
Supplementary agenda for a meeting of the Policy and Regulatory Committee to be held in the Council Chambers, District Office, 15 Galileo Street, Ngaruawahia on **TUESDAY, 3 MAY 2022** commencing at **9.30am**.

7. REPORTS

7.1 *Chief Executive's Business Plan* 5

GJ Ion
CHIEF EXECUTIVE

POLICY & REGULATORY COMMITTEE

Reports to:	Council
Chairperson:	Cr Jan Sedgwick
Deputy Chairperson:	Cr Noel Smith
Membership:	The Mayor, all Councillors and Mrs Maxine Moana-Tuwahangi (Maangai Maaori)
Meeting frequency:	Six-weekly
Quorum:	Majority of the members (including vacancies)

Purpose

The Policy & Regulatory Committee is responsible for the Council's governance policies and bylaws, reviewing the District Plan and overseeing civil defence and emergency management issues.

In addition to the common delegations on page 10, the Policy & Regulatory Committee is delegated the following Terms of Reference and powers:

Terms of Reference:

1. To establish, implement and review the governance policy framework that will assist in achieving the Council's strategic priorities and outcomes.
2. To develop, review and approve the consultation process for Council bylaws.
3. To consider and determine changes to the schedules and parking restrictions in the Public Places Bylaw 2016, including hearing any submissions relating to those proposed changes.
4. To hear and determine matters arising under current bylaws, including applications for dispensation from compliance with the requirements of bylaws, unless such matters are otherwise delegated by Council.
5. To administer the Council's District Plan in accordance with the Resource Management Act 1991.
6. To monitor the performance of regulatory decision-making by the District Licensing Committee¹, Regulatory Subcommittee and officers under their respective delegations.
7. To monitor the Council's Civil Defence and Emergency Management framework.

¹ For clarity, the District Licensing Committee is a committee of Council under the Sale and Supply of Alcohol Act 2012.

The Committee is delegated the following powers to act:

Governance Policies

- Develop and agree governance policies for the purpose of consultation/engagement.
- Recommend to Council policy for adoption, amendment or revocation.
- Monitor and review policy, including recommending amendments to any policy as and when required.

Bylaws

- Develop and approve the statement of proposal for new or amended bylaws for consultation.
- Recommend to Council new or amended bylaws for adoption.

District Plan

- Review and approve for notification a proposed district plan, a proposed change to the District Plan, or a variation to a proposed plan or proposed plan change (excluding any plan change notified under clause 25(2)(a), Schedule 1 of the Resource Management Act 1991)
- Withdraw a proposed plan or plan change under clause 8D, Schedule 1 of the Resource Management Act 1991.
- Make the following decisions to facilitate the administration of plan changes, variations, designation and heritage order processes:
 - a. To decide whether a decision of a Requiring Authority or Heritage Protection Authority will be appealed to the Environment Court by the Council and authorise the resolution of any such appeal, provided such decisions are consistent with professional advice.
 - b. To consider and approve Council submissions on a proposed plan, plan changes, and variations.
 - c. To monitor the private plan change process.
 - d. To accept, adopt or reject private plan change applications under clause 25, Schedule 1, Resource Management Act 1991.

Other Resource Management Issues

- Pursuant to Section 34(1) of the Resource Management Act 1991, to exercise all of the Council's functions, powers and duties under that Act, except the functions, powers and duties:
 - a. that cannot be delegated or that are otherwise retained by the Council under its terms of reference; or
 - b. expressly delegated to other Council committees or decision-making bodies, or officers.

- Monitor and approve submissions in relation to National Policy Statements.

Civil Defence and Emergency Management

- Monitor the performance of Waikato District's civil defence and emergency management response against Council's requirements under the Civil Defence and Emergency Management Act including:
 - a. implementation of Government requirements; and
 - b. co-ordinating with, and receiving reports from, the Waikato Region Civil Defence and Emergency Management Group Joint Committee.

Other Delegations

- Exercise all of the Council's functions, powers and duties under the Building Act 2004, the Health Act 1956, and the Food Act 2014, and the respective regulations made under these Acts, except the functions, powers and duties:
 - a. that cannot be delegated or that are otherwise retained by the Council under its terms of reference; or
 - b. expressly delegated to other Council committees or decision-making bodies, or officers.
- Approval of attendance of elected members at conferences, seminars, training or events, in accordance with Council policy.

To	Policy & Regulatory Committee
Report title	Chief Executive’s Business Plan

1. Purpose of the report **Te Take moo te puurongo**

To update/inform the Committee on progress covering 2021/2022 business plan items.

2. Executive summary **Whakaraapopotanga matua**

The Chief Executive's Business Plan is a summary of progress on priority issues agreed by Councillors.

3. Staff recommendations **Tuutohu-aa-kaimahi**

THAT the Chief Executive’s Business Plan report be received.

