WAIUKU BUSINESS & DEVELOPMENT ASSOCIATION

BUSINESS PLAN 2027/28

Turning the Strategic Plan into an annual delivery programme

PURPOSE

This Business Plan translates the WB&DA Strategic Plan 2027/28 into a practical programme of work. It identifies what will be delivered, the intended outcomes, measures of success and the management rhythm required to keep delivery on track.

1. Business Plan at a Glance

STRATEGIC FOCUS	DELIVERY INTENT	PRIMARY OUTCOME	STATUS
Promote	Increase Waiuku's profile and event reach	Visitors & foot traffic	Core
Grow	Support businesses and improve the town centre	Business capability & activity	Core + new
Expand	Progress Fernleigh BID expansion	Membership & levy base	Core
Activate	Deliver a strong events calendar	Visitors & local spend	Core + new
Protect	Strengthen safety and security	Safer town centre	Core
Prepare	Build business emergency resilience	Preparedness & recovery	NEW
Connect	Build formal strategic partnerships	Reach, resources & co-funding	NEW
Opportunity	Pursue growth and new revenue opportunities	Long-term sustainability	NEW

2. Delivery Principles

- Focus on measurable economic and community outcomes rather than activity alone.

- Coordinate promotion, business support, events and placemaking so each reinforces the others.
- Use partnerships to extend WB&DA capacity and pursue co-funding and external resources.
- Keep member businesses at the centre of planning, communication and evaluation.
- Review progress regularly and adjust delivery where circumstances or opportunities change.

1. ADVERTISING & PROMOTION

Delivery objective: Increase Waiuku's visibility and promote the town as a destination for shopping, dining, business and tourism.

ACTION	MEASURE OF SUCCESS	DELIVERY MILESTONES
Strengthen Waiuku branding across the website, Franklin regional channels, Information Centre, brochure, signage, digital and social media.	Website/social exposure and enquiries	Q1: confirm annual marketing calendar, channels and campaign schedule. Q2: refresh brochure/brand material and evaluate first campaigns. Q3: intensify event and visitor promotion; review channel performance. Q4: evaluate annual reach, enquiries and business impact; set improvements for 2028/29.
Update and distribute the Waiuku Town brochure through visitor, civic, tourism and business channels.	Information Centre enquiries	
Deliver coordinated marketing campaigns for WB&DA events.	Event attendance and participation	
Maintain the fortnightly 'The Wrap' member newsletter.	Social reach and engagement	
Work with the Franklin Economic Development Broker on branding and placemaking.	Member/event feedback	
	New businesses and members	

2. BUSINESS DEVELOPMENT & PLACEMAKING

Delivery objective: Support local businesses to connect, improve, collaborate and operate successfully while improving the town-centre environment.

ACTION	MEASURE OF SUCCESS	DELIVERY MILESTONES
Run regular business networking connectives and member engagement.	Member engagement	Q1: member needs scan and workshop/event calendar; identify priority placemaking projects. Q2: deliver first workshop/activation cycle; begin visible placemaking projects. Q3: mid-year member feedback and adjust programme; continue town-centre improvements. Q4: evaluate business impact and placemaking outcomes; confirm next-year priorities.
Deliver workshops in digital marketing & AI, customer experience, instore activations and HR, plus topics requested by members.	Workshop attendance and feedback	
Support local promotions, Shop & Win, school holiday and Christmas activity.	Beneficial connections	
Maintain member support resources, vacancies and business/wellbeing information.	Sales/enquiries and customer spend	
Develop beautification, art, community and Police/community pop-up initiatives.	Foot traffic	
Administer façade, lighting, cleaning and CCTV-related subsidies.	Placemaking activations	
Encourage environmental responsibility across the business community.	Subsidy uptake	

3. BID EXPANSION — FERNLEIGH

Delivery objective: Progress the formal process to expand the BID boundary to include Fernleigh Business Park.

ACTION	MEASURE OF SUCCESS	DELIVERY MILESTONES
Consult members and affected businesses.	Consultation participation	Q1: establish stakeholder map, consultation approach and information materials. Q2–Q3: undertake engagement and formal expansion work as prerequisites allow. Q4: communicate outcome, prepare integration and transition activity. DEPENDENCY: formal expansion is dependent on land titles and the Auckland Council process.
Engage Franklin Local Board and Auckland Council BID team on process and vote threshold.	Successful boundary vote with required majority	
Prepare and submit the business case once land titles are issued.	Increased levy income	
Communicate decisions and rationale transparently.	New Fernleigh members	
Integrate new Fernleigh members into WB&DA communications and services.	Business growth	
Pre-engage prospective businesses ahead of expansion completion.		

