

Council Meeting

Tabled Documents

27 February 2020

Item 2	Giblin Group presentation
Item 2	Jenn Britton – Place Making
Item 7	Extension to Mayor’s Report
Item 8	Annual Plan Process
Late Item	Submission on Water Regulation Bill



Giblin Group

Building vibrant communities

TABLED DOCUMENT

Tabled at Council

on 27 February 2020



GIBLIN GROUP

A BIT ABOUT US

Giblin Group core services



CAPITAL RAISING



ECONOMIC DEVELOPMENT



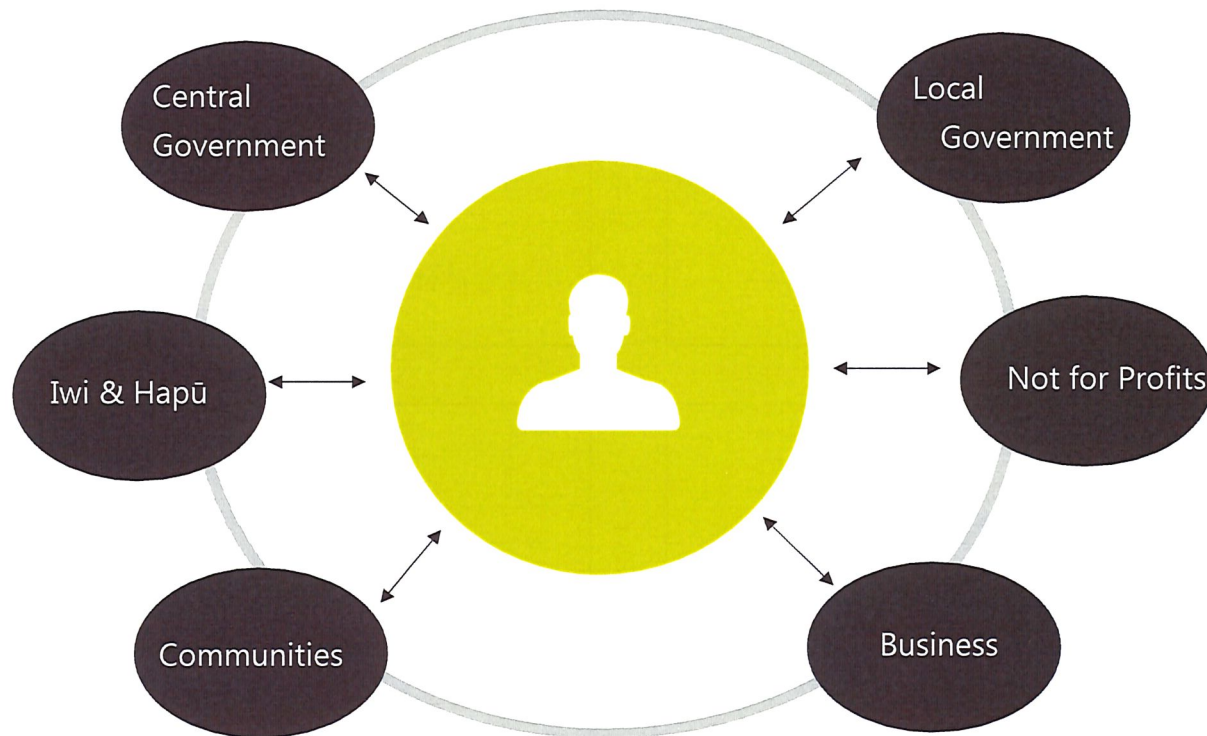
STRATEGY DEVELOPMENT



GOVERNMENT RELATIONS

We are a connector and translator

We have extensive local to national networks, and the ability to leverage all funding avenues.



Our team



Jenni Giblin – Founder and Director



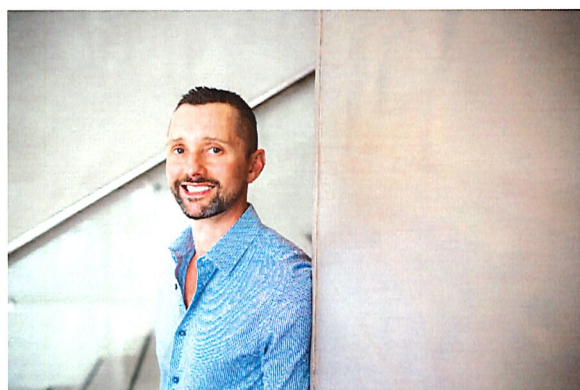
Christine Ennis – Senior Consultant



Jess O'Brien – Capital Raising Consultant



Maree Hamelink – Business Administrator



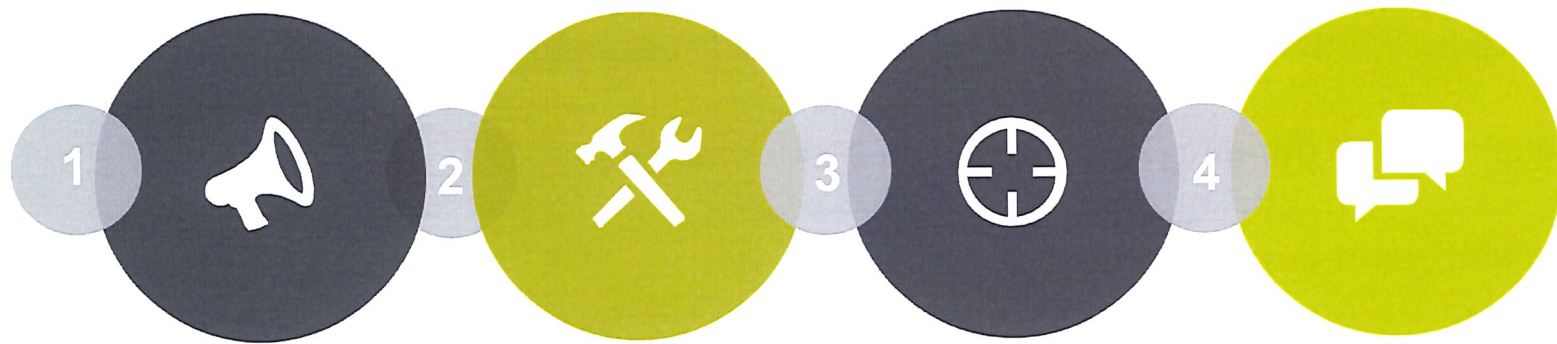
Gus Charteris – Economic Development Consultant



Ross Holden - Research and Communications Specialist

GIBLIN GROUP

METHODOLOGY



STRATEGY

Includes Project Scope, Feasibility Study, Better Business Case, Revenue Generation Strategy.

