



**I, Kitea Tipuna, Tumu Whakarae Chief Executive, hereby give notice that  
Strategy, Wellbeing and Economic Development Committee Meeting will be held  
on:**

**Date:** Tuesday, 30 January 2024  
**Time:** 10:00am  
**Location:** Council Chamber, Wairoa District Council,  
Coronation Square, Wairoa

# **AGENDA**

## **Strategy, Wellbeing and Economic Development Committee Meeting**

**30 January 2024**

**MEMBERSHIP:** His Worship the Mayor Craig Little, Cr Denise Eaglesome-Karekare, Cr Jeremy Harker, Cr Roslyn Thomas, Mr Sam Jackman, Mr Jack Beaton

The agenda and associated papers are also available on our website: [www.wairoadc.govt.nz](http://www.wairoadc.govt.nz)

For further information please contact us 06 838 7309 or by email [info@wairoadc.govt.nz](mailto:info@wairoadc.govt.nz)





## Order Of Business

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- 1 KARAKIA**
- 2 APOLOGIES FOR ABSENCE**
- 3 DECLARATIONS OF CONFLICT OF INTEREST**
- 4 CHAIRPERSON'S ANNOUNCEMENTS**
- 5 LATE ITEMS OF URGENT BUSINESS**
- 6 PUBLIC PARTICIPATION**

A maximum of 30 minutes has been set aside for members of the public to speak on any item on the agenda. Up to 5 minutes per person is allowed. As per Standing Order 15.1 requests to speak must be made to the Chief Executive Officer at least one clear day before the meeting; however this requirement may be waived by the Chairperson. Requests should also outline the matters that will be addressed by the speaker(s).

**7 MINUTES OF THE PREVIOUS MEETING**

Ordinary Meeting - 5 December 2023

**MINUTES OF WAIROA DISTRICT COUNCIL  
STRATEGY, WELLBEING AND ECONOMIC DEVELOPMENT COMMITTEE MEETING  
HELD AT THE COUNCIL CHAMBER, WAIROA DISTRICT COUNCIL, CORONATION SQUARE, WAIROA  
ON TUESDAY, 5 DECEMBER 2023 AT 1.32PM**

**PRESENT:** His Worship the Mayor Craig Little, Cr Denise Eaglesome-Karekare, Cr Jeremy Harker, Cr Roslyn Thomas (via zoom)

**IN ATTENDANCE:** **Kitea Tipuna** (Tumu Whakarae | Chief Executive), **Gary Borg** (via zoom, Pouwhakarae – Pūtea/Tautāwhi Rangapū | Group Manager Finance and Corporate Support), **Juanita Savage** (Pouwhakarae Rātonga Hapori me te Whakawhanake | Group Manager Community Services and Development), **Michael Hardie** (Pouwhakarae – Hua Pūmau | Group Manager Assets and Infrastructure), **Gay Waikawa** (Kaiurungi Mana Ārahi | Governance Officer), **Kylie Bradley** (Kaiwhakahaere Whare Pukapuka Library Services Manager), **Seenie Kahukura** (Adara Investment Ltd), **Chevron Mitchell** (Adara Investment Ltd)

**1 KARAKIA**

Karakia was given by Tumu Whakarae, Chief Executive, Mr Kitea Tipuna.

**2 APOLOGIES FOR ABSENCE**

**APOLOGIES**

**COMMITTEE RESOLUTION 2023/177**

Moved: Cr Denise Eaglesome-Karekare

Seconded: Cr Jeremy Harker

That the apologies received from Mr Jack Beaton and Mr Sam Wiseman be accepted and leave of absence granted.

**CARRIED**

**3 DECLARATION OF CONFLICT OF INTEREST**

None.

**4 CHAIRPERSON'S ANNOUNCEMENTS**

None.

**5 LATE ITEMS OF URGENT BUSINESS**

**LATE ITEMS**

**COMMITTEE RESOLUTION 2023/178**

Moved: Cr Denise Eaglesome-Karekare

Seconded: His Worship the Mayor Craig Little

That the reports – **I-Site, Gaiety Theatre & Community Development Update and Wairao District Economic Development Update** be received as late items.

**CARRIED**

**6 PUBLIC PARTICIPATION**

None.

**7 MINUTES OF THE PREVIOUS MEETING**

**COMMITTEE RESOLUTION 2023/179**

Moved: His Worship the Mayor Craig Little

Seconded: Cr Jeremy Harker

That the minutes of the Ordinary Meeting held on 17 October 2023 be confirmed.

**CARRIED**

**8 GENERAL ITEMS**

**8.1 LIBRARY ACTIVITY UPDATE**

**COMMITTEE RESOLUTION 2023/180**

Moved: Cr Denise Eaglesome-Karekare

Seconded: Cr Jeremy Harker

That the Committee receive the report.

**CARRIED**

The Chairperson mentioned putting together calendar events and would be good to list what the library has as well and the Pouwhakarae Rātonga Hapori me te Whakawhanake | Group Manager Community Services and Development advised the calendar dates be given to the Communications Officer to put on Council's website.

The Pouwhakarae Rātonga Hapori me te Whakawhanake | Group Manager Community Services and Development also advised the halloween event was so successful, congratulated Kaiwhakahaere Whare Pukapuka Library Services Manager and her staff because the attendance

was through the roof and have recommended to the Kaiwhakahaere Whare Pukapuka Library Services Manager to add it in the Long Term Plan budget line and to have its own budget sitting against it.

The Chairperson also congratulated Kaiwhakahaere Whare Pukapuka Library Services Manager and the staff.

His Worship the Mayor also congratulated the Kaiwhakahaere Whare Pukapuka Library Services Manager and the staff.

