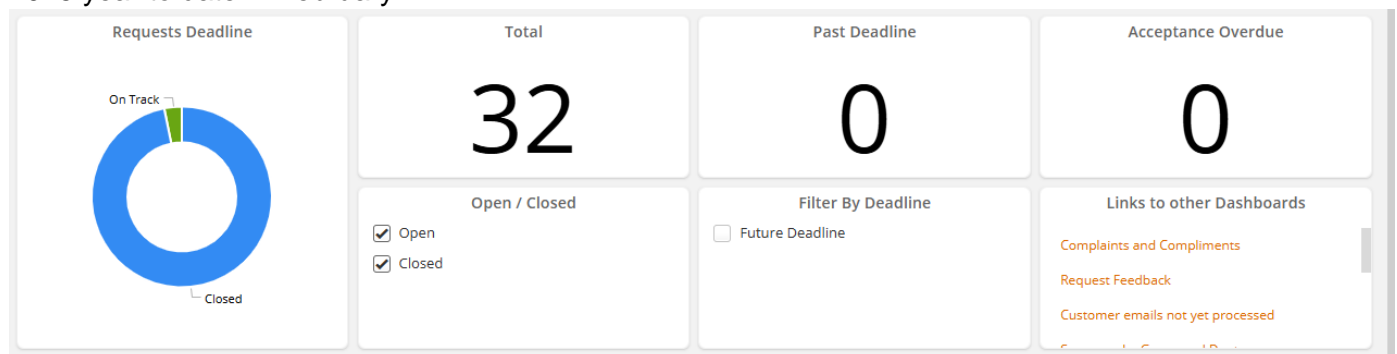


7.3 Performance measures and compliance

These are reported annually.

7.4 Request System dashboard update

2025 year to date in February



7.5 Current challenges/issues

Forum North Roof

The roof repairs are now complete. The additional issue of rotten cladding was contained and has been replaced.

Whangarei as an Event Destination - Challenge

Recognition of staff success in attracting and growing community engagement through events has developed in an environment where we have an increasing popularity of Whangārei as a destination for major events which is also a testament to the city's appeal.

This success highlights the successful achievement of everyone involved at Council. But the challenges are the growth in events has led to an increase in workflow for all staff members within a tight resource pool.

Balancing Demand and Quality

Staff are exploring strategies to balance the rising demand for events with the need to maintain high-quality service.

Whangārei's success in attracting events and visitors is a positive development for the district.

To sustain our current growth trend, continued support and effective resource management are essential. Additionally, reevaluating our priority goals will help maintain the quality of service

7.6 Operational Activities

Current Priorities for Forum North Entertainment Centre:

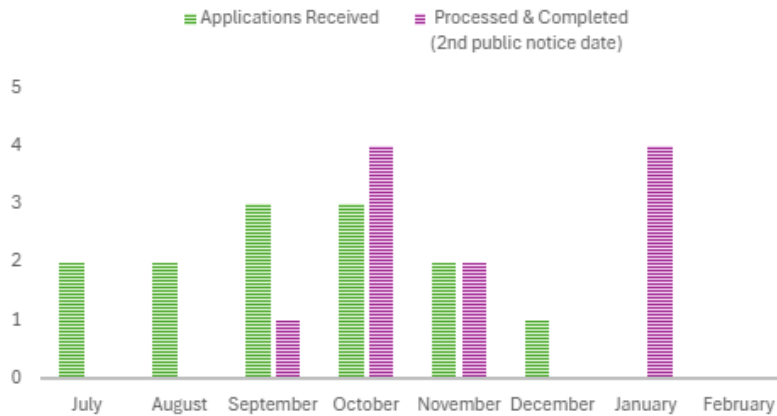
- Painting of the concourse is complete, the focus now is upon upcoming events.
- Recruitment of a venue steward has been completed. The previous steward has moved into the Audio-Visual technician role.
- The tapestry that was gifted to Council by Northland Creative Fibre has been rehung in the Exhibition Hall and will be on display during council events such as Citizenship. The original group visited Forum North this week and were pleased with the rehanging.