DEVELOPMENT

Includes developing a compelling case for investment, engagement strategies, collateral for funding campaigns and funder/partnership research.

IMPLEMENTATION

Execution of strategy. Corporate and philanthropic approaches, government, gaming and community trust applications and community fundraising campaigns.

EVALUATION

The maintenance of partnerships, evaluation of effectiveness and leveraging existing partnerships for future support.

Our skillset

- Coaching to build internal capability on successful and sustainable fundraising
- Revenue generation (funding strategy design and implementation)
- Case for investment development
- Sponsorship/partnership design and negotiation
- Relationship management (central government, local government, business, communities, iwi, NGOs)
- Access to networks and funding streams
- Community/stakeholder engagement

Our skillset

- Economic, Tourism, Social and Cultural (Impact) Assessments
- Project Scoping, Options Analysis, Feasibility Assessment, Business Case (particularly relevant for central and local government funding)
- Guidance on the machinery of government (Central and Local)
- Funding campaign management

Capital raising methodology

A strategic foundation is vital to attracting and retaining funder partners. This requires:

- Understanding the needs and objectives of funders
- Focus on alignment with and relevance to funder priorities/requirements
- A strong case for investment, demonstrating community wellbeing benefits
- Co-ordinated approach, with a clear plan (who, when, how, what)
- Diversification - activate all private and public funding streams
- Demonstrate strong community support
- Consistent and purposeful engagement with funders/partners.

Triple match alignment



Target Market Match

It is important to identify how your target market can help potential sponsors connect with their target market/audience.



Objective/s Match

A strong and mutually beneficial partnership will be underpinned by shared objectives. It is important to be clear about these.



Attributes Match


The most effective partnerships are formed when the organisation and sponsor/s share a similar philosophy and/or underpinning values and attributes.

The 'sweet spot' of triple match alignment



GIBLIN GROUP

OUR EXPERIENCE

A close-up photograph of a person's hand holding a green pen and writing on a white notepad. The notepad is placed on a dark desk. To the right, a portion of a silver laptop is visible, showing the keyboard and screen. In the background, a large yellow logo with a black 'G' shape is visible on a piece of paper. The scene is brightly lit, suggesting an office or workspace environment.

A diverse experience portfolio across a spectrum of sectors, ranging from grassroots projects to those having a New Zealand wide (and international) impact.

- Arts and culture
- Environmental
- Sports
- Recreation
- Tourism
- Economic development

NEW ZEALAND WAR MEMORIAL MUSEUM
LE QUESNOY, FRANCE



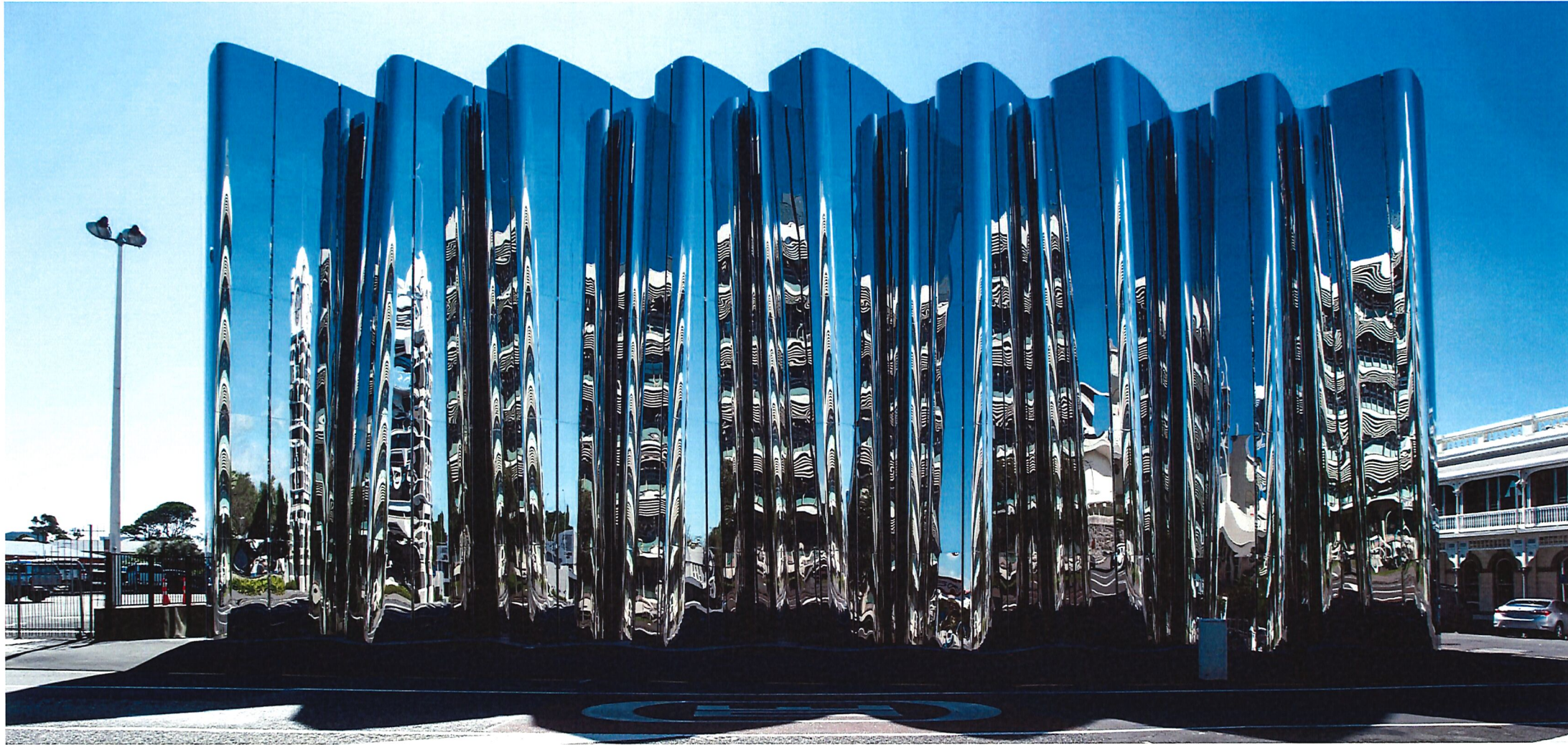
CRANFORD HOSPICE, HAWKE'S BAY



SARJEANT GALLERY, WHANGANUI



LEN LYE CENTRE, NEW PLYMOUTH



OTHER PROJECTS...