## **8.2 LATE ITEM - I-SITE, GAIETY THEATRE & COMMUNITY DEVELOPMENT UPDATE**

### **COMMITTEE RESOLUTION 2023/181**

Moved: His Worship the Mayor Craig Little

Seconded: Cr Jeremy Harker

That the Committee receive the report.

**CARRIED**

The Committee inquired whether it was possible for the I-Site visits get a comparison of data to last year and pre-covid which gives an indication when things happened quite well and whether Council is behind, or back to pre-covid levels. The Pouwhakarae Rātonga Hapori me te Whakawhanake | Group Manager Community Services and Development advised she will get the data and agrees some of the statistics are served better in a table.

Cr Jeremy Harker queried does Council know what is happening to Morere hot pools and what is going on there. The Tumu Whakarae, Chief Executive advised there is a consent and have had to bring in some specialist expertise to help with managing the effluent system.

The Tumu Whakarae, Chief Executive informed the Committee an Action Plan will be attached at the end of each agenda.

His Worship the Mayor informed the Committee Council had the Age Concern morning tea and was grateful to Council staff to see all the old people being looked after.

The Committee queried the external funding, whether Council has a dedicated funding person and the The Pouwhakarae Rātonga Hapori me te Whakawhanake | Group Manager Community Services and Development advised will follow up on external funding.

## **8.3 LATE ITEM - WAIROA DISTRICT ECONOMIC DEVELOPMENT UPDATE**

### **COMMITTEE RESOLUTION 2023/182**

Moved: Cr Denise Eaglesome-Karekare

Seconded: His Worship the Mayor Craig Little

That the Committee receive the report.

**CARRIED**



The Committee discussed:

- Business awards.
- Needs and wants from community
- Gaiety
- Data for events.
- Creating space.
- Clear branding.
- Sustainable.
- A & P Show.
- Benefit to community.
- Big events to Wairoa.
- Car rally.
- Attract
- Ahi Komau Gemmells opening – 16 December 2023.
- \$10,000.00 donation from Tamati Kruger, Tuhoe Te Uru Taumatua towards christmas parade.
- Christmas lights.
- Tree of Remembrance.

## 9 PUBLIC EXCLUDED ITEMS

### RESOLUTION TO EXCLUDE THE PUBLIC

#### COMMITTEE RESOLUTION 2023/183

Moved: Cr Denise Eaglesome-Karekare

Seconded: Cr Jeremy Harker

That the public be excluded from the following parts of the proceedings of this meeting 3.06pm.

The general subject matter of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48 of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48 for the passing of this resolution
Late Item 8.3 – Attachment Financial Report to Wairoa District Economic	S48(7) (2)(a) - protect the privacy of natural persons, including that of deceased	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the

<b>Development Update Report</b>	natural persons.	meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
<b>CARRIED</b>		

**RESOLUTION 2023/184**

Moved: His Worship the Mayor Craig Little

Seconded: Cr Denise Eaglesome-Karekare

That Council moves out of Closed Council into Open Council.

**CARRIED**

The Meeting closed with a karakia by Tumu Whakarae, Chief Executive, Mr Kitea Tipuna at 2.49pm.

The minutes of this meeting were confirmed at the Strategy, Wellbeing and Economic Development Committee Meeting held on 30 January 2024.

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**CHAIRPERSON**

## 8 GENERAL ITEMS

### 8.1 LIBRARY ACTIVITY UPDATE

**Author:** Kylie Bradley, Kaiwhakahaere Ratonga Pātaka Pukapuka | Library Services Manager

**Authoriser:** Juanita Savage, Pouwhakarae Rātonga Hapori me te Whakawhanake | Group Manager-Community Services & Development

**Appendices:** Nil

#### PURPOSE

This report provides information for Committee on the Library activity for November and December 2023. No decisions are required by Committee at this stage.

#### RECOMMENDATION

The Kaiwhakahaere Ratonga Pātaka Pukapuka | Library Services Manager RECOMMENDS that Committee receive the report.

### 1. BACKGROUND

- 1.1 The Wairoa Library team will provide a regular report to the Committee on its main activities and programmes and provide updated figures on usage.

### 2. DIGITAL HUB

- 2.5 Classes continued through November – consisting of two for 3D Printing, three for Coding and weekly computer courses for digital literacy.

### 3. STEAM, TWEENS, CODING AND 3D PRINTING REFLECTION

- 3.1 STEAM – Science, Technology, Engineering, Art and Mathematics. This year we have complete 80 STEAM education classes with children with a variety of lessons. STEAM lessons were also introduced to schools around our district as an introduction and also completed in-house in library school visits.
- 3.2 TWEENS – We completed 40 reading classes and higher learning activities with our tween students. Parents have provided feedback regarding these classes praising the library on how much their Tween now loves reading and looks forward to participating in these classes. The success of this program has also been shared amongst the Library Managers of New Zealand.
- 3.3 CODING – This programme has been offered to afterschool students, Home-school students, school library visits and holiday programs. As coding has been taken under the NZ curriculum wing, students are flourishing under our classes been offered.

- 3.4 3D PRINTING – This activity continues to grow and grow. Over 40 classes were offered for this last year and a waiting list has been created. We hope to offer an adults 3D printing class in the New Year.

#### 4. EVENT – END OF YEAR FESTIVITIES

- 4.1 Christmas stories, crafts and Santa's visits took place in December. All activities were fully booked, and Santa was kept very busy receiving requests for Christmas stockings!! A very new staff member also managed sit on Santa's knee to put his Christmas requests forward to Santa!!
- 4.2 This image is a collection of photos from these festivities.



#### 5. COMMUNITY SEED EXCHANGE LIBRARY

- 5.1 A number of patrons have come in to select seeds for planting. The response to this initiative has been very positive and patrons looking forward to the upcoming workshops in the New Year on how to store and grow seeds.
- 5.2 Sustainable HB – Centre for Climate and Resilience – are offering 10 scholarships for the purpose of learning how to set up a bio-regional seed bank. Information about this scholarship is available at the Library.