Current priorities for the Events Team:

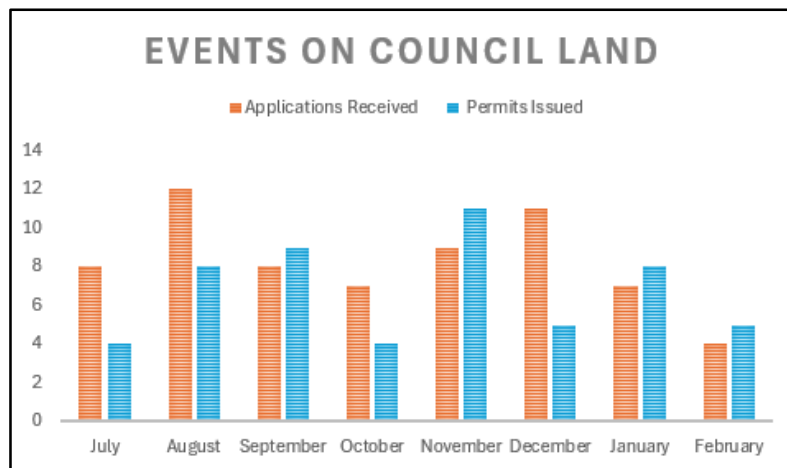
- Film Permit Process – in development
- Updating Events on Council own land permit process and parameters
- 25/26 Calander of events

TEMPORARY ROAD CLOSURES



Temporary Road Closure Applications being processed: 4

Events on Council Land Permits being processed: 13



7.7 Future Planning / What is coming next?

Forum North Upcoming Events

In March there are 15 events

- 2 Commercial and 13 Community events
- 13 days of events in the Theatre
- 12 days of events in the Conferencing Area

Events Team upcoming Events/Festivals:

- Endless Summer Festival finishes 31 March 2025
- Taste Whangarei (20 March)
- Anzac 2025 (25th April)
- Puanga Matariki Festival
 - Registrations open (3 March)
 - Community Hui #2 (6 March)
 - Community Hui #3 (21 March)
- Opera North (Event Development Fund)
- Westham Football youth training session (Event Development Fund)

- Māori All Blacks vs Scotland Game (5 July)
- Civic Honours 2025 (5th September)

7.8 Risk to the Tiriti Relationship

None to report


7.9 Delegated Financial Authority Policy

- New Zealand Rugby Union Game (July 2025)
- National Rugby League Game (Date TBC)

7.10 Legislation changes or updates

Nothing to report.

7.11 Capital Works

Major Projects – Venue & Events	Current Stage	Estimated Construction Start Date	Estimated Completion Date
Stadium Roof	Construction	November 2026	June 2027
<p>Summary:</p> <p>Project is on time and on budget</p> <p>The Project Status: Concept Design Complete.</p> <p>Procurement Plan for design is approved.</p> <p>Developed design is underway, due to be completed in June</p> <p>Designer: BECA - Matakohē Architecture</p> <p>Contractor: TBA</p>			
			

8. Civil Defence Emergency Management (CDEM)

8.1 Health & Safety

Nothing to report.

8.2 Current Priorities

Tsunami Resources

Tsunami Siren Replacement Project is ongoing with 39 constructed / installed (85%). Work is well underway for installing connectivity for use.

Community

Community and Organisational engagement, with specific attention to meeting Iwi Māori and isolated communities to continue developing strong relationships.

8.3 Performance measures and compliance

Assessment of the Northland CDEM Group Plan 2021-2026 will be undertaken by the Northland CDEM Group office staff at intervals.

8.4 Request System dashboard update

Nil Requests

8.5 Current Issues and Challenges

New Tsunami Siren Network

The ongoing operational costs of the new siren network, including connectivity and repairs and maintenance are currently being worked through with the Coordinating Executive Group (CEG) and CDEM Joint Committee, as well as council staff. The ongoing costs were not able to be identified at the start of the project in 2019, costs have risen, and connectivity channels have developed over the last five years. This is work in progress with the CEG Senior Managers Group.

The coming months will also see the sirens being connected to mains power, the final physical stage of their construction.

The decision of when to test the new tsunami sirens is being considered. Information and communications will be provided to the public prior to this event.

Multi-Agency Coordination Centre (MACC)

The Council's MACC Heads of Agreement (binding) was considered by all four Councils at their end of year council meetings and approval given for all Chief Executives to sign. The Heads of Agreement (HoA) has now signed by all four Northland councils.

