



Notice of Council Workshop Briefing Session

A workshop briefing session of the Tararua District Council will be held in the Council Chamber, 156 High Street, Dannevirke on **Wednesday 4 March 2026** commencing at **1:00 pm**.

Malcolm Alexander
Chief Executive

Agenda

1. **Welcome and workshop opening**
2. **Briefing Papers**
 - 2.1 **Early Engagement Planning** **2**
 - 2.2 **Big Issues and Opportunities** **13**
3. **Closure**

Note: This workshop briefing session meeting is being held solely for the purpose of information and discussion, and no resolutions or decisions shall be made.



Community Engagement/Consultation Plan Template

Name of Campaign or project	LTP Pre-Engagement
Key Contact Person	Kimberley Stevens, Sarah Fountaine, Karsten van der Oord
Duration of consultation/engagement	Late April – End of May
Key Comms Advisor	Kimberley Stevens, Sarah Fountaine, Karsten van der Oord

Is this consultation subject to the Special Consultative Procedure as outlined by section 83 of the Local Government Act 2002?

Yes No

Unless this plan is required under the Special Consultative Process, please refer to it as community engagement.

1. Consultation/Engagement Objectives

- What are the specific objectives of the community consultation?

The LTP pre-engagement results in:

- High understanding and engagement resulting in quality feedback from residents
- A clear pathway for public participation in local democratic planning
- Enhanced reputation for Council as trust is rebuilt
- Community feedback is strongly reflected in the LTP consultation document
- Receive feedback from all identified stakeholder groups

2. Key Messages

Key Messages: Core messages you want to convey.

Overarching

- Still in development

Early engagement

- To be determined at the 4 March workshop.

Formal consultation

- To be determined post-engagement.



3. Stakeholder Analysis

Stakeholder	How we will reach them	Who will reach them
<ul style="list-style-type: none"> Ratepayers Residents Service users 	All methods listed under “Consultation and Engagement Methods” .	<ul style="list-style-type: none"> Mayor and Elected Members (EMs) CE ELT All Council Focus Group and Committee members Communications and Community Engagement Team
<ul style="list-style-type: none"> Mayor Elected Members 	Meetings, workshops, emails	<ul style="list-style-type: none"> GM Communications and Community Engagement Team
<ul style="list-style-type: none"> Frontline staff (CS/Libs) General Staff Alliance 	In person meetings, emails, regular catchups, Pānui Pulse, Loki intranet, All Staff emails	<ul style="list-style-type: none"> CE ELT members Infrastructure Committee chair (Alliance). Wider Leadership Team Communications and Community Engagement Team
<ul style="list-style-type: none"> Iwi partners (delivery of engagement) 	In person meetings, emails, regular catch ups, tagging in social media posts	<ul style="list-style-type: none"> Communications and Community Engagement Team
<ul style="list-style-type: none"> Marae Kohanga reo 	In person meetings, regular catch ups, Focus Group Marae, Kura Kaupapa and Kohanga Reo	<ul style="list-style-type: none"> Council Focus Group - Marae, Kura Kaupapa and Kohanga Reo Communications and Community Engagement Team
<ul style="list-style-type: none"> LTP contractor, LTP project team 	Emails, LTP Project Team Meetings	<ul style="list-style-type: none"> Mayor CE ELT Staff
<ul style="list-style-type: none"> Community boards Community committees 	Emails, meetings	<ul style="list-style-type: none"> Mayor CE EMs ELT
<ul style="list-style-type: none"> Horizons 3 Waters partners districts Manawatū Whanganui councils Other councils Taituara, LGNZ 	Targeted emails, through current activity meetings	<ul style="list-style-type: none"> Mayor CE ELT Wairarapa-Tararua Waters Workstream heads
<ul style="list-style-type: none"> Rural Groups (RST, Beef and Lamb, FF, etc) Catchment collectives Civil Defence Groups Tararua Reap Sport Tararua Emergency services Supply partners and contractors Information centres 	Meetings, attending relevant events, targeted emails.	<ul style="list-style-type: none"> EMs Council Focus Group - Rural Council Focus Group - Youth ELT Communications and Community Engagement Team Council Managers
<ul style="list-style-type: none"> Community groups and clubs Domain boards Coastal groups Schools Lions, Probus, SuperGrans Funders Chambers of Commerce Businesses Young Farmers Assn 	Meetings, attending relevant events, targeted emails.	<ul style="list-style-type: none"> EMs Council Focus Group - Rural Council Focus Group - Youth Council Focus Group – Communications and Consultations Communications and Community Engagement Team
Central Gov; MBIE, MFE, MIA	Meetings, targeted emails	<ul style="list-style-type: none"> Mayor CE
Media including local radio	Meetings, calls, targeted emails	<ul style="list-style-type: none"> Mayor and EMs EMs Communications and Community Engagement Team

4. Consultation/Engagement Feedback Methods

To make it easier for people to share their views, Council will use a mix of engagement methods to reach residents where they already are online, in print, and through face-to-face conversations.