- 5.3 Workshops are planned for the New Year for the purpose of helping people learn sustainable planting and efficient harvesting practices tailored to our current climate.



## 6. LIBRARY STATISTICS

### 6.1

2023	Aug	Sept	Oct	Nov	Dec
Website Session	1762	1664	640	<b>1621</b>	<b>706</b>
Library Visitor	2780	1901	2778	<b>2262</b>	<b>1965</b>
Total of Issues*	2894	2712	2440	<b>2696</b>	<b>1873</b>

\*excludes e-resources

**8.2 I-SITE, GAIETY THEATRE & COMMUNITY DEVELOPMENT UPDATE**

**Author:** Rubyanne Edwards, Kaiarataki Tapoi me te Whakawhanake Hapori | Tourism and Community Development Team Leader

**Authoriser:** Juanita Savage, Pouwhakarae Rātonga Hapori me te Whakawhanake | Group Manager-Community Services & Development

**Appendices:** 1. Gaiety Theatre - Financial Report - Year to date (under separate cover - Vol 1)

**PURPOSE**

This report provides information for Committee on the month of November/December 2023 activities for the Wairoa I-Site and Gaiety Theatre, plus other initiatives in the Community Development area. No decisions are required by Committee at this stage.

**RECOMMENDATION**

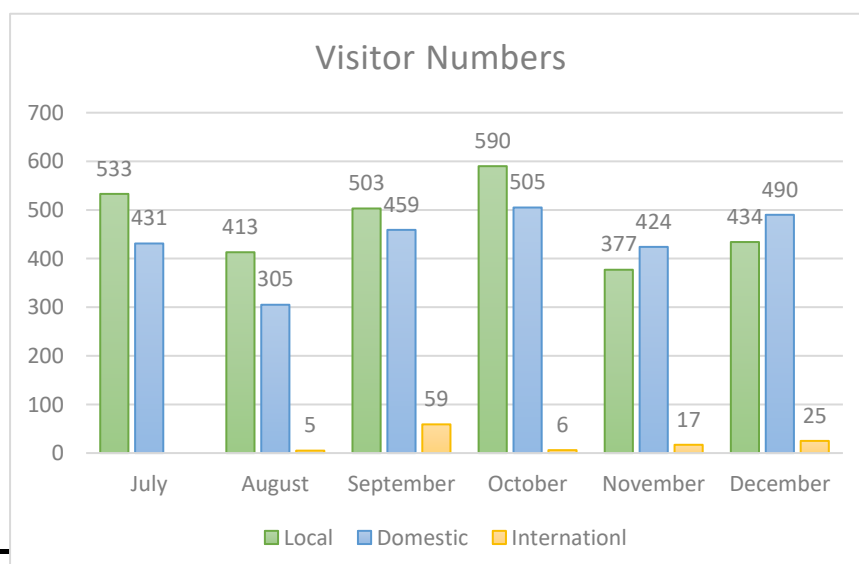
The Kaiarataki Tapoi me te Whakawhanake Hapori | Tourism and Community Development Team Leader RECOMMENDS that Committee receive the report.

**1. BACKGROUND**

1.1 Council continues to operate Wairoa I-Site and Gaiety Theatre which supports in the meeting of its Community Outcomes of Social Wellbeing, Economic Wellbeing and Cultural Wellbeing. These activities also support connecting visitors with the Wairoa District and bringing the community together in a supportive atmosphere, which is very beneficial in times of the cyclone/rain events recovery.

**2. I-SITE****2.1 Statistics and Analytics**

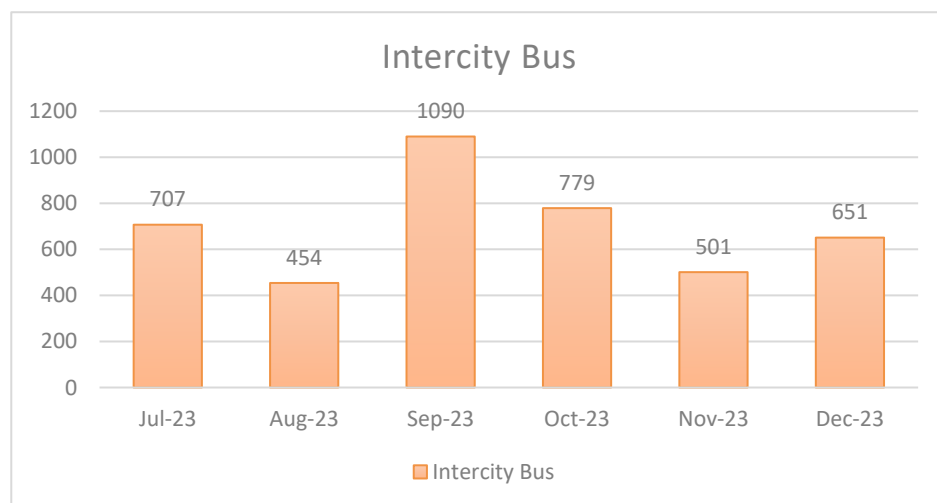
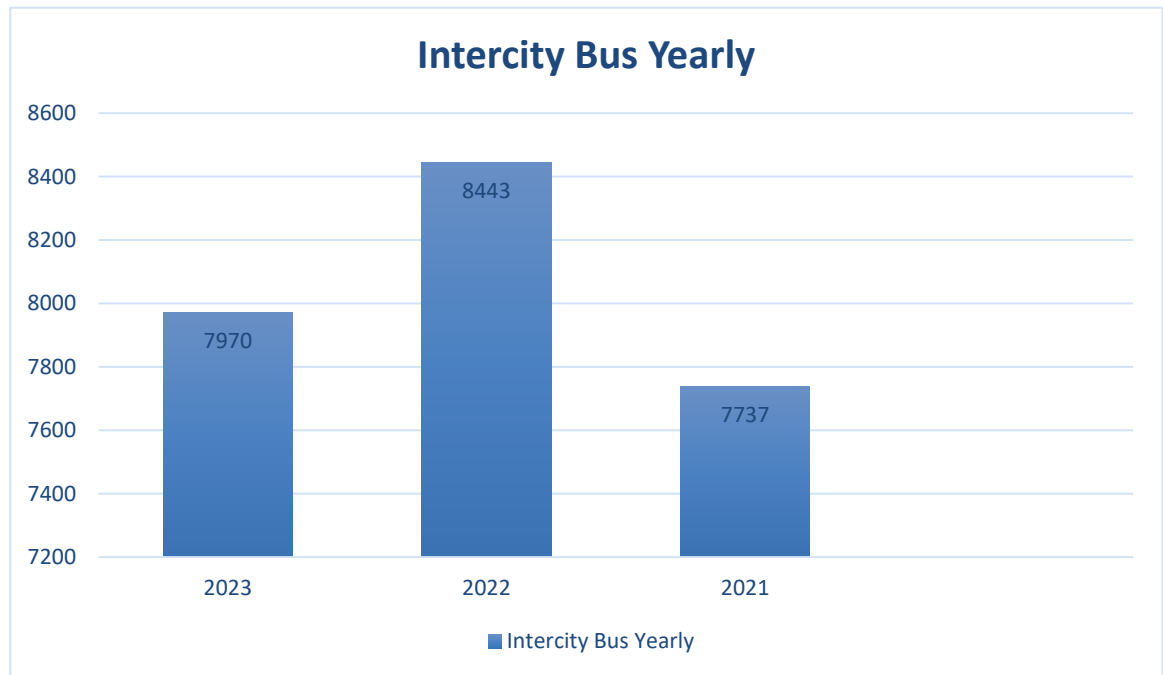
Staff capture daily statistics on the origin of visitors and the purpose of their visit. Categories include Intercity bus, local attractions, accommodation, retail, photocopying, Fish & Game licences and information on services.