The Northland Regional Council (NRC) and Fire and Emergency New Zealand (FENZ) MACC Heads of Agreement (non-binding) is currently being negotiated, and the Development Agreement (binding) will follow closely. Parties have indicated they are broadly satisfied with the proposed HoA and FENZ and NRC approval should follow in March 2025.

To ensure work progresses, the following has been (or is being) undertaken concurrently:

- Contamination survey undertaken; report received;
- Asbestos Demolition Survey undertaken; report received;
- Topographical survey and subsurface detection undertaken; report received;
- Planner advice on resource consenting received;
- Quantity Surveyor has been selected;
- Architect and Design Team (Engineers, etc) RFQ has been drafted.

Operational Stakeholders Design Team created

8.6 Overview of Operational Activities for December/January reporting period:

Response

Tsunami Advisory:

Although no tropical cyclones (or ex-tropical cyclones) have reached New Zealand, there is a lot more storm formation activity in the sub-tropical area. New Zealand has been covered by many passing Highs which 'block' the movement of these storms southwards.

Ngunguru Fire:

There was a recent scrub fire in the Ngunguru area which was extinguished quickly by three helicopters providing aerial water coverage. No evacuations occurred.

Emergency Operations Centre (EOC):

- A council staff EOC exercise is planned for March 24th 2025.
- Templates have been created within the council Template Central for the EOC.
- Training and staff training (in February) in the use of TechOne and understanding the EOC Procurement Guideline.

Community engagement activities include:

Community engagement activities for the month of February have covered the contact and communications with each Community Response Group (CRG) to support their activity and work continues on developing Preparedness Plans for Marae.

Northland Lifelines Group:

Lifelines quarterly meeting was held in February. Discussion was on the Kaipara tornado and regional plan reviews.

Tsunami Evacuation Modelling Project

Note: there was a lot of reference to the 'Inundation modelling' where the correct term is 'Evacuation modelling'. The new blue zone along the coast shows definite evacuation zone, in order to keep people away and safe.

The updated tsunami modelling is complete and new GIS models have been completed using both the three-zone and blue-zone mapping. With the release of a new Directors Guideline in 2025 all regions are directed to change to blue-zone mapping, which Northland has done as part of this project.

The new evacuation models show significant reductions in the zoning for some areas. This change will take some in depth community engagement, as will the change to using blue zones.

Work is underway to replace the tsunami information boards throughout Northland with new maps as a result of the evacuation modelling project.

The modelling data is also being supplied to the district councils to utilise in their climate resilience planning.

8.6. Risk to the Tiriti Relationship

Nothing to report.

8.7 Delegated Financial Authority Policy

Nothing to report.

8.8 Legislation changes or updates

New work is underway on the Emergency Management Bill, a review of the CDEM Act 2002, which had been put on hold by the new Government.

8.9 Future Planning / What's coming next?

- Marae Preparedness Plan and Māori Engagement within the Whangarei District - ongoing.
- EOC staff training – ongoing.
- EOC process and documentation review – ongoing.
- Tsunami Siren Replacement Project – underway.
- Tsunami Board review with new Evacuation modelling – March/April 2025.
- Flood Resilient Māori Communities and Marae Project
- CDEM continue to support this NRC project to provide flood readiness planning to 35 Marae throughout Te Taitokerau. Whangarei district EMS will support four remaining Marae in the Whangarei district, with three Marae Preparedness Plans recently completed.

CDEM continue to support the Flood Resilient Northland Regional Council (NRC) project being led by the Rivers Department to provide flood readiness planning to 35 Marae throughout Te Taitokerau. Whangarei District EMS will support six Marae in the Whangarei District through this process. There are four remaining Marae in the Whangarei District: Whananaki, Whakapara, Maungarongo and Akerama Marae.

