



KAWERAU DISTRICT COUNCIL

Te Kaunihera ā rohe o Kawerau

TAONGA O TE WHENUA - TREASURE OF THE LAND

**The Meeting of the
Regulatory and Services Committee
Will be held on Wednesday 12 November 2025
commencing at 10.00am**

A G E N D A

REGULATORY & SERVICES COMMITTEE

Her Worship the Mayor - F K N Tunui

Councillor S Kingi - Chairperson

Councillor W Apiata

Councillor M Dowie

Councillor T Hill

Councillor B J Julian

Councillor G T Leokava-Taani

Councillor J Ross

Councillor A R Worsley

GUIDELINES FOR PUBLIC FORUM AT MEETINGS

1. A period of thirty minutes is set aside for a public forum at the start of each Ordinary Council or Standing Committee meeting, which is open to the public. This period may be extended on by a vote by members.
2. Speakers may address meetings on any subject. However, issues raised must not include those subject to legal consideration, or be issues, which are confidential, personal, or the subject of a formal hearing.
3. Each speaker during the public forum is permitted to speak for a maximum of three minutes. However, the Chairperson has the discretion to extend the speaking time.
4. Standing Orders are suspended for the duration of the public forum.
5. Council and Committees, at the conclusion of the public forum, may decide to take appropriate action on any of the issues raised.
6. With the permission of the Chairperson, members may ask questions of speakers during the period reserved for public forum. Questions by members are to be confined to obtaining information or clarification on matters raised by the speaker.

**The Meeting of the Regulatory and Services Committee
will be held on Wednesday 12 November 2025
commencing at 10.00am**

A G E N D A

- 1 Karakia Timatanga | Opening Prayer**
- 2 Apologies**
- 3 Leave of Absence**
- 4 Declarations of Conflict of Interest**

Any member having a “conflict of interest” with an item on the Agenda should declare it, and when that item is being considered, abstain from any discussion or voting. The member may wish to remove themselves from the meeting while the item is being considered.

- 5 Public Forum**

PART A – REGULATORY

- 6 Monthly Report - Regulatory and Planning Services (Group Manager, Regulatory and Planning) (340000)**

Pgs. 1 - 6

Attached is the report from the Group Manager, Regulatory and Planning covering Regulatory and Planning Services activities for the months of September and October 2025.

Recommendation

That the report from the Group Manager, Regulatory & Planning Services for the months of September and October 2025 be received.

PART B – NON REGULATORY

- 7 Monthly Report - Finance and Corporate Services (Group Manager, Finance and Corporate Services) (211000)**

Pgs. 7 - 15

Attached is the report from the Group Manager, Finance and Corporate Services covering Finance and Corporate Services activities for the months of September and October 2025.

Recommendation

That the report from the Group Manager, Finance and Corporate Services for the months of September and October 2025 be received.

8 Monthly Report - Operations and Services (Group Manager, Operations and Services) (440000)

Pgs. 16 - 27

Attached is the report from the Group Manager, Operations and Services covering Operations and Services activities for the months of September and October 2025.

Recommendation

That the report from the Group Manager, Operations and Services for the months of September and October 2025 be received.

9 Monthly Report - Economic and Community Development (Economic and Community Development Manager) (309005)

Pgs. 28 - 67

Attached is the report from Economic and Community Development Manager covering Economic and Community activities for the months of September and October 2025.

Recommendation

That the report from the Economic and Community Development Manager for the months of September and October 2025 be received.

10 Monthly Report – Communication and Engagement (Communication and Engagement Manager) (340100)

Pgs. 68 - 71

Attached is the report from the Communication and Engagement Manager covering Communication and Engagement activities for the months of September and October 2025.

Recommendation

That the report from the Communication and Engagement Manager for the months of September and October 2025 be received.

11 Karakia Whakamutunga | Closing Prayer

M Godfery

Chief Executive Officer

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MONTHLY REPORT REGULATORY & PLANNING SERVICES

September & October 2025

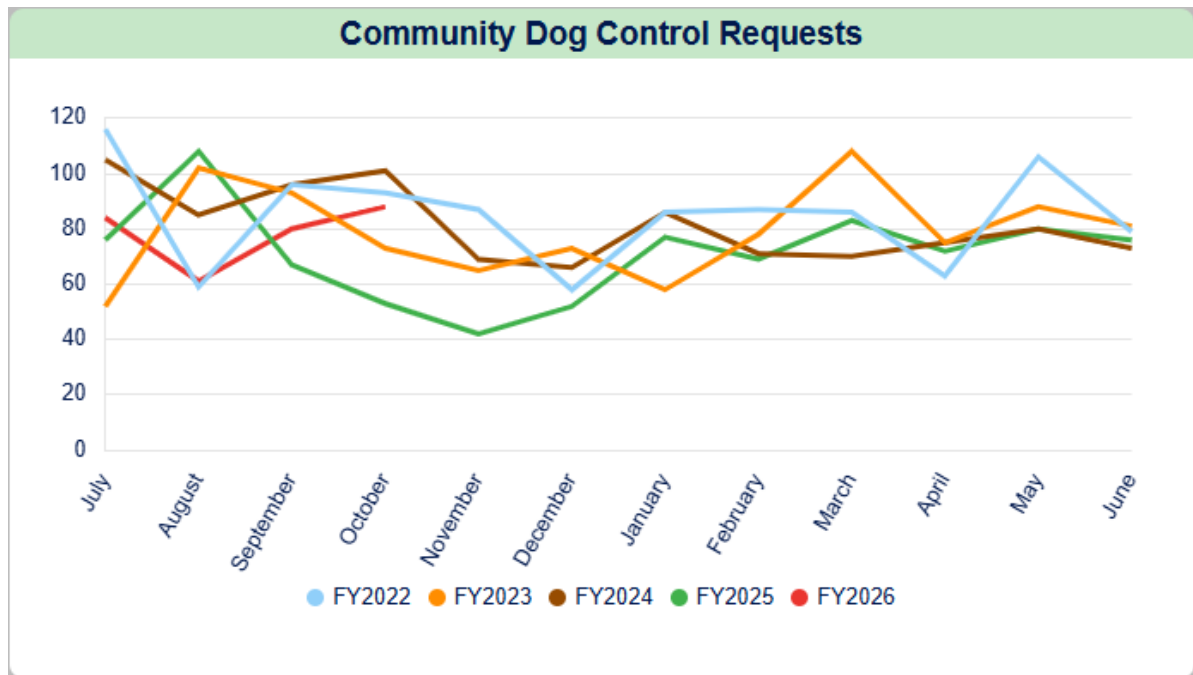
1 Animal Control

1.1 Dog Registration

At 31 October 2025, there are 1,208 dogs registered of the 1,310 dogs listed on the dog register for 2025/2026. This represents 92.2% of known dogs.

1.2 Dog Control - Ranging, Complaints and Incidents

Eighty (80) service requests were received in September and a further eighty-eight (88) during October 2025.



A total of one hundred and nine (109) (55, 54 respectively) statutory occurrences (barking, roaming, attacks) were attended by Council. These related largely to complaints of barking (28) (18, 10 respectively) and roaming complaints (68) (30, 38 respectively).

During September and October there were eight rush incidents and one attack on an animal.

One dog was attacked while the owner was taking it for a walk. No injuries sustained and infringement issued.

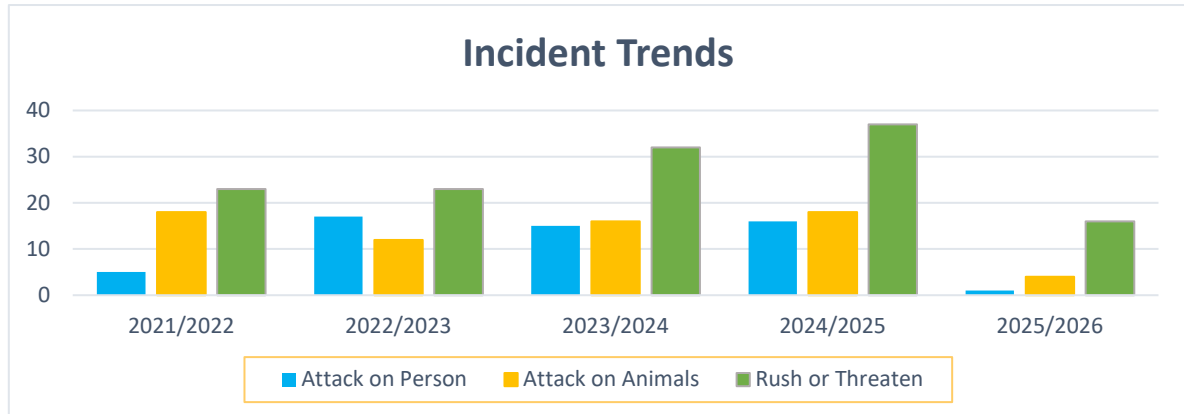
The three rush incidents from September were resulted as follows:

- One incident the dogs could not be located, and another is still trying to be confirmed.

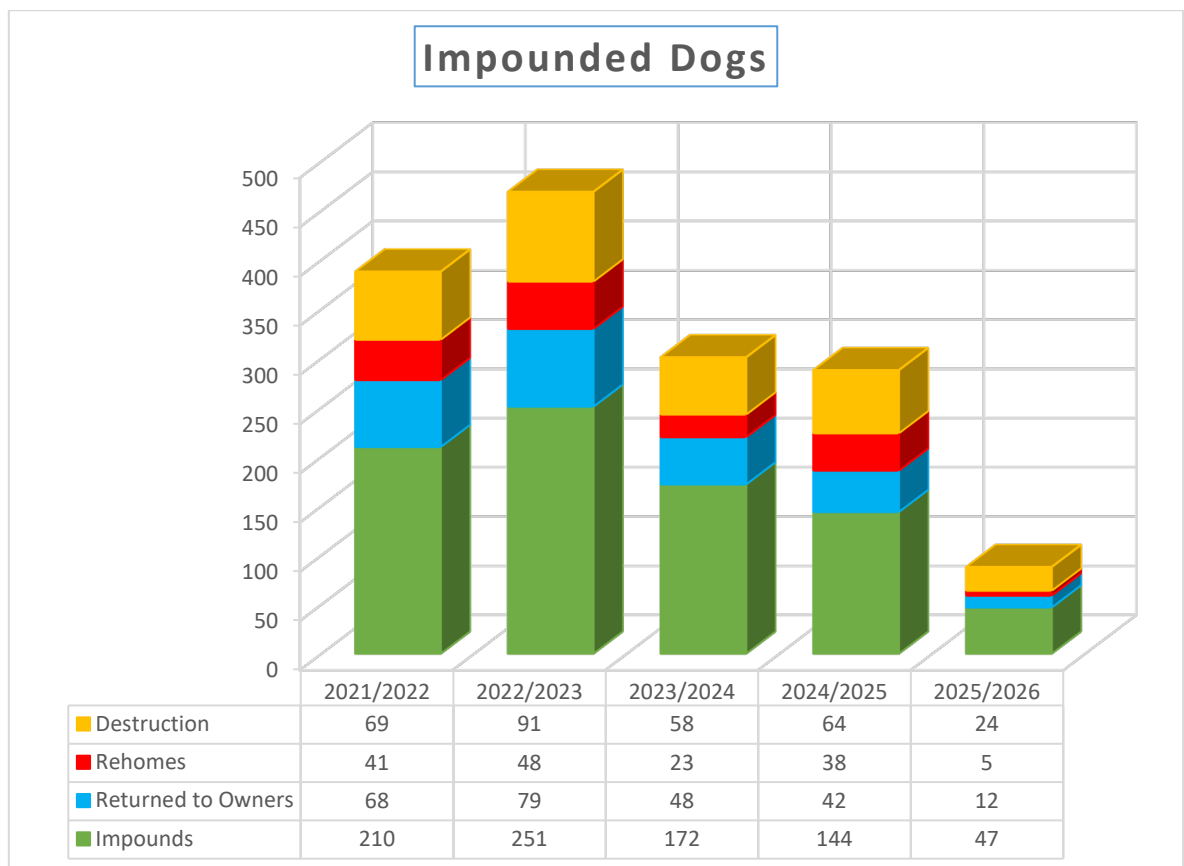
- One complainant did not want to make a statement after the owner of the dogs was spoken to by our contractors.

The five rush incidents in October were resulted as follows:

- One dog was surrendered by the owner after rushing a person in a wheelchair
- One apologetic owner was issued an infringement for a rush on a male walking his dog;
- One dog could not be identified after a rush on a child;
- Two dogs have been involved in two separate incidents, where enquiries are ongoing.



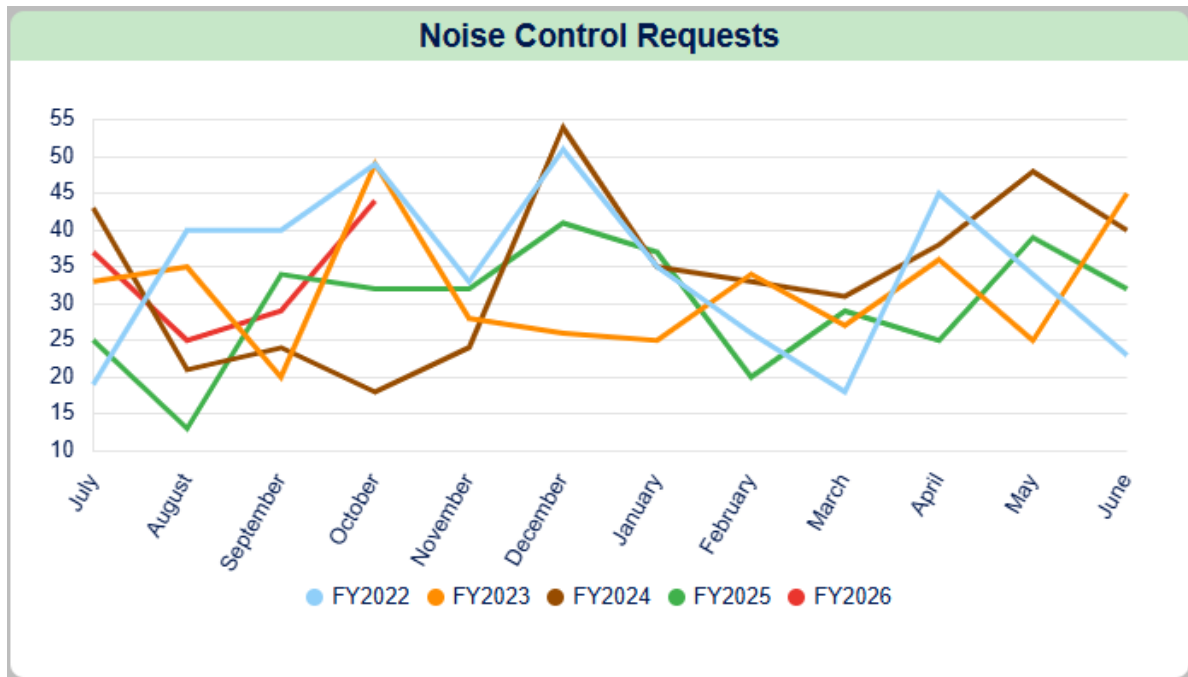
During the same period a total of 34 dogs (12 Sept and 22 Oct) were impounded, seven (7) dogs were returned to their owner, two (2) dogs were rehomed or fostered and nine (9) dogs were destroyed.



2 Monitoring and Compliance

There were a total of seventy three (73) noise complaints with 29 in September and 44 in October 2025. A total of nine (9) incidents were found to be excessive and eight excessive noise notices were issued. There was also one abatement notice issued for noise in October 2025.

In August 2025, legislation was passed amending penalties under the Resource Management Act 1991. This took effect from 4 September 2025, and extends the effect of the excessive noise from 72hrs to eight days, and increases the infringement from \$500 to \$1,000.



The Dog Rangers continue to attend noise complaints during business hours and this appears to be having a positive effect on improving attendance timeframes.

After hours patrols for freedom camping appear to be providing better details of freedom camping at our available sites.

3 Alcohol Regulation

Preparation is underway in regard to two Public Alcohol Hearings to be held in Kawerau during November. These hearings relate to alcohol licences for:

- Liquor Hut
- Super Liquor

Applications are being sought for the Commissioner and List Members of the Eastern Bay of Plenty District Licensing Committee. The Committee is made up of a commissioner and two list members from each of the three councils in the Eastern Bay. A paper is being prepared for the next Council meeting which will provide further detail and will be seeking interest from Council in regards to sitting on the interview panel for the applicants.

4 Food Safety and Premises

One new Food Control Plan was registered, from the new owners of Jive Café.

Two Food Control Plan renewals were received from Kawerau Cossie Club and The KK Bean Café, and one National Programme renewal was received for Kawerau Food and Lotto.

5 Environmental Health

Nothing to report for September or October.

6 Building Control

6.1 Building Consent Authority (BCA)

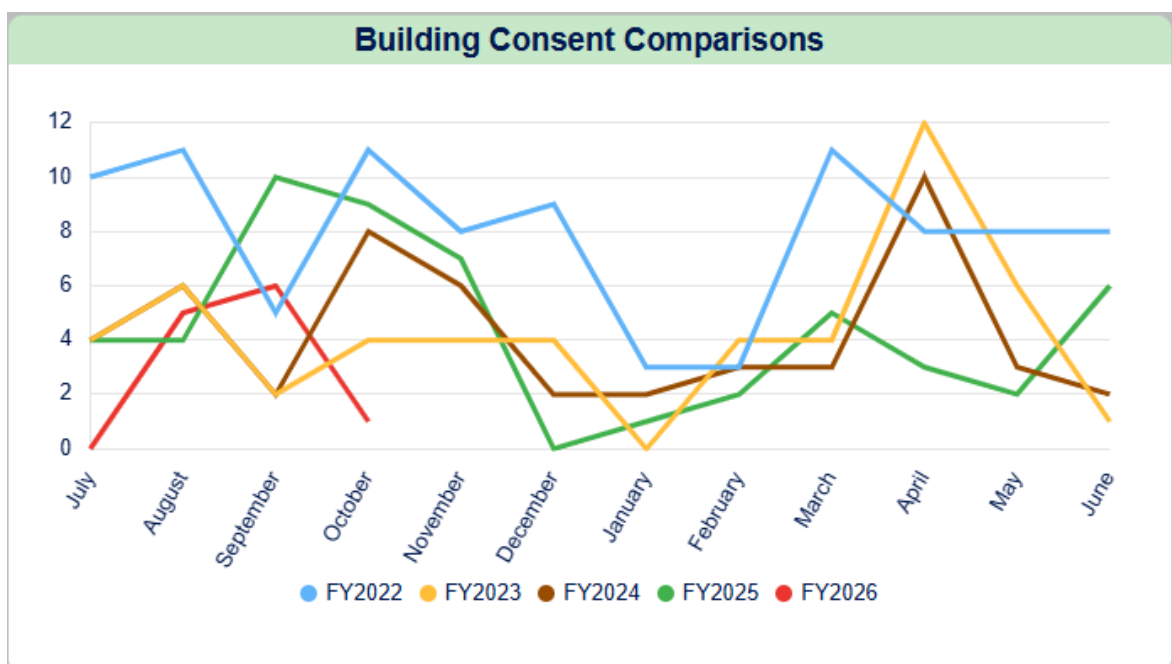
Six building consents were issued for September and one for October 2025. The total value of the building consents for the two months was \$1,455,000.

