

# Community and Assets Committee Meeting

## PUBLIC BUSINESS AGENDA

A Community and Assets Committee Meeting  
will be held in the Council Chamber,  
Torphin Crescent, Tokoroa  
on Thursday 28 July 2022  
Commencing at the conclusion of Council

### OUR VISION

“Healthy people thriving in a safe, vibrant and sustainable community.”

## **Community and Assets Committee**

**Reporting to** Council

**Constitution** Full Council

### **Meeting Frequency**

Six-weekly

### **Objective**

To overview and, where necessary, determine activities in the Community Development Section and the Assets Group.

### **Scope of Activity**

- To formulate policy, planning and evaluation of performance in activities that foster recreation, arts, culture and heritage and community development
- To consider proposals of an economic and/or community development nature
- To monitor and review economic and community development strategies
- To monitor a sound physical infrastructure for the district, including policy, planning and evaluation of performance
- To consider and determine such reports as are placed before the Committee regarding the activities of the Community and Assets Group
- To consider and determine matters which would normally fall within the Scope of Activity of the Community and Assets Committee.

### **Power to Act**

Pursuant to Clause 32 of Schedule 7 to the Local Government 2002 Council delegates all of its responsibilities, duties and powers to the Community and Assets Committee, with the exceptions required by the LGA (which are also stated in Section 1.1 of this documents).

### **Management Responsibility**

Group Managers Assets & Group Manager Community and Corporate

## Attendees

Members	Chairperson (Deputy Mayor)	W Machen
	Mayor (Deputy Chairperson)	J Shattock
	Councillors	H Daine M Glucina A Jansen T Lee H Nelis A Ngāpō G Petley P Schulte S Wallace
Staff	Chief Executive	S Law
	Group Manager Assets	T Anderson
	Group Manager Regulatory	S Robinson
	Interim Group Manager Community and Corporate	D Lascelles
	Chief Financial Officer	F Ferrar
	Communications Manager	K Fabrie
	Executive Support Assistant (Minutes)	C Cawood

## Agenda Confirmed by:

S Law

**Chief Executive**

*RECOMMENDATIONS contained in reports are NOT to be construed as COUNCIL DECISIONS.  
Refer to Council minutes for RESOLUTIONS.*

**Order of Business**

- 1. **Apologies** ..... 4
- 2. **Confirmation of Agenda** ..... 4
- 3. **Conflicts of Interest** ..... 4
- 4. **Confirmation of Minutes** ..... 5
- 4.1 Confirmation of Minutes - Public ..... 5
- 5.1 Executive Report..... 15
- 5.2 WHCA – Impact of WRC’s On the House Proposed Changes-July 2022 ..... 15
- 6. **Members Information Requests**..... 18

**1. Apologies**

**2. Confirmation of Agenda**

**3. Conflicts of Interest**

## **4. Confirmation of Minutes**

### **4.1 Confirmation of Minutes - Public**

---

#### **Document Information**

Report To:	Community and Assets
Meeting Date:	Thursday, 28 July 2022
Author:	Bill Machen
Author Title:	Chairperson
Report Date:	Thursday, 7 July 2022

---

#### **Purpose of Report**

This report is for information purposes only.

The purpose of this report is to present past Minutes.

#### **Recommendation**

##### **Community and Assets – May 2022**

##### **Public Business**

1. *That the minutes of the public business of the Community and Assets Committee meeting held on 09 June 2022 are confirmed as a true and accurate record and the recommendations therein approved.*
2. *That the Action Sheet, as attached, be received.*

#### **Attachment**

Minutes – 9 June 2022

Action Sheet

# Community and Assets Committee Meeting

## PUBLIC BUSINESS MINUTES

A Community and Assets Committee Meeting  
was held in the Council Chamber,  
Torphin Crescent, Tokoroa  
on Thursday 9 June 2022  
Commencing at 1pm

### Attendees

Members	Chairperson (Deputy Mayor)	W Machen
	Mayor (Deputy Chairperson)	J Shattock
Councillors		H Daine
		M Glucina
		A Jansen
		T Lee
		H Nelis
		A Ngāpō
		G Petley
		P Schulte
		S Wallace
		K Purdy
Staff	Chief Executive	S Law
	Group Manager Assets	T Anderson
	Group Manager Regulatory	S Robinson
	Chief Financial Officer	F Ferrar
	Communications Manager	K Fabrie
	Strategy and Engagement Manager	K Diamond
	Executive Support Assistant (Minutes)	C Cawood

### 1. Apologies

*That there were no apologies*

## 2. Confirmation of Agenda

That the Agenda is as circulated.