Upcoming Training Courses:

Welfare Function: 21 March 2025

EOC Exercise: 23 March 2025

Response Manager Course: 23 June 2025

CIMS 4: 14-15 July 2025

Intelligence Function: 16 July 2025

Operations Function: 17 July 2025

Logistics Function: 18 July 2025

CIMS 4: 8-9 September 2025

Planning Function: 10 September 2025

Welfare Function: 11 September 2025

Logistics Function: 12 September 2025

CIMS 4: 3-4 November 2025

Intelligence Function: 5 November 2025

Welfare Function: 7 November 2025

EOC Exercise: 6 November 2025

8.10 New Tsunami Siren Project Overview – Northland Region (WDC / KDC / FNDC):

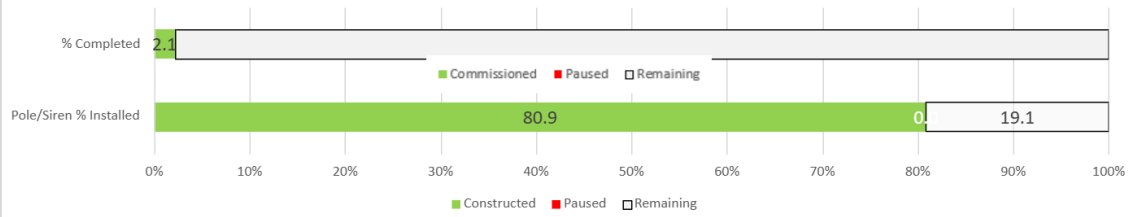
76 Sites constructed

18 Sites remaining

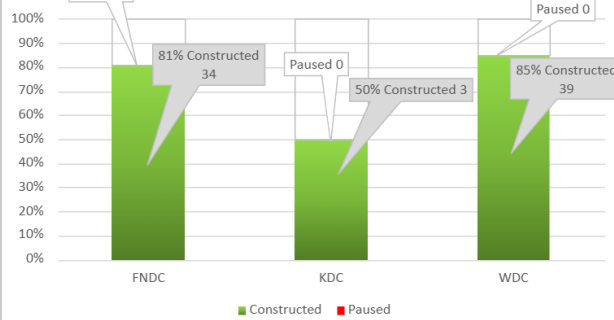
0 Paused

6 Completed

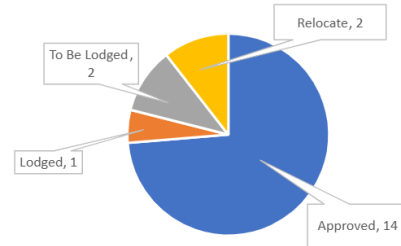
Overall Installation Progress (All Districts)



Constructed sites % by District



Remaining Sites Status



FNDC Sites

Remaining : 8

KDC Sites Remaining

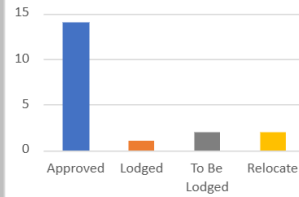
: 3

WDC Sites

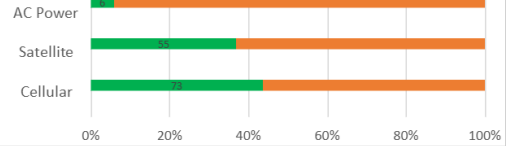
Remaining : 7

Reasons for the pauses?

Access Issues, 0



Commissioning Progress



RESOLUTION TO EXCLUDE THE PUBLIC

That the public be excluded from the following parts of proceedings of this meeting.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

1.	The making available of information would be likely to unreasonably prejudice the commercial position of persons who are the subject of the information. {Section 7(2)(c)}
2.	To enable the council (the committee) to carry on without prejudice or disadvantage commercial negotiations. {(Section 7(2)(i))}.
3.	To protect the privacy of natural persons. {Section 7(2)(a)}.
4.	Publicity prior to successful prosecution of the individuals named would be contrary to the laws of natural justice and may constitute contempt of court. {Section 48(1)(b)}.
5.	To protect information which is the subject to an obligation of confidence, the publication of such information would be likely to prejudice the supply of information from the same source and it is in the public interest that such information should continue to be supplied. {Section 7(2)(c)(i)}.
6.	In order to maintain legal professional privilege. {Section 2(g)}.
7.	To enable the council to carry on without prejudice or disadvantage, negotiations {Section 7(2)(i)}.

Resolution to allow members of the public to remain

If the council/committee wishes members of the public to remain during discussion of confidential items the following additional recommendation will need to be passed:

Move/Second

"That _____ be permitted to remain at this meeting, after the public has been excluded, because of his/her/their knowledge of Item _____.

This knowledge, which will be of assistance in relation to the matter to be discussed, is relevant to that matter because _____.

Note:

Every resolution to exclude the public shall be put at a time when the meeting is open to the public.