***NEW* Investment Game:** A key feature of this approach is a new investment game, designed to help people explore priorities and *trade-offs in a simple, interactive way*. This tool will be used alongside more traditional engagement methods to gather broad and meaningful feedback from across the district.

These are the methods that will be used to engage the community and gather feedback:

Channel Type	Available Feedback Methods
Digital & Online	<ul style="list-style-type: none"> • Online feedback form + investment game (resulting in community investment summary) • Facebook Live Q&A • Antenno Reporting Feature – Feedback and ideas option (receiving, not sending) • iPads at events to make a submission • Social Media comments?
Print	<ul style="list-style-type: none"> • Council investment game + feedback form • Bush Telegraph
In-person / Verbal	<ul style="list-style-type: none"> • Workshops or drop-in sessions (evening / afterhours) • Physical version of Council investment game / Static display • Community Meetings • Focus groups (for key stakeholders) • Presence at community events (to be determined)
Extra-ordinary / Other	<ul style="list-style-type: none"> • Big blank walls in Council Service Centres and possibly some community facilities, inviting to write down their answers to 3 main questions which link up with Strategic Pillars: Examples of these questions could be*: <ul style="list-style-type: none"> ○ Reputation: What creates trust for you? What should Council do to build and keep community trust? ○ Growth, resilience: When you think about growth and resilience, what should Council focus on first? ○ Affordability: If Council had to make savings, where should we be most careful? <p><i>* The team would recommend working with the Mayor and EMs on these, to align them with the new Strategic Pillars, identified at the Strategic Hui.</i></p>



5. Deliverables

An outline of the engagement and consultation deliverables, including who is responsible for preparing them and who will support their implementation. This section is structured around four engagement channels, online, print, in-person, and other supporting activities.

DIGITAL & ONLINE	
Deliverable(s)	Who is responsible
Website: <ul style="list-style-type: none"> • Council investment game + feedback form • LTP pre-engagement pages • Timeline • Sliding banner for homepage 	Communications and Community Engagement Team
Socials: (FB, Instagram, LinkedIn, YouTube) <ul style="list-style-type: none"> • Reels of Events, • Reels of Workshops + Clips of Workshops • Promotion of investment game + feedback form • Mayor, EMs – Reels and socials support (Sharing posts) • Posts • Promotion of LTP newsletter • Facebook live 	Communications and Community Engagement Team, Mayor, EMs; Council Focus Group members, Committee Chairs and members.
Geotargeting: <ul style="list-style-type: none"> • MREC targeted to phones in the district • TVNZ add on Click - targeted to phones in the district • Commercial Radio stations targeted to people in our district 	Communications and Community Engagement Team
Partner channels: <ul style="list-style-type: none"> • LTP engagement content is shared on partner channels 	Mayor, Council Focus Group members
Local radio: <ul style="list-style-type: none"> • Interviews with Mayor, EMs, CE, ELT • Broadcasting radio adverts 	EMs; Council Focus Group members, Committee Chairs and members.
Antenno <ul style="list-style-type: none"> • To use to notify <u>and</u> submit feedback 	Communications and Community Engagement Team, Customer Services
Audiobook / Audio Summary <ul style="list-style-type: none"> • For formal consultation, make our Consultation Document more accessible by turning it into an audiobook using voices from council (I'm Kimberley from Woodville, and I'll be reading Chapter 1: <i>Item for Consultation Goes Here</i>). • Consider how the "voices from council" can be used in the early engagement period 	Communications and Community Engagement Team, supported by staff, CE, ELT, Mayor and EMs where needed

PRINT	
Deliverable(s)	Who is responsible
<p>Bush Telegraph, promotion of Pre-Engagement feedback and Council investment game through:</p> <ul style="list-style-type: none"> • Weekly updates • Frontpage adverts • Special cover features • Double page spread <p>Newsletters, promotion of Pre-Engagement feedback and Council investment game through:</p> <ul style="list-style-type: none"> • Community newsletters (Tararua Reap, etc) • School newsletters • Business newsletters 	Communications and Community Engagement Team
<p>Printed copies, feedback and Council investment game available in:</p> <ul style="list-style-type: none"> • Council Service Centres and Libraries • Information Centres • Community Events that are attended by EMs and Staff • And other relevant purposes 	Communications and Community Engagement Team
<p>Other printed matter, including</p> <ul style="list-style-type: none"> • Posters to distribute and display • Short summary of Pre-engagement • Articles in Regional Newspapers 	Communications and Community Engagement Team