4. Background **Koorero whaimaarama**

The Plan is a summary of progress on specific issues. It enables staff and Councillors to focus on the big issues and ensures that attention is given to those things of strategic importance.

The Plan is in line with the Chief Executive's Performance Agreement which was updated in June 2021 in preparation for the new financial year.

Whilst the plan is largely on track, some projects have been delayed by the impact of covid. This has come either through delays in getting resources or materials or contractors able to work or because staff have been diverted onto pandemic related activities.

5. Discussion Matapaki

This report contains the strategic issues that Council is focused on. The Chief Executive's Business Plan is aligned to the Chief Executive's Performance Agreement. The underpinning criteria is the council vision of "liveable, thriving and connected communities"

Iwi and Tangata Whenua have been, or will be consulted on at least some of the key projects or initiatives referred to in the report. Iwi are involved as a strategic partner of Council through our Joint Management Agreements and projects such as Raglan Wastewater Consent renewal process.

Iwi have been engaging in the waters management project and with Council and central government through Future Proof.

The list of projects was updated in line with the Chief Executive's Performance Agreement Reports are provided in June 2021.

6. Attachments Ngaa taapirihanga

Attachment 1 – Chief Executive's KPI worksheet

Date:	22 March 2022
Report Author:	Gavin Ion – Chief Executive

Chief Executive's KPIs – 2021/2022

Overarching Council Vision: “Liveable, Thriving and Connected Communities”

Staff & Wellbeing Vision: “Work Safe, Home Safe”

Key project/priority	Key deliverables/KPIs		Progress	Final Achievement Met/Not Met
1. Delivery and achievement of LTP year 1 (covers normal business activities, financial and non-financial performance measures and the delivery of the annual work programme)	1.1	The 2021/2022 LTP Year 1 is delivered within the agreed budget, and in accordance with variations approved by Council. Provide regular updates to the Strategy & Finance Committee on progress.	The LTP was formally approved on 28 June. The work programmes are progressing. Regular updates are provided about progress with the capital programme and the impacts of covid on supply chains and availability of contractors.	
	1.2	<p>Capital Works</p> <p>a) Increasing the delivery of capital works with greater priority and focus being given to social/community related projects (e.g. agreed blueprint projects, parks, reserves, playground, public toilets).</p> <p>b) Explore how social procurement principles could be incorporated into the delivery of projects in future years, and report back on this by 31 December.</p>	<p>a) The Infrastructure and Waters Governance Board receive updates at each meeting on progress with capital works. Progress has been affected by covid lockdowns, supply change issues and difficulty in securing contractors.</p> <p>\$41.7 million worth of capital expenditure was delivered by the end of March 2022.</p> <p>b) Staff are starting to work with contractors around social procurement. As explained to Councillors recently, our tree contract features the involvement of Te Riu o Waikato and Te Ara Pai as part of embracing social procurement principles involving apprenticeships and traffic management. Our Climate Action Co-ordinator is now involved from a circular economy perspective.</p> <p>A presentation was provided to the JMA meeting with Waikato-Tainui about work that is being undertaken in this space.</p>	

Key project/priority	Key deliverables/KPIs		Progress	Final Achievement Met/Not Met
	1.3	Provide evidence (tangible examples) of alignment between the implementation of Council's work plan and the Council vision of Liveable, Thriving and Connected Communities.	<p>The LTP incorporates key elements of the vision such as blueprint projects.</p> <p>Codesign projects such as the Innovative Streets projects in Raglan and Te Kauwhata are now complete and at the stage of seeking public feedback over the next six months.</p>	
	1.4	Ensure the financial sustainability of Council, including staying within banking covenants and treasury policies.	There are currently no financial sustainability issues. The situation is being closely monitored as infrastructure requirements arise which may affect debt levels.	
2. To deliver the 2022-2023 Draft Annual Plan	2.1	The 2022-2023 Draft Annual Plan is complete by 30 June 2022.	Council has resolved not to consult on the Annual Plan for 2022/23 as changes from the original LTP budgets were immaterial.	
3. Facilitate a Council position on the Future of Local Government.	3.1	<p>a) A strategy paper on the Future of Local Government is prepared by 31 August and Council is fully briefed on the implications.</p> <p>b) In line with the strategy position paper, provide an update on organisational preparedness and any associated repurposing requirements, along with what changes would be required to future proof the Council by 31 October</p>	<p>a) A workshop was held with councillors prior to 31 August and the results were compiled (delayed by impacts of lockdown and other work). A paper was workshopped with Councillors in early November (informed by this workshop and other current available thinking) to generate discussion. This will shape actions such as submissions and council readiness in response to agreed strategy.</p> <p>b) Some initial thinking has begun on what skills and experience would be beneficial to help with the changing role of local government.</p> <p>This work is ongoing and is being used to factor into recruitment processes, training programmes and planning.</p> <p>As we work through this work, the alignment to the council vision, the four</p>	