## 3. Conflicts of Interest

There were no conflicts of interest declared.

## 4. Confirmation of Minutes

### 4.1 Confirmation of Minutes - Public

---

#### **Matters of fact:**

There were no matters of fact declared.

#### **22/ Resolved**

**Cr Lee / Cr Wallace**

3. *That the minutes of the public business of the Community and Assets Committee meeting held on 28 April 2022 are confirmed as a true and accurate record and the recommendations therein approved.*
4. *That the Action Sheet, as attached, be received.*

#### **Matters Arising:**

There were no matters arising.

## 5. Reports

### 5.1 Community Report – May 2022

---

Strategy and Engagement Manager took the report as being read.

#### **22/ Resolved**

**Cr Daine / Cr Glucina**

*That Report No 2022–586065, Community Report – May 2022, be received.*

### 5.2 Assets Group Report – May

---

The Assets Group Manager took the report as being read.

- Her Worship brought note to the work being done at the Transfer Station, where the fill has been taken out and shifted. Starting off as a puddle where the fill had been removed, the heavy downfalls of rain have created ponding. Her worship requests that this be addressed.

**ACTION:** Asset Group Manager to investigate and address.

- Her Worship questioned if the Assets Group Manager knew why the curb and channel was taken away down the shoulder of Newell Road, as it had been recently put in.

**ACTION:** The Assets Group Manager will investigate.

- Cr Petley inquired if there had been any notification to the public regarding the purchasing of bin clips.

**ACTION:** The Head of Communications will ensure the public are informed that bin clips are available for purchase.

Cr Daine inquired about a past resolution that Council had accepted regarding the instillation of extra street light cables to improve performance. Cr Daine asked that information regarding the progress of the cabling project be brought back to council.

**ACTION:** The Assets Group Manager to find and deliver the information to Councillors.

**22/ Resolved**

**Cr Nelis / Cr Lee**

*That Report No 2022–586061, Assets Group Report – May 2022, be received.*

## **5. Members Information Requests**

Cr Daine had a request for the South Waikato District Council Pools ventilation system to be fixed. It is an eyesore and a Health and Safety Risk with dust and rips.

The Assets Group Manager explained that there are a few things that need to be done to the indoor area of the SWDC Pools including the ventilation system. At present these are being scoped and priced to fix and keep functioning until the revamp.

The meeting closed at 1.25pm

Her Worship Jenny Mayor Presented South Waikato Pacific Islands Community Services with a certificate of appreciation and recognition for their services they have provided over COVID. It was accepted with grace and gratitude from Akarere Henry on behalf of SWIPICS



W Machen

Chairperson



**C & A COMMITTEE ACTION SHEET 2022**

**PUBLIC - CURRENT**

<b>No</b>	<b>Meeting</b>	<b>Action Point/ Requester</b>	<b>Responsibility</b>	<b>Due Date</b>	<b>Action Taken/ Completion Date</b>
1	Community and Assets 03/02/2022	Shining Light on the Dark grant application outcome and advise elected members.	GM Community and Corporate	14/02/2022	Cr Petley has had a response. Completed
2	Community and Assets 28/04/2022	The Asset Group Manager to find out if the gas has been closed off after the Old Boys Rugby clubroom fire.	Assets Group Manager	19/05/2022	It can be confirmed it has been shut off.
3	Community and Assets 28/04/2022	The Communications Manager to find out the response on call backs with service requests made through Antenne and bring back to the Council.	Head of Communications	19/05/2022	An email has been sent to councillors in reply.
4	Community and Assets 9/06/2022	Her Worship brought note to the work being done at the Transfer Station, where the fill has been taken out and shifted. Starting off as a puddle where the fill had been removed, the heavy downfalls of rain have created ponding. Her worship requests that this be addressed.	Asset Group Manager to investigate and address.	17/07/2022	As part of the landfill closure project, stormwater ponds were created in the ex-borrow area with a bund constructed along the downslope boundary. This is required as part of the stormwater management plan for the site. Stormwater collected in these ponds will soak away after a rainfall event.
5	Community and Assets 9/06/2022	Her Worship questioned if the Assets Group Manager knew why the curb and channel was taken away down the shoulder of Newell Road, as it had been recently put in.	The Assets Group Manager will investigate.	17/07/2022	The original kerb and channel were constructed adjacent to the entrance into the transfer station. However, vehicles wanting to use the transfer station and recycling facility often need to queue along