- Creative New Zealand
- Hawke's Bay Opera House
- Yarrow Stadium, New Plymouth
- Rocket Lab, Wairoa
- Hamilton Gardens
- Cathedral Coast Walkway
- Wild for Taranaki
- International Hockey Turf, Auckland
- McLean Park, Napier
- Fraser Park Sportsville, Hutt City
- Hawke's Bay Regional Sports Park
- Otaraua Park Development, Kāpiti Coast
- Tauranga Museum/Library
- Wellington Botanic Gardens
- National Army Museum, Waiouru
- MTG, Napier
- Museum & Research Centre, Whakatāne
- Waipa Discovery Centre, Te Awamutu
- Marlborough Civic Theatre, Blenheim
- War Memorial Theatre, Gisborne

Where we could add value

- Fundraising plan for infrastructure projects
- Sponsorship package design
- Funding applications or assistance (peer review etc.)
- Working with staff to build internal capability on fundraising methodology
- Funder/sponsor/donor approaches with Mayor/CE or other appropriate personnel

Thank you for the opportunity to present.



Giblin Group



Giblin
Group

TABLED DOCUMENT

Tabled at Council
on 27 February 2020

Content overview

BACKGROUND INFORMATION

Thank you for the opportunity to provide further information on Giblin Group.

Our people-focussed culture is very important to us. We support each other to deliver and have fun while we're doing it.

Our involvement with clients comes with our commitment to establish a close, fun and enduring relationship with them. We can be their team, or part of their team, and we focus on adding value where we can to achieve the best outcomes for the project.

Slide
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About Giblin Group - our point of difference

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Our core services

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Meet the GG team

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Recent projects

GIBLIN GROUP

A BIT ABOUT US

Giblin Group

BUILDING VIBRANT COMMUNITIES

Giblin Group is a regionally focused, professional services consultancy that specialises in capital raising, economic development, strategy development and government relations.

proven performer, leveraging our specialist skills and extensive (local to national) networks to deliver for our clients.

Since Giblin Group was founded in 2008, we have helped our clients attract over \$120 million in public and private funding for various projects in communities across New Zealand.

Through this work we have established ourselves as New Zealand's most successful capital raising company, and built broad expertise in creating strong cases for investment (including developing feasibility studies, business cases and revenue generation strategies); building, planning and implementing effective stakeholder and community engagement processes; and connecting our clients to the people, organisations, networks and funds that can support good ideas and enable successful projects.



Giblin Group

BUILDING VIBRANT COMMUNITIES

We are based in Havelock North, Hawke's Bay and so live and breathe regional New Zealand. We understand the issues and opportunities facing regional New Zealand and think this is critical for our work across the country. While we are based in Havelock North, most of our work is outside of Hawke's Bay. We're adept at providing regional perspectives to national issues and national perspectives to regional issues.

We have a diverse experience portfolio - ranging from grassroots projects to those having a New Zealand wide (and international) impact. We have extensive local to national networks, and the ability to leverage all funding avenues.

We are a multi-disciplinary team of consultants with a range of specialist skills who work across the country to make critical projects happen. We also have a number of associate consultants based in Wellington. We operate with integrity and professionalism.

Our approach is purpose-driven, delivering clients high-quality outcomes. We form client relationships which stand the test of time. We're real and pragmatic and our clients say we're fun and easy to work with. 90% of clients who engaged Giblin Group to secure funding have been successful.



Our Point of Difference

We are a proven performer, with significant in-house capability, living & working in regional New Zealand

- We're adept at providing regional perspectives to national issues and national perspectives to regional issues
- We have a diverse experience portfolio - ranging from grassroots projects to those having a New Zealand wide (and international) impact
- We have extensive local to national networks, and the ability to leverage all funding avenues
- We're fun and easy to work with

Giblin Group core services



CAPITAL
RAISING



ECONOMIC
DEVELOPMENT



STRATEGY
DEVELOPMENT



GOVERNMENT
RELATIONS

Capital Raising

We can assist our clients if they need:

- To develop a Better Business Case / Feasibility Study which provide assurance that capital projects are fit for purpose and achievable, and can attract external funding
- To develop a Revenue Generation Strategy that identifies and validates external funding opportunities and revenue streams for their projects
- Assistance with implementation of a Revenue Generation Strategy to efficiently source funds
- Tailored capability building programmes/workshops for successful and sustainable fundraising (management and governance)

90% of clients who engaged Giblin Group to secure funding have been successful. Since launching in 2008, we have secured more than \$120M for community infrastructure projects across the country

Economic Development

We can assist our clients if they need:

- To develop an economic development strategy
- To develop an economic action plan
- To conduct a feasibility study and/or build a business case
- To build an effective community and business engagement process and/or engage communities or stakeholders in long term planning, especially relevant for climate change and technological disruption. This could include co-design
- Assistance with futures, foresight and environmental scanning work
- Assistance with facilitating meetings, workshops or town hall-style events

Giblin Group also has an extensive network of collaborators in areas such as energy, trade/exporting, urban development, and the labour market. We can partner with others to deliver the advice you need.