IN PERSON + VERBAL	
Deliverable(s)	Who is responsible
Calendar of Events during Pre-Engagement Period <ul style="list-style-type: none"> With Stakeholder grouping With proposal who could attend Grouped according to Focus Group 	Communications and Community Engagement Team, ELT, Mayor, EMs
Big blank walls , inviting to write down their answers to 3 main questions (see above Section 4) which link up with Strategic Pillars in: <ul style="list-style-type: none"> Council Service Centres Staff room Iwi offices? Possibly some community facilities 	Communications and Community Engagement Team, Customer services, Libraries
Council investment game , physical version of / Static display: <ul style="list-style-type: none"> In Council Service Centres For events (see Section) 	Communications and Community Engagement Team
Interviews with the media , have meetings with reporters of local and regional media (and interviews with high school media students)	Communications and Community Engagement Team, Mayor's office

EXTRA-ORDINARY / OTHER	
Deliverable(s)	Who is responsible
Develop LTP "brand" and guidelines <ul style="list-style-type: none"> Look and feel is defined Brand examples are developed 	Mayor, EMs, Communications and Community Engagement Team
LTP champions , <ul style="list-style-type: none"> Internal competition with EMs and staff who can get the most Pre-Engagement Forms filled in and submitted (being mindful of Quality vs Quantity). 	Communications and Community Engagement Team, EMs and Staff.
LTP voices, or Audiobook/Audio Summary , how can we use the voices of the suggested Audiobook for the consultation phase during the Pre-Engagement period?	Communications and Community Engagement Team, EMs and relevant staff.
Engagement Kit for Elected Members <ul style="list-style-type: none"> FAQ re LTP Feedback Forms Key Messages Info Cards (like the report it card, but with a QR code to engagement mechanisms) Other information as directed by Mayor 	Communications and Community Engagement Team, Mayor



6. Consultation Timeline

COMPLETE	CURRENT PHASE	NEXT PHASE	UPCOMING
TIMELINE			
Date	Action	Who	
19 Feb – 25 Feb	Develop a Draft Early Engagement Plan (EEP) and Begin Drafting an “LTP Brand”	Communications and Community Engagement Teams, Mayor, CE/ELT and Focus Groups (for input on focus areas).	
4 March	Workshop: Early Engagement	Staff and Elected Members	
5 March – 24 March	Refine EEP and LTP Brand	Communications and Community Engagement Teams	
26 March	<i>Council meeting – endorsement of plan and brand</i>	<i>Council</i>	
26 March – 20 April	<i>Preparation of Materials and Events</i>	<i>Communications and Community Engagement Teams</i>	
20 April – 31 May 2026	<i>Recommended Engagement Period</i>	<i>All-Of-Council</i>	

7. Consultation Events during the Pre-Engagement Period

To be determined.



8. Risk Management

Measurement against current risk appetite:

Council currently has a low risk appetite for community and iwi relationships. This reflects a preference for minimal exposure to reputational, relational, cultural and legal risk in how we engage.

For the Long Term Plan early engagement programme, this means:

- Engagement must be genuine, not symbolic.
- Messaging must be clear, transparent and consistent.
- Iwi and key stakeholders must be approached early and appropriately.
- Known areas of contention must be anticipated and prepared for.
- Staff and elected members must be aligned on key messages before engagement begins.
- Feedback processes must be visible and credible so participants can see how their input is used.

A low risk appetite does not mean avoiding difficult conversations. It means managing them deliberately, respectfully and transparently.

RISK MANAGEMENT AND MITIGATION					
Risk	Effect	Impact	Likelihood	Rating	Mitigation
Message misinterpretation	Audiences act on the wrong information, leading to confusion or mistakes	Low	Probable	Low Risk	Use plain language, avoid jargon, test messages with a sample audience, provide visuals/examples
Misinformation spreading	False narratives gain traction, undermining trust in the organisation	Medium	Probable	High Risk	Monitor channels, respond quickly with correct information, keep FAQs updated
Low engagement/participation	Stakeholders feel excluded, consultation results are unrepresentative	Medium	Possible	Moderate Risk	Use multiple channels, schedule reminders, tailor messaging to audience groups
Timing issues (too early/too late)	Audiences miss opportunities to act, or information loses relevance	Medium	Possible	Moderate Risk	Align messaging with project milestones, set clear timelines, allow buffer time
Inconsistent messaging	Confusion and reduced credibility when people hear conflicting information	Medium	Unlikely	Moderate Risk	Develop key message sheets, brief spokespeople, establish one source of truth (e.g. website)
Jargon/technical language	Messages don't land with the public, reducing understanding and buy-in	Medium	Probable	High Risk	Translate technical terms, use infographics, provide short summaries
Information overload	Key points are missed, leading to disengagement	Medium	Possible	Moderate Risk	Prioritise main messages, stagger releases, keep updates concise