## 2.2 Intercity Bus Service

The chart below represents the number of users of the bus service to and from Wairoa.



The request for a 7-day service was declined. Intercity Bus decided to increase bus services on the current days instead.

## 2.4 FAMIL (Staff Familiarisation to an Attraction)

Aratia Mahia Peninsula Scenic Reserve Track is a 4.5km walk to a lookout with great views of the Coast. The walk can be accessed along Kinikini Road, with a vehicle parking area available. The walk is approximately 2.5 hours.

Mangone Caves are open and ready for summer visitors. The track can be accessed just off SH2 on Mangaone Valley Road. The track is approx. 10km up the road with a

grassed parking area available. The walk to the caves a 50-minute return trip. Sturdy shoes, a torch/headlamp and helmet are recommended for entering the caves.

### 3. EVENTS

#### 3.1 AGE CONCERN CHRISTMAS MORNING TEA

Our team enjoyed supporting this event held at the Anglican Church and we look forward to supporting future events for Age Concern.



#### 3.2 MAYORAL MORNING TEA

The wet weather didn't stop our Kaumatua from attending this annual event with our Mayor. Jan Westbrook-Kapoor entertained the audience with her piano playing. Marie Tuahine and Ellen Paku made good use of the microphone singing their hearts out with their rendition of "You are my Sunshine", "Sad Movies" and "Pokarekare ana". The catering from Terrianne Smith and floral arrangements by our Mayoress added to this great occasion. It was a pleasure for the I-Site team to organise this event for our Kaumatua.



#### 3.3 LETTER TO SANTA

This was an opportunity for children 10 years and under to write Santa a message and post in our Santa Mailbox at the I-Site. Santa was overwhelmed with the messages he decided to give each letter a \$50 voucher to spend at local businesses.





### 3.4 CHRISTMAS PARADE – Everyone Santa Theme

There were 18 floats registered and Wairoa Young Achievers Trust winning the main prize with their Gingerbread Float.

The Parade venue had to relocate from the Lighthouse and Ski Club areas to the Manukanui area by the Library. This was a great venue, with trees providing shade on this sunny day.

Our Judges for Float competition were Rupene Amato, Seenie Kahukura and Nikki Davies.

The BBQ raised \$500 and Council matched this amount allowing for a donation of \$1,000 being made to Wairoa St Johns Ambulance.

This event would not be possible without our Sponsors – Tuhoe Te Uru Taumatua, Rural Women NZ, Wairoa Taiwhenua, QRS, Wairoa New World, Wairoa Police, Kahungnu Executive, Wairoa Community Centre, Wairoa Tennis Club, Adara Investments Ltd, Lighthouse Lions, Wairoa I-Site and Wairoa District Council.