Strategy Development

We can assist our clients if they need:

- To develop a strategy
- To develop an action plan
- Engage with the community and/or stakeholders in their strategic planning
- Assistance with futures, foresight and environmental scanning work

Government Relations

We can use our relationships, networks and knowledge of government to assist our clients with:

- An understanding of current government priorities
- An understanding of “wellbeing”
- Effective engagement with Ministers and senior officials, MPs and Local Government personnel
- Preparing for, and speaking at, Parliamentary Committees/Select Committees
- Advice on the range of funding opportunities/mechanisms and assistance with developing effective applications

GIBLIN GROUP

MEET THE TEAM

We have a small and skilled team

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Jenni Giblin – Founder and Director



Christine Ennis – Senior Consultant



Jess O'Brien – Capital Raising Consultant



Maree Hamelink – Business Administrator



Gus Charteris – Economic Development Consultant



Ross Holden - Research and Communications Specialist

Giblin Group values & culture

Values:

- We operate with integrity
- We are committed and caring
- We are family-oriented

Culture:

- We are purpose-driven: Healthy regional communities are central to our work
- We are personable & real: We are fun and easy to work with
- We form partnerships & relationships that stand the test of time
- We are connectors and translators
- We are 'can do' and make things happen
- We are professional and focussed on high quality outcomes

Giblin Group skillset

- Economic, Tourism, Social and Cultural (Impact) Assessments
- Project Scoping, Options Analysis, Feasibility Assessment, Better Business Case preparation (esp. for Govt funding – both Central and Local)
- Project Management
- Revenue Generation (strategy design & implementation)
- Relationship Management (Central Govt, Local Govt, business, communities, Iwi, NGOs) access to networks and funding
- Research to support project strategic planning
- Capability Building & Coaching (including Governance)
- Sponsorship/Partnership Design & Negotiation
- Community Engagement
- Guidance on the Machinery of Government (Central & Local)
- Commercial/Business Development (with a private sector perspective)



MEET JENNI GIBLIN

DIRECTOR OF GIBLIN GROUP
LIMITED

Jenni brings vast local and central government experience with a healthy dose of vitality to all projects.

BRIEF CV – JENNI GIBLIN

SUMMARY

Jenni brings vast local and central government experience with a healthy dose of vitality to all projects.

Jenni has worked on a wide range of projects since forming Giblin Group in 2008. Currently, she is working on the New Zealand Memorial Museum project in Le Quesnoy, France and the Cranford Hospice redevelopment in Hawke's Bay.

She's a woman of action and making things happen. As the saying goes, if you need to get a job done, ask a busy person.

Jenni combines her political acumen, her knowledge of government systems and structures, and her expertise in making social capital relevant in a local context to add significant value to council initiatives.

Jenni has a Bachelor of Arts (Honours) in Public Policy from Victoria University. She is a Local Government New Zealand representative on the MBIE Tourism Infrastructure Fund, a Director of Business Hawke's Bay, a Trustee on the Whanganui Collegiate College Board, and a Trustee on the Huntley School Board.

In her spare time, Jenni helps her husband Stratton on their sheep and beef farm in Central Hawke's Bay and is usually following her five children around with their sporting activities.

Service focus areas: Capital Raising, Strategy Development, Maori/Iwi Economic Development, Government Relations

SKILLS/SPECIFIC EXPERIENCE

Successful track record of:

- Providing high quality policy advice and support to Local Government Chief Executives, Councils and to Members of Parliament
- Stakeholder consultation with business groups, interest groups, tangata whenua and government officials for both central and local government
- Strong political acumen and understanding of government systems and processes
- Developing funding strategies for large social infrastructure projects
- Managing projects at central government, local government and community level
- Funding approaches (central government, local government, trust sector, philanthropic and business sector)
- Funding partnership design and negotiation
- Relationship brokering and relationship management
- Capability building coaching programmes and workshops



SAMPLE PAST PROJECTS

- Len Lye Centre, New Plymouth
- Sarjeant Gallery redevelopment, Whanganui
- Capability building programme for Creative New Zealand





MEET CHRISTINE ENNIS

SENIOR CONSULTANT
GIBLIN GROUP LIMITED

With a wealth of broad-ranging experience at the local government level, Christine came to Giblin Group and became a work powerhouse. With nine years at Giblin Group, Christine is the Group's go-to person on any work-related issues that pop up on projects. Her calm manner keeps the team grounded.

BRIEF CV – CHRISTINE ENNIS



SUMMARY

Christine has extensive experience in working with and in local government, having worked for Giblin Group for nine years, Hastings District Council for ten years and the Palmerston North City Council prior to that. Christine has had various roles within the council environment, including management roles in customer services and community development. She has also had responsibility for community grants and funding processes and the management of significant service contracts between council and community organisations. Christine is experienced in undertaking research, writing reports, feasibility studies and business cases, developing policy and strategy documents, preparing funding applications and managing accountability requirements for large community facilities.

SKILLS & SPECIFIC EXPERIENCE

Successful track record of:

- Preparing feasibility studies and Better Business Cases for capital development projects
- Developing comprehensive funding strategies for capital and operational programmes
- Developing compelling cases for investment relevant to the funding context
- Facilitating focus groups, stakeholder workshops and fundraising coaching courses
- Applications to central government and lottery grants funds
- Stakeholder management
- Building strong and enduring partnerships
- Effective communication with internal and external stakeholders
- Strategy development and implementation
- Report and proposal writing
- Presenting to management, boards and other key stakeholders

SAMPLE PAST PROJECTS

- Feasibility studies and business cases for large social infrastructure projects across arts, sport and the environment; Hastings District Council's Municipal Building Redevelopment, Gisborne District Council's War Memorial Theatre upgrade, New Plymouth District Council's Len Lye Centre, Wanganui's Sarjeant Gallery Redevelopment, Hamilton Gardens Redevelopment, Waipā District Council's Discovery Centre.
- Revenue Generation Strategies for projects across arts, culture and heritage, health, wellbeing and the environment; NZ Memorial Museum Trust – Le Quesnoy, France memorial museum project, Cranford Hospice, Hawke's Bay new hospice, Wild for Taranaki Restore Taranaki project, Tauranga Museum and Library proposed development
- Social impact assessments for sports and recreation, arts and social development projects including the Taita Sport and Community Centre and Fraser Park Sportsville in Hutt City, and the National Hockey Centre in Auckland.



MEET JESS O'BRIEN

CONSULTANT
GIBLIN GROUP LIMITED

Jess is a strategic and creative thinker, who brings energy and a positive attitude to her work. She loves a challenge and is passionate about enabling others and working collaboratively while having fun along the way. Jess's authentic communication style lends itself to relationship building and stakeholder engagement.

BRIEF CV – JESS O'BRIEN

SUMMARY

Jess leads Giblin Group's capital raising work. Jess is a strategic thinker, who brings energy and a positive attitude to her work. She loves a challenge and is passionate about working collaboratively to enable client's priorities and aspirations, while having fun along the way. Jess's authentic and considered communication style lends itself to relationship building and effective stakeholder engagement.

Jess began her career as an intern at the World Health Organisation in Geneva, Switzerland, and has since worked across legal, operations, strategy and planning, project management and governance disciplines. Her background in the private sector has enabled Jess to bring a breadth of commercial experience to her work at Giblin Group.