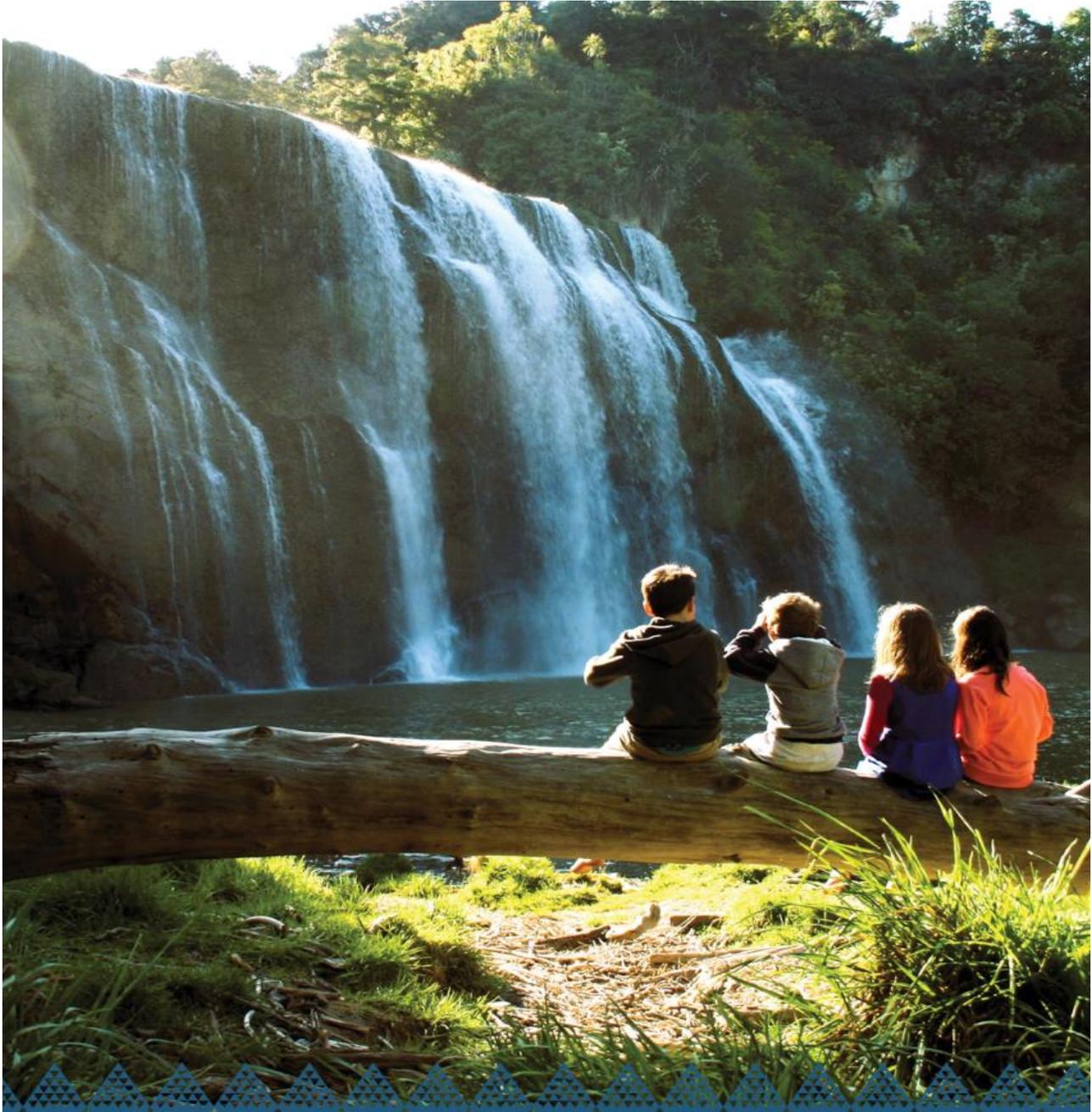
Negative public perception/backlash, including on social media	Distracts from the main message, reduces constructive engagement, damaged reputation, loss of trust, increased resistance from the public	Medium	Possible	Moderate Risk	Test the tone before release, be transparent, regular updates where needed, monitor the public sentiment, have moderation guidelines, prepare FAQs, respond calmly
Failure to identify and engage with key stakeholders	Causing misinformation, community dissatisfaction and council reputational damage	Medium	Possible	Moderate Risk	Work with the project manager/subject matter expert to identify key stakeholders, provide clear, accurate, timely and transparent communications
Leaks or premature release	Confusion if the public reacts before information is final, reputational damage	High	Rare	Low Risk	Ensure the approval process is up to date, control access to content, brief internal staff before external release
Technical failures (web/email/social media)	Audiences can't access information, damaging credibility	High	Rare	Low Risk	Pre-test platforms, have backup channels, monitor in real-time