The types of building work for these months included:

- 1 x New ensuite
- 3 x Solid fuel heaters
- 1 x New Dwelling
- 1 x Internal fit-out
- 1 x Garage/sleepout

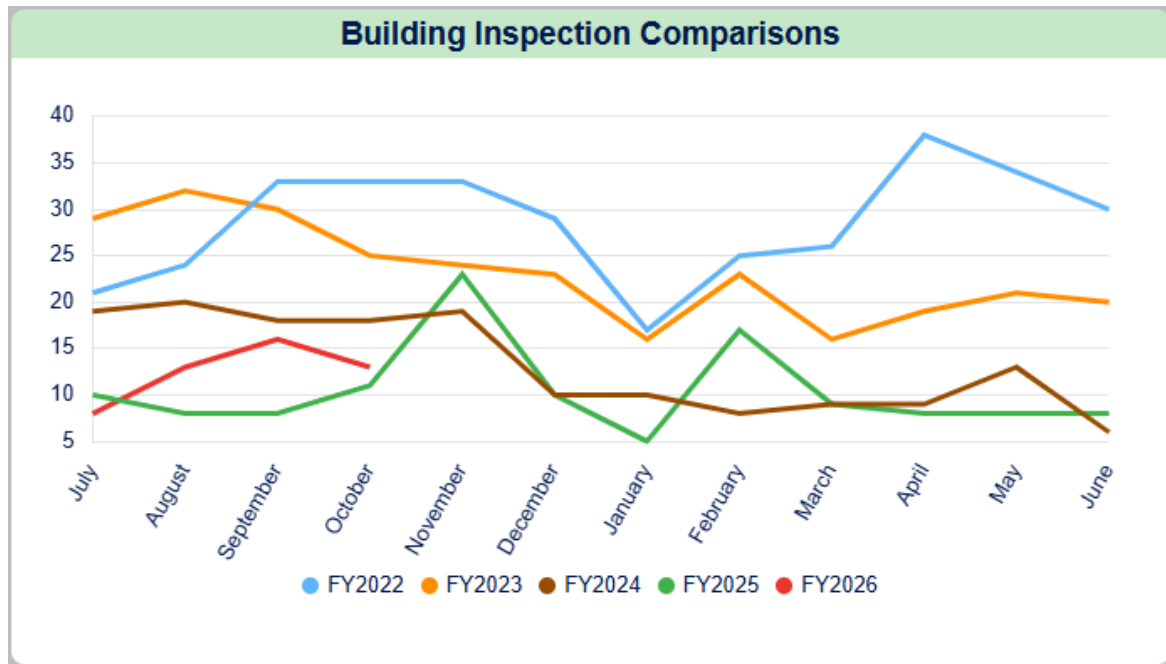
Year to date, building consent numbers are down 55.5% from this time last year. Building consent numbers have been low since 2022/2023, averaging 51 consents per year. Numbers may increase with interest rates declining.

The types of building work for this month included:



One (1) code of compliance certificate was issued in October.

Sixteen (16) building inspections were completed in September and a further thirteen (13) in October.



IANZ will be here from 17 November to 20 November undertaking an audit on the Building Consent Authority ('BCA'). Audits occur biannually to ensure the BCA is conforming with the requirements under legislation. This is required for the BCA accreditation.

New legislation has passed enabling Granny Flats up to 70sqm to be built without a building consent. This will take effect in early 2026 and work is being done to understand the new process and requirements of Council.

Exceptions have also been enabled for a detached standalone building (not exceeding 10sqm) to be placed up to the boundary and detached standalone buildings (exceeding 10sqm but not exceeding 30sqm) can be up to 1m from the boundary. These items cannot contain any plumbing to be exempt and must still comply with the District Plans rules. These came into effect on 23 October 2025.

6.2 Territorial Authority

Twelve (12) Land Information Memorandum ('LIM') reports were issued in September with a further twenty (20) issued in October 2025. Council has seen a 43% increase in LIMS received for the year to date.

New legislation also came into effect on 17 October 2025 regarding the requirement to include natural hazard information on LIMs issued. New data has been incorporated with the expectation this will be improved over time with flood maps being undertaken as new information becomes available.

7 District Plan

7.1 District Plan Review

Government enacted the stop plan legislation on 20 August 2025, meaning Council cannot proceed with the District Plan Review unless meeting one of the automatic exemptions, or applying to the Minister for the Environment for an exemption.

Application for an exemption was made to MfE on 18 September 2025, with further information provided on 9 October 2025. MfE has not provided a timeframe in which Council is likely to hear a response. Engagement is ongoing with landowners impacted by the boundary change, to work through their preferred zoning options, on the proviso this will be dependent on the approval from MfE.

Significant changes are occurring in the resource management space.

7.2 Resource Consents

Three resource consents were issued in September and none in October. These included a new subdivision consent, an amendment to change the site layout for the geothermal and a new land use consent to develop a container terminal.

Significant changes are occurring in the resource management space with the new bills set to come out prior to Christmas and with the building amendments impacting on resource management and the district plan. Based on the new processes, it appears Government is moving the load from building and resource consenting, to compliance. There are proposed changes to resource management to support the granny flat legislation, however these changes have not been processed in alignment with the building act amendments and are yet to be finalised.

RECOMMENDATION

That the report from the Group Manager, Regulatory and Planning Services for the months of September and October 2025 be received.



Michaela Glaspey

Group Manager, Regulatory and Planning

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MONTHLY REPORT

FINANCE & CORPORATE SERVICES

September and October 2025

1 Library and Museum

1.1 Library

September was busy beginning with a visit from the Cottage Craft group followed by an activity day for youth making crafts and cards for Father's Day gifts. A voting booth was set up in the Library for the Council elections and staff participated in a promotional video for this. STEMM (Science, Technology, Engineering, Mathematics, and Mātauranga Māori) was a focus with the Library hosting a hui with Horizons STEMM Coordinator Amy Hayes on this topic. Our Youth Librarian also took a group of local youth to a STEMfest day in Tauranga. The Spring School Holiday Programme continued the theme with many of the activities based around STEMM.

For Māori Language Week, staff ran an online competition, and the community weaved a tukutuku panel in the Library. Displays for September were Celebrating Fathers, Composting/Gardening, Māori Language Week and Spring Holiday Programme.

October was steady with the Composting event at the Food Forest being a success. The Library hosted a voting booth which resulted in positive feedback. The main focus for staff was preparation for summer reading and the Pirate Murder Mystery evening to be held on 18 November 2025.

Displays for October were Composting/Gardening and Halloween.

Library Statistics

	September 2025	October 2025	YTD 2025/26	September 2024	October 2024	YTD 2024/25
Items issued	2,753	3,160	12,230	3,169	3,203	13,369
People visiting	4,295	4,542	19,437	3,973	4,955	17,528
New members	14	23	83	15	19	57
Active members*	1,276	1,232			1,296	

*Those people that have used library services in the last 2 years

1.2 Museum

September was steady for the Museum Team continuing work on Vernon loading, upcoming exhibitions and reviewing Museum processes. The team has been working with a writer, Tanja Rother, around an article she is writing on the history of the three Museums in the Eastern Bay of Plenty. This is due to be published in the Whakatāne & District Historical Society *Historical Review* November 2025.

October was busy with a focus on two upcoming exhibitions for November. These will be called The Unofficial Gallery: Caricatures from Tasman Mill and Working Style: Work and Leisure Wear from Tasman and Norske Skog. These will be put up early November.

Sir James Fletcher Kawerau Museum Statistics

	Sept 2025	Oct 2025	YTD 2025/26	Sept 2024	Oct 2024	YTD 2024/25
Exhibitions	0	0	2	1	1	2
Vernon Records	Sept 2025	Oct 2025	YTD 2025/26	Sept 2024	Oct 2024	YTD 2024/25
Objects – items added to collection	27	14	74	31	18	116
Individuals & Organisations	68	23	449	26	59	226
Documents	44	32	211	34	83	203
Photographs	87	30	202	63	139	395

Objects – items added to Vernon Museum Collection, *People* – records added to Vernon on individuals and organisations, *Documents* – a document added to Vernon like newspaper articles, forms, etc., and *Photographs* – photos added to Vernon.

2 Weather Station

The average temperature for the month of September 2025 was 19.6° and for October 2025 was 23.1°. The highest temperature for September was 25.2° and for October 2025 was 26.2°.

The accumulated sunshine hours for September 2025 totalled 171 hours and 6 minutes and for October 2025 was 191 hours and 48 minutes. The appendix to this report shows a combined graph of the temperature and sunshine data collected for September and October 2025.

Rainfall for August totalled 101 mm and for September totalled 123 mm, with the accumulated rainfall for the calendar year totalling 1,750 mm. The rainfall data is reported a month behind due the timing availability of this data.

3 Payments

There were seven payments in September 2025 and eight payments in October 2025, which exceeded \$50,000.00 as follows:

September 2025

- Inland Revenue Department (x2) - \$165,297.37 (total) - PAYE for fortnights ending 24/08/2025 & 07/09/2025.
- Apex Civil - \$128,265.04 (1 invoice) for Tarawera Whitewater Walkway Repair – this expenditure is funded from a Grant from the Ministry for Business and Innovation and Employment (MBIE).

- Contech – Total of \$194,349.39 for 2 invoices for Raw Pit Renewal progress payment 1 of \$140,583.42 and progress payment 2 of \$53,765.97, both invoices coded to 403520.011 Wastewater Treatment Plant.
- Draintech - \$227,665.95 – Progress claim #4 for Zone 5 & 6 reticulation renewals (coded to 403001.002 Pipework Zone 2)
- Ōpōtiki Pumps and Irrigation – Total of \$82,363.89 for 2 invoices. One invoice \$57,359.91 Water Treatment Pump Station Upgrade Claim 8 coded to asset renewals Head Works 403001.021. Second invoice \$25,003.98 for practical completion coded to Retentions.
- Waste Management Ltd - \$72,830.65 for General Waste August 2025.
- Zero Fibres Asbestos Consultants Ltd - \$80,992.66, for two invoices of \$51,642.36 and \$29,350.30 for asbestos removal at Central Cove Section.

October 2025

- Inland Revenue Department (x2) - \$162,565.38 (total) - PAYE for fortnights ending 21/09/2025 & 5/10/2025.
- Apex Water Ltd - \$57,034.25 – Invoiced for AQ Screw Wash Press (part of millscreen plant) coded to 403520.011 Wastewater Treatment Plant Materials
- Contech - \$140,566.97 – One invoice for Raw Pit Renewals final payment coded to 403520.011 Wastewater Treatment Plant.
- Draintech - \$407,843.94 – Two invoices for Zone 5 & 6 reticulation renewals Claim 5 = \$278,581.41 and Claim 6 = \$129,262.53, with both invoices coded to 403001.002 Pipework Zone 1.
- Insight Enterprises (NZ) Ltd – One invoice of \$55,274.87 for Annual Microsoft Exchange Products (all users), this is operational computer expenditure.
- MUFG Pension & Market Services – One invoice of \$144,985.31 for Interest on loans to 20 October 2025
- NZTA – One payment of \$78,022.90 to reimburse NZTA subsidy that was inadvertently paid twice by NZTA.
- Waste Management Ltd - \$90,099.64 for General Waste September 2025.

** Please note the payments above are GST inclusive, however all financial reporting is GST exclusive. When comparing to capital expenditure reporting there is likely to be timing differences between payment date and reporting date.

4 Requests for Service

The following table has the total number of service requests received for September and October 2025 and identifies if they have been completed or still being progressed by the end of each month.

For September, 25 requests came via the website/emails and 22 via Antenno. The balance of the requests came from phone calls or visits.

For October 2025, 7 requests came via the website/emails and 28 via Antenno. The balance of the requests came from phone calls or visits.

	September		October	
Service	Completed	In Progress	Completed	In Progress
Dogs	68	9	82	4
Noise	30	0	50	4
Building Enquiries	8	1	8	2
Trees* & Parks	26	5	24	14
Rubbish (Bins & Collections)	44	4	51	11
Water	11	1	20	2
Wastewater	8	0	5	0
Stormwater	0	0	1	1
Roading/Streetlights	18	18	28	5
Enforcement/Health/Food/Stock	11	0	11	1
Council Buildings/Facilities main	12	3	13	2
Events/Consents/Rates/Vandalism	12	11	16	11
Official Information Requests	3	0	4	1
Total	251	52	313	58

*Requests relating to the removal of trees are added to a priority list.

5 Funds

The following funds were held at 30 September 2025:

Invested in	\$	Interest Rate	% External
ANZ – on call	631	1.0%	0.03%
BNZ – current & on-call	2,417,132	2.3%	99.02%
Rabobank (on-call)	23,153	1.8%	0.95%
Total Funds (Cash)	2,440,916		100.0%
Internal Loans	1,428,278		
Total Investments	\$3,869,194		

The following table shows Council's reserve and general funds balances as at 30 September 2025:

	September 2025	September 2024
Reserve Balances		
Depreciation Reserve Funds*	\$3,395,206	\$4,446,915
Total Reserve Balances	\$3,395,206	\$4,446,915
General Funds	\$473,988	\$482,360
Total (comprising funds & internal loans)	\$3,869,194	\$4,929,275

* This includes loan funds uplifted.

The following funds were held at 31 October 2025:

Invested in	\$	Interest Rate	% External
ANZ – on call	631	0.7%	0.02%
BNZ – current & on-call	2,682,465	1.8%	99.12%
Rabobank (on-call)	23,185	1.5%	0.86%
Total Funds (Cash)	2,706,281		100.0%
Internal Loans	1,422,285		
Total Investments	\$4,128,566		

The following table shows Council's reserve and general funds balances as at 31 October 2025:

	October 2025	October 2024
Reserve Balances		
Depreciation Reserve Funds*	\$4,887,732	\$5,654,919
Total Reserve Balances	\$4,887,732	\$5,654,919
General Funds	(\$759,166)	(\$550,480)
Total (comprising funds & internal loans)	\$4,128,566	\$5,104,439

* This includes loan funds uplifted.

The figures show that overall Council has decreased funds of \$1,011,873 at the end of October when compared to the same time last year. The Depreciation Reserves are lower by \$767,187 which is due to capital expenditure invested in the water reticulation renewals. The General Funds are \$208,686 lower than last year, which is reflective of lower operational revenue year to date. Council now has total loan debts of \$8 million as at 30 November 2025 (\$6 million at 30 November 2024), due to the funding of water asset renewals.

6 RECOMMENDATION

That the report from the Group Manager, Finance & Corporate Services for September 2025 and October 2025, be received.



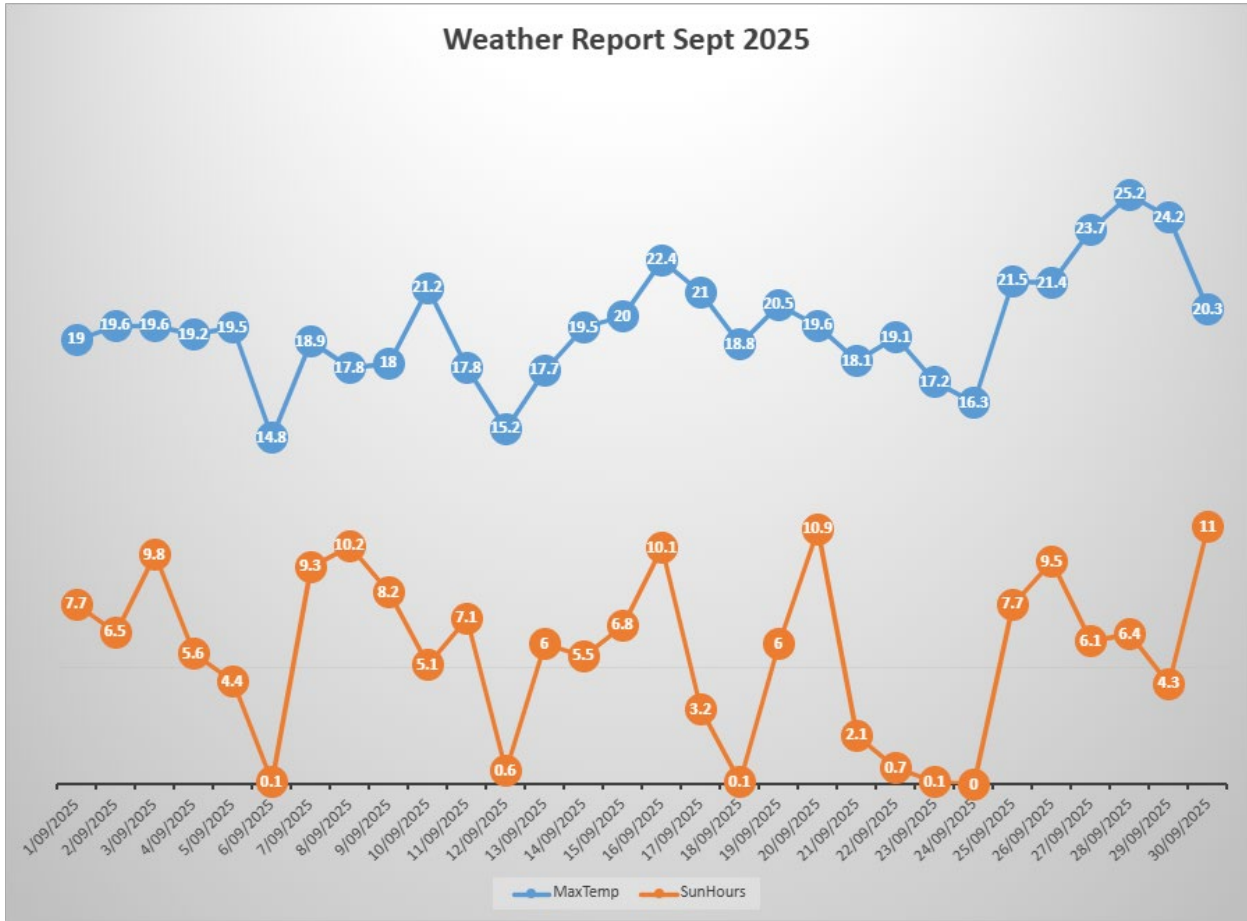
Lee-Anne Butler, CA, BMS

Group Manager, Finance & Corporate Services

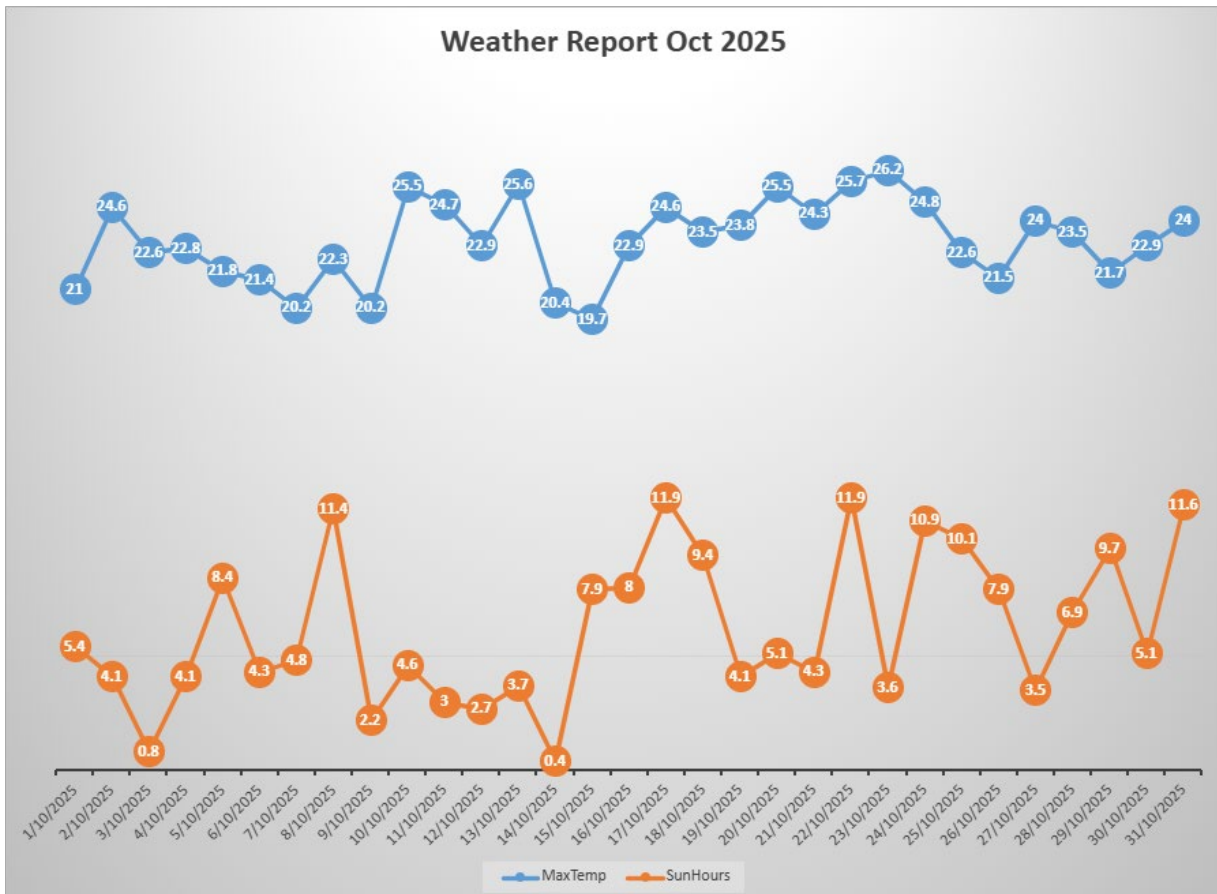
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Appendix