Key project/priority	Key deliverables/KPIs		Progress	Final Achievement Met/Not Met
			wellbeings and our internal Gearing for Growth and Greatness implementation plan is clar.	
4. Strategic Management & Delivery (key projects and priorities includes regional and national matters)	4.1	Hamilton to Auckland Corridor - At each performance review, demonstrate the role that the Chief Executive has played in advancing the opportunities for the Waikato District in relation to the Hamilton to Auckland Corridor e.g. objective feedback, tangible progress.	<p>The draft Future Proof Strategy was consulted on and hearings held. Deliberations on the final strategy document has been undertaken during March/April with reporting back to councils in due course.</p> <p>The WDC submission developed by staff and approved by council, supports the Strategy but highlights the importance of bipartisan policy making at central government level on infrastructure projects of a regional and sub-regional significance.</p> <p>The Future Proof Chief Executives Advisory Group met on 4 November to consider the implications of the recently announced Enabling Housing Amendment Bill ('3 x 3' provisions which allow up to three housing units up to three stories high on a plot of land) by central government. The Waikato District Council Chief Executive indicated that clarity is required with regards to the application of the Housing Supply Bill especially since Ngāruawāhia is identified as part of Hamilton's Tier 1 urban environment. The Chief Executive supported the importance of a joint Future Proof submission to central government on the Bill on the understanding that the relevant issues related to WDC are incorporated and that a unified (Future Proof) submission would present a more powerful view to central government.</p>	

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		<p>The Chief Executive, as the sponsor of the Future Proof Transport Workstream, is providing leadership oversight on the work on the Hamilton-Waikato Metropolitan Spatial Plan Transport Programme Business Case. This Programme Business Case will recommend a prioritised programme of transport activities for more detailed investigation, and which best achieve the goals and objectives of the HWMSP. A WDC councillor workshop on this project was held on 13 October at which there was endorsement of the methodology. It was also noted that it is important for the elected members from all the partner councils to be comfortable and understand the rationale for the long list and short list options when these have been developed and that this process should not be rushed just to meet tight deadlines.</p> <p>The Chief Executive is also on the Project Control Group of the Hamilton-Waikato Metropolitan Wastewater Programme Business Cases (one for the north and one for the south). The business cases are important components of supporting the land use footprint identified in the Hamilton to Auckland Corridor Plan and the Hamilton Waikato Metro Spatial Plan (HWMSP) and a key component of the integration of strategic land use and infrastructure planning. The Southern HWMSP Wastewater Programme Business Case is expected to go to the Governance Group before the end of March 2022 for approval. The Northern HWMSP Wastewater</p>	

Key project/priority	Key deliverables/KPIs	Progress	Final Achievement Met/Not Met
		Programme Business Case is expected to be finalised by June 2022.	
	4.2 Play an active role in Local Government Reform of 3 Waters seeking opportunities to build on the investment Council has already made.	<p>The Waters Governance Board remain connected to this work.</p> <p>We are a participant in the Entity B cluster at a staff level and have been working with a group of Mayors around the case for change in the specified area.</p> <p>Several workshops and a discussion regarding feedback to the Entity B steering group has already been undertaken. The Extraordinary Council meeting on 28 September approved feedback to be provided to the Department of Internal Affairs. This is not a decision point.</p> <p>The Waters Governance Board and the Mayor had a zoom meeting with Minister Mahuta to discuss aspects of the reform process.</p> <p>Staff are responding to various requests from the Department of Internal Affairs in relation to transition to Entity B.</p>	
	4.3 By 30 June: a) Advance Phase 2 of the Solid Waste Review to enable the Ultimate Service State and associated strategy and action plan. b) To provide alternative arrangements/facilities for inorganic waste management in the community.	Due to COVID restrictions and staff changes within the Solid Waste team, little progress has been made since the last update. The main priority at present is to re-build the Solid Waste Team, keep connected with central government initiatives, establish the Huntly recycling plant on Rotowaro Road, progress the Bollard Road resource recovery centre feasibility works and conclude the Raglan Foodwaste consultation process.	