9. Success Measures

Measure	How we will measure this	When we will measure this
To be determined.	To be determined.	To be determined.

					FOCUS GROUP ALIGNMENT					
					Communications and Consultations	Rural	Youth	Marae, Kura Kaupapa and Kohanga Reo		
GROUPS	<ul style="list-style-type: none"> Community Boards Community Committees (with SA's) – Pahiatua, Woodville Community Committees (no SA) – Norsewood, Pongaroa, Weber, Alfredton, Kumeroa, ????? Tararua REAP Emergency Services Urban CD Groups Chambers of Commerce and Business Groups Age Support Groups - Lions, Probus, SuperGrans Health & Wellbeing Agencies – Tararua Health Group, Dannevirke Family Health, Pahiatua Medical Centre, Eketāhuna Health Centre. 				<ul style="list-style-type: none"> Young Farmers Associations Rural Support Trust Beef + Lamb NZ Federated Farmers Catchment Collectives Coastal groups Rural CD Groups 		<ul style="list-style-type: none"> Sport Tararua Schools Community groups and clubs <ul style="list-style-type: none"> Tararua Community Youth Services Scouts Guides What else? Young Farmers Associations 		<ul style="list-style-type: none"> Marae Kohanga Reo (kindy) Kura Kaupapa (schools) 	
	EVENTS	<p>Note: Events in bold are held within the recommended engagement period.</p> <ul style="list-style-type: none"> 19 March: Social Table Tennis – Dannevirke – Meets weekly 19 March: Pickleball – Bush Multisport Stadium – Meets Weekly 21 March: Dannevirke Services & Citizens Club – Talent show 27 March: Friday Night Food Trucks Pahiatua 28 March: Pahiatua Market 29 March: Mangatainoka Motors 1 April: Explore Pahiatua Committee Meeting, 7pm 5 April: Wonderful Woodville Market 7 April: Positively Woodville Committee Meeting, 7pm 12 April: Super Market Eketāhuna 19 April: Dannevirke Market, A&P Showgrounds 20 April: Dannevirke Community Board Meeting 24 April: Friday Night Food Trucks Pahiatua 25 April: Pahiatua Saturday Market 26 April: Mangatainoka Motors – American Car Day 3 May: Wonderful Woodville Market 5 May: Positively Woodville Committee Meeting 6 May: Explore Pahiatua Committee Meeting 10 May: Super Market Eketāhuna 17 May: Dannevirke Market, A&P Showgrounds 22 May: Friday Night Food Trucks Pahiatua 30 May: Pahiatua Saturday Market <p>Other</p> <ul style="list-style-type: none"> First Sunday of the Month (weather dependent): Dannevirke Community Garden Working Bee Chamber After 5s Other working bees 				<p>Note: Events in bold are held within the recommended engagement period.</p> <ul style="list-style-type: none"> 13-15 March: Wairarapa NZMCA Rally – Pongaroa Domain 14-15 March: Book Fair - Pongaroa Community Centre 18 March: Puketoi Young Farmers meeting – Pongaroa Hotel 27 March: Makuri School – Horse Trek 28 March: Working Bee at the Mangatainoka Pahiatua Cemetery 5 April: Pongaroa Competition – Pongaroa Hotel 6 April: Tararua Young Farmers meeting 7pm – Post Office Hotel Pahiatua – First Monday Monthly 15 April: Puketoi Young Farmers meeting – Pongaroa Hotel 4 May: Tararua Young Farmers meeting 7pm – Post Office Hotel Pahiatua – First Monday Monthly 20 May: Puketoi Young Farmers meeting – Pongaroa Hotel 24 May: Pre-loved Market in Pongaroa 		<p>Note: Events in bold are held within the recommended engagement period.</p> <ul style="list-style-type: none"> 12-15 March: Te Pātaka Rangatahi Camp 18 March: Puketoi Young Farmers meeting – Pongaroa Hotel 6 April: Tararua Young Farmers meeting 7pm – Post Office Hotel Pahiatua – First Monday Monthly 15 April: Puketoi Young Farmers meeting – Pongaroa Hotel 4 May: Tararua Young Farmers meeting 7pm – Post Office Hotel Pahiatua – First Monday Monthly 20 May: Puketoi Young Farmers meeting – Pongaroa Hotel <p>Other</p> <ul style="list-style-type: none"> Thursday rangatahi programme at Pahiatua Marae 		<p>Note: Events in bold are held within the recommended engagement period.</p> <ul style="list-style-type: none"> 12-15 March: Te Pātaka Rangatahi Camp Every Monday afternoon: Let's Start Moving Exercise Class at Pahiatua Marae Thursday rangatahi programme at Pahiatua Marae <p>Other</p> <ul style="list-style-type: none"> Ongoing - Kaitoki Marae Wānanga 27 Feb – 2 March – Whakapapa Lap Quilts Wānanga with Ron Te Kawa Reach out to local marae for details of upcoming events and working bees