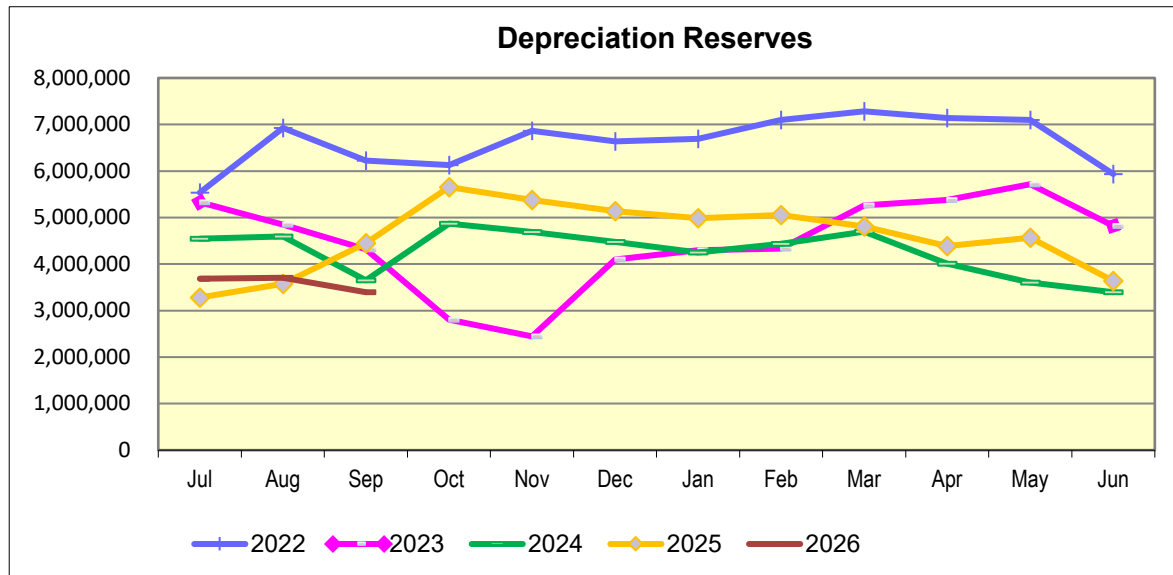
September 2025 - Weather Data



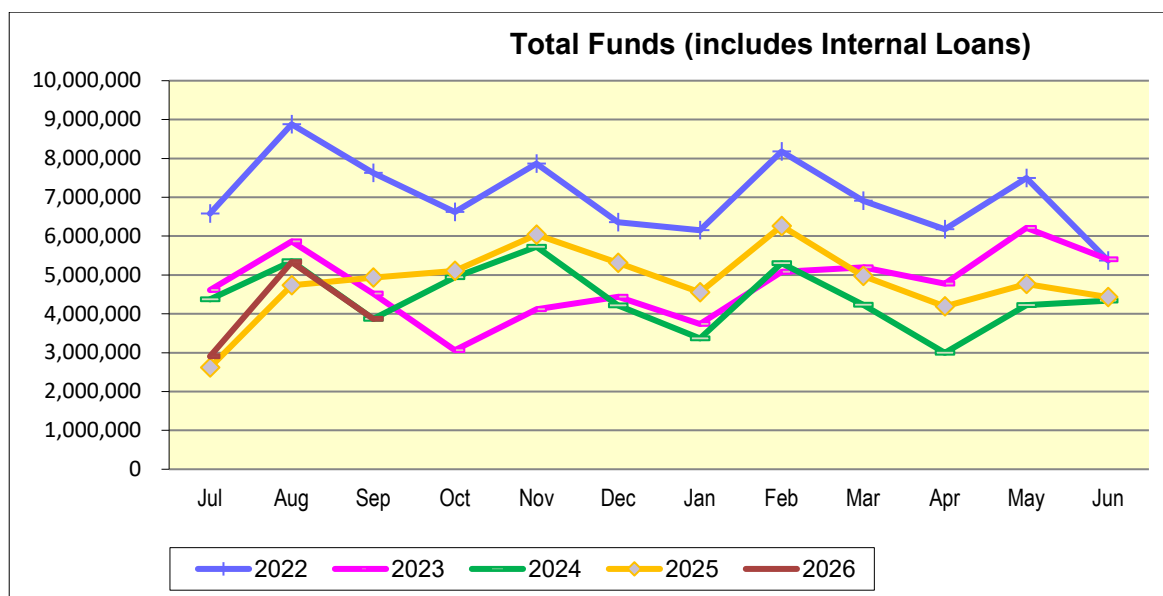
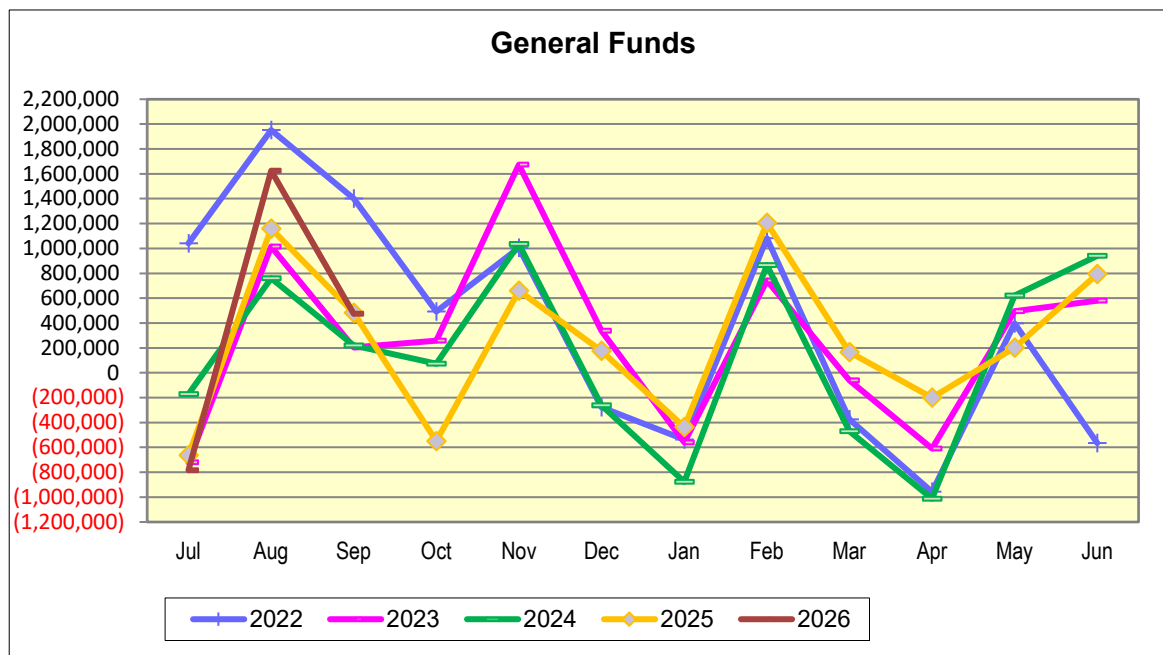
October 2025 - Weather Data

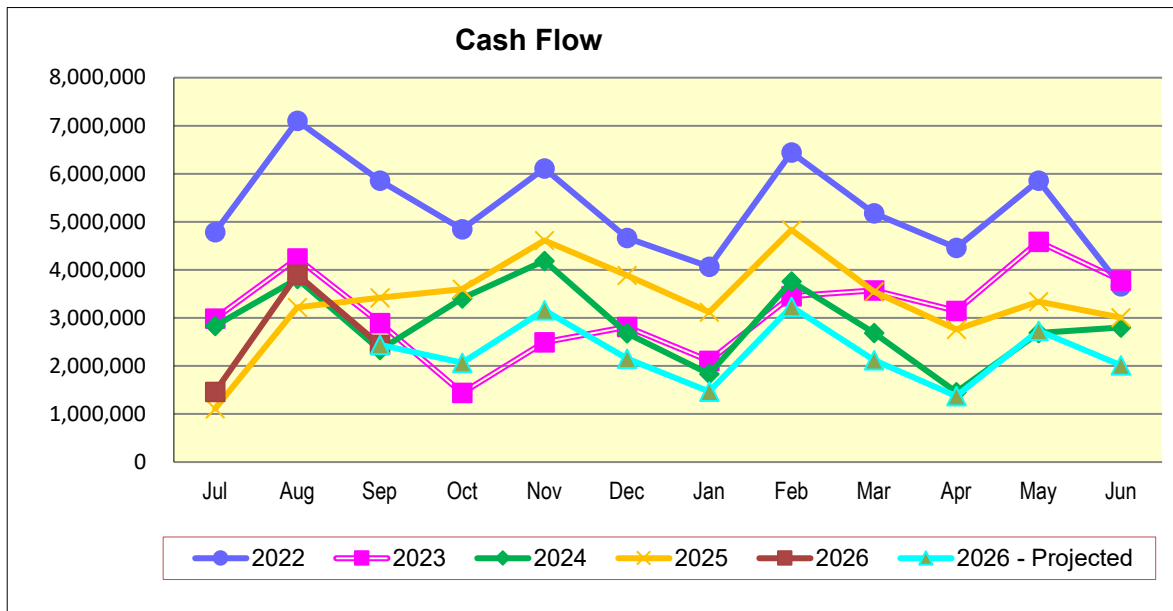


Financial Data - September 2025



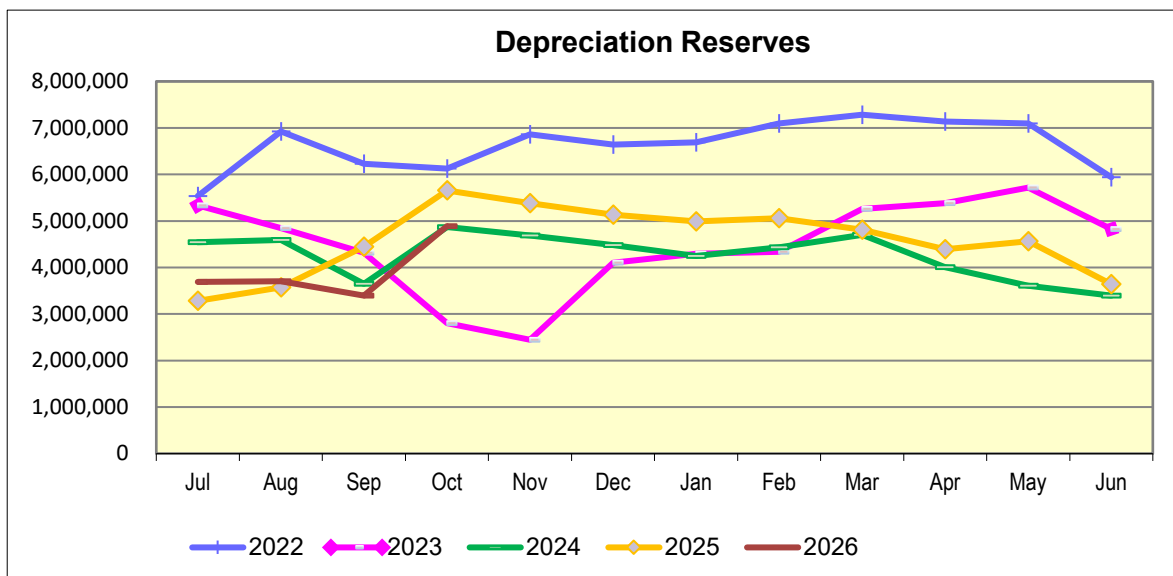
The depreciation reserves funds above includes the loan funding Council has uplifted.



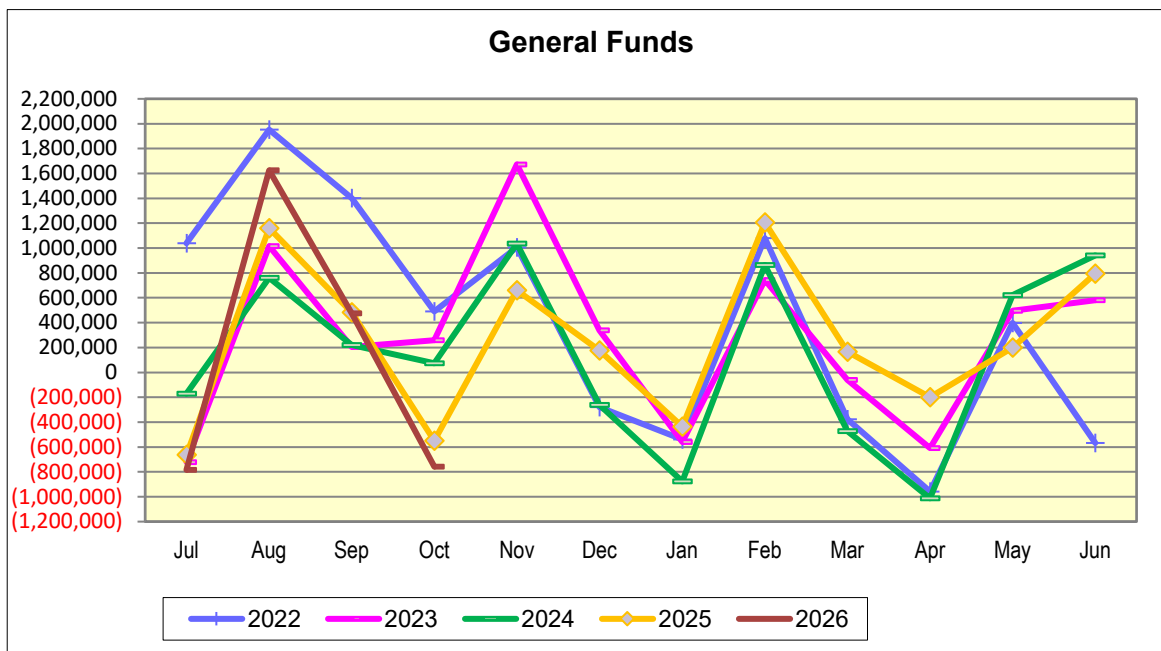


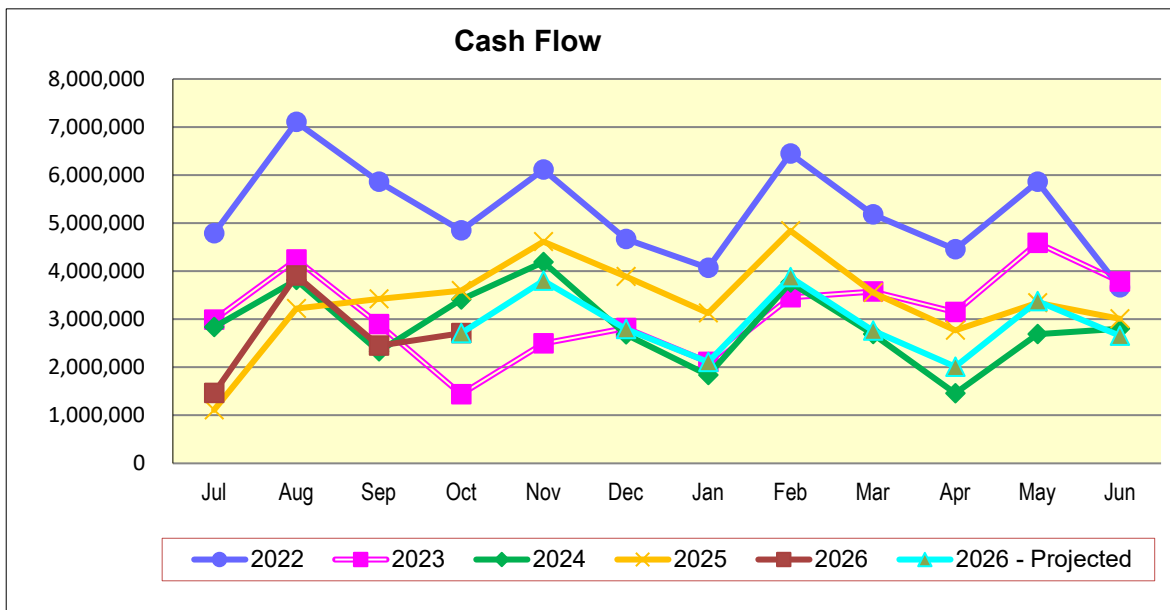
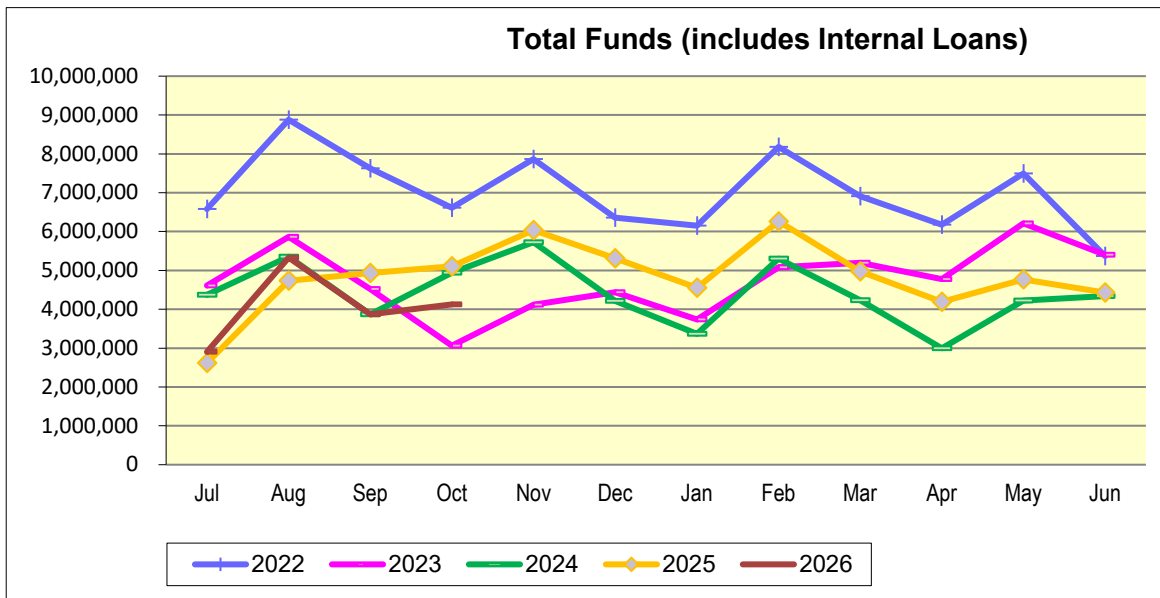
Please note that the 2025 actual cashflow is the same as the forecast cashflow for months year to date.

Financial Data - October 2025



The depreciation reserves funds above includes the loan funding Council has uplifted.





Please note that the 2023 actual cashflow is the same as the forecast cashflow for months year to date.

MONTHLY REPORT OPERATIONS AND SERVICES

September and October 2025

1 Water Supply

Umukaraka Spring has been fully developed, and all the necessary telemetry and infrastructure is in place.

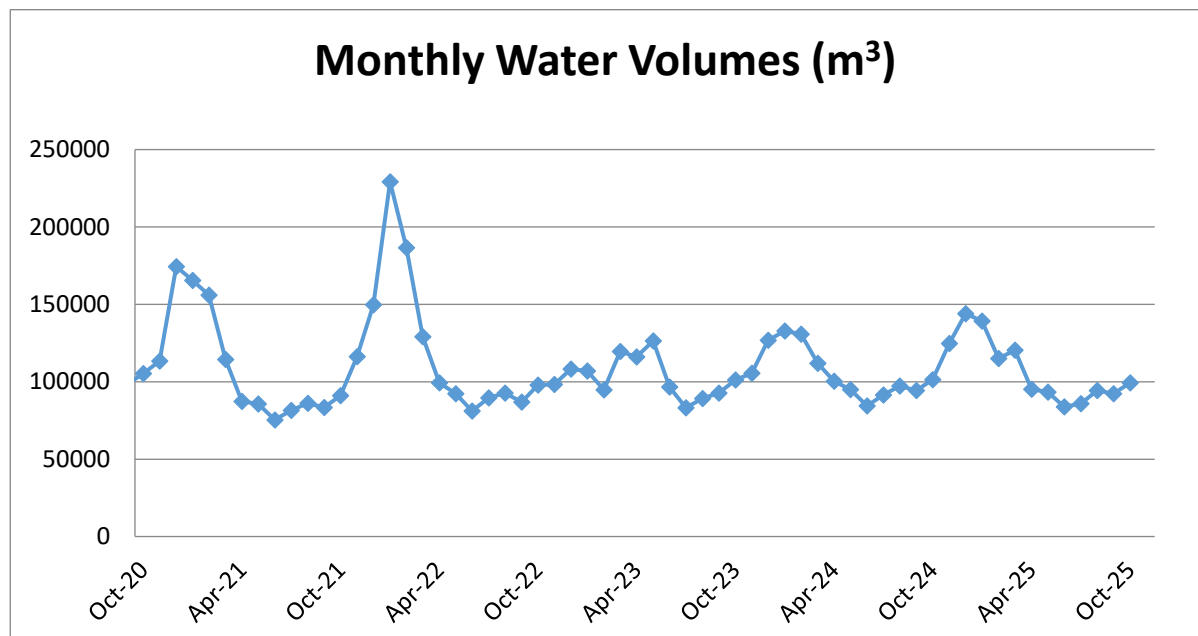
The council staff have updated and prepared the water source consent application to secure long-term approval for the sustainable use of these water sources. The final submission of the resource consent is contingent upon negotiations with the landowner regarding the water extraction from Umukaraka Spring.