					<p>the traffic lane of Newell Road.</p> <p>Due to the danger created by these vehicles waiting to enter the transfer station facility, a slip lane was constructed to move the queued vehicles off the through traffic lane of the road. The construction of the slip lane and wider entrance into the transfer station has necessitated the moving of the kerb and channel to the edge of the new slip lane.</p>
6	Community and Assets 9/06/2022	Cr Petley inquired if there had been any notification to the public regarding the purchasing of bin clips.	The Head of Communications will ensure the public are informed that bin clips are available for purchase.	17/07/2022	<p>This will be promoted to the public.</p> <p>We will be doing a short video to explain how it works, to wrap round a promotion.</p> <p>This will be actioned in due course.</p>
7	Community and Assets 9/06/2022	Cr Daine inquired about a past resolution that Council had accepted regarding the instillation of extra street light cables to improve performance. Cr Daine asked that information regarding the progress of the cabling project be brought back to council	The Assets Group Manager to find and deliver the information to Councillors	17/07/2022	<p>Details of the Central Management Systems (CMS) are contained below</p> <ul style="list-style-type: none"> <li>• CMS is known as tele-management and is the next step in remote dynamic street lighting control.</li> <li>• NB Smartcities (renamed Felicity) has been testing SWDC's CMS for several months, but they are not yet ready for</li> </ul>

					<p>SWDC use. We are expecting the system to be running in six-month's time. However, SWDC will not have the full CMS potential (such as control and full dimming), as SWDC streetlights are connected to the ripple control system, so are not powered during the daytime. But once commissioned the CMS will provide important functionality for SWDC as follows:</p> <ul style="list-style-type: none"> <li>• Advice that an individual light isn't responding to the switch on signal, or has failed comms – low priority</li> <li>• Advice that a bank of lights is out – medium priority</li> <li>• Advice that no lights have switched on – high priority</li> </ul> <ul style="list-style-type: none"> <li>• Staff are currently working with our contractors to get automated messaging up and running as follows:</li> </ul>
--	--	--	--	--	---

					<ul style="list-style-type: none"> <li>• Low priority – to provide a daily list to Council CSOs advising which lights are out. Being able to advise residents, when they call, that Council is aware of an issue and a timeline to fix should help resolve ongoing concerns from residents. Due to associated costs in getting a repair team to Tokoroa, we are aiming to bundle low priority faults into a single day of repairs, so can advise that a fault will be fixed within x days to Council and residents.</li> <li>• Medium Priority – to determine appropriate response and timeline (e.g., a few lights out in a local road</li> </ul>
--	--	--	--	--	--

					<p>could be left a couple of days until next planned maintenance trip to SWDC, whereas a bulk outage on a collector road will see a fault man sent that day).</p> <ul style="list-style-type: none"> <li>• High Priority – SWDC contractor's afterhours fault man can advise Powerco Control Room that a bulk outage has occurred (likely to be a switching fault), they can then monitor the lights remotely via the CMS servers and work with Powerco to fix the situation. As this can be done from their home computer, this should speed up bulk outage problems.</li> <li>• In addition, we are planning to bring in a limited dimming function,</li> </ul>
--	--	--	--	--	---

					<p>so the lights switch on at a low level (say 20%), then ramp up to full intensity over a minute, same goes for the switch off, this will reduce the inrush current on the cables, when they are livened each night, and may reduce the associated cable faults.</p> <ul style="list-style-type: none"> <li>• We are aware of complaints recently from residents regarding the streetlights in switching on too late, and off again too early. We have checked the operating times on the CMS, and there does appear to be an issue. We advised Powerco of the issue and asked them to correct their switching time signals for their Kinleith ripple plant.</li> </ul>
--	--	--	--	--	--

## 5. Reports

### 5.1 Executive Report

---

#### Document Information

Report To:	Community and Assets
Meeting Date:	Thursday, 28 July 2022
Author:	Susan Law
Author Title:	Chief Executive
Group Manager Lead:	Susan Law
Report Date:	Thursday, 7 July 2022

