

2024-2034 LTP staff request

Community Safety – Senior Monitoring officer

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Consistent Delivery of Core Services	Supporting Sustainable Growth	

Background

The current monitoring team consists of a one team leader, 7.6 FTE monitoring officers and two compliance officers. There is an inability for staff to properly deal with the workload generated by the 1865 current consents to monitor. Assessments of all breach complaints are made. Full investigations do not occur for every alleged breach. Efforts are made to monitor all new consents. As consents age the team's ability to continue monitoring decreases with the incoming workload of new consents. More monitoring consents are received each year than are closed. Emphasis is made to monitor consents involving commercial operations, quarries and land remediation.

For example, consents that are older than two years old having been monitored in the past two years have a monitored rate of approx. 40%. This rate has steadily declined over several years. The KPI for this is 85%. The impact of Covid lockdowns added to the backlog of consents to monitor. A period of increased new consents granted saw a further increase to workloads. A recovery from this has not occurred.

Due to increase demand on the consents team saw an increase in the use of consultants to assist them. It has been noted that the technical level of conditions imposed has increased as consultants make use of their own condition templates. The current monitoring team do not have the expertise to sign off many of the consent conditions and need to seek expert assistance (peer review of acoustics reports, excavation reports and engineering reports for example)

The current work demands placed on the team leader means that they are often spread too thin to allow them to provide the guidance, technical advice, and risk mitigation to the monitoring officers.

A Senior Monitoring officer would be a subject matter expert, ideally with practical experience in consenting, monitoring activities and prosecution action. A large part of this role would be to provide technical direction to existing staff conducting monitoring activities. The Senior Monitoring role would in essence be the 2/IC of the team and be able to step into the team leader role when required.

Business outcomes / benefits

- Improved customer experience through more timely responses to service requests especially where a higher level of expertise is required.
- Efficiency gains and potential cost savings when utilising consultants, ensuring that scope of work material is accurate, and that any expertise procured is obtained in timely manner.
- Improvements to KPI.
- Ensuring that monitoring activities are completed in adherence to the Monitoring and Enforcement strategy. (This strategy is currently being developed – refer to Part B of the Activity Management Plan)
- Business continuity when the team leader is abstracted.
- Reduced workload of team leader.
- Increased productivity of team leader.

Resources required

Team	Resourcing	Grade	Permanent or Fixed	Full time or part time	Start year	End year (if fixed)	LOS / Growth / service maintenance ¹	Consequential savings? ²
Monitoring	Permanent Staff (FTE)	15	permanent	Full time	2024		Growth	
	Fixed term Staff (FTE)							

1. Is this role required due to a level of service increase, growth or additional service maintenance required.
2. Will there be a reduction in consultant fees or additional income from fees and charges to offset the funding required for the role.

Warrants and delegations

Delegations and warrants required to undertake all duties of a monitoring officer and monitoring team leader.

STATUTORY APPOINTMENT

1. An Enforcement Officer pursuant to Section 177 Local Government Act 2002
2. An Enforcement Officer pursuant to Section 38 of Resource Management Act 1991
3. A Litter Control Officer pursuant to Section 5 of the Litter Act 1979,
4. A Parking Warden pursuant to Section 128D of the Land Transport Act 1998
5. An Enforcement Officer pursuant to Section 35, 36 and 37 of the Freedom Camping Act 2011

STATUTORY DELEGATIONS AND ENFORCEMENT

1. Authority to carry out and undertake all the functions, powers or duties of an Enforcement Officer under the Local Government Act 2002.
2. Authority to carry out all of the functions of an Enforcement Officer under the Resource Management Act 1991.
3. Authority, subject to authorisation of the District Court, to serve summons on behalf of the Council pursuant to Section 25 of the Summary Proceedings Act 1957.
4. Authority to carry out and undertake all the functions, powers or duties of a Litter Control Officer under the Litter Act 1979.
5. Authority to carry out the functions, powers and duties of a Parking Warden pursuant to Section 128E of the Land Transport Act 1998.

DISCRETIONARY STATUTORY DELEGATIONS

1. Power to administer and enforce Waikato District Council Bylaws and Franklin District Council Bylaws administered by Waikato District Council in accordance with the scope of the position.