Once all feedback has been collected, the consent application will proceed to the final review stage with the Bay of Plenty Regional Council.

The existing water consent for extraction from the Tarawera bores will expire in October 2026.

1.1 Use

The town consumed 92,318 m³ and 99,390 m³ of water in September and October 2025, respectively. The graph below illustrates the monthly volume of water used (in m³) over the past five years for reference.

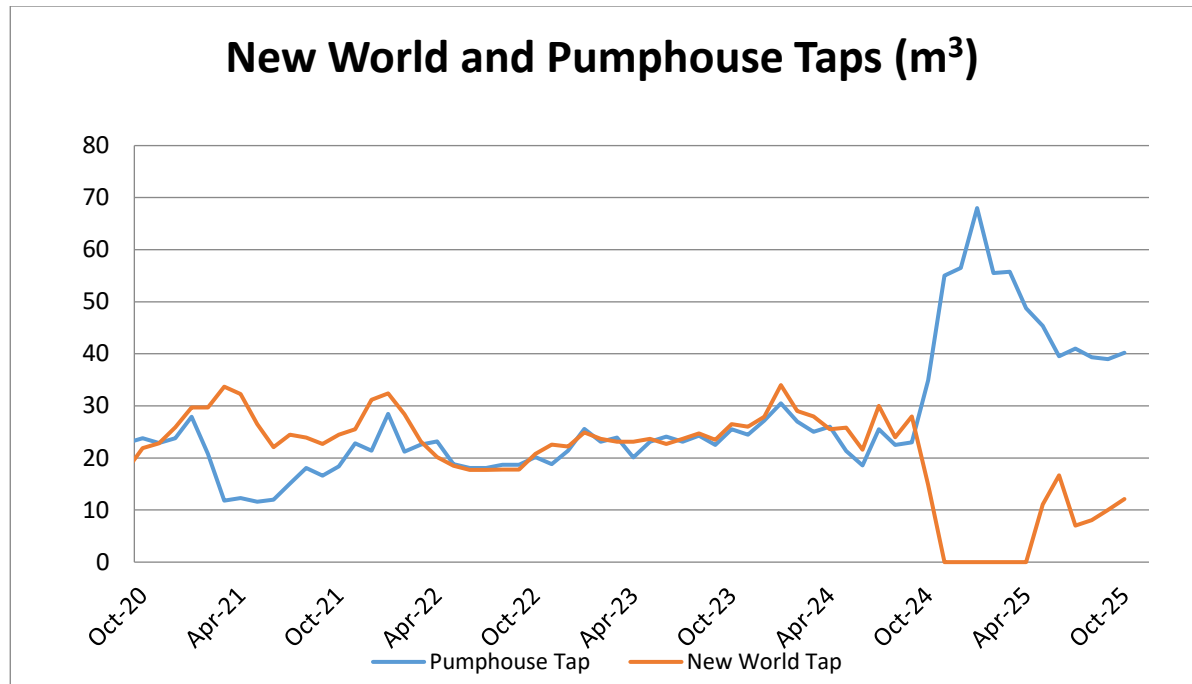


The recorded water consumption for the New World car park was 10 m³ in September 2025 and 12 m³ in October 2025. In comparison, the pumphouse located on River Road supplied a total of 39 m³ in September 2025 and 40 m³ in October 2025.

Pumphouse Taps at the Kawerau District Council water treatment plant offer the community access to unchlorinated and non-fluoridated drinking water. Before being discharged, the water is filtered to remove solid contaminants and treated with ultraviolet (UV) light to eliminate harmful microorganisms.

New World Taps, located in the New World shopping centre car park, provide unchlorinated drinking water integrated into the district's potable water system, ensuring effective chlorine removal through advanced filtration.

The attached graph illustrates the monthly water usage (in cubic metres) over the past five years.



1.2 Water Quality

All routine supply samples tested negative for E. coli. There were no reported incidents of low pressure related to the council.

No reports of dirty water or low water pressure were received.

1.3 Reticulation

A contract has been awarded for the next phase of the reticulation replacement project in Zones 5 and 6. This phase involves the replacement of 12 kilometres of piping.

Zone 5

The water reticulation system along Waterhouse Street, Porritt Drive, and Ward Street has successfully passed pressure, chlorine, and microbiological testing, and is now connected to the new line. Meanwhile, Cobham Drive, Holyoake Crescent, Walter Nash Avenue, and Holland Crescent have completed pressure testing and are currently being prepared for chlorine and microbiological testing before becoming operational.

Zone 6

Drilling along Spencer Avenue has now been completed. As of the end of October 2025, a total of 7,000 metres of drilling has been completed, with approximately 3,800 metres drilled through rock.

2 Wastewater

During this reporting period, the Wastewater Treatment Plant complied with all resource consent conditions, with no breaches recorded.

There were no sewer overflow issues related to the Council.

Planning for wastewater infrastructure renewal is underway. Scoping and tenders are being prepared for the identified renewals.

3 Stormwater

There were no instances of stormwater flooding or significant failures reported.

4 Roding and Facilities

Renewals and maintenance have been undertaken throughout the district.

- Service Requests - The road maintenance team is actively involved in a range of maintenance activities, including pothole repairs, footpath maintenance, and the servicing of streetlights and street signs. During September and October 2025, a total of 66 service requests (SRs) were reported across all categories. Of these, 65 requests have been completed, while 1 request is still in progress.
- Footpaths - The Roding team replaced 221 metres of footpath, covering an area of 312 square metres, as part of the project to renew the street footpaths.
- Annual roding Pavement renewals - The renewal work is scheduled to be completed by the end of December 2025. The targeted areas for pavement renewal include Plunket Street, Islington Street, and Onslow Street. These areas will involve milling the existing pavement and replacing it with AC14 asphalt concrete.
- Kerb Renewals - Construction work is set to begin on 17 November 2025 and is expected to be completed by the end of January 2026. New kerbs will be installed along sections of Massey Street, River Road, and Onslow Street.
- Reseal - The project scope for resealing has been finalised, and a tender has been published on GETS. The tender will close on November 20, 2025. The resealing work is targeted for two roads: Fenton Mill Road and Ballantrae.
- Street Name and signage – During the reporting period, 32 traffic signs and street name blades were replaced.

5 Facilities

The following building and facility maintenance and repair works were carried out during the reporting period:

- The facilities team has received 25 service requests and attended to all.
- During the annual pool shutdown, the following renewal and improvement work was carried out in the club rooms:
 - Building structural repairs were conducted according to structural engineering recommendations.
 - Removal of all damaged sections of the concrete foundation around the club room building.
 - Replaced foundations with new concrete that included a special protective layer to protect against future Sulphur damage.
 - Constructed new pavement around the building.
 - Reconstructed the outside wall at the southern end of the building.
 - Painted all new walls and the foundation.
 - Renewed the floor in the club room to the southern end of the building.
- Renewals and alterations at the recycling workspace were completed, which included expanding the glass stock area using existing concrete blocks and laying a new concrete floor. The concrete ramp was reconstructed and is now suitable and safe for excavator access.

6 Street Light Maintenance and Renewals

Renewals - The streetlight upgrade project aims to streamline the network configuration and minimise potential interference or conflicts with overhead lines in the future. The project was completed in October 2025 and affected 92 street lights across the district.

Maintenance - In September and October, 24 streetlight service requests were reported. The following table summarises these requests.

Streetlight Service Request in September and October					
No	SR ID#	Date Reported	Date Completed	Days Taken	Current Status
1	SR4572	1/09/2025	23/10/2025	34	Completed
2	SR4581	2/09/2025	3/09/2025	2	Completed
3	SR4651	9/09/2025	17/09/2025	6	Completed
4	SR4662	10/09/2025	17/09/2025	5	Completed
5	SR4667	11/09/2025	17/09/2025	4	Completed
6	SR4686	12/09/2025	23/10/2025	29	Completed
7	SR4702	14/09/2025	17/09/2025	3	Completed
8	SR4715	16/09/2025	17/09/2025	1	Completed
9	SR4717	16/09/2025	3/10/2025	13	Completed
10	SR4733	17/09/2025	17/09/2025	1	Completed
11	SR4735	17/09/2025	17/09/2025	1	Completed

Streetlight Service Request in September and October					
No	SR ID#	Date Reported	Date Completed	Days Taken	Current Status
12	SR4739	17/09/2025	17/09/2025	1	Completed
13	SR4750	18/09/2025	3/10/2025	11	Completed
14	SR4765	19/09/2025	3/10/2025	9	Completed
15	SR4785	19/09/2025	3/10/2025	10	Completed
16	SR4786	19/09/2025	23/10/2025	26	Completed
17	SR4798	22/09/2025	3/10/2025	9	Completed
18	SR4820	24/09/2025	28/10/2025	24	Completed
19	SR4842	26/09/2025	28/10/2025	21	Completed
20	SR4873	29/09/2025	1/10/2025	2	Completed
21	SR4890	30/09/2025	28/10/2025	20	Completed
22	SR4973	8/10/2025	8/10/2025	0	Completed
23	SR5078	17/10/2025	30/10/2025	9	Completed
24	SR5092	20/10/2025	23/10/2025	4	Completed

7 Parks and Reserves

The parks and reserves teams have concentrated their efforts on the following activities in the district:

- Identification and maintenance of hazardous trees
- District-wide mowing operations
- Kayak Course general maintenance
- Umukaraka Spring area maintenance and mowing
- Inspections and maintenance of playgrounds
- Pest control for all Council-owned public facilities
- Cemetery maintenance and housekeeping
- Street tree maintenance of trees that affect overhead lines
- Leaf blowing and vacuuming across the district
- Annual bed preparation
- Bed Irrigation installation and maintenance

8 Maurie Kjar Aquatic Centre

All swimming pools are presently functioning within their designated water quality parameters. This includes the maintenance of an appropriate chemical balance concerning pH levels, free available chlorine (FAC), water hardness, and alkalinity. The pools have successfully complied with the monthly monitoring requirements established by the regional council regarding faecal matter and bacteriological levels.

Steam bore casing and pressure test is scheduled to be conducted during November 2025 to determine the bore condition and to inform further actions.

The annual facility shutdown commenced on 6 October 2025 and the facility reopened on 3 November 2025.

Please refer to the attached pool shutdown report for details - Appendix 1.

9 Solid Waste Services

During this reporting period, no disruptions to refuse collection were observed. The process of waste collection and transportation to the Tirohia facility proceeded without incident, and recycling collections were maintained uninterrupted throughout the months.

Diverted and recycled materials for the period included:

- 7 tonnes of cardboard
- 7 tonnes of dropped off paper
- 13.6 tonnes mixed recycling (mainly plastic and tin cans)
- 25.41 tonnes of metal
- 81 tonnes of timber
- 139 vehicle tyres – 2.78 tonnes of rubber

10 Vandalism

There have been several instances of vandalism that have damaged the fences, gates, and entrances of public parks. The main factor contributing to this damage seems to be individuals attempting to gain vehicular access to the river and other popular recreational areas.

Repair work at the Ron Hardie Recreation Centre was necessary due to vandalism, costing \$1,100.

11 Maintenance, Projects & Schedule

The attached Appendix 2 includes the project schedule for the financial year 2025/26.

12 RECOMMENDATION

That the report from the Group Manager, Operations and Services for the months of September & October 2025, be received.



Riaan Nel, B. Tech (Mech), BSc Hons
Group Manager, Operations & Services

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Kawerau District Council**Shutdown Report – Aquatic Centre**

Period: October 2025 (covering September maintenance shut and November re-opening)

1. Security

The upgraded security system has operated without false alarms since installation. Successful testing confirms full functionality.

2. Pool Temperatures

Summer operating hours are in effect. Pool temperatures remain stable and within target range. The bore was isolated for four weeks during the annual maintenance shut and restarted without issues.

3. Patrons & Programming

- Facility re-opened to the public on **Monday 3 November 2025**.
 - First Aquarobics classes scheduled for **Tuesday 4 November**.
 - Regular aqua-class participants have been kept informed and are enthusiastic. A post-class social gathering (tea and cake) will follow the monthly session.
-

4. Upgrades, Repairs & Maintenance**4.1 Clubrooms**

- End room repaired and returned to full use, adding **26 m²** of storage.
- End wall replaced, providing an additional **30 m²** of storage.

4.2 Chemical Storage

- **Chlorine cage roof:** Steel frame erected and painted (3 coats). Contractor quote received for final roof sheeting; once installed the cage will be fully weatherproof, extending chlorine lifespan and enabling pumping in all conditions.
- **Hydrochloric acid shed:** New bund cover constructed to prevent rainwater ingress and allow secure locking of chemicals.

4.3 Pool Painting & Surfaces

- All pools sanded to bare concrete (8 layers of old paint removed) and repainted.
- Non-slip beading installed on steps and ramps.

- **Main pool:** Significant $\frac{3}{4}$ -length crack in top wall identified, repaired with epoxy, and painted. Additional crack inspections completed to prevent leaks.
- **Scum channels:** Plastic gutter system removed; new concrete floor poured to create watertight seal. All visible cracks repaired. Result: elimination of constant cold-water top-ups previously required for filtration levels.

4.4 Spa Pool

- Five leaks in pipework identified and repaired during shut.
- Entire pipework section replaced, all jets upgraded, and system re-commissioned.
- No further water loss; circulation now maintained without continuous cold-water addition.
- **Waterfall:** Face tiled; sides and back painted. Mechanical upgrade deferred to future budget.

4.5 Drainage & Safety

- All slot drains cemented to prevent cobblestone sagging and eliminate trip hazards.
- New safety fence erected around exposed steam pipes behind pump shed.
- Area behind clubrooms landscaped; turf established.

4.6 Pipework & Circulation

- Sections of main pool circulation replaced (old steel → new PVC). Upgrade of heat-exchanger return line improves heat distribution. Full steel-to-PVC transition scheduled over next two years.
- Main pool access stairs fitted with wheels to protect new paint during vacuuming.

4.7 Heat Exchangers

- Both main and spa units serviced.
- Spa exchanger augmented with **5 additional plates** for improved heat extraction.

4.8 Minor Works

- Toilet/shower cubicle locks replaced.
 - Toilet-roll holders and soap dispensers replaced (supplied free of charge by Advance Cleaning Solutions).
 - Faulty butterfly valve in pump shed repaired.
-

5. Neighbouring Works

The adjacent bowling club installed a new roof and repainted the shared wall during the maintenance shut, avoiding public inconvenience. The refreshed appearance enhances the view from the spa pool.

6. Visual Records

Figure 1: Main pool – before & after



Figure 2: Cracks in main pool walls



Figures 3: Cracks in main pool walls



Figure 4: New filtration pipes



Figure 5: SPA Pool Leak Repairs



Figure 6: SPA Pool completed



Figure 7: Main Pool completed



Appendix 2

Project	BUDGET	Actual	Remaining	%	Comments
Kerb Replacement	\$84,000	\$0	\$84,000	0%	Execution from 17 November - Completion 27 February
Street Light Upgrade	\$40,500	\$40,500	\$0	100%	Completed
Reseals	\$136,700	\$0	\$136,700	0%	Execution from 12 January - Completion 27 February
Pavement Treatment	\$76,700	\$0	\$76,700	0%	Execution from 1 December - Completion 21 December
Footpath Replacement	\$58,100	\$34,000	\$24,100	59%	Execution Phase
Storm water catch-pit renewal	\$60,000	\$2,351	\$57,649	4%	Target 4th Quarter of FY26
Reseal Carpark	\$54,698	\$0	\$54,698	0%	Execution from 1 December - Completion 21 December
Pipework Zone 1	\$2,000,000	\$593,879	\$1,406,121	30%	Execution Phase
Pipework Zone 2	\$240,417	\$0	\$240,417	0%	Execution Phase
Refurbish Pump	\$30,000	\$2,361	\$27,639	8%	Execution Phase
Pipework Zone 1	\$1,621,000	\$28,511	\$1,592,489	2%	Tender Phase
Wastewater Treatment Plant	\$852,000	\$402,599	\$449,401	47%	Scoping Phase
Asset Renewals	\$158,280	\$105,251	\$53,029	66%	Aquatic Centre shutdown
Shade Sails	\$28,000	\$0	\$28,000	0%	Orders were placed - Installation Dependant on structural assessment
Asset Renewals - Plant	\$265,565	\$78,547	\$187,018	30%	Fleet renewals - ongoing
	\$5,705,960	\$1,287,999	\$4,417,961	23%	

MONTHLY REPORT

ECONOMIC AND COMMUNITY DEVELOPMENT

September and October 2025

1 Economic Development (ED)

KDC ED Steering Group – Kawerau Pathways to Prosperity (ED Launch)

Council formed an internal Economic Development (ED) steering group earlier in 2025 to strategically focus on the next stages outlined in the Eastern Bay of Plenty Economic Development Refresh strategy (Appendix A).

Current staff represented on the steering group are:

- Chief Executive Officer - Morgan Godfery
- Economic and Community Development Manager – Lee Barton
- Communications and Engagement Manager – Tania Humberstone
- Youth Participatory & Community Development Coordinator – Majeane Rogers
- Mayors Task Force for Jobs Coordinator – Amy Hayes
- Senior Executive Assistant to the Mayor and CEO – Pari Maxwell

The steering group meets fortnightly, with the current focus planning towards delivery of Kawerau Pathways to Prosperity event on Thursday 13 November at Firmin Lodge – 11:30am onwards.

The objectives of the event are to:

1. Strengthen relationships and acknowledge contributions
2. Share updates on Council's support for economic growth
3. Call to Action: co-develop an economic growth strategy for Kawerau by Kawerau

The ED steering group compiled a list of invitees, selected from a range of businesses and sectors in or associated with the Kawerau District. The event will have the following speakers:

- Te Haukākawa Te Rire – Council Iwi Liaison and Cultural Advisor – Mihi Whakatau
- Robbie Watt – CEO; Ngāti Tūwharetoa Geothermal Assets Ltd.
- Peter Chrisp – CEO; New Zealand Trade and Enterprise
- Morgan Godfery – CEO; Kawerau District Council

Kawerau Mayoral Taskforce for Jobs (MTFJ)

A report (Appendix B) for the months of August and September is provided by the MTFJ Coordinator, Amy Hayes.

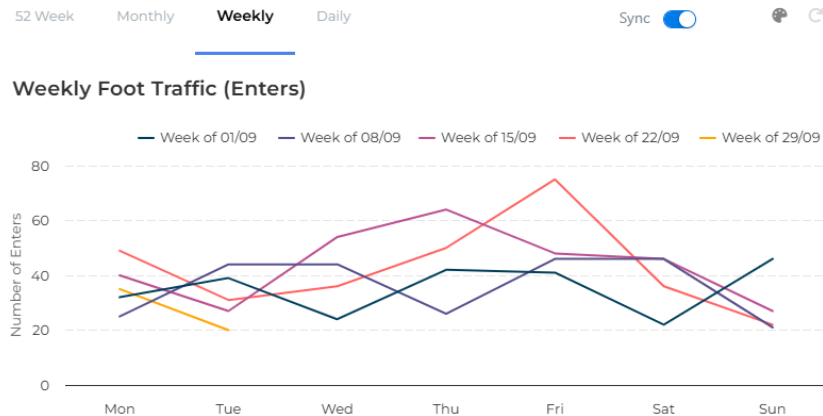
2 Kawerau isite Visitor Information Centre

The isite team are coordinating the Santa Parade and stall holders for Christmas in the Park and currently processing registrations from the community.

The Kawerau isite will close at midday on 23rd December in line with other KDC office-based staff, and will be closed on 24th and 25th December, reopening on Boxing Day and for the duration of the Christmas and New Year period.