---

#### Purpose

1. To inform the Committee of progress on relevant annual plan projects from across the organisation.

#### Recommendation

2. That the Committee:
  - a) receives the report.

#### Discussion

##### Assets updates

3. We are at the start of the new financial year and have five new road maintenance contracts, replacing last year's maintenance and reseals contracts. The new Contractors have mobilised and were able to offer full services from 1 July 2022. The five new contracts are summarised below:

Name	640/636 Roadside Vegetation Control 2022-25
Awarded	Power Weed Control Ltd
Value	\$849,840.00

Name	640/637 Unsealed Road and Drainage Maintenance and Renewal 2022-25
Awarded	Downer NZ Ltd
Value	\$2,425,212.58

Name	640/638 Street Sweeping 2022/25
Awarded	Intergroup NZ Ltd
Value	\$889,562.03

Name	640/639 Footpath and Kerb and Channel Maintenance and Renewal 2022-25
Awarded	Downer NZ Ltd

Value	\$2,049,122.02
-------	----------------

Name	640/643 Sealed pavement Maintenance and Resurfacing 2022/25
Awarded	Higgins Contractors Ltd
Value	\$11,848,549,90

4. Work on the above contracts have begun well and are on-going. Start-up meetings have been held with all Contractors and service request training has been undertaken. Drive over inspections with the contractor have been completed.

#### Transformation

5. The staff have been advised that an interim structure will be put into place comprising Interim Executive Managers Corporate Services, Operations and Transformation. Appointments have been made of a temporary nature to the Interim Executive Manager, Corporate Services and Interim Executive Manager, Transformation. They are Michael Booth and Debbie Lascelles respectively.
6. We have gone to the market to identify an Interim Executive Manager Operations.
7. The short-term priority for the Interim Executive Managers is to configure their portfolios – 'lifting and shifting' current teams to their appropriate reporting lines.
8. The rationale for the interim structure is to give impetus and resource to positioning the South Waikato District Council in relation to the changes that are happening in the community and being placed upon it by central government. Our economy is growing, we need to support and facilitate that. Our community needs to be in a position to participate in that growing economy and our leadership and credibility in delivering services is vital to its participation.
9. Over the coming months, the organisation will be reviewing its services, models of service delivery and ways of working. It will also identify what needs to be changed. This will then inform the changes in structure.

#### DRAFT – Submission for Executive Group Report June 2022

##### Human Resources

*All figures quoted in the report below are expressed in terms of actual numbers of people employed. This means that all employees (whether part time, casual or fixed term employees) are considered to be one employee for the purposes of the below statistics*

10. There are currently **189** employees on the staff of the South Waikato District Council. Please note that this figure provided below reflect, over the course of the year, a number of student interns, casual staff and those employed on a fixed term basis to meet seasonal surges in demand (such as occur during the summer period in our libraries and leisure centres).

##### Headcount Statistics (three year rolling average)

Year	Staff Turnover*	Staff Recruited*
2020	37	30
2021	62	78
2022 (year to date)**	36	30

\* Includes casual staff and seasonal staff

\*\* Reflects part year status



### **Voluntary Turnover Statistics**

11. Voluntary turnover of permanent employees from the 1 July 2021 to 30 June 2022 stands at 11.7%. From 1 July 2022 to 31 July 2022 that figure is 1.35%.  
Local Government NZ shows voluntary annual turnover of permanent employees in local government bodies to be 13.9% per annum for 2021 / 2022.
12. To inform Council's own submission on the Water Services Entities Bill, we asked our community for feedback through a series of open meetings and via a survey. Given the extremely tight timeframe to arrange and advertise the meetings, staff were quite pleased with the turnout at four public meetings held over four nights in our four main towns of Tokoroa, Putāruru, Tīrau and Arapuni. At these meetings, there was overwhelming 100% support for Council's stance on the Three Waters Reform. The meetings were attended by 60 people.