Jess holds a Bachelor of Law and Bachelor of Arts (Political Science) from the University of Canterbury. She is a member of the Collective Intelligence personal and professional development programme.

In her spare time, Jess gets outdoors as much as she can, loves travelling and enjoying time with her family and friends.

Service focus areas: Capital Raising, Strategic Development

SKILLS/SPECIFIC EXPERIENCE

Successful track record of:

- Developing comprehensive funding strategies which cover public and private funding streams
- Developing compelling case for investments relevant to the funding context
- Preparation of feasibility studies for capital development projects
- Developing and delivering capability building programmes
- Stakeholder management
- Project management
- Building strong and enduring partnerships
- Effective communication with internal and external stakeholders
- Strategy development and implementation
- Due diligence and risk management
- Report and proposal writing
- Working alongside in-house capability to deliver on projects
- Designing and implementing effective policies and systems
- Presenting to management, boards and other key stakeholders

SAMPLE PAST PROJECTS

- Fundraising capability building programme to Creative New Zealand investment clients
- Feasibility studies and revenue generation strategies for large social infrastructure projects
- Development of Giblin Group's digital platform for fundraising
- Assisted with delivery of fundraising for boards workshops





MEET GUS CHARTERIS

ECONOMIC DEVELOPMENT
MANAGER

GIBLIN GROUP LIMITED

Gus is an experienced economic development expert with strong strategic thinking, policy, research, relationship building and influencing skills. He's good fun and loves exploring and bringing structure to information and ideas so that good decisions can be made.

BRIEF CV – GUS CHARTERIS

SUMMARY

Gus is an experienced economic development expert with strong strategic thinking, policy, research, relationship building and influencing skills. He's good fun and loves engaging with people to explore and bring structure to information and ideas so that good decisions can be made.

Before joining Giblin Group Gus worked in a range of economic development-related roles for a number of NZ government agencies – the Ministry of Business, Innovation & Employment; the Ministry of Economic Development; and the Ministry of Foreign Affairs and Trade. This has given him an in depth of knowledge of the NZ economy, policy design and implementation, and how government works (and the best way to influence it).

Over his 20 years in government Gus led regulatory policy teams (in the areas of intellectual property and corporate governance policy), a strategic economic policy team, and an economic research team. He has also spent time as a trade negotiator, a diplomat (including representing New Zealand in South Africa for 3 years), and an economic and trade analyst. Most recently Gus led MBIE's work on partnering with the community and business to maximise the opportunities and manage the impacts of the changes brought about by the transition to a low emissions economy. Gus has a Bachelor of Business Studies (Honours) in Economics from Massey University.

Outside of work you will find Gus getting some balance doing something active, and spending as much time as he can with his friends and extended family.

SKILLS

- A well-developed understanding of regional New Zealand and the key characteristics of the NZ economy, business environment and markets
- A depth of knowledge on how government works, including a well-developed knowledge of how government uses funding and regulation to support its objectives
- A successful track record of building strong and effective partnerships
- Broad experience in working with Ministers and senior decision makers to develop and implement strategy
- Strong strategic thinking and framework development skills
- Proven capabilities in operating (and helping teams operate) effectively and efficiently in a complex political environment
- Strong communication skills – both verbal and written
- A natural curiosity and ability to maintain strong enthusiasm, energy and ability to support and motivate people.

SPECIFIC EXPERIENCE

- Deep knowledge of government, its objectives and requirements, and the tools it uses to assist economic and industry growth
- Strong experience in developing economic and sector growth strategies and action plans
- Considerable experience in designing and delivering effective iwi and stakeholder engagement
- Experience in delivering effective facilitated workshops
- Is a trained economist with experience in qualitative and quantitative research
- Has commissioned a range of reports in various government roles so understands what is needed to translate good analysis into an action plan that leverages and supports government objectives and helps coordinate the collective action required.

SAMPLE PAST PROJECTS

- Business Case development for private sector horticulture projects
- Government relations and strategy work for hydrogen start-up
- Climate change strategy for crown entity
- Strategy work for regional economic development agencies
- Led the Government response to partnering with Taranaki after the decision on offshore oil and gas exploration permitting. This involved designing and implementing an extensive community engagement process
- Helped design, and then lead the implementation of, the Business Growth Agenda (under the previous Government)
- Helped design and lead government policy reviews relating to plant variety rights; copyright; and aspects of corporate governance





MEET ROSS HOLDEN

CONSULTANT – RESEARCH AND
COMMUNICATIONS
GIBLIN GROUP LIMITED

Ross handles all Giblin Group communications. He has worked in local government and private organisations for more than 50 years. For six years, he covered a wide range of roles at the Hastings District Council – communications, event management and website content management. He has a genuine curiosity to figure out how things work, and every day consistently does his best work.

BRIEF CV – ROSS HOLDEN



SUMMARY

Ross has worked in local Government and private organisations over the last 47 years.

From 2001 to 2007 Ross covered a wide range of communications and event management roles at the Hastings District Council..

Prior to that Ross spent 25 years as an on-air host and journalist with Radio New Zealand, The Radio Network and NZME.

More recently Ross has been involved in communication roles with a range of organisations including WasteMINZ, ACENZ, RMLA and the Vintage Car Club of New Zealand.

SKILLS

- A journalist's inquisitive nature contributes to project research skills
- Strong verbal and written communication skills
- An understanding of local body processes
- Preparation of Feasibility Studies, Revenue Generation Strategies and Better Business Cases.
- An ability to build enduring relationships with clients
- Writing of reports and proposals
- An ability to deliver projects on time
- Can deliver complex projects on time for clients
- Robust planning and organisational skills
- Able to respond to the changing parameters of a project

SAMPLE PAST PROJECTS

- Writing applications for large infrastructure projects
- Developing funding options for community projects
- The development of compelling applications to a wide range of funders
- Public consultation for community projects
- Data collection and analysis
- Stakeholder engagement & collaborator



MEET MAREE HAMELINK

BUSINESS ADMINISTRATOR
GIBLIN GROUP LIMITED

Maree is Giblin Group's Business Administrator and the glue of our business. She is in contact with all of our clients, dotting i's and crossing t's. Maree is directly involved in fundraising for some of our clients.