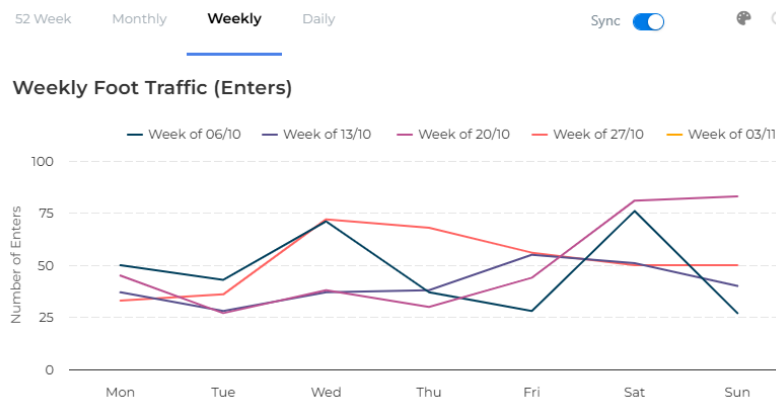
Key Monthly Statistics – September 2025

Activity	Aug. 2025	Sept. 2025	% difference (to Aug 25)	Sept. 2024	% Difference (to Sept. 25)
Visitor enquiries	1141	1164	2%	1848	-37%
Forest permits	92	110	20%	107	3%
Public toilet use	2740	2353	-14%	1052	124%
M/home power	6	5	-17%	17	-71%



Key Monthly Statistics – October 2025

Activity	Sept. 2025	Oct. 2025	% difference (to Sept. 25)	Oct. 2024	% Difference (to Oct. 25)
Visitor enquiries	1164	1456	25%	1698	-14%
Forest permits	110	198	80%	147	35%
Public toilet use	2353	3040	29%	1120	171%
M/home power	5	6	20%	14	-57%



3 **Community Activities**

Events completed for September

- **Kawerau Putauaki School Athletics**
Tuesday 2, Monday 8 and Friday 12 – Prideaux Park
- **It's in the Ballot – Meet the candidates Evening**
Saturday 13 – Kawerau Town Hall
- **Mobile Blood Drive - NZ Blood Services**
Monday 15 – Concert Chambers
- **Keep Kawerau Beautiful – National Clean up week**
Tuesday 21 – Maurie Kjar Aquatic Centre Car Park

Events completed for October

- **2025 Rally Bay of Plenty**
Saturday 11 - Rec Centre (Service Stop)
- **Kawerau Line Dancers – Kickin' up Dust**
Saturday 18 - Town Hall

Events registered for November

- **Annual Art Exhibition**
Saturday 1 and Sunday 2 – Town Hall
- **Kaumatua Kapahaka**
Thursday 6 and Friday 7 – Town Hall/Concert Chambers
- **Meet the Locals – Hosted by the Collective Community Kawerau**
Saturday 15 – Rec Centre
- **Kawerau Youth Mobile Filmmaking Workshop**
Saturday 29 – Town Hall/Concert Chambers
- **Club Race – Canoe Slalom Bay of Plenty (CSBOP)**
Saturday 29 & Sunday 30 – Waterhouse Street Reserve

Events registered for December

- **Kawerau Christmas in the Park**
Saturday 6 – Prideaux Park
- **New World Kawerau Santa Parade**
Saturday 6 – Rec Centre/Town Centre

Kawerau Christmas in the Park – Saturday 6 December 2025

Funding applications were submitted and assessed with the following:

- Four Winds Trust – Applied for \$90k – Approved (100%)
- Lion Foundation – Applied for \$65k – Approved \$59,775 (92%)
- Bay Trust – Applied for \$10k – Approved \$5k (50%)
- Trust Horizon – Applied for \$10k – Approved (100%)
- Lottery – Applied for \$24k – Approved (100%)
- New Zealand Community Trust (NZCT) – No application required (adequate funding approved)
- Council - Confirmed \$20k (plus stall holder fees to be confirmed)

Council has received additional Koha / donations from local businesses totalling \$35,500. This figure may increase, as several businesses had not fully confirmed their donor status or contribution capacity at the time of writing this report.

Council wishes to acknowledge the following confirmed businesses for their kind contribution towards this community event:

- Sequal Lumber
- Ngāti Tūwharetoa Settlement Trust
- Putauaki Trust
- Essity
- Oji Fibre Solutions
- Mercury Energy
- Eastland Generation

Total funding confirmed - \$244,275 (excl. GST) – This figure meets budget needs, and delivery of the event. Council acknowledges its gratitude to all external funders for their funding contribution towards this community event.

The artists for the afternoon and evening show will be provided to Councillors on Friday 21 November, prior to the wider public announcements.

4 Civil Defence Emergency Management (CDEM)

Emergency Management Officer (EMO)

Council welcomed the new Emergency Management Officer (EMO) on 30 September – Justin Douglas enters the KDC role after a period of employment at Whakatāne District Council.

The KDC Emergency Management function has recently undergone a transition in portfolio leadership and structure. As part of the appointment of Justin Douglas, the reporting line and portfolio holder for Emergency Management has changed from the Regulatory & Planning Department (Michaela Glaspey) to the Economic & Community Development Department (Lee Corbett Barton).

Council extends its sincere thanks to Meagan Edhouse from Emergency Management BOP (EMBOP) for her valued contribution in the advisory role for KDC. Additionally, acknowledgement to Michaela Glaspey for her service as the previous Emergency Management portfolio holder, Michaela Glaspey continues as the appointed Recovery Manager for the Kawerau District.

A six-month initial review of the KDC Emergency Management function is currently underway. During this period, the aim is to identify opportunities to strengthen community resilience in the Kawerau District and build capacity & capability within Council in readiness for emergency events.

Emergency Management Bill

As part of its response to the Government Inquiry into the *Response to the North Island Severe Weather Events*, the Government intends to pass a new Emergency Management Bill during this term of Parliament. The Bill will eventually replace the Civil Defence Emergency Management Act 2002¹.

Bay of Plenty CDEM Group Induction Seminar – Elected Members

The BOP CDEM Group office is providing a seminar for elected officials on Monday 8 December.

The seminar will provide Councillors context across the four 'R's of CDEM – Reduction, Readiness, Response, and Recovery and the roles of elected officials in emergencies.

5 Youth Projects

Kawerau Young Achievers Awards (KYA) – 26 September

Approximately 100 people attended this year's awards ceremony at the Kawerau Town Hall to recognise the achievements of 24 Kawerau young people in the past 12 months, 21 rangatahi were in attendance to receive their awards in person.

Of the 24 awards, they are awarded as follows:

- 19 bronze
- 4 silver
- 1 gold

The awards event is planned and delivered by members of the Kawerau Youth Council (KYC).

¹ <https://tinyurl.com/bdzkjxmy>

Council Iwi Liaison & Cultural Advisor, Te Haukakawa Te Rire opened with karakia and mihi whakatau. The guest speaker was KDC CEO Morgan Godfery, and addressed by Her Worship the Mayor, Faylene Tunui, and in attendance Councillors Ross, Savage, Ion and Julian.

Pre-recorded video messages from renowned sports stars added an extra layer of excitement and inspiration. Those who sent congratulations included:

- All Blacks' - Beauden Barrett
- Black Ferns Sevens players - Portia Woodman, Tyla Nathan Wong, Michaela Blyde
- Melbourne Storm & Olympic Silver Medallist - William Warbrick

Project Revamp

As part of a project to explore options to revitalise / revamp the rangatahi space around the skate park and basketball courts next to the Ron Hardie Rec Centre, a community organisation workshop occurred on 20 October, co-facilitated between Council staff and Sports BOP.

Members of the current Youth Council presented to the workshop attendees on the work undertaken to date from recent years, highlighting the need for a youth space in the community. This was substantiated with additional data being shared from recent community engagement facilitated by Sports BOP.

With an outcome that a Council-led steering group with partner organisations will be formed and navigate through the next steps around Terms of Reference, Project Plan, Business Case and Funding Plan. Council will be briefed in future Council workshop settings.

Kawerau Youth Council (KYC)

The KYC did not formally convene in October, this due to exam leave and busy schedules of the rangatahi.

RECOMMENDATION

That the report from the Economic and Community Development Manager for the months of September and October 2025 be received.



Lee Corbett Barton

Economic & Community Development Manager

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Economic Development Strategy Refresh for the Eastern Bay of Plenty

FINAL

March 2025

Key terms

- **Eastern Bay of Plenty.** A sub-region of the Bay of Plenty including the three district councils of Ōpōtiki, Kawerau and Whakatāne.
- **Toi EDA.** The Economic Development Agency for the Eastern Bay of Plenty.
- **Regional Infrastructure Fund (or RIF).** A \$1.2 billion fund to be administered over three years by Kānoa – the Regional, Economic Development and Investment Unit. Funding can be allocated to build new infrastructure or improve existing assets- boosting growth, resilience and productivity in the regions.¹
- **City & Regional Deals.** Initiatives for establishing long-term agreements between central and local government. The programme unlocks funding and resource opportunities to support councils to make improvements in their region, for example to roads, infrastructure, and the supply of quality housing.²

¹ Kānoa: Regional Economic Development & Investment Unit (2024). Regional Infrastructure Fund. Retrieved from <https://www.growregions.govt.nz/new-funding/regional-infrastructure-fund>

² Department of Internal Affairs (2024). City and Regional Deals. Retrieved from <https://www.dia.govt.nz/Regional-Deals>

28 August 2025

Tēnā koe

Economic Development Strategy Refresh for the Eastern Bay of Plenty

We are pleased to present the Economic Development Strategy Refresh for the Eastern Bay of Plenty.

The strategy refresh was a collaboration between Whakatāne District Council, Kawerau District Council, Ōpōtiki District Council, Bay of Plenty Regional Council and Toi EDA. It fits within a collective work programme that includes 'Our Places: Eastern Bay Spatial Plan' and will be used as a shared blueprint to unlock resilient economic development in the medium- and long term.

The refreshed strategy identifies three focus areas to create jobs and accelerate economic growth by leveraging existing industry specialisations and the unique strengths of each district. It provides the backbone of evidence that will enable each district to move forward with local economic development initiatives, and help sub-regional partners address cross-cutting constraints and leverage opportunities for investment.

We express our thanks to the key stakeholders, including iwi and hapū, from across the Eastern Bay of Plenty that contributed their time and perspectives to inform the strategy refresh.

We look forward to working together with our communities to realise the vision for 2055 that *the Eastern Bay of Plenty is a highly productive and prosperous region, an attractive place to live, work and visit, with flourishing communities and thriving natural and built environments.*

Ngā manaakitanga



Mayor Dr Victor Luca
Whakatāne District Council



Mayor Faylene Tunui
Kawerau District Council



Mayor David Moore
Ōpōtiki District Council



Chair Doug Leeder
Bay of Plenty Regional Council



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Executive Summary

Context

The Eastern Bay of Plenty is blessed with rich natural resources and a long, proud history, but it also faces industrial and socio-economic challenges.

In 2018-19, the sub-region successfully attracted substantial investment from the Provincial Growth Fund (PGF), to foster development in aquaculture, high-value horticulture, manufacturing and tourism, which in turn would lift community wellbeing. The potential for catalysing these sectors led to the Eastern Bay attracting the most PGF investment of any region on a per capita basis.

Much has been achieved since then—including the redevelopment of the Ōpōtiki harbour which will foster growth in the aquaculture sector; the launch of New Zealand's largest 'by Māori for Māori' blueberry farm in Te Teko; the creation of roading links and serviced sites at the Kawerau Putauaki Industrial Development; and the restoration of Whakatāne's 100-year-old wharf. Kiwifruit production has expanded. The Whakatāne board mills have reinvested.

While the Eastern Bay has seen significant economic progress, some initiatives have faced setbacks. The 2019 Whakaari / White Island eruption deeply affected families and disrupted parts of the tourism sector. Norske Skog closed the paper manufacturing plant at Kawerau. The Putauaki Industrial Development continues to build momentum, but further investment in containerisation facilities and rail links are required to attract tenants. In Whakatāne, revitalisation efforts are ongoing, with a focus on strengthening the CBD as a vibrant commercial centre.

Across the sub-region, housing, transport, workforce availability, and access to capital remain important enablers for sustained development. It is challenging to attract suitably skilled staff; to house them in quality, affordable homes near their place of work; to efficiently connect businesses across the supply chain; and to attract private capital that could fund transformation. Collectively addressing these constraints will unlock greater opportunities for investment, and for business and community prosperity.

The wider landscape has also changed. A National-led Coalition Government came to power late in 2023, with new priorities and new programmes. Extreme weather events are becoming more frequent and challenging. Major iwi settlements are complete, meaning iwi are well-positioned to lead or support major economic initiatives.

It's now time for a refreshed strategy for the Eastern Bay. This strategy has the same DNA as it did in 2018. It's evidence-based, it has been collaboratively developed, and there is a focus on shared success across the sub-region (the districts of Ōpōtiki, Kawerau and Whakatāne). What differs is the long-term view—looking to the horizon of 2055.

The strategy is based on an Economic Development Framework that aligns and coordinates economic activity across the sub-region. The framework sets out *why* economic development matters, *what* to focus on, and *how* to unlock growth.

The purpose of this strategy is to unlock resilient economic development for the Eastern Bay of Plenty. Economic growth for its own sake means little—but economic development can be a powerful lever for delivering social, cultural and environmental outcomes for local communities. This document is to be used as a shared blueprint to unlock resilient economic development in the medium- and long term.

Economic development will succeed if it fosters prosperity, resilience, regional competitiveness, strategic alignment between the three districts, and mahi tahi—or a collective response to shared constraints and opportunities.

Economic development will centre on three Development Focus Areas across the three districts. The intent is to accelerate economic development across the Eastern Bay by leveraging local advantages and existing specialisations, while taking a collective approach to common regional opportunities and challenges where appropriate and efficient to do so.

Eastern Bay of Plenty: Economic Development Strategy Summary

2055 Vision:

The Eastern Bay of Plenty will be a prosperous, high-productivity sub-region with flourishing communities and robust infrastructure. The Eastern Bay's diversified economy, underpinned by a strong bi-cultural foundation, supports nationally and internationally competitive industries, ensuring a vibrant and inclusive future that fosters social, environmental, and cultural wellbeing.

Ōpōtiki will become an aquaculture centre of national and international significance. The district has an opportunity to develop a multi-billion-dollar aquaculture industry, leveraging the \$200m+ of investments that have been made to date, including the recently launched Ōpōtiki harbour entrance and onshore processing facilities. The region could become a major player in the end-to-end supply chain, covering the growth, processing and export of aquaculture products to both domestic and international markets.

Kawerau will be a green industrial and energy hub, harnessing sustainable energy for use in innovative, tech-led manufacturing. The district has an established geothermal plant, strengths in forestry, and a modern industrial park that could all be leveraged to foster innovative, sustainable and high-value industries.

Whakatāne will amplify their role as the commercial and residential heart of the Eastern Bay- attracting people to live, work and play in the district. The centre will combine core social services, professional services, education and training providers, along with hospitality and placemaking ventures that enhance liveability. Manufacturing will continue to grow. Whakatāne will create cross-regional value, accelerating growth and development across the whole Eastern Bay.

In order to achieve these ambitions, and lift the wellbeing of locals, four cross-cutting constraints must be addressed – housing, transport and connectivity, workforce and capital.

- **Housing.** There is a lack of affordable, quality housing in places where locals and newcomers wish to settle. This makes it harder to attract and retain new talent from outside the region, and it limits local relocation, meaning talent becomes less mobile and businesses find it harder to recruit the personnel they need.
- **Transport and connectivity.** There are connectivity constraints within and around the Eastern Bay. Poor-quality roads, capacity limitations, and over-reliance on road networks for freight, all contribute to congestion, lower productivity and higher business costs.
- **Workforce.** There is misalignment between the local labour force and the roles available, meaning businesses have trouble sourcing the talent they need, and locals are hampered in their employment and career development. A strategic approach to workforce development, support and incentives is required.
- **Capital.** The sub-region has struggled to attract private capital which could accelerate industrial growth and economic development. Additional public funding would also help to address the cross-cutting constraints related to housing, transport and the workforce.

The sub-regional constraints are interrelated and interdependent, which means sequenced and coordinated action will be required to address them. The recommended pathway is to enable housing, then transport connectivity, which will support workforce capacity and skills development in turn – setting off a positive feedback loop. Capital serves as a central enabler.

Success in these areas looks like – the right number and mix of housing, in the right locations; a comprehensive and resilient transport network that improves connectivity within the sub-region and between regions; an engaged and skilled local workforce that can meet industry needs now and in future; and private industry successfully elevating to the next level of size and scale, supported by enabling public initiatives.

This strategy represents six months of input and effort from councils, iwi, business leaders, advisers and more.

But in many ways, it's only a starting point, and it is now time to convert strategic intentions into reality.

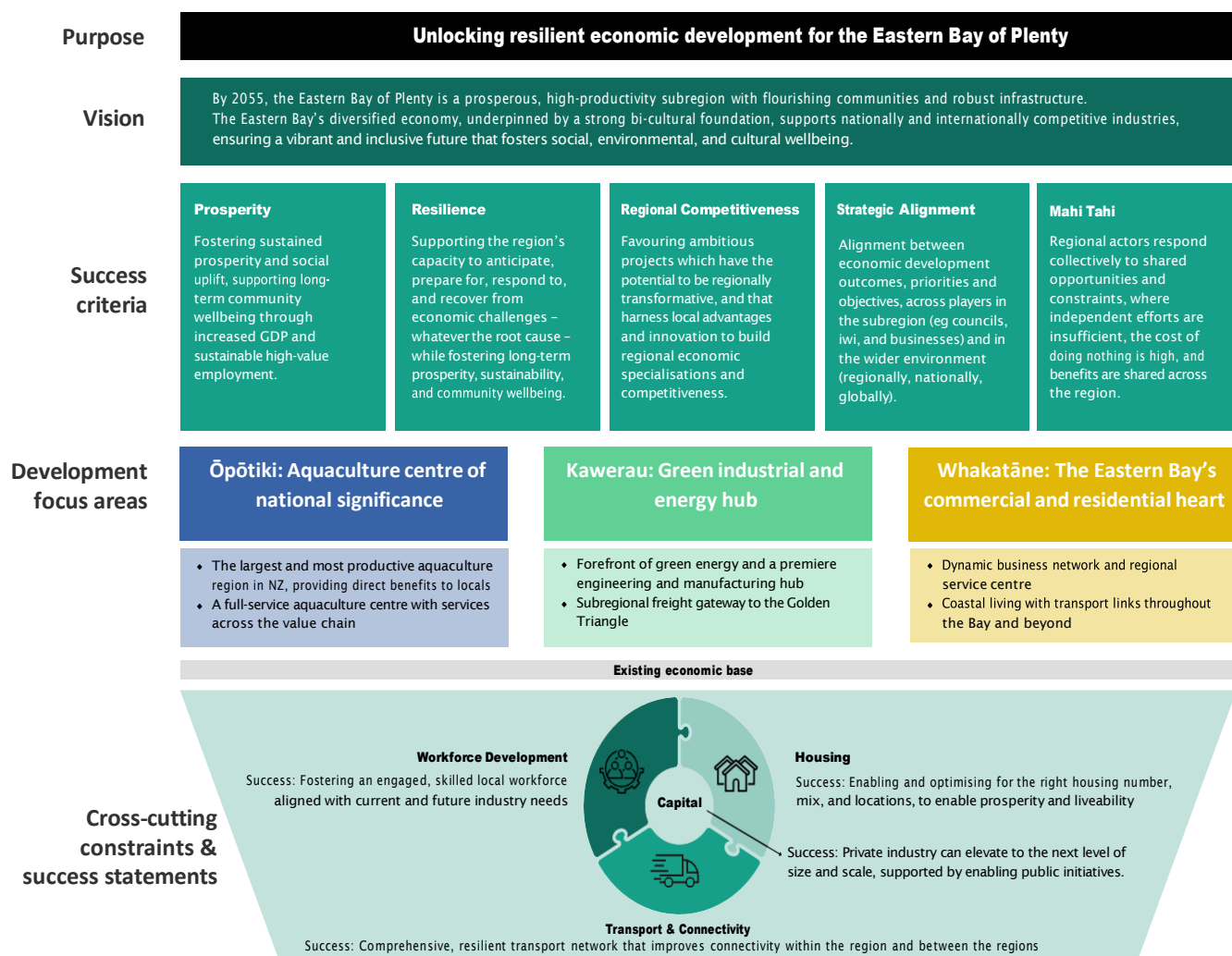
Once this strategy is formally adopted:

- Cross-cutting constraints should be addressed at the sub-regional level, including through implementation of the Spatial Plan.
- Districts can prepare localised plans for the three focus areas of aquaculture in Ōpōtiki, green industry in Kāwerau, and the Eastern Bay's commercial and residential heart in Whakatāne, working in collaboration with local iwi and industry.

- The partner councils have submitted a proposal to the City and Regional Deals programme and are supportive of private sector and iwi applications to the Regional Infrastructure Fund where these align with the vision and strategic objectives of the Regional Deal proposal, the Eastern Bay Spatial Plan, and this Economic Development Strategy.