LONG TERM PLAN 2027-37

Big Issues & Opportunities – Early Conversation

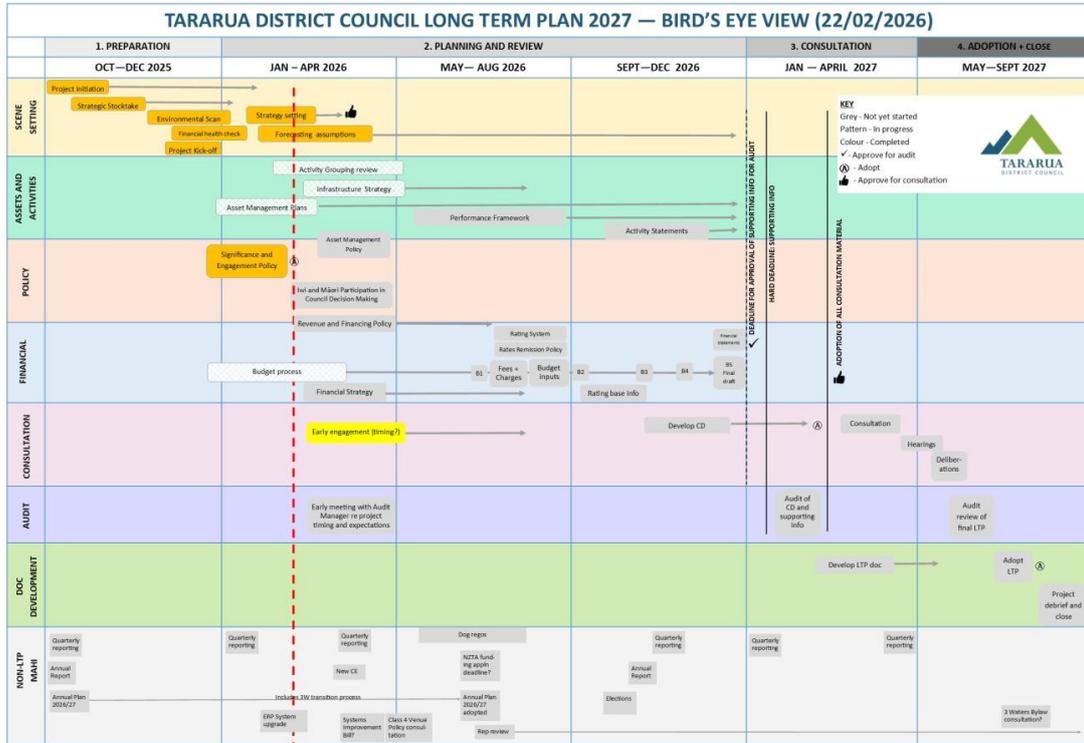
WEDNESDAY, 4 MARCH 2026

TARARUA
DISTRICT COUNCIL

LTP 2027 Workshop Reader
[Big Issues & Opportunities – EM Workshop.pptx](#)

Photo: iStock.com/137020202

Timing – where does this discussion sit in the context of the wider project?



Workshop purpose:

To begin an early conversation with Elected Members on the big issues and opportunities that will shape the development of the 2027–37 Long Term Plan. The session is exploratory and focused on early direction rather than decision-making.

Guidance needed from Elected Members

We are seeking high-level direction from Elected Members to help shape the early development of the Long-Term Plan. No decisions will be made at this workshop.

Elected Members are invited to provide input in the following areas:

- ✓ **Additions** – Are there any significant issues or opportunities that should be added to this early list?
- ✓ **Refinements** – Are any of the issues/opportunities unclear, or needing adjustment?
- ✓ **Relative importance** – Which of these items feel like they may become priority LTP issues?
- ✓ **Early Flags** – Are there potential implications (e.g., affordability, levels of service, community interest) that staff should explore further?