GIBLIN GROUP

RECENT PROJECTS

SARJEANT GALLERY, WHANGANUI

This redevelopment project involves the earthquake strengthening, renovation and extension of the Sarjeant Gallery in Whanganui. Nationally significant for its size and depth, the gallery is one of New Zealand's finest purpose-built art galleries.

Giblin Group has worked alongside the Sarjeant Gallery Redevelopment Project Team to provide a range of services over an eight-year period which has resulted in \$28.8 million being raised for the project.

Giblin Group's involvement:

- Development of a Feasibility Study (including Social Impact Assessment), Revenue Generation Strategy to support funding applications
- Local Government and Central Government relations, including Government Minister briefings
- Corporate research and preparation of sponsorship collateral
- Communications and Stakeholder Engagement Plan
- Successful funding applications to:
 - Ministry of Arts, Culture & Heritage: Regional Museums Fund: \$10M
 - Lottery Environment and Heritage Fund: \$800k
 - Lottery Significant Projects Fund: \$6M
 - Provincial Growth Fund: \$12M

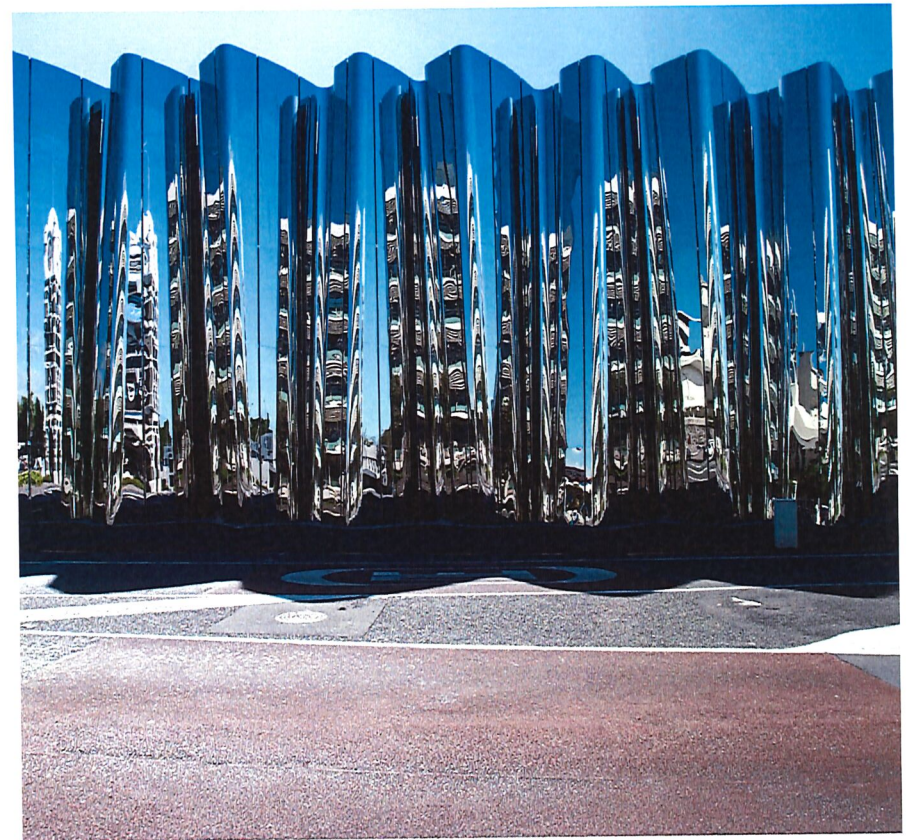


LEN LYE CENTRE, NEW PLYMOUTH

The New Plymouth District Council engaged GIBLIN Group in 2010 to project manage the capital raising campaign for the Len Lye Centre. This resulted in \$11.5M being raised to construct the new centre in New Plymouth, adjacent to the existing Govett-Brewster Art Gallery.

Giblin Group's involvement:

- Development of a Feasibility Study (including Social Impact Assessment), Revenue Generation Strategy to support funding applications
- Corporate research and prepared sponsorship collateral
- Sponsorship design, approaches and negotiation (resulted in securing \$3M from a corporate partnership with Todd Energy)
- Successful funding applications to:
 - Ministry of Arts, Culture & Heritage: Regional Museums Fund: \$4M
 - TSB Community Trust: \$1M
 - Lottery Environment & Heritage Fund: \$500K
 - Lottery Significant Projects Fund: \$2.7M
 - Private donors: \$400K



HAMILTON GARDENS



Hamilton City Council engaged Giblin Group in June 2014 to undertake a Feasibility Study (including Social Impact Assessment) and develop a Revenue Generation Strategy for the proposed development of the new gardens and associated facilities over a ten-year period.

This documentation underpinned the project's funding applications:

- Lottery Grants Board: Significant Projects Fund secured \$2.5M
- Trust Waikato: granted \$215,000.

Along with the implementation of a targeted Council rate, as at July 2015 Hamilton City Council had fundraised successfully to secure three-quarters of the total funding required for the first four new gardens.

NEW ZEALAND MEMORIAL MUSEUM LE QUESNOY, FRANCE

The New Zealand Memorial Museum Trust has contracted Giblin Group to undertake fundraising for the \$15M project required to develop a memorial in Le Quesnoy, France to commemorate New Zealand fallen soldiers from two World Wars in Europe.

Le Quesnoy is a town that was liberated by New Zealand soldiers one week before the end of WWI.

Following many years of planning and negotiation, the Le Quesnoy Town Council provided an opportunity for the New Zealand Memorial Museum Trust to purchase the historic former mayoral residence within the town. The building is to be repurposed to provide a commemorative site, an interactive visitor experience and education programmes.