This strategy is about getting 'new bang for old buck' and maximising the value of the investments that have already been made in the Eastern Bay. It's about finishing what was started and generating shared prosperity for generations to come.

Eastern Bay of Plenty Economic Development Strategy Summary



Introduction

Looking back: A brief history of Economic Development in the Eastern Bay

The Eastern Bay of Plenty is blessed with rich natural resources and a long, proud history, but it also faces industrial and socio-economic challenges. In 2018, the sub-region successfully attracted the country's highest per-capita injection of Provincial Growth Fund investments, to foster development in aquaculture, high-value horticulture, manufacturing and tourism. Much has been achieved since 2018, but some initiatives have been hard-hit by natural disasters and roadblocks, and business growth remains constrained by workforce challenges, housing, logistics and access to capital.

The Power of Economic Development

The Eastern Bay of Plenty is blessed in many ways.

The sub-region enjoys a favourable climate, fertile soils and rich natural resources including fishery and forestry stocks.

Its people have a long, proud history, dating back to the first settlement by Tiwakawaka in modern-day Whakatāne, over 1,000 years ago.³

There is a diverse and robust industrial base – including nationally and internationally competitive players in horticulture, manufacturing, forestry and wood processing, tourism, energy, aquaculture, and many others.

The three districts in the sub-region- Ōpōtiki, Kawerau and Whakatāne – are all strongly connected, creating economic resilience and a strong foundation for further development.

However, the Eastern Bay faces a range of interconnected challenges – like industrial decline, ageing or absent infrastructure, and socio-economic deprivation. For instance:

- The Eastern Bay remains one of the nation's most deprived areas, with an average deprivation score of 8.5/10 versus a national average of 5.6, when considering education and healthcare, employment and income, housing, crime, and access to services.^{4,5}
- In 2023, unemployment rates were more than twice the national average (7.4% versus 3.3%), and close to one-quarter (23.1%) of working-age people were receiving a benefit.⁶

The upshot is - economic development can be more impactful in the Eastern Bay than in comparatively better-off areas. As the shared constraints on economic development are lifted, benefits will accrue to regionally significant players, both big and small. As a cluster approach is adopted connecting businesses, innovators and skills providers – we'll see the Eastern Bay maximising its locational and competitive advantages. In short, economic development will help to meaningfully improve people's lives.

³ Whakatāne District (Nd). History of the Eastern Bay of Plenty. Retrieved from <https://www.Whakatāne.com/live-and-work/about-Whakatāne-and-eastern-bay-plenty/history-eastern-bay-plenty>

⁴ University of Auckland School of Population Health (circa 2018). Deprivation and Health Geography within NZ: 2018 New Zealand Index of Multiple Deprivation (IMD18). Retrieved from <https://imdmapp.auckland.ac.nz/download/>

⁵ MBIE (2024). Deprivation index in New Zealand. Retrieved from <https://webrear.mbie.govt.nz/theme/deprivation-index/map/timeseries/2018/new-zealand?right-transform=absolute>

⁶ MBIE (2024). Regional Economic Activity Web Tool. Retrieved from <https://webrear.mbie.govt.nz/summary/new-zealand>

2018: Our successful strategy

In 2018, the sub-region put together an Economic Development strategy that was evidence-based, collaboratively built, and highly compelling. The strategy attracted \$250 million of direct investment via the Provincial Growth Fund and over \$400 million of total investment – the highest per-capita injection of economic development investment in the country.

The 2018 strategy focused on development in four key areas: aquaculture, high-value horticulture, manufacturing and tourism.

Since 2018: Project wins and headwinds

Much has been achieved since 2018, and these successes should be celebrated. However, other initiatives have been hard-hit by natural disasters and roadblocks.

Aquaculture

Development of the aquaculture sector primarily centred on developing the Ōpōtiki harbour entrance. This \$100 million initiative was one of the country's largest non-roading infrastructure projects, and it was delivered on time and on budget, a feat typically achieved by less than 10% of major works.⁷

The new harbour features two retaining walls that redirect the mouth of the Waioeka River through a canal dredged to 4 metres. The harbour can now be accessed in all-tides and all-weather conditions by large commercial mussel and fishing boats, and by recreational boaties. Vessels can readily service the 4,000ha offshore mussel farm, along with 10,000+ ha of planned development, and access the onshore processing facilities at the Whakatōhea mussel factory – which previously required a 40km journey from the Whakatāne wharf.

High-value horticulture

High-value horticulture focused on improving irrigation on Māori-owned land, and scaling up developments of kiwifruit, blueberries and manuka, particularly in deprived communities. Since 2018, the country's largest blueberry orchard has opened at Te Teko, with a 'by Māori for Māori' business model.⁸ Kiwifruit acreage has increased, and the Minginui nursery is playing its part in regenerating native forests.⁹

There is further development potential in both kiwifruit and other horticulture subsectors. Ōpōtiki has highly fertile land and potential for expansion, particularly on Māori land, with potential for synchronised seasonal employment between horticulture and aquaculture. Going forward, care should be taken to align development with the needs of local communities- providing sustainable employment to the local labour force and ensuring a reasonable share of the value created flows on to those communities.

Manufacturing

Manufacturing themes centred on improving the Eastern Bay's manufacturing capability and supply chain links, particularly via the Kawerau Putauaki Industrial Development which would offer warehousing, container packing, and improved roading and rail links; and opportunities to expand Whakatāne boatbuilding and other manufacturing.

The second stage of the Kawerau industrial zone is now complete, with all industrial sites connected to roading and utility services.¹⁰ Key connecting roads have been built, including a 1.6km stretch off State Highway 34 that connects private forestry sites to the industrial zone, and a rail link is planned. Kawerau has also unique resources in shallow and deep geothermal energy, that could become key drivers of the industrial hub.

However, to date, the industrial zone has struggled to attract a full suite of tenants. The container hub and rail links are not yet established, which has made it harder to attract industry; several early prospects did not proceed; and competition is set to increase as business parks are fully established in Rangiuru and Rotorua. The next key target will be to optimise utilisation, to drive return on investment in line with Kawerau's Green Business strategy.

Manufacturing remains a cornerstone of Whakatāne's economy, with local businesses scaling up and shifting toward high-value, advanced manufacturing. Whakatāne Mill is reinvesting in substantial new plant, while Surtees and Extreme continue to strengthen their position as leading small boat builders. Several other firms are seeking to expand. Continued investment in workforce development (countering an ageing workforce), transport infrastructure, and access to capital will help unlock the

⁷ Lipford (2023). Book review: How Big Things Get Done- The Surprising Factors That Determine the Fate of Every Project, from Home Renovations to Space Exploration and Everything in Between. The Independent Review: A Journal of Political Economy, 28(2). Retrieved from <https://www.independent.org/publications/tir/article.asp?id=1900>

⁸ Waatea News. (2020, July 7). Te Teko blueberry farm largest in Aotearoa – owned by Māori for Māori. Retrieved from <https://waateanews.com/2020/07/07/te-teko-blueberry-farm-largest-in-aotearoa-owned-by-maori-for-maori/>

⁹ Minginui Nursery (2024). Retrieved from <https://minginuinursery.co.nz/>

¹⁰ Putauaki Trust. (2020). Industrial zone. Retrieved from <https://www.putauakitrust.com/industrial-zone/>

manufacturing sector's full potential, and drive further economic growth across the sub-region.

Tourism

Tourism centred on the redevelopment of Whakatāne, including wharf and waterfront improvements to support tourism services and marine-based industries. The key success has been the remediation of the 100-year-old wharf, which re-opened in 2022.

The 2019 eruption of Whakaari / White Island proved devastating for the families of those killed or injured, and for the livelihoods of those in the local tourism sector.

Plans to develop the river promenade and the CBD paused after public consultation in 2020, due to uncertainty about the Regional Council's plans to raise the town's stop banks to minimise the impact of flooding and other extreme weather events.¹¹

Development of the boat harbour has also paused, while careful consideration is given to managing any historical contaminants from wood waste.¹²

Since 2018: Strategic constraints and opportunities

Alongside the project-specific wins and challenges, the Eastern Bay faces a dynamic landscape of constraints, threats and opportunities.

Constraints and threats

There are cross-cutting constraints related to the workforce, housing, logistics and access to capital, all of which have slowed business growth. It is challenging to attract suitably skilled staff; to house them in high-quality, affordable homes near their place of work; to efficiently connect businesses across the supply chain; and to attract private capital that could fund transformation in these areas. As a result, business growth and economic development have been constrained.

These constraints are described in more detail in section 4.

More generally, the Eastern Bay is vulnerable to sea-level rise, flooding, cyclones and other extreme weather events driven by climate change.

Opportunities

The political context has changed, with a National-led coalition Government coming to power late in 2023. The coalition brings a focus on regional development, along with new funds and rules for investment. This creates an opportunity to align the Eastern Bay's economic development plans with broader national economic goals and attract additional funding and support.

Major iwi settlements are also complete, with Te Tāwharau o te Whakatōhea signing in 2023. The \$100 million package is one of the largest and most comprehensive of any iwi in the motu, including access to 5000 ha of marine space. As iwi leaders explain, "The real value of our Settlement lies in the 5000ha of marine space which will create numerous opportunities for our whānau now that the Ōpōtiki harbour development project is underway."¹³

Looking forward: A refreshed Economic Development strategy

It's now time for a refreshed Economic Development Strategy for the Eastern Bay. A strategy with the same DNA as 2018 – based on evidence, collaboration and shared success.

This is a refresh- because the strategy extends the good work that began in 2018. It's a refresh because the focus is on getting new bang for old buck. Maximising the investments that have already been made in the region and finishing what was started.

This strategy contains the same DNA as 2018. It's based on evidence and a deep understanding of the local context. It was developed collaboratively, and it focuses on shared challenges and opportunities across the Eastern Bay of Plenty. Success won't happen in siloes. The people, businesses and districts of the Eastern Bay will succeed through strategic, collective action.

¹¹ McCarthy, E. (2023, August 25). Whakatāne boat harbour: Potential for contamination causing hold-up. *Rotorua Daily Post*. Retrieved from <https://www.nzherald.co.nz/rotorua-daily-post/news/Whakatāne-boat-harbour-potential-for-contamination-causing-holdup/2GCXZQAYN5BZXJWGDFTW5LUM4A/>

¹² *ibid*

¹³ Te Tāwharau o te Whakatōhea. (2023). First Reading of the Whakatōhea Settlement Claims Bill. Retrieved from <https://tewhakatohea.co.nz/our-settlement/>

Nā tō rourou, nā taku rourou
ka ora ai te iwi

With your food basket and my food
basket the people will thrive

The Economic Development Framework: Overview

The purpose of the Eastern Bay of Plenty Economic Development Framework is to coordinate economic activity across the sub-region, and address key constraints in order to foster greater prosperity and wellbeing. The framework clarifies what success looks like, key focus areas for development, and the cross-cutting constraints that will be addressed.

Purpose of the framework

This framework will help to align activity across the three Districts of Ōpōtiki, Kawerau and Whakatāne. It will:

1. Align the focus of economic development.
2. Serve as an input into the Eastern Bay Spatial Plan.
3. Preface future applications to the government's Regional Infrastructure Fund.

Key components in the framework

There are three components in the Economic Development Framework- *why*, *what*, and *how*.

Why: Economic Development Success Criteria

Stakeholders have agreed on a set of Economic Development Success Criteria. These explain, in plain language, why economic development matters to individuals, businesses and communities in the Eastern Bay of Plenty.

What: Development Focus Areas

Three focus areas have been identified – one per district. The intent is to accelerate regional economic development by leveraging the unique strengths of each district.

How: Cross-cutting constraints to growth

Four cross-cutting constraints are currently acting as a 'handbrake' on economic growth in the Eastern Bay. The intent is to address these constraints via coordinated, collective action.

The resulting Sub-regional Economic Development Strategy is the result of six months of economic analysis and extensive engagement with industry, iwi and other key stakeholders.

Deciding what matters

Stakeholders decided on the Development Focus Areas and the cross-cutting constraints to growth, by considering:

- **Economic impact:** Current and projected contribution to regional GDP, employment, and economic resilience.
- **Alignment:** Level of strategic alignment with the national economic direction, regional priorities, and the region's competitive positioning for future.
- **Impact:** Potential for public or private interventions to make a positive impact on the region.

1) Purpose & Vision

Purpose

The purpose of this strategy is to unlock resilient economic development for the Eastern Bay of Plenty.

The Eastern Bay is striving for economic, social, environmental, and cultural wellbeing.

Economic growth for its own sake means little—but economic development can be a powerful lever for delivering social, cultural and environmental wellbeing. For instance:

- As household incomes rise, families can enjoy increased access to high-quality housing, healthcare and education. People's horizons expand.
- As communities enjoy economic stability, there's a rise in social trust and cohesion.
- When there is more money to go around, there's more capacity and willingness to invest in cultural initiatives – such as preserving heritage sites or promoting cultural activities.
- When the local economy is robust, businesses and communities can make more choices that foster long-term sustainability, generating returns beyond just the financial.

In short, economic growth unlocks other forms of wellbeing. It's a logical starting point.

Vision for 2055

By 2055, the Eastern Bay of Plenty is a highly productive and prosperous sub-region, and recognised as one of New Zealand's centres of green energy. The region is an attractive place to visit, work and live, with flourishing communities and thriving natural and built environments.

Robust housing, transport infrastructure, and a talented workforce maximises the region's potential, creating a vibrant and inclusive economy. The sub-region is home to nationally and internationally competitive industries, underpinned by a strong bi-cultural foundation and partnership with mana whenua, honouring the area's cultural heritage.

Resilient roading infrastructure ensures seamless connectivity, enabling residents to live and work throughout the sub-region. Strategic land developments and energy resilience help to mitigate the impact of extreme weather events and rising sea levels, safeguarding the region's future. The diversified economy thrives with surge sectors such as aquaculture, green industry, and primary industries, all contributing to a circular economy and reinvesting in the sub-region.

Sustainable development is at the heart of the Eastern Bay's growth, with proportional expansion of housing and supporting infrastructure, ensuring readiness for current and future needs. The Eastern Bay's purpose for enabling economic prosperity was to empower social, environmental, and cultural wellbeing for all communities, creating a prosperous and sustainable future for generations to come. Resilient economic development has been unlocked for the Eastern Bay of Plenty.

Note: 2055 was selected as the target time horizon to embed a long-term strategic economic direction for the Eastern Bay, in line with the Spatial Plan's time frame. Aligning with the Spatial Plan ensures that economic and community development are aligned, factoring in population growth and infrastructure needs for the next generation. The constraints to economic growth—housing, transport and connectivity, workforce development, and capital—are long-term challenges that require sustained effort to alleviate. A longer timeframe means we can implement change while allowing economic benefits to emerge progressively across the sub-region in both the medium and long term. This approach balances urgency with the persistence needed to create a resilient, thriving economy for the Eastern Bay.

2) Economic Development Success Criteria

Successful economic development in the Eastern Bay should deliver the following results:

- **Prosperity:** Fostering sustained prosperity and social uplift, supporting long-term community wellbeing through increased GDP and sustainable high-value employment. In other words, people are in valuable and well-paid jobs, for the longer term, and this contributes to a lift in GDP and in living standards.
- **Resilience:** Supporting the region's capacity to anticipate, prepare for, respond to, and recover from economic challenges – whatever the root cause – while fostering long-term prosperity, sustainability, and community wellbeing.
- **Regional competitiveness:** Favouring ambitious projects which have the potential to be regionally transformative, and that harness local advantages and innovation to build regional economic specialisations and competitiveness.
- **Strategic alignment:** Alignment between economic development objectives, priorities and outcomes across players in the sub-region (e.g. councils, iwi, and businesses) and in the wider environment (regionally, nationally, globally).
- **Mahi Tahi:** Regional actors respond collectively to shared opportunities and constraints, where independent efforts are insufficient, the cost of doing nothing is high, and benefits are shared across the sub-region.

3) Development Focus Areas

The Economic Development strategy identifies three Development Focus Areas, which align with the three district councils of Ōpōtiki, Kawerau and Whakatāne making up the Eastern Bay of Plenty.

Focus areas were selected by considering geographic advantages and existing industry specialisations. This is a strengths-based approach of building on and extending what is already working, to generate more high-quality jobs and boost economic performance. While specific types of growth have naturally concentrated in particular districts, their economic benefits extend across the entire Eastern Bay of Plenty. Strengthening key industries in Ōpōtiki and Kawerau, for example, reinforces Whakatāne's role as the sub-region's commercial and residential hub, creating a more interconnected and resilient economy. The subregion may also enjoy common advantages (location, brand) and constraints (for example, housing or workforce issues) that merit sub-regional coordination.

Focus areas typically have the following characteristics:

- High-value, high-employment, high-growth sectors
- With competitive and/or locational advantages
- Considered both nationally and internationally competitive
- Aligned with the development aspirations of iwi
- Strategically significant for the local, regional and national economic landscape
- Operating in a genuinely sustainable way – i.e. walking the 'clean green' talk

The three key Development Focus Areas are described on the following pages.



Ōpōtiki: Aquaculture centre of national significance

Vision

By 2055, Ōpōtiki will become New Zealand's leading aquaculture centre, and a key player in international markets. The district boasts extensive, fully operational sea farms for green-lipped mussels and other species. The aquaculture industry is well serviced across the value chain, with an extensive shipping fleet, harbour infrastructure, onshore processing facilities, research facilities, and an efficient, well-integrated transport network that allows businesses to rapidly access regional, national and international markets.

Satellite industries have developed around aquaculture, including education and training services that build workforce capability.

Sustainability has been a key consideration in development – meaning primary industries, including horticulture and agriculture, are now more climate resilient, and new housing developments are further inland and uphill to achieve managed retreat whilst attracting and housing a skilled workforce.

Local communities are enjoying economic growth, environmental sustainability, and more holistic wellbeing.

Opportunity

Ōpōtiki could develop a multi-billion-dollar aquaculture industry, starting with the existing extensive offshore farming of green-lipped mussels and diversifying into other fish and shellfish species. The industry can leverage the \$200m+ of investments that have been made to date, including the recently launched Ōpōtiki harbour entrance and onshore processing facilities. The region has an opportunity to dominate the end-to-end supply chain, covering the growth, processing and export of aquaculture products to both domestic and international markets.

Reasoning

- Ōpōtiki has existing aquaculture assets that can be leveraged – offshore marine farms, hatchery facilities, the new harbour access, and onshore processing.
- Land is available for associated facilities – e.g. a marina and a wharf.
- Aquaculture is a growth industry, with an expected compound average growth rate in the international mussel market of 5% from 2024 to 2034 and a distinct market for mussel oil and powder as dietary supplements.^{14,15}

¹⁴ Future Market Insights. (2024). Mussel Market Outlook from 2024 to 2034. Retrieved from <https://www.futuremarketinsights.com/reports/mussels-market>

¹⁵ Future Market Insights. (circa 2022). Mussel Oils Market Snapshot (2022 to 2032). Retrieved from <https://www.futuremarketinsights.com/reports/mussel-oils-market>

- Aquaculture is highly sustainable – as green lipped mussels do not require additives or fertilisers; improve water quality;¹⁶ boost biodiversity;¹⁷ and generate a smaller carbon footprint than other forms of farmed protein.¹⁸
- Recent Te Tiriti settlements enable large-scale farming in the open ocean. Iwi are ready to lead, bringing ambitious plans and strong strategic and commercial leadership.
- Aquaculture has had strong support from previous governments and is a stated focus area for the current government.
- There is proximity between the existing workforce, marine farms and processing facilities, with additional land available and zoned for residential housing.