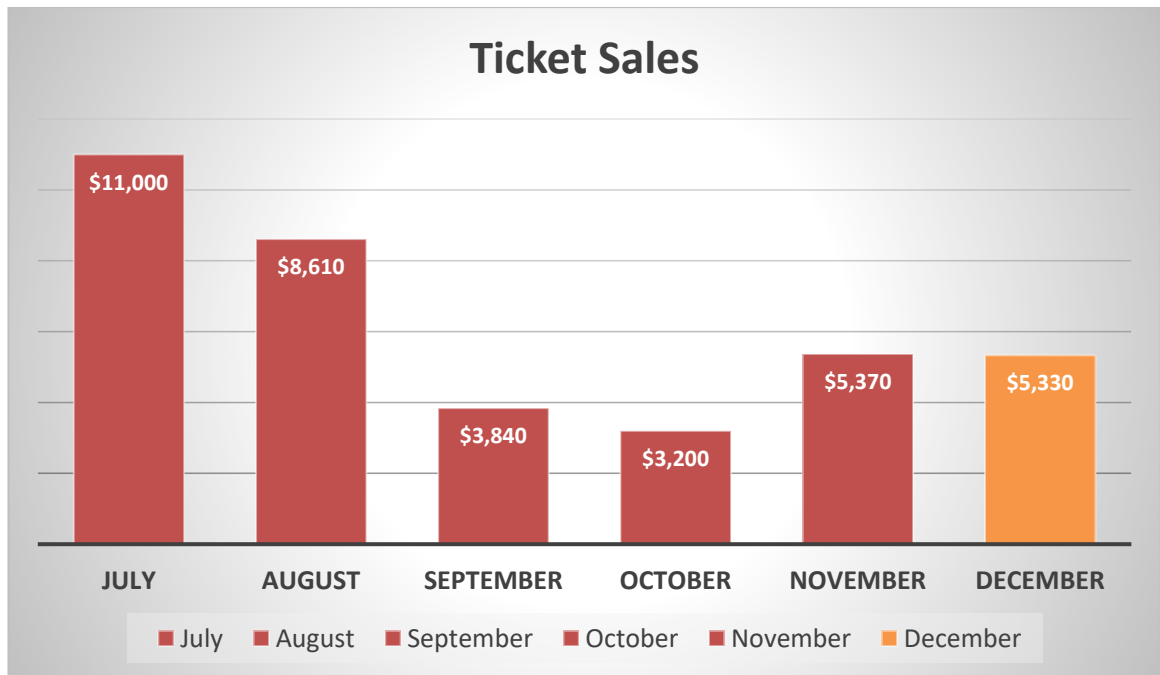


**3.5 COUNCIL SUPPORTED COMMUNITY EVENTS**3<sup>rd</sup> Feb - Wairoa Tennis 100 years Celebration4<sup>th</sup> Feb - Wairoa Club Fishing Competition6<sup>th</sup> Feb - Waitangi Day

21/22 Feb – East Coast Farm Expo

**4. GAIETY THEATRE**

4.1 Graph provides the ticket sales recorded monthly for this financial year.



4.2 Table provides the details of current screening and sales total for screening period.

Movie Name	Genre	Start Date	Finish Date	December - sales total
Paw patrol: The Mighty Movie	Kids	23.09.2023	10.12.2023	\$20
Ruby Gillman, Teenage Kraken	Kids	05.10.2023	14.12.2023	\$1,930
Killers of the Flower Moon	Drama	23.11.2023	23.12.2023	\$240
The Marvels	Action	24.11.2023	22.12.2023	\$180
The Nun 2	Horror	24.11.2023	15.12.2023	\$110
Trolls Band Together	Kids	30.11.2023	ongoing	\$360
Napoleon	Action	13.12.2023	ongoing	\$370
Wonka	Musical	14.12.2023	ongoing	\$980
Next Goal Wins	Comedy	21.12.2023	ongoing	\$90
Aquaman and the Lost Kingdom	Action	27.12.2023	ongoing	\$1,050
				<b>\$5,330</b>

4.3 **External Funding**

The decision to decline our recent Lottery Community funding application to replace 100 seats in the Theatre has been reversed. It appears our application was incorrectly assessed and notice was received advising our application will progress through for the decision meeting in March 2024.

**5. UPDATE FROM PREVIOUS MEETING ENQUIRY**

- 5.1 Morere Hot Pools – at this stage DoC are hoping to reopen the facility April/May 2024 but this is dependent on supply chain and weather conditions suitable for Enviro Water to complete the replacement of the septic system.

**6. FINANCIAL REPORT**

- 5.1 This report will be attached as public excluded due to reason for withholding official information is necessary to protect the privacy of natural persons, as allowed for in the Local Government and Official Information and Meetings Act 1987 s7(2)(a).

### 8.3 ADOPTION OF GAIETY THEATRE BUSINESS AND MARKETING PLAN

**Author:** Steve Fabish, Community Services & Development Support Officer

**Authoriser:** Juanita Savage, Pouwhakarae Rātonga Hapori me te Whakawhanake |  
Group Manager-Community Services & Development

**Appendices:** 1. Wairoa Gaiety Theatre Business and Marketing Plan (under separate cover - Vol 1)

#### 1. PURPOSE

- 1.1 The purpose of this report is to present the draft Wairoa Gaiety Theatre Business and Marketing Plan to the committee for its consideration and adoption.

#### RECOMMENDATION

The Community Services & Development Support Officer RECOMMENDS that Committee adopt the draft Wairoa Gaiety Theatre Business and Marketing Plan.

Staff report back to the committee, with a detailed action plan to implement the improvements highlighted in the plan.

#### 2. BACKGROUND

- 2.1 Council currently operates the Wairoa Gaiety Theatre and while delivering great service to the district residents and visitors, is lacking a clear future focused strategic direction to maximise Council's investment in this facility.
- 2.2 Staff and the committee had identified that the development of a clear business and marketing plan, will provide guidance and previously unidentified opportunities for this facility and the delivery of its services.
- 2.3 Council is investing significant funds in this facility with approximately half a million dollars' worth of upgrades to the Gaiety Theatre.
- 2.4 A report was presented to the committee, on 29 August 2023, with a proposal to develop a business and marketing plan. The committee resolved that ***the Committee support the development of business and marketing plans for the Wairoa Information Centre and Wairoa Gaiety Theatre.***
- 2.5 The cost for the Wairoa Gaiety Theatre Business and Marketing Plan is \$13,540 which is a fixed fee and includes all costs. This cost may be reduced if this contractor undertakes some additional strategic projects for Council at the same time.
- This is an unbudgeted activity and would be funded from the Wairoa Gaiety Theatre operational budget, which may go over budget by year end to accommodate this.
- 2.6 APR Consultants, Rotorua, were engaged to work with staff and key stakeholders to develop the draft plan which is attached to this report.