### **Community engagement Three Waters Survey**

13. The results from the survey follow (as of 19 July 2022, 4pm \*at the time of writing, the survey was not yet closed):
14. 94% were not supportive of the reforms for the following reasons: non-democratic process, anticipated increasing costs, risk of privatisation, no genuine consultation, rushed through, theft of assets, centralising doesn't necessarily mean lower cost, one size doesn't fit all, SWDC has well managed infrastructure and appropriately funded.
15. 90% of respondents wanted Council to continue to align with C4LD for these reasons: C4LD proposing better alternatives, power in numbers, louder voice.
16. 83% believe the current proposal may not be the best solution for our community.
17. 87% believe there may be other more suitable solutions/models.
18. 89% believe we should slow the reforms down and look at alternative models.
19. 8% of respondents believe three waters should continue on the current timeline for a July 2024 kick off.
20. 88% believe that councils are in danger of losing infrastructure paid for by local communities.
21. 91% believe they have too many unanswered questions at this time regarding the reforms to be comfortable that it will deliver an improved service for the community.
22. 92% believe that three waters reform (in its current form) will result in loss of local voice.
23. 93% are concerned about privatisation.

## 5.2 WHCA – Impact of WRC’s On the House Proposed Changes-July 2022

---

### Document Information

Report To:	Community and Assets
Meeting Date:	Thursday, 28 July 2022
Author:	Cherie Pascoe
Author Title:	Community Programme Coordinator
Group Manager Lead:	Debbie Lascelles
Report Date:	Friday, 8 July 2022

---

### Purpose

1. To seek Council direction on the “On the House” programme’s future.

### Recommendation

2. That Council:
  - b) directs staff to provide feedback to Waikato Regional Council to continue with the “On the House” programme, using eased criteria.

### Executive Summary

3. “On the House” is the free heat replacement scheme on offer through Warm Homes Clean Air to homes in the Tokoroa airshed that have an open fireplace or non-compliant solid fuel burner.
4. While the uptake of “Split the Bill” and “Buy Now Pay Later” has been relatively consistent, demand for “On the House” has dropped significantly. It is believed this is due to having reached a replacement threshold of non-compliant, pre-2005 wood burners in the Tokoroa airshed. It was suggested that revising these criteria to align with the Energy Efficiency and Conservation Authority Warmer Kiwi Homes (EECA WKH) criteria could potentially result in much greater uptake.
5. Waikato Regional Council (WRC) staff had planned to recommend the revision of the criteria to their council on 30 June 2022. However, in mid-June, the approved installer for “On the House”, Easy Insulation, announced that they would no longer install wood burners as part of their business. This change made them ineligible to continue as the approved supplier to the scheme.
6. WRC staff amended their report to council, recommending that “On the House” be discontinued in favour of their Sustainable Homes programme, EcoRetroFit, in July 2023. However, there is no guarantee that EcoRetroFit will commence. WRC resolved that staff approach South Waikato District Council (SWDC) to ascertain whether the Council agrees to discontinue “On the House” and clarify the potential impacts on the community. Staff need to report back to WRC after this meeting.
24. Staff recommend option one - to continue “On the House” with revised criteria.
25. Staff consider the matters and decision in this report have low significance and that the recommendations comply with the Council’s legal requirements.

### Context

26. The Warm Homes Clean Air schemes have existed since 2005, to assist homeowners to remove non-compliant, polluting solid-fuel burners and replace with clean heat. Due to Tokoroa’s status as a polluted airshed, Waikato Regional Council (WRC) formed a partnership with South Waikato District Council (SWDC), initially matching the SWDC budget for the schemes, dollar-for-dollar.