This is an active project. To date Giblin Group has assisted with:

- Revenue Generation Strategy
- Philanthropic and corporate sector approaches
- Fundraising campaign management
- Stakeholder management



SOME EXAMPLES OF OTHER CAPITAL RAISING PROJECTS

- Taranaki Regional Council, Yarrow Stadium
- Creative New Zealand
- Whanganui District Council, Sarjeant Gallery
- Hastings District Council, Hawke's Bay Opera House
- Thames Coromandel District Council, Cathedral Coast Walkway
- NZ Memorial Museum Trust, Le Quesnoy, France
- Taranaki Regional Council, Wild for Taranaki
- Napier City Council, McLean Park
- Hutt City Council, Walter Nash Centre & Fraser Park
- North Harbour Hockey, International Hockey Turf, Auckland
- New Plymouth District Council, Len Lye Centre
- Kāpiti Coast District Council, Otaraua Park Development,
- Tauranga City Council, Museum/Library
- National Army Museum, Waiouru
- Napier City Council, MTG,
- Whakatāne District Council, Museum & Research Centre,
- Waipā District Council, Discovery Centre, Te Awamutu
- Marlborough District Council, Civic Theatre, Blenheim
- Hawke's Bay Regional Sports Park Trust, Hastings
- Gisborne District Council, War Memorial Theatre, Gisborne
- Palmerston North City Council, Te Manawa Museum,
- New Zealand Hockey, Blacksticks Sponsorship
- Cranford Hospice, Hawke's Bay

Examples of economic development projects

- Kaipara District Council, Kaipara Kai – High growth food diversification and opportunities
- Whanganui & Partners – Economic Strategy Project
- NZ Productivity Commission – Expert Review of Local Government Financing Inquiry
- Wairoa District Council - Wairoa Economic Development Strategy
- Central Hawke's Bay District Council – Economic Development Assessment (Business Growth and Development)
- Hawke's Bay Regional Council, Tātau Tātau o Te Wairoa Trust, Wairoa District Council - Business Case to lift Wairoa's economic performance by investing in an added value horticulture post harvest processing facility
- Hirianga Energy, New Plymouth – Strategic advice and government relations to support a national hydrogen refuelling network
- Hawke's Bay Regional Council - Rocket Lab Tourism Strategy

KAIPARA KAI

The purpose of the Kaipara Kai project is to identify high-growth food opportunities for Kaipara farmers/landowners and investors and provide an actionable plan to support diversification efforts.

This work sits within the broader Kaipara Kickstart project which has three interlinked elements – Kai, Wharves, and Roads.

There will be two key outputs supported by a stakeholder engagement process:

- 1) A report on high-potential growth opportunities for the Kaipara agri-food industry; and
- 2) An “Activation Plan” which will support the Transformation Hub, Kaipara DC, Northland Inc and other agencies by providing specific, actionable steps to support farmers to deliver the change Kaipara is seeking.

Coriolis and Giblin Group have partnered to deliver the Kaipara Kai project for Kaipara.





WAIROA ECONOMIC DEVELOPMENT

Preparation of a Regional Economic Development Strategy:
“Whakarauora – The Regeneration of Long Water”

ROCKET LAB

An investigation into the potential for rocket launch tourism activities in the Wairoa district.





Giblin
Group

www.giblingroup.co.nz

1st Floor, Lowe House
1 Havelock Road
Havelock North
Hawkes Bay





Further report to Council February 2020

When I wrote the report this month for Council I still had the final day of the Omahu Marae hearing to attend. The last day focused on the issues around land locked land and the need to seek some sort of redress through the Crown. Multiple evidence was produced around how the lands became land locked and the role that the County Council had in making that happen. This was not a situation unique to our district and was made possible by legislation over compensation rights that were different for Pakeha and Maori entities at that time. I believe we owe an apology for that. Judge Harvey head of the hearing also asked questions to the lawyers submitting on behalf of Iwi. Some of those questions could have been answered by myself but we have not been a submitter to the process and therefore did not have the opportunity. After speaking to the Judge later he indicated that he would welcome a filing of a submission so that we could be heard at the next hearing. I intend to draft a submission which will need legal checking before filing.

With the huge changes planned by Government particularly around fresh water and the three waters I expressed an interest in being part of the LGNZ strategy committee and have been accepted. This committee met for the first time on Monday which I will report on at the meeting. The time commitment for me is manageable and should not impact on Council meeting times. I believe that the rural districts need to have a voice in LGNZ when looking at responses to this legislation.

On what may be regarded as a minor matter, I have received several complaints regarding the length of time that traffic is being held up behind stop /go controls between Hunterville and Taihape, with wait periods being up to an hour. I have taken this concern to NZTA.

TABLED DOCUMENT

Tabled at Council
on 27 February 2020



Report

Subject: Annual Plan Process

To: Council

From: Carol Gordon, Manager – Executive Office

Date: 26 February 2020

File Ref: 1-AP-3-4

TABLED DOCUMENT

Tabled at Council
on 27 February 2020

Executive Summary

Under section 95 of the Local Government Act 2002 (LGA) all local authorities are required to prepare and adopt an annual plan for each financial year. The purpose of the annual plan is to:

- (a) contain the proposed annual budget and funding impact statement for the year to which the annual plan relates; and
- (b) identify any variation from the financial statements and funding impact statement included in the local authority's long-term plan in respect of the year; and
- (c) provide integrated decision making and co-ordination of the resources of the local authority; and
- (d) contribute to the accountability of the local authority to the community.

LGA section 95(2) states that any consultation undertaken prior to adoption of the annual plan must give effect to section 82 (principles of communication), however (2A) goes on to say that consultation is not required if "the proposed annual plan does not include significant or material differences from the content of the long-term plan for the financial year to which the proposed annual plan relates".

Section 97 of the LGA defines two areas where an amendment to the long-term plan would be mandatory:

- (a) to alter significantly the intended level of service provision for any significant activity undertaken, including a decision to commence or cease any such activity and
- (b) to transfer the ownership or control of a strategic asset from the local authority.

Given that one of the main goals of the annual plan is to identify variations to the respective year of the long-term plan, the broad project outline is:

- (a) Identification of variations to year 3 of the long-term plan 2018-28,
- (b) Determination of whether the variations are significant or material according to Council's Significance and Engagement Policy and, if any are significant or material, determination whether they warrant an amendment to the long-term plan¹
- (c) On the basis of (b) determine whether consultation or an amendment to the LTP is required,

¹ However, LGA 2002 provides for amendment to the long-term plan in other circumstances (cf. ss.93D and 93E).

- (d) If consultation is required, a consultation must be planned in accordance with section 82 of the LGA, a consultation document must be prepared in accordance with section 95A, and the consultation must be undertaken before the annual plan can be adopted (s95(2)). This consultation document does not require an Audit report.
- (e) If an amendment to the LTP is required, consultation must also be planned in accordance with section 82 of the LGA, a consultation document must be prepared in accordance with section 93D (or 93E, if relevant) and the consultation must be carried out before the annual plan is adopted. This consultation document must contain an audit report (this process proceeds alongside the annual plan).
- (f) If consultation is not required, the annual plan can be prepared and adopted in accordance with section 95 of the LGA. The community would be informed of the adoption of the annual plan through the normal channels with a focus on communicating what is planned for the year ahead (e.g. projects, programmes and rates).