4. EVENTS

Delivery objective: Deliver a coordinated events programme that increases foot traffic, visitor numbers, business participation and local economic activity.

ACTION	MEASURE OF SUCCESS	DELIVERY MILESTONES
Plan and deliver WINFest / Music in the Town Centre.	Attendance	Q1: confirm event calendar, budgets, sponsors and delivery responsibilities. Q2: WINFest delivery/evaluation and Steel 'n' Wheels preparation. Q3: Twilight Eats & Beats delivery/evaluation; Christmas planning. Q4: Christmas programme delivery/evaluation; annual event performance review. BOARD ACTION: set first-year attendance target for Steel 'n' Wheels.
Deliver Twilight Eats & Beats.	Foot traffic	
Coordinate the Waiuku Christmas Festival & Parade.	Vendor/business revenue	
Develop and deliver the new Christmas Shopping Event / Santa Grotto.	Business and community feedback	
Plan and deliver the inaugural Steel 'n' Wheels Festival.	Sponsor satisfaction and revenue	
Support qualifying community events where WB&DA involvement adds value.	Social/media reach	
Secure sponsors and work with businesses, vendors, performers and community groups.	Revenue against event cost	

5. SAFETY & SECURITY

Delivery objective: Maintain a safe and secure town centre and strengthen practical coordination with Police and business stakeholders.

ACTION	MEASURE OF SUCCESS	DELIVERY MILESTONES

Maintain and improve the town CCTV network.	CCTV uptime and coverage	Q1: confirm CCTV maintenance priorities and shared monitoring workplan. Q2: progress infrastructure/subsidies and Police/business engagement. Q3: test communication and monitoring arrangements; review incident trends. Q4: annual safety performance review and priorities for following year.
Provide CCTV and shop-front lighting subsidies.	Incidents captured assisting Police	
Progress shared remote CCTV monitoring with Pukekohe Business Association and Counties Manukau Police.	Cost efficiency from shared monitoring	
Hold monthly Police update meetings and Crime Prevention meetings.	Police liaison frequency	
Continue support for Waiuku Community Patrol operating costs.	Community Patrol activity	
Maintain business safety WhatsApp communications and resources.	Member participation	
	Reported incidents	

6. EMERGENCY MANAGEMENT

Delivery objective: Formalise WB&DA's role in business preparedness, emergency communication and post-event recovery.

ACTION	MEASURE OF SUCCESS	DELIVERY MILESTONES

Develop and adopt a WB&DA Business Continuity and Emergency Response Plan.	Continuity plan adopted and reviewed	Q1: develop WB&DA continuity plan and identify emergency partners. Q2: release member templates/guidance and develop communication protocol. Q3: complete vulnerability mapping and undertake emergency communication test. Q4: review readiness, lessons and improvements; update plans.
Create practical continuity templates for member businesses covering staff, suppliers, data, premises and cash flow.	Member uptake of templates	
Provide insurance guidance and recovery checklists.	Member preparedness confidence	
Establish a formal emergency communication protocol and test it annually.	Emergency protocol documented	
Coordinate with Franklin Local Board, FENZ, Police and Auckland Emergency Management.	Annual test completed	
Develop a Waiuku town-centre vulnerability map.	Vulnerability map completed	
Participate in regional emergency planning forums.	Regional representation	
Advocate for affected businesses and connect them with recovery resources after a significant emergency.	Recovery resources accessed	

7. POTENTIAL PARTNERSHIPS

Delivery objective: Turn key relationships into practical partnerships that increase WB&DA's reach, resources and ability to deliver.

ACTION	MEASURE OF SUCCESS	DELIVERY MILESTONES
Develop a joint visitor proposition with Waiuku Museum.	Partnership/MOU progress	Q1: prioritise partners and define desired outcomes for each relationship. Q2: establish partnership workplans/MOUs where appropriate. Q3: deliver first joint initiatives and assess benefits. Q4: report outcomes, co-funding and next-year partnership pipeline.
Strengthen partnership with Franklin Local Board and Auckland Council and pursue co-funding.	Co-funding secured	
Engage Auckland Unlimited on regional tourism marketing and visitor itineraries.	Regional tourism exposure	
Formalise shared CCTV and best-practice exchange with Pukekohe Business Association and Police.	Shared initiatives delivered	
Develop pathways with schools, tertiary providers and youth organisations.	Young people engaged	
Establish formal liaison with FENZ and Auckland Emergency Management.	Emergency liaison established	

8. OPPORTUNITIES

Delivery objective: Actively identify and pursue opportunities that grow Waiuku's economy and diversify WB&DA's resources.