### 3. RECOMMENDATIONS HIGHLIGHTED IN THE PLAN

- 3.1 Consider the issue of increasing cinema prices. An increase in ticket prices will need to be balanced against affordability issues and social benefits.
- 3.2 Create a plan to increase the number of performances hosted annually. Once roading issues are fixed it would be beneficial to work towards developing relationships with a number of New Zealand provincial performers. It would likely be best to host a couple of week-long performance festivals each year.
- 3.3 Create a plan for hosting more events. This will involve planning with the cafe to offer catering and marketing the theatre space/area (that is greatly enlarged with the new easily removed seating). It will involve more marketing on the theatre's website, newsletter, Facebook page and Council websites. Potential discounts for repeated usage and first-time users should be considered.
- 3.4 Install new flexible seating and a new projector using the \$500k funds raised.
- 3.5 Development/formation of a charitable association/trust or simply reference group to represent the Marine Parade precinct towards achieving vibrancy, safety, potential tourism appeal and overall enabling businesses and building owners to work together.
- 3.6 Renegotiate an interim lease with the building's owner to cover issues of:
  - a) Building insurance. Council to cover insurance in order to attain security on its investment in equipment.
  - b) Funding a seismic evaluation after consultation with the building's owner.
  - c) Negotiate with the owner to discuss options to fund the likely remediation work related the above.
- 3.7 Consideration of Council or a charitable entity taking ownership of the building over time. Negotiations/discussion with buildings' owner will cover the café, theatre, saloon area, residential flat and retail area.
- 3.8 Related to the above, a business case would need to be prepared to show the need for this and relative merit of different ownership (i.e. charitable entity or Council ownership) and management options (i.e. Council operated, single building contractor or multiple contractors who can work together to optimise social and financial returns).
- 3.9 Action Health and Safety recommendations from the assessment carried out earlier in 2024.
- 3.10 Upgrade the Facebook page.
- 3.11 Redesign the web page and investigate installation of online bookings and payment.
- 3.12 The above to be covered by the Communications Officer at Council.
- 3.13 Develop a new (upgraded) Volunteer Strategy focusing on youth training opportunities.
- 3.14 A tourism strategy for the future is recommended. This should include the theatre as an iconic attraction.
- 3.15 The above tourism appeal could be based on the theatre further specialising (over and above the Māori Film Festival) in showing non-blockbuster films/documentaries that are part of special collections. Collections of films with a coherent genre can be shown over a

several week-long periods outside of school holidays with this encouraging film buffs to travel and stay in Wairoa.

3.16 Recommendations for the Gaiety Facebook page are:

- a) Suggest making the header a bit smaller to allow easier access to the feature flyer.
- b) Update link to the website (after ensuring website is updated with up to date information).
- c) Add in more content if the website is not going to be used. This should include details about how to hire the hall and information on volunteer services.

#### 4. OPTIONS

4.1 The options identified are:

4.2 **Option One - Status Quo, do not adopt the plan** and continue operating this facility without a business and marketing plan.

**Pro** - Council funds are not required for improvements and can be used for other purposes,

**Cons** - These facilities will continue to operate without a formal future focus.

- External funding applications will not have a strategic document to support an application.

4.3 **Option Two – Adopt the Business and Marketing Plan** as presented and/or with committee agreed amendments.

**Pro** – A future focused strategic direction will be produced to assist in maximising Council's Investment in this facility.

- External funding applications will have a strategic document to support an application.

**Cons** – This facility will require additional funding and staff time to implement the recommendations.

- Additional income will be generated to offset some of the improvement costs.

4.4 The preferred option is **Option Two – Adopt the Business and Marketing Plan**, this contributes to the following community outcomes.

Cultural wellbeing	Economic wellbeing	Social Wellbeing	Environmental Wellbeing
	Strong and prosperous economy.	Safe, supported and well-led community.	

## 5. CORPORATE CONSIDERATIONS

### What is the change?

- 5.1 If this plan is implemented Council will have a clear future focused strategic direction to maximise Council's investment in this facility.

### Compliance with legislation and Council Policy

- 5.2 Any funding considerations that come from this plan will need to be considered in Council's LTP and Annual Plans.
- 5.3 This plan will provide input into Council's future developed Economic Development Plan.

### What are the key benefits?

- 5.4 Clear future focused strategic direction to maximise Council's investment in this facility.
- 5.5 External funding applications will have a strategic document to support an application.

### What is the cost?

- 5.6 This plan was an unbudgeted activity and the committee agreed that it would be funded from the Wairoa Gaiety Theatre operational budget, which may go over budget by year end to accommodate this.
- 5.7 Any funding considerations that come from this plan will need to be considered in Council's LTP and Annual Plans.
- 5.8 Staff will report back to the committee, with a detailed action plan, including timing and estimated costs, to implement the improvements highlighted in the plan.

### What is the saving?

- 5.9 Potential operation savings may be identified.
- 5.10 It is expected that an increase in income streams will be identified.

### Service delivery review

- 5.11 No Local Government Act Section 17a reviews have been undertaken on these activities of Council.

### Maori Standing Committee

- 5.12 If the plan is adopted, staff will engage with the Māori Standing Committee for their input into the implementation of the plan as they progress.

## 6. SIGNIFICANCE

- 6.1 Wairoa residents support both this Council facility and would be supportive of the improvements.
- 6.2 There is a potential impact on future budgets due to implementing the plan's recommendations. It is expected that income and external funding will also increase.
- 6.3 The levels of service will increase.

**7. RISK MANAGEMENT**

7.1 In accordance with the Council's Risk Management Policy the inherent risks associated with this matter are:

Human	Financial	Regulatory
Low	Low	Low
Operations	Employees	Image & Reputation
Low	Low	Low

**Who has been consulted?**

Key Stakeholders have been consulted as outlined in the plan.