27. SWDC funds “Split the Bill” for the Tokoroa airshed only, and “Buy Now Pay Later” for the rest of the district. WRC funds the “On the House” free clean heat replacement scheme to owner-occupiers holding a community services card, in the Tokoroa airshed only.
28. For the 2021/22 FY, the SWDC combined budget for “Split the Bill” and “Buy Now Pay Later” was \$159,000. The WRC budget was \$120,000 for the Tokoroa airshed only.
29. Of the \$120,000 2021/22 budget \$52,886 has been spent on removing 32 non-compliant wood burners and installing new heat pumps or wood burners, despite consistent marketing by the supplier.
30. In addition to continuous promotion by both WRC and SWDC over the life of the scheme, an intensive marketing campaign was undertaken by the combined councils in June that resulted in many queries and applications across the four schemes, but only a single application for “On the House”. It was also the only query that met the existing “On the House” criteria.
31. The existing criteria for “On the House” are:
  - the home must be owner-occupied (not a rental).
  - built prior to 2000.
  - containing either an open fire or a freestanding burner dating prior to 5 September 2005.
  - the homeowner must hold a community services card or have had a rates rebate in the previous two years.
  - ceiling and underfloor insulation must be up to NZ standards.
32. The drop in uptake may be due to having reached a replacement threshold of non-compliant, pre-2005 wood burners in the Tokoroa airshed. It is believed that relaxing these criteria to align with the Energy Efficiency and Conservation Authority Warmer Kiwi Homes (EECA WKH) criteria could potentially result in much greater uptake, as the majority (95%) of Tokoroa falls within areas identified as Deprivation 8, 9 or 10, according to the NZ Deprivation Index.
33. EECA WKH criteria are:
  - owner-occupied home built before 2008.
  - owner holds a current community services card **OR** lives in an area identified as low income, i.e., Deprivation 8, 9 or 10 according to the NZ Deprivation Index.
  - the home’s ceiling and underfloor insulation has been installed according to EECA standards.
  - the home has no other fixed heating.
  - Tokoroa has had an average of 135 EECA clean heat installs per year since 2018, with 91 in the 2021/2022 financial year.
34. WRC staff amended their report to council, recommending instead that “On the House” be discontinued in favour of EcoRetroFit in July 2023. However, there is no guarantee that EcoRetroFit will commence. Council resolved that staff approach SWDC to ascertain whether the SWDC agrees to discontinue “On the House”, and the potential impacts on the community, and to report back.

## Discussion

35. If “On the House” is continued, a new supplier is unlikely to be in place before December 2022.
36. “On the House” may be replaced in July 2023 by EcoRetroFit.
37. If “On the House” is continued, the mixed messaging may be confusing to the public. We intensively promoted the scheme, which suddenly stopped, and now may proceed in 2023, but only for six months, until it may or may not be replaced by EcoRetroFit.
38. If “On the House” is continued, it should be with the revised criteria matching those of the EECA WKH to enable potentially much greater uptake of the scheme.
39. If marketed correctly, it is anticipated there would be a flurry of uptake due to a number of homeowners now eligible for the programme who never have been before.

40. If “On the House” is continued with the revised criteria in place, there is no guarantee that the uptake will increase substantially, but there are certainly homes that will benefit. These could be placed on a waiting list until the new supplier is in place to conduct the installs.
41. If “On the House” is discontinued, the remaining schemes can (in most cases) be accessed, with the potential for eligible homes to have up to 90% of the clean heat replacement funded, and the remaining 10% cost placed on the Rates to be paid off over nine years.
42. The Tokoroa airshed has experienced a steady improvement in air quality since the Warm Homes Clean Air schemes launched in 2005. At the time of writing, Tokoroa has experienced six exceedances for PM<sub>10</sub> in 2022. This improvement is attributed to replacement of old wood burners with cleaner heating options. This steady improvement is unlikely to be affected by decisions regarding the future of “On the House”.
43. The recommendation supports Council’s strategy of healthy, proud and connected communities.

## **Options**

44. There are two viable options for the Council to consider: Option 1. Recommend to WRC that the scheme continues but with revised criteria; Option 2: Agree to cease ‘On the House’ and wait for the new EcoRetroFit programme to commence.
45. Staff recommend Option 1, that “On the House” be continued with revised criteria for potentially greater uptake. This option supports Council’s strategy of healthy, proud and connected communities.

## **Consultation (Internal and External)**

46. Waikato Regional Council requires feedback from our council on the future of the scheme and the proposed change to the criteria.

## **Financial Considerations**

47. “On the House” is funded entirely by Waikato Regional Council.

## **Risks**

48. If “On the House” was discontinued, customers who would have benefitted from continuation of the scheme would be assisted into the other schemes and potentially receive subsidies of up to 90%.
49. Customers currently experiencing hardship may not be able to afford the 10% remaining cost of accessing the other schemes available.

## **Significance & Engagement Policy**

50. Staff have considered the key considerations under the Significance and Engagement Policy and assessed that the recommendation in this report does not require community engagement. The “On the House” programme does not belong to SWDC.

**6. Members Information Requests**

**Council Outcomes**

- Growth - Activities and strategies that facilitate sustainable economic growth and lift community pride.
- Resilience - A resilient district with good infrastructure, services, a sound financial position, rates affordability and a healthy environment that has the ability to anticipate, resist, respond to and recover from significant change or events.
- Relationships - Strong relationships with Iwi and Māori, Pacific Peoples and community and business groups that can achieve growth and a resilient community.