ACTION	MEASURE OF SUCCESS	DELIVERY MILESTONES
Engage Fernleigh developers and prospective businesses.	Fernleigh pre-engagement	Q1: establish opportunity pipeline, grants calendar and sponsor targets. Q2: progress tourism/product and digital platform concepts; begin grant applications. Q3: develop event growth strategies and strengthen sponsorship pipeline. Q4: assess return from opportunities and build 2028/29 pipeline.
Develop Waiuku as a day-trip and short-break destination.	Visitor numbers/dwell time/spend	
Create a visitor experience package combining dining, heritage, events and outdoor attractions.	Digital platform listings and referrals	
Develop/integrate a digital business directory and 'Shop Local' platform.	Grant funding secured	
Identify contestable grants and maintain a grants calendar.	Sponsorship revenue	
Pursue sponsorship and commercial partnership income.	Event attendance/sponsorship growth	
Develop three-year growth strategies for WINFest and Steel ’n’ Wheels.	AI workshop participation/confidence	
Deliver practical AI and digital tools workshops.		

3. Annual Delivery Calendar

QUARTER	PRIMARY DELIVERY FOCUS	BOARD / GOVERNANCE	MEMBER ENGAGEMENT	KEY OUTPUT
Q1	Plan, prioritise and set up: marketing calendar, workshops, events, safety priorities, emergency plan, partnerships, grants/sponsorship pipeline.	Approve annual work programme, budget allocations and any Board-set targets.	Member needs scan; communicate annual programme.	Clear delivery schedule, responsibilities and measures.
Q2	Deliver first major campaigns/events; progress Fernleigh, placemaking, CCTV, partnerships and emergency resources.	Review Q1 performance and risks; confirm adjustments.	Workshops, networking, consultation and partner activity.	Visible delivery and early outcome data.
Q3	Mid-year acceleration: visitor promotion, events, emergency testing, tourism/digital opportunities and sponsorship.	Mid-year performance review and reprioritisation if required.	Member feedback and event/business impact feedback.	Mid-year report against measures.
Q4	Christmas programme, annual evaluations, funding outcomes, event growth planning and next-year pipeline.	Annual performance review and recommendations for 2028/29.	Annual member feedback and AGM engagement.	End-of-year outcomes report and next-year priorities.

4. Performance Management

Monthly: Town Manager maintains an action tracker, identifies delivery risks and coordinates staff, volunteers and working groups.

Quarterly: Board receives a concise dashboard covering progress, expenditure against approved budgets, key measures, risks, opportunities and decisions required.

Annually: Performance is evaluated against the Strategic Plan measures and used to inform the next Business Plan and strategic review.

5. Suggested Board Dashboard

AREA	REPORT EACH QUARTER	RAG / STATUS	BOARD DECISION IF OFF TRACK
Events	Attendance, business participation, spend/revenue indicators, sponsorship	On track / watch / action	Adjust promotion, programme or resources
Business support	Participation, feedback, connections, sales/enquiry indicators	On track / watch / action	Change workshops/promotions/support
BID expansion	Milestones, consultation, approvals, new members/levy	On track / watch / action	Resolve process/stakeholder issue
Safety	CCTV, incidents, Police liaison, patrol, participation	On track / watch / action	Prioritise infrastructure or partnership
Emergency	Plans, testing, preparedness, partnerships	On track / watch / action	Escalate gaps and complete corrective action
Partnerships	Agreements, joint activity, co-funding	On track / watch / action	Re-focus relationship or opportunity
Opportunities	Grants, sponsorship,	On track / watch / action	Prioritise highest-value opportunity

	tourism, digital, event growth		

6. Resourcing & Budget Approach

The annual budget should allocate resources against the eight priorities, with priority given to operationally essential commitments, core member services, safety infrastructure, contracted/event commitments and initiatives with clear economic or community benefit.

• Each major initiative should have an approved budget, named lead and success measures before significant expenditure is committed.

• Event budgets should track revenue, sponsorship and direct event costs so the Board can assess value and sustainability.

• Grant and sponsorship activity should be used to supplement, not obscure, the core BID-funded programme.

• New initiatives should be staged where they require significant resources, with a clear go/no-go point based on evidence and available funding.

7. What Success Looks Like at Year End

By the end of 2027/28, WB&DA should be able to demonstrate not simply that activities occurred, but that the programme contributed to a stronger Waiuku town centre through increased visitor activity, stronger business engagement, improved safety and resilience, new partnerships, progress on Fernleigh expansion, and a stronger pipeline of funding and growth opportunities.

Strategic source: WB&DA Strategic Plan 2027/28, adopted September 2026. The Strategic Plan states that progress will be reported to the Board through the Business Plan using its Key Measures as the primary performance indicators, with the Town Manager responsible for coordinating delivery across the priority areas.