**References (to or from other Committees)**

Adoption of Gaiety Theatre Business and Marketing Plan

**Confirmation of statutory compliance**

In accordance with section 76 of the Local Government Act 2002, this report is approved as:

- a. containing sufficient information about the options and their benefits and costs, bearing in mind the significance of the decisions; and,
- b. is based on adequate knowledge about, and adequate consideration of, the views and preferences of affected and interested parties bearing in mind the significance of the decision.



#### 8.4 ADOPTION OF WAIROA INFORMATION CENTRE BUSINESS AND MARKETING PLAN

**Author:** Steve Fabish, Community Services & Development Support Officer

**Authoriser:** Juanita Savage, Pouwhakarae Rātonga Hapori me te Whakawhanake |  
Group Manager-Community Services & Development

**Appendices:** 1. Wairoa Information Centre Business and Marketing Plan (under  
separate cover - Vol 1)

##### 1. PURPOSE

- 1.1 The purpose of this report is to present the draft Wairoa Information Centre Business and Marketing Plan to the committee for its consideration and adoption.

##### RECOMMENDATION

The Community Services & Development Support Officer RECOMMENDS that Committee adopt the draft Wairoa Information Centre Business and Marketing Plan.

Staff report back to the committee, with a detailed action plan to implement the improvements highlighted in the plan.

##### 2. BACKGROUND

- 2.1 Council currently operate the Wairoa Information Centre and while delivering great service to the district residents and visitors, is lacking a clear future focused strategic direction to maximise Council's investment in this facility.
- 2.2 Staff and the committee had identified that the development of a clear business and marketing plan, will provide guidance and previously unidentified opportunities for this facility and the delivery of its services.
- 2.3 Council is investing significant funds with a new facility currently being built.
- 2.4 A report was presented to the committee, on 29 August 2023, with a proposal to develop a business and marketing plan. The committee resolved that ***the Committee support the development of business and marketing plans for the Wairoa Information Centre and Wairoa Gaiety Theatre.***
- 2.5 The cost for the Wairoa Information Centre Business and Marketing Plan is \$17,370 which is a fixed fee and includes all costs. This cost may be reduced if this contractor undertakes some additional strategic projects for Council at the same time.
- This is an unbudgeted activity and would be funded from the Wairoa Information Centre operational budget, which may go over budget by year end to accommodate this.
- 2.6 APR Consultants, Rotorua, were engaged to work with staff and key stakeholders to develop the draft plan which is attached to this report.

### 3. RECOMMENDATIONS HIGHLIGHTED IN THE PLAN

#### 3.1 Tourism Co-ordination

- 3.1.1. The I-Site should run the events calendar for the whole district.
- 3.1.2. The district will need to develop a tourism plan/strategy that clearly specifies the I-Site's role in sustaining and developing tourism.
- 3.1.3. The I-Site will need to develop a set of key performance metrics going forward that better cover the quality of local and domestic visitor outcomes and cost neutrality to Council.
- 3.1.4. As part of the above, Council should consider the merit of re-branding the I-Site as an Information Centre, rather than an I-Site.

#### 3.2 Promotion of the District

- 3.2.1. The I-site should consider hosting pop-up shops to promote local products/services and generate more revenue.
- 3.2.2. The I-site needs a merchandising plan. The I-site needs to showcase a wider variety of local (non-perishable) products. This will increase the site's ability to increase its revenue (per a 10%-15% commission). Beyond the currently offered merchandise, the site will need to further develop relationships with appropriate local suppliers and be a place to showcase the introduction of new visitor attractions, hospitality services and accommodation providers as the tourism sector grows over the medium to long-term.
- 3.2.3. Council will need to review and negotiate a potentially greater commission rate with local and out-of-town businesses.
- 3.2.4. Council will need to investigate potential for the site to act as an administration/service location for out-of-town agencies such as banks, post office etc.

#### 3.3 Review of Website and Facebook page

- 3.3.1. The I-site's website should be tweaked to improve its offering. APR suggestions are identified in the actual report in section 8.1 APR recommendations.
- 3.3.2. The website will need to showcase local products, attractions, and the event calendar.

#### 3.4 Staff

- 3.4.1. Cover needs to be arranged as a backup for the two current staff members.
- 3.4.2. Staff ideally should be bilingual.

#### 3.5 I-Site Visitor Strategy

- 3.5.1. The I-site needs to be prepared for the eventual return of tourists and tourism growth. In the interim, with less visitor numbers, there are some strategies that the I-site/Council should be undertaking to prepare for the future. These include:
  - 3.5.1.1. Ensure tourism remains front of mind in any strategies developed in order for this opportunity to be taken advantage of in the future once the infrastructure allows for it.