Potential benefits

\$2-3 billion revenue

potential, from proposed 28k hectares of planned seawater space

2,000 – 3,000 jobs

in industry and supporting local services

Reference: *PWC Aquaculture report for Te Whānau-ā-Apanui, Te Ara Moana a Toi | a path to the sea, Te Ara Moana a Toi | Initial Benefits Assessment*

Mussel farming has the smallest carbon footprint of all animal proteins

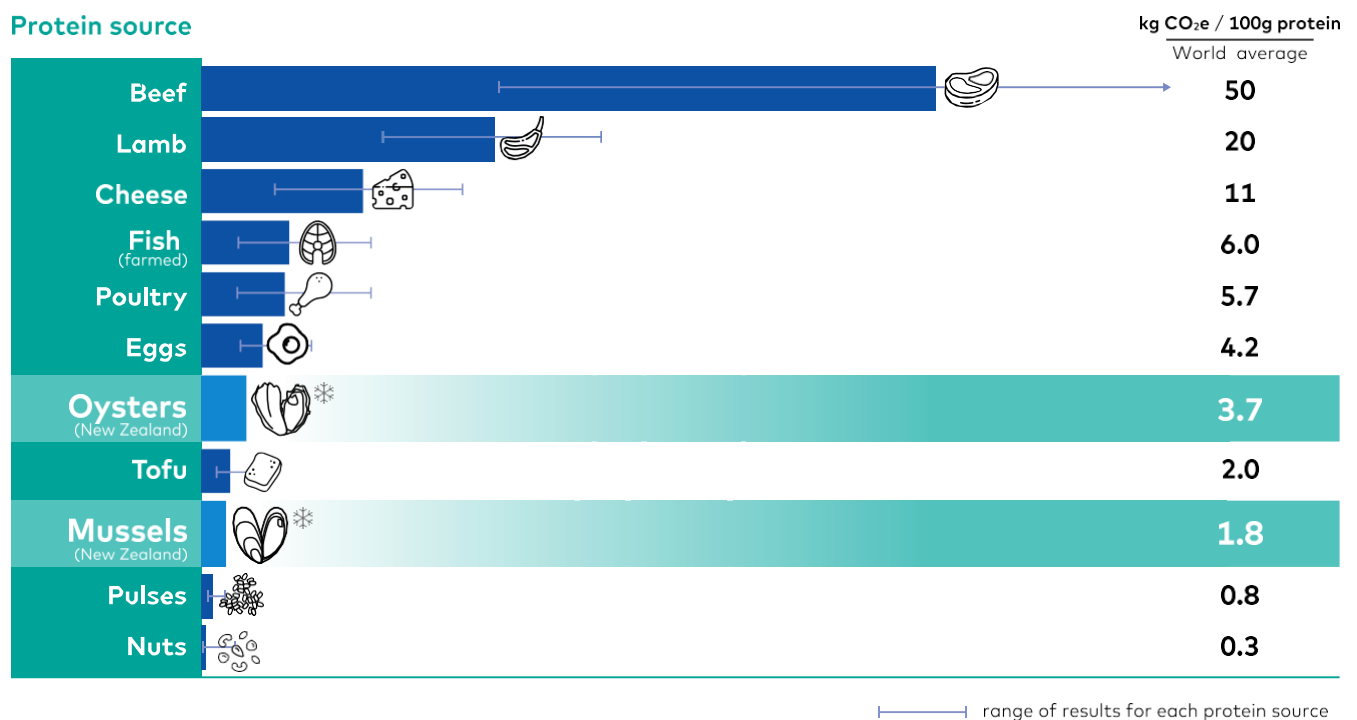


Figure 1: Carbon footprints of different dietary proteins on the global market – farming to retail only ‡

¹⁶ MacLab (nd). Sustainability. Retrieved from <https://www.maclab.co.nz/sustainability/#:~:text=Mussels%20are%20highly%20self%2Dsufficient,health%20of%20the%20marine%20ecosystem>.

¹⁷ University of Auckland (2024, May 28). Seaweed and mussel farming can boost wild fish populations. Retrieved from <https://www.auckland.ac.nz/en/news/2024/05/28/seaweed-and-mussel-farming-increases-wild-fish-populations-.html>

¹⁸ ThinkStep (2021). Life Cycle Assessment of New Zealand Mussels and Oysters: Prepared for Aquaculture New Zealand & Ministry for Primary Industries. Retrieved from <https://www.mpi.govt.nz/dmsdocument/48526-Life-Cycle-Assessment-of-NZ-Mussels-and-Oysters#:~:text=The%20carbon%20footprint%20of%20New%20Zealand%20mussels%20and%20oysters&text=For%20a%20kilogram%20of%20shellfish,CO2e%20per%20kg%20shellfish%20meat>.



Kawerau: Green industrial and energy hub

Vision

By 2055, Kawerau has transformed into a thriving hub of green technology and industrial innovation. Industrial sites have expanded and are fully utilised, attracting a diverse ecosystem of businesses that foster each other's success.

Industrial growth is powered by sustainable and renewable resources, including forestry, geothermal power and hydrogen. Abundant energy resources are symbiotic to a thriving forestry and wood processing sector. Local manufacturers are leading the way in green industrial technology- developing products, services and processes that have a high financial value and a low environmental impact. The district enjoys state-of-the-art logistics infrastructure, with robust warehousing, distribution, road/ rail/shipping links, and supporting information systems, all of which reinforce Kawerau's status as a premier hub for engineering and manufacturing.

Safe, climate-resilient residential and commercial developments have flourished, attracting skilled workers and fostering a vibrant community. Kawerau stands as a model of sustainable development and industrial prosperity, contributing significantly to the environmental, economic and social wellbeing of the Eastern Bay of Plenty.

Opportunity

Kawerau has an opportunity to become a premier green industrial hub, harnessing sustainable energy for use in innovative, tech-led manufacturing. The district has an established geothermal plant, deep strengths in forestry, and a new industrial park that could all be leveraged to foster innovative, sustainable and high-value industry.

Reasoning

- Kawerau specialises in forestry and wood processing and would anchor the hub, with proximity to the largest forestry plantation in New Zealand and deep local expertise. There is scope for high-value innovation in the forestry sector, with Kawerau being a natural testbed for industry-led innovation.
- Kawerau is the world's largest industrial direct use geothermal precinct. The Kawerau geothermal field has the capability to substantially increase electricity production and can support commercial opportunities that require a consistent direct heat facility. This is Iwi owned; supplied and operated by Tuwharetoa Geothermal.¹⁹
- Geothermal energy generation is a symbiotic sector that supports the wood sector's expansion and transition toward value-added, greener lumber products. Potential exists for expansion into bioenergy and biogas, and the use of geothermal process heat to support other sectors – such as horticulture.
- The focus on green energy aligns with national sustainability commitments and Māori aspirations for sustainable industry.
- The Kawerau Putauaki Industrial Development is operational, and ROI will be generated by attracting more tenants and complementary industrial players.
- Land is available and already zoned for various industries.

More detailed modelling is required

Detailed modelling is required to understand the pathway to full industrial capacity and infrastructure utilisation.

This includes:

- Modelling the infrastructure needed to service the Kawerau Putauaki Industrial Development, including transportation requirements and three water services (drinking, storm and wastewater).
- Modelling green energy generation, and distribution capacity.
- Once complete, the planned rail network and container terminal will serve as the Eastern Bay's gateway for freight to the Golden Triangle (of Auckland, Hamilton and Tauranga).
- Industrial Symbiosis Kawerau already brings together local businesses committed to collaboration and sustainable growth; this network will continue to enhance local advantages and maximise development opportunities.

¹⁹ The world's largest application of geothermal energy for industrial use - [Our Business](#) | [Kawerau Visitor Information](#)



Whakatāne: The Eastern Bay's commercial and residential heart

Vision

By 2055, Whakatāne district has strengthened its established position as the commercial, retail and residential heart of the Eastern Bay of Plenty. Whakatāne's service sector supports local and regional industrial pillars, including agriculture, aquaculture, manufacturing, construction, boat building and green energy. Tertiary education and training providers underpin a skilled and capable workforce which meets the labour needs of the Eastern Bay's diversified economy. Whakatāne also serves as the tourism hotspot of the Eastern Bay, drawing in visitors and facilitating connections to the growth and trade of the 'Golden Triangle' – Auckland, Hamilton and Tauranga.

The town centre is vibrant- with hospitality, retail, and amenities that draw in locals, tourists and new talent, all via efficient transport links that enhance connectivity throughout the Bay of Plenty and beyond. Sustainable housing construction is fuelled by population growth within the district. Whakatāne's strong partnership with mana whenua also fosters a culturally rich and inclusive community.

Whakatāne District will have prioritised strategic and sustainable development that has reduced exposure to climate change and promoted growth in the district's network of townships. The district capitalises on its natural advantages to generate surplus green energy, reinforcing the Eastern Bay's position as one of New Zealand's leading green energy hubs.

Whakatāne is also a manufacturing centre in its own right, with two leading boatbuilders, the large Whakatāne Mills, and a range of up and downstream manufacturing and service businesses.

Whakatāne creates cross-regional value, accelerating growth and development across the whole Eastern Bay, and reaping the rewards.

Opportunity

Whakatāne can strengthen its position as the commercial and residential heart of the Eastern Bay - attracting people to live, work and play in the district. The centre would combine core services, like medical facilities and social support to foster health and wellbeing; professional services like legal, accounting and IT, to support business success; workforce development via education and training providers; and hospitality, placemaking and tourism ventures, to enhance liveability. As the EBOP's most diversified local economy, Whakatāne is positioned to advance and benefit from industrial development across the Eastern Bay.

Reasoning

- This strategic pivot aligns with the strengths of Whakatāne district, as the largest, most diversified and advanced economy in the sub-region.
- There is alignment with the needs of local businesses and those across the Eastern Bay – who seek a skilled workforce and a robust network of service providers and associated industry players.
- This focus converts regional constraints around housing, workforce and transport into a strategic vision for the district – as a well-connected and growing commercial and residential centre for the sub-region.
- Being the Eastern Bay's centre for workforce development capitalises on existing strengths in tertiary education.
- The pivot is necessary, as a tourism-only strategy cannot be relied upon to drive development following the Whakaari eruption and the consequent decline in visitor numbers.
- There is alignment with the Spatial Plan and potential development options, and alignment with adaptation activities (e.g. boosting flood resilience in the CBD and supporting managed retreat).
- There is alignment with the development priorities of local iwi, who are focused on economic, educational, and cultural revitalisation across Whakatāne.

4) Cross-cutting constraints to address

The Eastern Bay needs to address four cross-cutting constraints to achieve economic development in the medium- and long-term: housing, workforce, transport and connectivity, and access to capital.

The three districts of the Eastern Bay share productive resources – like labour and energy, business and industry, roading and communication infrastructure.

The districts also share the same constraints, which act as a handbrake on economic development.

To unlock economic development in the medium- and long-term, the Eastern Bay of Plenty will need to address four cross-cutting constraints: housing, workforce, transport and connectivity, and capital.

Focussed and coordinated action will be required.

Housing

There is a lack of affordable, adequate housing in places where locals and newcomers wish to settle. This makes it harder to attract and retain new talent from outside the region, and it limits local relocation, meaning talent becomes less mobile and businesses find it harder to recruit the personnel they need.

The situation

The Eastern Bay has a lack of affordable, adequate housing in places where locals and newcomers wish to settle.

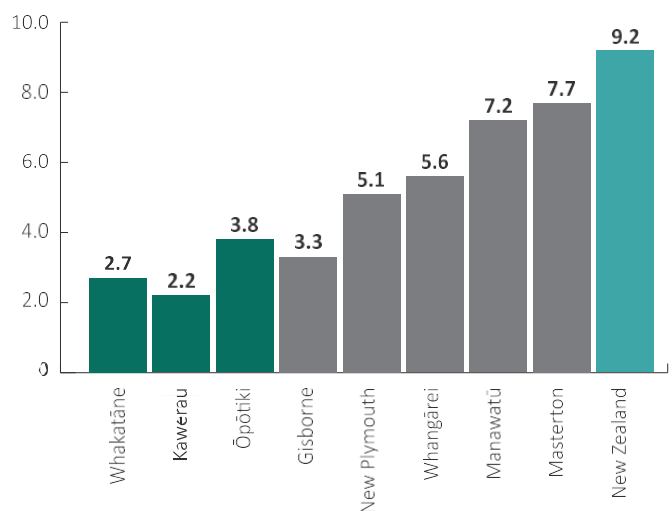
There are two key driving forces.

First, there's an acute housing shortage in the Eastern Bay. Building consents are lower than in any other region of New Zealand, with an average of 2.9 dwellings consented per 1000 residents, versus a national average of 9.2 / 1000.²⁰ By one estimate, the Eastern Bay will need 4,430 more homes built across 316ha of land, by 2053.²¹

Second, houses in the Eastern Bay are relatively unaffordable, when compared to local incomes. The Eastern Bay has the highest housing cost-to-income ratio in the country, with the average household allocating 18.8% of their income towards housing versus a national average of 16.9%.²² The primary issue is low household income, rather than excessive housing costs.

Per MR Cagney's research for the Spatial Plan, the Eastern Bay's population will continue growing beyond 2055. In order to house existing, returning, and new residents, the current housing shortage will need to be addressed, and new developments will need to keep pace with population growth. Coordinated and concerted efforts will be required from councils, businesses, iwi and central agencies.

The Eastern Bay of Plenty has a low rate of housing consents, relative to other regions



(Source: Statistics NZ, 2023)

Interlinked impacts

The lack of affordable, adequate housing makes it harder to attract and retain new talent in the sub-region, and it limits the movement of people *within* the region. For instance, locals may spot a job opportunity in a neighbouring district but be unable to find decent housing near the new place of work. They may be reluctant to commute due to connectivity challenges across the sub-region (described below), meaning they stay in their current role and home.

²⁰ Statistics NZ (2023). Infoshare. Retrieved from <https://infoshare.stats.govt.nz/default.aspx>

²¹ MRCagney NZ Ltd (2023) Eastern Bay of Plenty Housing and Business Needs Research: Prepared for Whakatāne District Council.

²² Statistics NZ (2023). Infoshare. Retrieved from <https://infoshare.stats.govt.nz/default.aspx>

The risk of not addressing these constraints is that talent becomes less mobile, and businesses find it harder to recruit the personnel they need to foster economic growth. Growing the local construction workforce will be key to meeting current and future housing demand.

What good looks like

- Success statement: (Enabling and optimising for) The right housing number, mix, and locations to enable prosperity and liveability.
- Indicative objectives:
 - > Housing numbers, mix, and locations matched to current and future population needs
 - > Community liveability.

Transport and connectivity

There are connectivity constraints within and around the Eastern Bay. Poor-quality roads, capacity limitations, and over-reliance on road networks for freight all contribute to congestion, lower productivity and higher business costs.

The situation

A flourishing economy relies on good transport networks and connectivity, to allow for the free movement of workers and goods.

At present there is inadequate connectivity *within* the Eastern Bay of Plenty. Poor-quality roads lead to increased travel times, along with higher vehicle maintenance costs, and decreased safety for travellers. Road reliance for freight is creating demand for alternative modes, such as rail from Kawerau and coastal shipping from Ōpōtiki.

There is also inadequate connectivity *between* the Eastern Bay and other regions:

- The roading network has limited capacity, creating congestion at key pressure points on State Highway 35, State Highway 2, and on certain bridges. Resilience is also limited, with frequent slips and flooding.
- Speed limit reductions have been introduced on some highways, such as SH30 from Rotorua to Whakatāne, increasing commute times for workers into the Eastern Bay, and making it less likely that people will seek or continue employment in the sub-region.
- Key parts of the roading network carry most imports to and exports from the region, which adds to congestion and accelerates the degradation of local roads.

The Eastern Bay is a key transport link between Gisborne (Ōpōtiki), Tauranga (Whakatāne/Kawerau), and the Waikato. Improving connectivity within the sub-region and to surrounding regions would improve the flow of goods, services, and people to and from the Eastern Bay.

Interlinked impacts

As a result of the factors above, individual workers face more congestion, longer commutes, and lower productivity. They are also discouraged from working and living in separate places.

Businesses face more congestion, higher freight costs, and a diminished ability to attract talent from across the sub-region. Businesses are also over-reliant on the roading network due to lack of sea-freight capacity, and the local economy lacks resilience if roads are closed for standard repair or damaged following an extreme weather event.

More generally, reliance on key roads compromises the emergency response during extreme weather events – especially for isolated communities that lack alternative transport routes.

What good looks like

- Success statement: Comprehensive, resilient transport network that improves connectivity within the region and between the regions.
- Indicative objectives:
 - > Intra-regional connectivity (one region)
 - > Inter-regional connectivity (plugged in)
 - > Resilient networks (sustainable).



Workforce

The labour shortages faced across many sectors in the EBOP, coupled with an ageing population, makes workforce a key constraint. There is misalignment between the local labour force and the roles available, meaning businesses have trouble sourcing the talent they need, and locals are hampered in their employment and career development. More attention is needed to both early-stage work readiness and the development of long-term, sustainable local career paths. Current workforce interventions are sporadic and disjointed across the Eastern Bay.

The situation

There is currently a mismatch between the jobs available in the Eastern Bay and the local labour force. Employers have high-quality roles on offer, for instance, Factory Engineer or IT lead roles in aquaculture, but they cannot attract the talent they need. Similarly, locals cannot find suitable roles or appealing career pathways. As a result, labour force participation rates are relatively low and unemployment rates are high, along with social service costs.

The risk of brain drain is ongoing as young people seek opportunities in larger centres. From a capital investment perspective, retaining and attracting businesses is an important part of delivering better employment outcomes.

Interlinked impacts

Businesses struggle to import talent and fill key roles, and this is exacerbated by the lack of quality housing on offer, and by connectivity issues which deter commuting. The cost of doing business goes up, and without essential staff, productivity drops.

Locals who cannot find a suitable role, career, or training pathway do not fulfil their full potential, and at scale, this hinders economic growth and collective wellbeing.

What good looks like

- Success statement: (Fostering an) engaged, skilled local workforce aligned with current and future industry needs.
- Indicative objectives:
 - > Workforce engagement
 - > Skills development and matching
 - > Career pathways, attraction and retention.



Capital

It has been persistently challenging for the Eastern Bay of Plenty to attract private capital to support industrial growth and broader economic development. While public funding would help to address the cross-cutting constraints related to housing, transport and the workforce, unlocking private capital sources is essential. New mechanisms for attracting investment are required, to help mobilise businesses both large and small, accelerate business development and achieve shared regional goals.

The situation

Despite securing significant investment through the Provincial Growth Fund, the region has struggled to attract sustained private capital for large-scale, high-impact projects. As a result, key initiatives are often delayed, scaled down, or remain unrealised — limiting their potential economic returns. Small- and medium-sized businesses can also struggle to attract capital, due to their size and distance from large markets.

Given the size of the domestic investment pool, foreign investment will likely be a necessary complement to local initiatives. Economic development agencies, industry collectives, and business networks should work together to facilitate investment, taking advantage of more pro-investment policy settings.

Interlinked impacts

Access to public co-funding will help to address the other cross-cutting constraints, by supporting major housing developments, improving transport connectivity, and contributing to education and skills training in the sub-region.

Access to private capital will accelerate industrial and economic growth, in the three development focus areas of aquaculture in Ōpōtiki, green industry in Kawerau, and the commercial and residential heart in Whakatāne, as well as other key and emerging sectors. Investment, both domestically and abroad, would provide the growth capital to develop key sectors across the Eastern Bay and strengthen the region's economic resilience.

What good looks like

- Success statement: Private industry can elevate to the next level of size and scale, supported by enabling public initiatives.

**Workforce
Development**



Housing

Transport & Connectivity

Addressing the cross-cutting constraints

A phased, regional approach is required

It's clear that the sub-regional constraints are interrelated and interdependent, which means sequenced and coordinated action will be required to alleviate the issues. The recommended pathway is to enable housing and transport connectivity, which will support workforce capacity and skills development in turn - setting off a positive feedback loop. Capital serves as a central enabler.

- **Housing.** Developing the housing stock will be key to resolving the other constraints and unlocking regional economic development.
 - > When there are suitable houses available, talent can more readily move into and around the sub-region, relieving the workforce development challenges.
 - > When houses are built where people want to live and work, pressure on the transport networks is eased.
 - > Given the lead times for consent and construction, housing must be the first cab off the rank.
- **Transport and connectivity.** The next logical focus is improving connectivity across the sub-region, to enable a freer flow of people and goods.
 - > With more housing in the right place, pressure on transport networks should ease. Equally, improved transport links can enable new housing developments to be built.
 - > Better transport networks will support the free movement of workers, so the sub-regional labour market becomes more flexible, businesses find the talent they need, operating costs go down, and productivity goes up.



- > Better connectivity will allow a freer flow of goods, again lowering business costs.
- > A more resilient, multi-modal transport network can better withstand external shocks, such as road closures for maintenance or repair following extreme weather events.
- **Workforce Development.** Growth in the three focus areas – of aquaculture in Ōpōtiki, green industry in Kawerau, and commercial services in Whakatāne – will hinge on the capability and capacity of the workforce.
 - > Much of the necessary talent already resides in the Eastern Bay. The key is to train and retain locals through fit-for-purpose education and training programmes, supplemented by high-quality housing and community liveability.
 - > Attracting outside talent will be easier after improvements to housing and transport links.
 - > Additionally, it will be important to develop the local trades, to support housing developments and construction of roading and rail links, and to maintain other key regional infrastructure.
- **Capital.** Access to capital will help to accelerate progress in the three development focus areas and address the cross-cutting constraints that have hindered economic development.
 - > Private capital is critical for the next level of industry development in Ōpōtiki, Kawerau and Whakatāne. Attracting private capital is not just a means to an end — it is a strategic capability, requiring targeted expertise, strong networks, and a proactive approach to positioning the region as an attractive investment destination.
 - > Potential avenues for attracting private capital include:
 - Targeted investor outreach via the Eastern Bay Chamber of Commerce and regional business networks.
 - Leveraging international partnerships, including sister-city relationships and trade missions.
 - Facilitating business-to-business investment, particularly in sectors with strong export potential.
 - > Public co-funding is critical for initiatives that address housing, transport and connectivity, and workforce development constraints.