In summary, we are seeking guidance on:

- Whether any major issues or opportunities are missing
- Whether these represent the right areas for further LTP exploration
- Which items should be prioritised for deeper analysis
- Any early indicators of affordability, level-of-service, or community impact considerations

Strategic alignment

Alignment with draft Strategic Framework:

- Affordability / Efficiencies
- Reputation / Identity
- Resilience / Growth

Community Outcomes:

- Affordable, efficient core services
- Trusted leadership
- Resilient, future-ready district
- Prosperous district with opportunities



How Big Issues & Opportunities Relate to Forecasting Assumptions and Risks

The forecasting assumptions and risks provide the baseline conditions we expect to operate within, including inflation, regulatory change, climate impacts, and workforce availability.

The big issues and opportunities will formulate the LTP's community consultation items.

For each consultation item, we will consider:

- **Which assumptions directly influence it** (e.g., cost escalation influencing renewals)
- **Which risks it may create or exacerbate** (e.g., service disruption if investment is deferred)
- **Whether the issue itself may lead to new risks** (e.g., major affordability impacts)

This integrated view helps ensure that early conversations with Elected Members are grounded in the realities that will shape the LTP, even though detailed analysis will come later.

Discussion

To identify big issues and big opportunities, officers from different areas at TDC were asked what are the big issues and big opportunities that will need to be factored into the LTP, and will:

- Likely require a decision of Council?
- Possibly trigger the Significance and Engagement Policy (and therefore become a consultation issue)?
- Have implications for Levels of Service and/or budget?

Officers were also asked to think about:

- Cross-subsidised activities
- Innovation opportunities
- Business activities. Is there a better way of delivering some activities?

A number of issues and opportunities were identified and aligned to the Community outcomes.

Community views

What we know so far:

- Affordability concerns raised consistently in consultation



- Desire for resilient and future-proofed infrastructure
- Support for clear communication and transparency
- Interest in economic development and growth opportunities

Community outcomes – Affordability /Efficiency

Affordable, efficient core services that deliver clear value

Our district receives reliable core services that are affordable, well-maintained, and delivered efficiently. We will keep rates and charges as low as we can.

Issue - Cost of Service delivery

- Reliance on rates as the main source of funding
 - Residents can't absorb increases at the same rate as rising council costs. With the rate capping, this is going to be a major issue for TDC.
 - Over-reliance on rates limits our' ability to innovate or diversify.
- Solid Waste – Pahiatua Transfer Station
 - Pahiatua is serviced by a waste transfer station 4km out of town. It is an unpowered site with no services – no power, weigh bridge, water or sewage. A recent Audit & Risk H&S due diligence visit highlight concerns with the site and an initial indication on cost for remediation is significant.

Opportunities – Alternative Service Model

- Explore alternative revenue streams to support rate capping
 - To offset the constraints imposed by rate capping, the Council should actively explore additional sources of revenue. These include opportunities from commercial leases and aerodrome use, both of which warrant closer examination for their revenue-generating potential.
 - A review of non-core service delivery is also recommended — covering areas such as forestry, pensioner housing, grants, camping grounds, and swimming pools — to assess whether current delivery models remain financially sustainable and appropriate for the Council to provide.
 - Parking meters: while this may not be a realistic option at this stage, it is worth raising to signal that all ideas should be on the table. Rate capping will place real limits on what the Council can do, and a genuinely open mind toward alternative revenue will be essential in navigating those constraints.
- Solid Waste – Pahiatua Transfer Station
 - An option is available to utilise existing funding plus potentially a small amount of capital investment to build a new recycling location that can do refuse in town at a council owned site. A business case is being progressed currently to weigh up the options.



- Transport – Differential Levels of Service
 - The roading team have done a lot of work to understand the road network and its usage and would like to create a system of different levels of service for different types of road use. For example, a dead-end road supporting carbon farming only should have a different level of maintenance effort compared to one that is a connecting route supporting multiple farms and houses. This will involve changing expected intervention levels on some roads but gives an opportunity to put the effort where it is best suited.

- Cross subsidised activities
 - Pensioner Housing: With a strong push for us to focus on core council services coming from Wellington we need to decide whether providing pensioner housing fits within our remit. There are opportunities to divest the assets into a different structure to unlock central government subsidies that being a Council landlord doesn't allow us which can help keep rents manageable, for example:
 - Vest the assets into an independent trust or sell them outright.
 - Raise the rent to market rate for pensioner housing and eliminate the current rate payer subsidy.