- 3.5.1.2. Ensure marketing and social media content are up to date and procedures are in place to ensure quick sharing of information.
  - 3.5.1.3. As part of (3.5.1.2) above, ensure events are on the website and encourage that events are always listed. Need to give the impression that things are happening in Wairoa. In the interim, this could be events at the Gaiety Theatre and Cinema, the Wairoa Library, Community Centre or any Council events. Encourage the look of always having something happening in Wairoa.
  - 3.5.1.4. Develop relationships. This is both with organisations within Wairoa, but also feeders to Wairoa.
  - 3.5.1.5. Encourage/host workshops to pull ideas from other areas. Develop partnerships.
  - 3.5.1.6. Council to have a stand-alone Tourism Plan. Have this integrated into the Hawkes Bay Tourism RTO and Activate Tairāwhiti.
- 3.6 Visit Wairoa website – event calendar detailed recommendations
- 3.6.1. If the built in Event Calendar is not going to be used, it should be removed.
  - 3.6.2. It is important that events are shown. It would be good to incorporate events held at Gaiety Theatre, the Community Centre and Library here as well as any Council events. Having no events shown is not a good look as it makes it look like nothing is happening in Wairoa.
  - 3.6.3. It is noted that at the time of review there were events advertised on the Facebook page that were not shown on the website.
  - 3.6.4. Need to remove links to the Wairoa Loves Summer page or update this page.
  - 3.6.5. It would be an advantage to have an I-site staff member responsible for adding events to the Eventfinder website if that is the main system that the I-site/Council wishes to use.
  - 3.6.6. The Hawkes Bay Events section should be more prominent or moved elsewhere.
- 3.7 Visit Wairoa website overall – detailed recommendations
- 3.7.1. The Wairoa I-site website overall is adequate for what it is, but it does have room for improvement. It contains all the information that is needed in a site focused on providing tourism information for a district.
  - 3.7.2. Move the main tab headers to above the photo. This will make it easier to access from people using landscape aspect ratios on their electronic devices and will ensure it remains on the top of the page after people scroll down.
  - 3.7.3. We note that there is a menu button that you can press (on the top left-hand side) which makes it easy to navigate the page. When pressing this, it moves the content/site navigation down the left-hand side of the photo/page. It would be good if this was active by default. Note that if you do have it activated and select one of the three main options, this menu automatically closes again.
  - 3.7.4. When the menu is active, you can no longer scroll down the main page. It may be better to remove the menu to fix this problem. All the content that is displayed is in this left side column but stripped of any graphics and formatting.

- 3.7.5. When selecting any of the main headers, you are taken to a graphical representation of the item under that heading. For example, when selecting accommodation, you see the accommodation name and a photo of what to expect. This looks appealing and works well. When selecting some of these options, you are presented with a title, some text, and a selection of photos. The text is all black and, in some places, could do with a bit of colour to make it more visually appealing. Even something as simple as making the headings blue, as per some of the earlier menus would add visual appeal.
- 3.7.6. The Event Calendar portion of the website needs work. There are multiple events pages on the website. It seems that the main one is taken from the eventfinda.co.nz website. If this is to be the main event guide, a staff member should have the role of entering events into this. Events and ticket sales are a good opportunity for the I-site so APR recommends that the I-site should investigate bringing this in-house.
- 3.7.7. Events are shown on the Facebook page that are not on the website.
- 3.7.8. It is not a good look having no events. If the events table is not populated with events, it should be removed.

#### 4. OPTIONS

- 4.1 **Option One - Status Quo, do not adopt the Plan** and continue operating this facility without a business and marketing plan.

**Pro-** Council funds are not required for improvements and can be used for other purposes,

**Cons-** These facilities will continue to operate without a formal future focus.

- a. -External funding applications will not have a strategic document to support an application.

- 4.2 **Option Two - Adopt the Business and Marketing Plan** as presented and/or with committee agreed amendments.

**Pro-** A future focused strategic direction will be produced to assist in maximising Council's investment in this facility.

-External funding applications will have a strategic document to support an application.

**Cons-** This facility will require additional funding and staff time to implement the recommendations.

- 4.3 The preferred option is **Option Two – Adopt the Business and Marketing Plan**, this contributes to the following community outcomes

Cultural wellbeing	Economic wellbeing	Social Wellbeing	Environmental Wellbeing
	Strong and prosperous economy.	Safe, supported and well-led community.	

## 5. CORPORATE CONSIDERATIONS

### What is the change?

- 5.1 If this plan is implemented Council will have a clear future focused strategic direction to maximise Council's investment in this facility.

### Compliance with legislation and Council Policy

- 5.2 Any funding considerations that come from this plan will need to be considered in Council's LTP and Annual Plans.
- 5.3 This plan will provide input into Council's future developed Economic Development Plan.

### What are the key benefits?

- 5.4 Clear future focused strategic direction to maximise Council's investment in these activities.
- 5.5 External funding applications will have a strategic document to support an application.

### What is the cost?

- 5.6 This plan was an unbudgeted activity and the committee agreed that it would be funded from the Wairoa Information Centre operational budget, which may go over budget by year end to accommodate this.
- 5.7 Any funding considerations that come from this plan will need to be considered in Council's LTP and Annual Plans.
- 5.8 Staff will report back to the committee, with a detailed action plan, including timing and estimated costs, to implement the improvements highlighted in the plan.

### What is the saving?

- 5.9 Potential operational savings may be identified.
- 5.10 It is expected that an increase in income streams will be identified.

### Service delivery review

- 5.11 No Local Government Act Section 17a reviews have been undertaken on these activities of Council.

### Maori Standing Committee

- 5.12 If the plan is adopted, staff will engage with the Māori Standing Committee for their input into the implementation of the plan as they progress.

## 6. SIGNIFICANCE

- 6.1 Wairoa residents support both this Council facility and would be supportive of the improvements.
- 6.2 There is a potential impact on future budgets due to implementing the plan's recommendations. It is expected that income and external funding will also increase.
- 6.3 The levels of service will increase

**7. RISK MANAGEMENT**

7.1 In accordance with the Council's Risk Management Policy the inherent risks associated with this matter are:Low

Human	Financial	Regulatory
Low	Low	Low
Operations	Employees	Image & Reputation
Low	Low	Low

**Who has been consulted?**

Key Stakeholders have been consulted as outlined in the Plan.

**References (to or from other Committees)****Adoption of Wairoa Information Centre Business and Marketing PlanConfirmation of statutory compliance**

In accordance with section 76 of the Local Government Act 2002, this report is approved as:

- a. containing sufficient information about the options and their benefits and costs, bearing in mind the significance of the decisions; and,
- b. is based on adequate knowledge about, and adequate consideration of, the views and preferences of affected and interested parties bearing in mind the significance of the decision.