Implementing this strategy

This formally adopted strategy requires that cross-cutting constraints should be addressed at the sub-regional level, including through implementation of the Spatial Plan. Districts can prepare localised plans around aquaculture in Ōpōtiki, green industry in Kawerau, and Whakatāne as the Eastern Bay's commercial and residential heart, working in collaboration with local iwi and industry. The partner councils are supportive of private sector and iwi applications to the Regional Infrastructure Fund that align to the vision and strategic objectives of the EBOP Regional Deal Proposal, EBOP Spatial Plan and this Economic Development Strategy.

Guiding principles

This strategy represents six months of input and effort from councils, iwi, business leaders, consultants and more. But in many ways, it is only a starting point, and it is now time to convert strategic intentions into reality.

The following principles should be kept top-of-mind during implementation:

- **Coordinate and collaborate.** Action should be aligned and coordinated- with existing streams of activity, and across the three districts. The constraints are cross-regional, and cross-regional effort will be critical to the success of this strategy. Aligning relevant council regulations between districts could be valuable to attract and retain businesses that operate across districts.
- **Give sufficient focus to each development area and constraint.** The strategy sets out three development focus areas and four cross-cutting constraints. Each will need sufficient attention, because there are already multiple moving parts and many actors, and complexity will increase during implementation.
- **Ensure business and iwi leaders are heard.** Business and iwi leaders know their own businesses best, understand how the current constraints are holding them back, generally welcome systemic engagement from local government, and are well-placed to access capital and drive development. It makes sense to leverage the expertise and capital that these players can bring.
- **Foster transparency and accountability.** Best-practice project management principles should be followed. This includes establishing clear structures and processes to track and report on projects; communicating frequently and proactively with key stakeholders; and remaining accountable for results.

Key next steps

The recommended steps are:

1) Create district-level Economic Development strategies that build on this document, working in collaboration with local iwi and industry. The district-level strategies should seek to strengthen place-based advantages, and progress local objectives. Working groups could be responsible for strategy development and accountable for implementation.

2) Address cross-cutting constraints at the sub-regional level.

The **Eastern Bay Spatial Plan** project already includes a focus on **Housing**, and **Transport and Connectivity**, which are two of the cross-cutting constraints. It makes sense to integrate follow-up in these areas with the existing governance and project management processes of the Eastern Bay Spatial Plan.

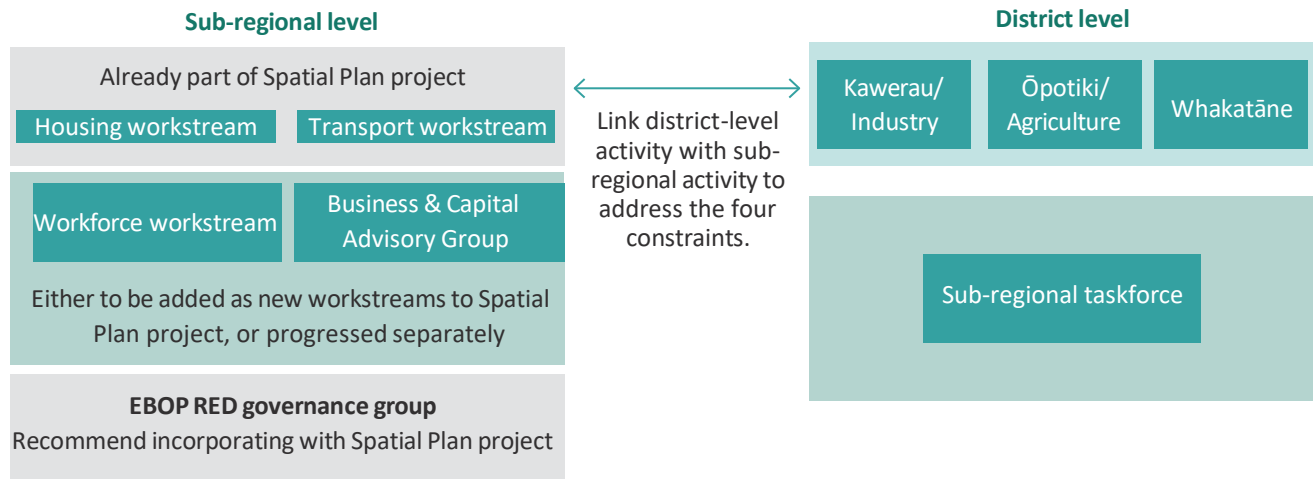
However, the Spatial Plan has little focus on Business / Capital, and it is silent on Workforce Development. Therefore:

- For the Capital constraint: Establish a Business and Capital Advisory Group within the spatial planning 'Friends of Our Places' Framework.
- For the Workforce Development constraint: Create a separate workforce development workstream within spatial planning, possibly led by an economic development entity which can coordinate between public and private organisations in the Eastern Bay.
- Governance: Incorporate governance group from the Economic Development Strategy refresh into the Spatial Plan project.

3) Support private sector and iwi applications to the Regional Infrastructure Fund. This may include formal support from partner councils where the applications align to the vision and strategic objectives of the EBOP Regional Deal Proposal, Eastern Bay Spatial Plan and this Economic Development Strategy.

The Eastern Bay councils have elected to lead the implementation of this strategy in-house, including through implementation of the Eastern Bay Spatial Plan. As a result, detailed target outputs and success measures will be developed as part of their ongoing implementation planning. The project team has provided a full document handover to support this process, with regular report-backs expected from working groups across the three councils.

Proposed structure to support implementation



(Note - all dark green boxes are potential working groups)

Conclusion

The Eastern Bay of Plenty is a unique and dynamic region—rich in natural resources, cultural vibrancy, and historical significance.

While it faces social and economic challenges, it also holds immense potential for growth. Targeted economic development can drive significant benefits for local communities, a reality recognised by the three district councils, Toi Economic Development Agency, Bay of Plenty Regional Council, iwi, businesses, and community leaders.

Recent Treaty settlements have strengthened the strategic role of iwi in economic development, creating new opportunities for collaboration and investment. Substantial investments were made in infrastructure through the Provincial Growth Fund in 2019-24: Ōpōtiki Harbour, Kawerau Putauaki industrial development (KPID), Whakatāne wharf redevelopment and other projects.

Throughout the strategy's development, community feedback has been clear: addressing constraints in workforce, housing, infrastructure, and capital access is essential to maximising the value of these investments and unlocking long-term prosperity for the Eastern Bay.

To do so, three core focus areas are proposed:

- Further supporting Ōpōtiki and the Eastern seaboard as New Zealand's premier aquaculture centre, through commercial and iwi-led development of more sea farms

and associated manufacturing and marine research facilities.

- A green business hub around Kawerau, leveraging plentiful geothermal and natural resources, and helping to take forestry production and value creation to the next level.
- Turbo-charging Whakatāne as the commercial, services and residential heart of the sub-region, and continuing its development as a manufacturing centre.

This strategy represents a key step – but it is by no means the final step.

Following consideration and adoption by Councils, it is proposed this strategy will be implemented through four working groups – two hosted within the Eastern Bay Spatial Plan Project, and two coordinated separately through economic development entities or added to Spatial Plan project. Funding will be sought via various channels, including the Government's Regional Infrastructure Fund. Engagement will continue – particularly engagement with iwi and businesses, as a critical success factor.

The Eastern Bay of Plenty is a jewel – of sparking seas, green hills, and a warm glowing heart. Its best days are ahead, and implementing this strategy can help it take the next steps to its bright, sustainable future.

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Appendix 1:

How this strategy was developed

Polis Consulting Group were tasked with refreshing the Eastern Bay of Plenty's Economic Development Strategy, to align the Eastern Bay's priorities with the changing national context.

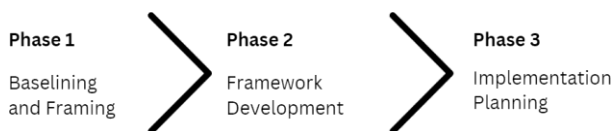
There were three goals for the refresh.

First, to put the best foot forward with the National-led coalition government, to maximise the Eastern Bay's chances of securing central funding and support. This included seeking a slice of the new \$1.2 billion Regional Infrastructure Fund, or securing a longer-term Regional Deal.

Second, to establish an evidence-based, collectively agreed upon framework for economic development. A framework that could be used to enhance collaboration across the region, and to attract both public- and private-sector funding.

Third, to support the longer-term implementation of the strategy, by embedding the necessary skills, tools and knowledge in the region.

The project spanned six months and proceeded in three phases: baselining, developing an Economic Development framework, and implementation planning.



Phase 1: Baselining and Framing

This phase involved:

- Data gathering and analysis, to understand how the Eastern Bay's economy, labour market and population demographics were likely to change over time.
- Clarifying key priorities at the sub-regional level, now and in future.

- Agreeing on success criteria for economic development in the Eastern Bay.
- Developing a long-list of potential projects that require funding and support – to be prioritised in phase two.

Phase 2: Framework Development

This phase involved:

- Creating a consolidated economic development framework – aligning the focus across the Whakatāne, Kawerau and Ōpōtiki districts, and specifying what needs to change and why.
- Refining the draft framework with industry.
- Prioritising key projects, using the dual lenses of (i) ability to deliver on the success criteria and (ii) likelihood of receiving funding, including via the Regional Infrastructure Fund.

Phase 3: Implementation Planning

This phase involved:

- Providing district councils and other local partners with a high-level approach to strategy implementation, and clear next steps.
- After the criteria for the Regional Infrastructure Fund were announced: (i) planning for Regional Deals and (ii) developing a narrative to accompany this sub-regional Economic Development strategy.
- Determining the immediate next steps for this sub-regional Economic Development strategy and for City and Regional Deals. Committing to coordinated processes and concrete actions.

Appendix 2:

Stakeholder roles in implementation

Regional stakeholders have different levers to pull, and different roles to play in the proposed implementation of this strategy. The following table outlines the key stakeholder groups and their core roles.

Stakeholder roles in implementation: A guide

Regional stakeholders have different levers to pull and roles to play in the implementation of the economic development framework

Role	Economic development entities	Councils	Iwi	Business	Central government
Advocacy	<ul style="list-style-type: none"> Promotional activities Coordination between Councils on relevant activities 	<ul style="list-style-type: none"> Lobbying government Promotional activities Bringing urgency 	<ul style="list-style-type: none"> Lobbying government including where it makes sense to do in tandem with councils and/or industry 	<ul style="list-style-type: none"> Lobbying government including where it makes sense to do so 	N/A
Facilitation & Coordination	<ul style="list-style-type: none"> Contributing and leading in some cross-org groups Alignment across groups and workstreams 	<ul style="list-style-type: none"> Leading cross org groups Long term planning for clarity and certainty Alignment across groups 	<ul style="list-style-type: none"> Key contributors to cross-organisational groups and long-term planning 	<ul style="list-style-type: none"> Key contributors to cross-organisational groups and long-term planning 	<ul style="list-style-type: none"> Brokering international trade arrangements for EBOP exports
Enabling	<ul style="list-style-type: none"> Public/private interface: influencing and connecting 	<ul style="list-style-type: none"> Funding and building infrastructure Zoning laws Regulatory support Consents 	<ul style="list-style-type: none"> Potential for support through consenting processes 	<ul style="list-style-type: none"> Driving demand and supply related to workforce, housing, and transport 	<ul style="list-style-type: none"> Laws and regulatory changes to resolve constraints at pace and scale
Driving Development	N/A	<ul style="list-style-type: none"> Potential for limited 'driving' activities, but development is primarily driven by business (including iwi businesses) 	<ul style="list-style-type: none"> Funding and building houses Progressing individual workforce, social and commercial initiatives 	<ul style="list-style-type: none"> Funding and building houses Growing businesses Employing people 	<ul style="list-style-type: none"> Funding
	Key facilitator, ensuring alignment	Coordinate, facilitate and enable others' ambitions	Key driver of development	Key driver of development	Provide enabling regulatory and funding settings

- **Councils** play a critical enabling role that comprises planning, regulation, consents and zoning. They also have a coordination role to facilitate engagement between themselves, businesses, and Māori partners. This is key to strategic alignment between stakeholders.
- **Businesses**, as employers and industry participants, play a critical role in both developing economic development strategies, and implementing those strategies in the Eastern Bay. This includes small, medium, and large businesses. Organised advocacy and engagement on an organisational and/or industry level is valuable to coordinate initiatives that further the Eastern Bay's development.
- **Iwi, hapū, businesses, trusts, and Māori landowners** are all key players in the development of the Eastern Bay's economy. Mana whenua partners embed knowledge, identity, capital, and innovation in the sub-region, and are critical to achieving a shared vision.
- **Economic Development entities** play a vital coordinating role in advocating for focus target groups within regional economies. They are a valuable proxy-stakeholder between businesses, iwi, and councils.

Ngā Mihi



Kawerau Mayoral Taskforce for Jobs 2024 - 2025: August & September 2025 report

Reporting Parameter	Jul 24	Aug 24	Sep 24	Oct 24	Nov 24	Dec 24	Jan 25	Feb 25	Mar 25	April 25	May 25	June 25	July 25	Aug 25	Sep 25	Total	Target
Number of Referrals This Month	14	13	4	4	1	2	0	11	6	2	0	0	43	4	5	109	
Number of Enrolments This Month	4	5	12	5	1	2	0	5	5	5	1	0	13	4	5	67	
Number of Withdrawals This Month	0	0	1	0	0	5	0	1	1	0	0	0	2	0	11	21	
Number Passed This Month	66																
. Learners Licence	0	3	5	2	0	0	0	0	1	0	0	0	13	3	5	32	
- Restricted	2	1	0	4	2	0	0	1	2	0	2	0	0	1	1	16	
. Full Licence	0	0	0	0	1	1	0	4	1	3	0	1	0	0	1	12	
Total This Month	2	4	5	6	3	1	0	5	4	3	2	1	13	4	7	60	60

Note: We are pleased to confirm that 60 licence passes have been achieved for the contract year (June 2024 – July 2025). One client’s outcome from June has since been updated in our records. The remaining 21 clients on the program have been flagged to roll over into the new contract year, pending coordinator confirmation.

Eastbay REAP and the licensing team are grateful to support Kawerau whānau into licensing pathways, helping them progress toward workforce opportunities.



This month, a group of young men proudly obtained their learner licences, a key step in becoming work-ready and opening doors to future opportunities. Their achievement reflects not only commitment and determination, but also the rewards that come from taking positive steps forward. With their licences in hand, they are now better equipt to move into employment pathways and build brighter futures for themselves and their whānau.

MONTHLY REPORT COMMUNICATIONS AND ENGAGEMENT

September and October 2025

1 Communication

1.1 Community Pānui | Update


Four pānui | newsletters completed – 2 and 18 September and 7 and 23 October

1.2 Significant Communications:

- 1.2.1 Includes: Local Elections 2025, Where to vote, enrol, daily voting returns, Meet the Candidate Events and Special Voting, Christmas in the Park (CITP) Community Show Registration, community grants
- 1.2.2 Council Operations and Services includes: Road works, planned water shutdowns and road footpath maintenance, Council meetings, Maurie Kjar Aquatic Centre annual maintenance closure and temperatures, vacancies

Council Communication Channels overview

September

Website  16,293 visits (decrease). Top Page Visits: Homepage, Rates Property Search, Your candidates for Local Body Elections, Search Page, Vacancies and District Library.

Social Media



Facebook

▼ 5,620 visits
▼ 45,384 reach
▲ 5,956 followers




Instagram

▲ 17 visits
▼ 154 reach
▲ 220 followers

Top content: Lyndal Kennedy's nomination cancelled, Maurie Kjar Aquatic Centre annual closure, Meet the Candidates' events, MTFJ vacancy, Get Voting video and Ballot Boxes have arrived

October

Website  25,914 visits (increase). Top Page Visits: Homepage, Local Elections 2025, Local Elections 2025 - Results, Rates Property Search, Meeting and Agendas, and Maurie Kjar Aquatic Centre

Social Media

Facebook

▲ 8,898 visits
 ▼ 36,799 reach
 ▲ 6,041 followers



Instagram

▲ 29 visits
 ▲ 230 reach
 ▲ 225 followers

Top content: Election daily votes, Final Election Results, Pōwhiri and Inauguration, Christmas in the Park Memorial Tribute Video, Maurie Kjar Aquatic Centre maintenance period, Water pipe renewal project update, and Paralympic athlete John Morgan

1.3 Website Renewal Project

Project continuing with content renewal work at 70%.

2 Local Government Elections 2025**2.1 Local Election 2025 Process**

9 Sept - Voting Papers delivered to homes (if enrolled by 1 August 2025)
 9 Sept - Special Voting Period Opens
 10 Oct - Last day for new enrolments (requires a special vote)
 11 Oct - Voting Closes at 12 noon
 17 Oct – Declaration of 2025 Election Results and Poll Results
 29 Oct - Inauguration of Kawerau District Council 2025-2028
 12 Nov – Inauguration of Māori Ward Councillor Waikite Apiata

2.2 Local Elections 2025 – Overview Report

The Local Election 2025 report will be tabled at the November Council Meeting once the breakdown and analysis of all the election results have been received.

3 Engagement**3.1 Local Elections 2025**

Significant engagement completed with the Local Elections 2025. This will be summarised in the upcoming Local Elections Overview Report.

3.2 Draft Waste Management and Minimisation Plan

Council adopted the Draft Waste Management and Minimisation Plan, waste assessment and summary at the Extraordinary Council Meeting on 18 June 2025. The consultation process ran from 19 June to 20 July 2025 with 79 submissions received from the community. The Hearing was held on 27 August 2025 with one submitter in person.

The Waste Management and Minimisation Plan will be adopted by the new Council, following which Council will complete further deliberation on the feedback received from the community, and then a formal response will be made to the 79 submitters.

3.3 Consultation and Engagement completed and adopted by Council

Play, Active Recreation and Sport Strategy engagement

A Bay of Plenty regional strategy is being developed with Sport BOP as lead and all the Territorial Authorities involvement, along with Sport New Zealand. This strategy is one of the actions out of the Memorandum of Understanding signed between Sport Bay of Plenty and Territorial Authorities in the Bay.

The first stage of the engagement is to gather feedback from the community via an online survey, then a stakeholder workshop planned for 2 December in Kawerau, and a community workshop later in the process.

4 Residential Developments – *Current Status*

The table below shows the surplus/deficit to date for each of Council's residential developments (*construction costs):

	Central Cove	Hine Te Ariki / Bell Street	Porritt Glade Lifestyle Village	TOTAL
Total Sections / Units	31	4 / 2	29	64
Sections / Units Sold	23	1	29	53
Remaining Sections / Units	8	3 / 1		11
Units completed		2	29	31
Units under construction				
Surplus/ (Deficit) to Date	291,230	(597,995)	(tbc y/e 2025)	
<u>Breakeven</u>				
Sales still required to break-even	0	1	0	

4.1 Porritt Glade Lifestyle Village

Ongoing management of the village continues. The Annual General Meeting is planned for mid-December 2025.

4.2 Central Cove

The sale of a Lot 11 (22 Tiwhatiwha Crescent) was completed in September. Despite a significant cost to remove the asbestos there is a small sales profit, and the ongoing rates income. The building of the house is well underway.

4.3 Duplex Build 53A Bell Street and Hine Te Ariki

Generation Homes is ramping up marketing in Kawerau at both Central Cove and Hine Te Ariki, both as freehold house and land packages. Fee proposals for the sale of the three-bedroom unit at Bell Street are being considered.

4.4 Stoneham Park Residential Development

Significant ongoing stormwater modelling completed to progress the upper catchment detention basin and development's land form (surface) design to meet Bay of Plenty Regional Council's (BOPRC) request that the development makes no negative impact in a 1%AED (1:100-year climate change adjusted weather event). Once the results and a report of the modelling are completed a meeting with BOPRC will be scheduled.

RECOMMENDATION

That the report from the Manager, Communications and Engagement for the months of September and October 2025 be received.



Tania Humberstone

Manager, Communications and Engagement | Residential Development

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