Key project/priority	Key deliverables/KPIs		Progress	Final Achievement Met/Not Met
5. Partnerships and Relationships (includes relationships with central government, Waka Kotahi, Iwi and the Waikato District Alliance)	5.1	<p>a) Provide evidence of initiatives, collaboration and engagement with Iwi, including the key outcomes achieved.</p> <p>b) Demonstrate progress on delivering the Waikato-Tainui JMA workplan.</p>	<p>a) Staff are working with Department of Conservation, mana whenua and Waikato-Tainui regarding the return of Te Paina to Iwi.</p> <p>Discussions have also started with mana whenua about the future ownership of the Raglan airfield.</p> <p>b) The staff of the two organisations are working together to update progress. The work plan for the JMA is being reviewed as several of the projects have been completed.</p> <p>A constructive discussion was held at the JMA meeting regarding progress.</p>	
	5.2	Waka Kotahi – Provide regular updates on how the relationship with Waka Kotahi is developing, with particular emphasis on the benefits to Waikato District.	<ul style="list-style-type: none"> • The Chief Executive has brokered discussions between staff, Waikato Regional Council and Waka Kotahi to work on resolving the Sleepyhead appeal. • Discussion are ongoing regarding revocation arising from the completion of the Waikato Expressway. 	
	5.3	Waikato District Alliance – Undertake an efficiency and quality review of the Alliance arrangement with recommendations for improvements by 31 December.	The Infrastructure Committee considered a report in December which met this KPI and provided information about how the arrangement has been improved.	
	5.4	Central Government – Provide evidence at each performance review of the impact the Chief Executive has made in building relationships with central government that are related to Council's future strategies and delivery aspirations.	<p>Engagement with Kainga Ora and Ministry of Housing and Urban Development is happening more regularly. This is aimed at assisting progress with planned growth.</p> <p>The Chief Executive was also involved in the Waikato Housing Initiative discussion with Minister Megan Woods about a housing</p>	

Key project/priority	Key deliverables/KPIs		Progress	Final Achievement Met/Not Met
			<p>programme for the Waikato region.</p> <p>Connections with several government departments and agencies have been established by the Chief Executive through the Regional Leadership Group.</p>	
6. Staff and Culture (including leadership, engagement and retention)	6.1	Outline what initiatives have been undertaken to strengthen the internal culture and leadership of the organisation and provide supporting information on the impact of these initiatives.	<p>A new Pay, Performance and Recognition strategy has been developed in conjunction with staff.</p> <p>The Takitaki leadership programme to develop 21 of our leaders was completed in November 2021 (delayed by the impacts of Covid-19). A second cohort is commencing in February. A key component of this programme is widening thinking and preparation for changes that might arise through the Future for Local Government work.</p> <p>Staff and People Leaders have undertaken training and coaching.</p> <p>A group of 30 Change Agents have been appointed to support our on-going change journey to deliver the Council vision.</p> <p>A course has commenced for our ELT and Senior Managers around crisis management. This builds on our civil defence and incident management work but also focuses on leadership during a crisis.</p> <p>The debate regarding our staff vaccine policy has impacted on culture as was outlined that it would. The issue divides staff even if they support the intent of the policy. We heard from a range of people including those who support vaccination but also the right of the individual to choose.</p>	

Key project/priority	Key deliverables/KPIs		Progress	Final Achievement Met/Not Met
	6.2	Demonstrate progress in relation to how diversity and inclusion is being embraced by the organisation. This includes how the opportunity is developing, is being kept alive by behaviours and practices and broadening the perspective of staff.	<p>The celebration of Matariki within the organisation and through our libraries are examples.</p> <p>Te Reo and Te Tiriti o Waitangi classes have been held. A second term of Te Reo classes has just started.</p> <p>The Takitaki programme runs a session on diversity and inclusion as a prelude to wider engagement on this matter.</p>	
7. Zero Harm (Work Safe, Home Safe)	7.1	Lead initiatives that clearly demonstrate progress towards safety leadership in the way the organisation operates.	<p>A recent review of our solid waste contract documentation has pushed a safety leadership rather than compliance lens.</p> <p>Our covid response has been based on safety leadership principles to deliver a safer workplace. It has highlighted the need to focus on health, safety and wellbeing.</p>	
	7.2	Complete the Strategic Plan work for 2021/2022 by 30 June 2022.	<p>The Plan has been set and work is underway to deliver the various initiatives.</p> <p>With covid in our community, resources have been diverted to support this issue.</p>	
8. Climate Action	8.1	<p>Give effect to the goals identified in the Climate Action Plan this financial year and provide updates on progress.</p> <p>a) Report to the Strategy and Finance Committee about actions to be undertaken under the Climate Action Plan by 30 September.</p> <p>b) Provide regular updates on progress with the scheduled actions.</p>	<p>a) Work has commenced on the planned actions for this year building on the initiatives identified in the Climate Action Plan.</p> <p>b) A report on progress was presented to the Strategy & Finance Committee in September. A Climate Action Co-ordinator has been employed and</p>	

Key project/priority	Key deliverables/KPIs	Progress	Final Achievement Met/Not Met
		commenced during September.	

Footnote:

1. The Chief Executive has agreed to deliver KPIs, subject to any changes due to Council's change of direction on any of the KPIs, in which case such changes would be taken into account. Delivery will also be subject to factors within the control of the Chief Executive e.g. a delay in receiving materials for capital works due to Covid-19 would be outside the control of the Chief Executive.