The Annual Plan sets out the budget for the coming financial year (year three of the long-term plan 2018-28). At this stage, there are no significant changes to what was anticipated in the long-term plan so Council's Significance and Engagement policy will not be triggered, therefore there is no statutory requirement to consult.

For year 2 of the LTP (2019/20) about a third of all Councils chose not to formally consult on their annual plans, meaning a formal consultation and submission process wasn't undertaken. About two thirds are proposing this approach for the 2020/21 year, with some using the opportunity to seek pre-engagement with their communities to inform their long-term plan for 2021-31.

Proposed Approach for 2020/21 Annual Plan - Alternative Engagement

An alternative approach for this year is proposed. This would mean a summary document is produced (in-house), which would provide an update on what's occurred in the 2019/20 year; an outline of what's coming up in the 2020/21 year (projects, rates, etc); and most importantly, invite people to make early comment and give their views on what they would like to see in Council's long-term plan for 2021-31. This summary document would be delivered to every letterbox and rural delivery address in the District.

If anyone wants the opportunity to present their views in person they could do this at the Policy and Planning Committee meeting in May/June, this would not be a formal submission process but more like a Public Forum session.

This approach would also allow staff to focus on the development of the 2021-31 long-term plan and use the information provided through this early engagement process to be considered for inclusion in the LTP.

Public Meetings

The Mayor and Councillors can still host public meetings across the District to meet with residents and provide an opportunity for anyone to ask questions, be updated on key projects, and importantly, seek early input into the 2021-31 long-term plan. The meetings can be held in April / May and would not be time pressured to meet Annual Plan deadlines.

File Ref: 3-OR-3-5

27 February 2020

Louisa Wall, MP
Chair
Health Committee
Parliament Buildings
Wellington

he@parliament.govt.nz

TABLED DOCUMENT
Tabled at Council
on 27 February 2020

Taumata Arowai: the Water Services Regulator Bill

Dear Louisa

Rangitikei District Council appreciates the opportunity to provide a submission on this important Bill.

Overall, Council supports the Bill and, therefore, the establishment of the Board so that it can provide an oversight of the water services that territorial authorities administer. We support the extension of this mandate over wastewater and stormwater. Council expects that the Board will provide certainty and consistency for local authorities and others that deliver water services to communities across New Zealand.

Council understands that the focus of the Bill is establishing the Board but would like to see how the Government will provide policy direction to the Board in respect to the leadership it should provide and to its capability. We have two suggestions:

- extend the criteria for appointing members to the Board so that they include knowledge and experience of, and capability in –
 - (i) “management of a local government drinking water system”, which would ensure a critical perspective is available to the Board). Alternatively, we would support the suggestion from Local Government New Zealand for a second advisory group with strong local government membership;
 - (ii) “Infrastructure regulation” (as suggested by Local Government New Zealand) so that the technical aspects are fully understood
- add a requirement for the Board to provide an annual report to Parliament so that the accountability loop is clear.

Rangitikei has a number of small townships, predominately rural, throughout the District that operate three waters systems. The cost of these systems can create a strain due to the small rating base that the District has. Pending the outcome, Council is concerned with the potential cost that may come from new obligations that would need to be adhered to. This has been highlighted by both the Productivity Commission’s report into local government funding and financing and the Three Waters Review by the Department of Internal Affairs. We would like affordability and the scale of change considered, particularly what the impact might be for smaller councils and their ratepayers. We note

the disclosure statement prepared by the Department of Internal Affairs observes that “realising these benefits [of the proposed regulatory regime] will largely depend on the resources available to the regulator and suppliers to implement the higher regulatory standards”.

Council understands that some communities and members of the public are against the treatment of water supplies, therefore Council wants to see well-resourced and proactive regulations to provide suppliers a clear framework so that they can adhere to the six principles of drinking water safety highlighted by the Havelock North Drinking Water Inquiry.

1. A high Standard of care must be embraced
2. Protection of source water is of paramount importance
3. Maintain multiple barriers against contamination
4. Change precedes contamination
5. Suppliers must own the safety of drinking water
6. Apply a preventative risk management approach

Clause 5 and the clauses referred to in clause 5 and elsewhere in the Bill relating to the importance of considering and providing for Maori interests and the establishment and role of the Maori Advisory Group is strongly supported. This will help address the question of supply to marae, which the Departmental business case saw as one of the greatest challenges. We think requiring prior consultation with the Iwi Chairs Forum would help strengthen the profile of the Group and its role.

We are pleased that the definition of drinking water in the interpretation clause of the Bill makes it clear that water provided for stock is excluded. The Rangitikei District’s largest rural water supply scheme, Hunterville, services 60,000 ha and is also the source (after treatment) for the Hunterville Town Supply. However, we are surprised that identification, preparation and national guidelines and good practices do not extend to such rural water networks, given that wastewater and stormwater networks and their operators are all within the scope of this function.

I hope these comments are useful. I would like an opportunity to speak to this submission. Please contact Alyssa Takimoana, Executive Assistant (alyssa.takimoana@rangitikei.govt.nz) phone (06)327-0099 to confirm the time.

Yours sincerely

Andy Watson
Mayor of Rangitikei

Summary

If Council does decide to consult or proceed with an amendment to the LTP, the timeframe for consultation is anticipated to be March – April 2020 with adoption being before the beginning of the 2020/21 financial year.

If Council decides not to consult adoption can occur any time before the beginning of the 2020/21 financial year.

Recommendation:

EITHER

1. That in accordance with section 95(2A) of the Local Government Act 2002, Council will / will not consult on the draft Annual Plan 2020/21 on the basis that the variations proposed in that plan are / are not significant or materially different from Year 3 of the long-term plan 2018-28 (and do not warrant an amendment to the long-term plan).

OR

2. That in accordance with EITHER section 97D OR section 97E of the Local Government Act 2002, on the basis that the variations proposed in the Annual Plan 2020/21 are significant or materially different from Year 3 of the long-term plan, an amendment to the long-term plan and a consultation document be prepared and an audit report included before being issued.

Carol Gordon
Manager – Executive Office