 - Solid Waste – Norsewood Recycling – Funding for Kerbside & DOC bin: Kerbside is currently funded for Norsewood out of existing budgets / funding streams however it does not last past the end of this LTP, we will need to ask the community whether they would like to pay for the service via their rates bill like the rest of the urban district.
DOC recycling bin project has been proposed, however put on hold in order to consult and get agreement from the community on the location or the necessity of the investment at all following roll out of the kerbside service.

- Isite and Information Centres
 - We are currently assessing our membership of isite (this may be complete before the LTP). There is an opportunity to review funding of all Information Centres and consider continued funding or bringing the service inhouse.

- Integration of Services
 - Integration of services in Pahiatua has three options – either one of the two existing sites or a new property.

- Rationalisation of council building insurance cover
 - Reviewing the number and use type of council building with expected life; level of use, demolition cost, and opportunity cost of natural disaster recovery costs to determine a long-term beneficial framework for council.



- Reduction of hours of occupancy of council owned buildings for utility and FTE cost savings
 - Review the number of hours council building are open and the cost savings of electricity and FTE stranded overhead savings. The reduction in cost which may be material but will contribute to stranded overhead savings.
- Look at other activities that are cross-subsidies by the ratepayers and determine the right service model.
 - With a push for Councils to reconsider its delivery model through a focus on shared services, efficiencies and divesting from non-core activities we need to create a Project and a team around it to make this happen. Without a structured and deliberate approach it will be hard to demonstrate a robust and timely process occurs.

It takes resources to investigate options like shared services and different ways of doing things. E.g. we could bring our consent processing in house by employing someone and save significant money by not using an external contractor and then offer that as a service to other councils.

Community outcomes - Trust

Trusted leadership and meaningful community voice

Our communities trust Council to lead with integrity, listen early, explain decisions clearly, and reflect local voices.

Opportunities – Alternative Service Model

- Libraries and Customer Services Opening Hours
 - Review of our customer service and libraries opening hours to align with community needs.

Community outcomes - Resilience

A resilient, future-ready district that adapts to change

Our district is resilient and prepared for change. We support our communities to adapt and thrive over time.

Issue – System Capability

- Inefficient Systems and Processes



- While our systems serve us today, they are not yet positioned to support future demands. Our existing systems are not well aligned with emerging future requirements. To deliver on our long-term strategy, we need systems that are more agile and future-oriented.

Opportunities - Innovation

- We need to evolve our systems to be more future-ready. Investment in providing efficient services through innovation and digitisation of customer-focused systems and processes.

Community outcomes - Growth

A prosperous district with opportunities for people and business

Our district is an attractive, well-connected place to live, work, and invest. Growth is supported in ways that protect affordability, character, and long-term wellbeing.

Issue - Cost of Service delivery

- Growth/Economic Development
 - The economic development function was reduced in scope in the previous LTP, it has resulted in missed opportunities for the district to connect with the business community and grow economically.

Opportunity - Growth

- Growth/Economic Development
 - Invest time and effort into working with the business community, iwi partners, external agencies, and the wider community to explore growth opportunities, and opportunities to promote the district.

Management recommendation

- Use Elected Member guidance to refine the issue list
- Prioritise issues requiring early modelling
- Prepare detailed analysis for mid-year LTP workshops

Next steps

Date	Action	Who
21 April	Activity overviews and grouping	GM-Strategy & Information
29 April	Approval of draft activity group structure	GM-Strategy & Information



6 May	Activities (1): Key challenges and key projects	Group Managers
20 April – 31 May	Early Engagement	Elected Members, LTP Project team
6 May	Early Engagement feedback Forecasting assumptions (2)	Elected Members, LTP Project team
27 May	Performance Framework (1)	GM-Strategy & Information
8 July	Budget (1)	Chief Information Officer





TARARUA
DISTRICT COUNCIL

<p>Dannevirke Service Centre 26 Gordon Street, Dannevirke PO Box 115, Dannevirke 4942 Monday - Friday 8:00am - 5:00pm Phone: 06 374 4080 (24 hours) Email: info@tararua.govt.nz</p>	<p>Pahiatua Service Centre 136 Main Street, Pahiatua Monday - Friday 8:00am - 4:30pm Phone: 06 376 0110 (24 hours) Email: info@tararua.govt.nz</p>
<p>Eketāhuna Service Centre & Library 31 Main Street, Eketāhuna Monday - Friday 10:30am - 12:30pm & 1:00pm - 4:30pm Phone: 06 376 0110 (24 hours) Email: info@tararua.govt.nz</p>	<p>Woodville Service Centre, Library & site 45 Vogel Street, Woodville Monday - Friday 9:00am - 5:00pm Phone: 06 376 0200 (24 hours) Email: info@tararua.govt.nz</p>