2. Authority and powers pursuant to Section 183 of the Local Government Act 2002 to request an owner to remove a fire hazard or to remove the fire hazard if no owner is present.
3. Authority pursuant to section 10 of the Litter Act 1979 to serve, on the Council's behalf, on the occupier of any private land or any land vested in or controlled by the Crown or any local authority (within the meaning of section 5(1) of the Local Government Act 2002) a notice in writing requiring the occupier, to the satisfaction of the Monitoring, Bylaws and Civil Defence Team Leader: a. to clear away, or remove, from the land; or b. clean up; or c. to screen, cover, or otherwise obscure from view, such litter as may be specified in the notice within 14 days or such further time as may be so specified, being litter which, in the opinion of the Council, tends to grossly deface or to defile the area in which the private land is sited.
4. The power under Section 237(C) of the Resource Management Act 1991 to close to the public any esplanade strip or access strip during periods of emergency or public risk likely to cause loss of life, injury, or serious damage to property.
5. The power under Section 109(3) of the Resource Management Act 1991 to enter on land under section 171 of the Local Government Act 2002, to ascertain whether work subject to a bond has been completed.
6. By delegation from the Chief Executive pursuant to Section 82B of the Hazardous Substances and New Organisms Act 1996, authority to search the register of test certificates kept under Section 82A of the Hazardous Substances and New Organisms Act 1996 for the purposes specified in Section 82A(4) of the Act.
7. To exercise the power conferred on Council to remove, store and dispose of abandoned vehicles from roads in accordance with Section 356 of the Local Government Act 1974.
8. Duty pursuant to the Waikato-Tainui Raupatu Claims (Waikato River) Settlement Act 2010 to ensure that particular regard is had to the vision and strategy for the Waikato River in any function performed pursuant to any of the enactments listed in Section 17 of that Act on behalf of the Waikato District Council.

OPERATIONAL DELEGATIONS

1. Authority to appear on behalf of the Waikato District Council to conduct prosecutions in the District Court.

PERSONNEL DELEGATIONS

1. This officer may authorise and grant paid annual leave and sick leave in accordance with the Council's policies and procedures.
 2. Within the scope of the position, authority to assume responsibility for ensuring the obligations of Council as an employer comply with the provisions laid down in the Employment Relations Act 2000, Equal Pay Act 1972, Health and Safety at Work Act 2015, Holidays Act 2003, Human Rights Act 1993, Minimum Wage Act 1983, and the Parental Leave & Employment Protection Act 1987.
 3. The authority and power to either generally or particularly sub-delegate in writing to any other officer of the Council, all or any of the powers pursuant to the delegations of the Monitoring Team Leader (the officer to whom sub-delegation is made may not further sub-delegate).
 4. This officer is delegated all the functions, powers and duties delegated to those who report to this position: a. Monitoring Officers; b. Parking Warden.
- FINANCIAL DELEGATIONS Operational – Category B, Twenty Five Thousand Dollars (\$25,000) in accordance with approved budgets, Council procedures and for materials and services for the Monitoring and Bylaws team, legal and consultancy regarding consents, enforcement.

2024-2034 LTP staff request

Solid Waste. Solid Waste Administrator

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Consistent delivery of core services	Increased legal compliance requirements from MfE	
Improving Council Responsiveness	Increased legal compliance requirements from MfE	

Background

Impending changes to the Waste Minimisation Act including introduction of a kerbside food-waste collection require significant reporting requirements around waste activities in the district. Cabinet papers are currently in front of the minister.

There is a possibility this role could be funded from the waste minimisation reserve depending on the detailed reporting requirements.

Business outcomes / benefits

Legal requirement, improved data collection.

Resources required

Team	Resourcing	Grade	Permanent or Fixed	Full time or part time	Start year	LOS / Growth / service maintenance ¹	Consequential savings? ²
Solid waste	Permanent Staff (FTE)	12	Permanent	Full time	2027	LOS / Service maintenance	N/A

1. Is this role required due to a level of service increase, growth or additional service maintenance required.
2. Will there be a reduction in consultant fees or additional income from fees and charges to offset the funding required for the role.

| Warrants and delegations

No warrants or delegations required.

2024-2034 LTP staff request

Strategic Advisor - Heritage

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Building Relationships	Building Community Resilience	
Supporting Sustainable Growth		

Background

The Heritage Review Steering Group was established in 2021 to review Council's role in heritage activity. At the start of the review, the Council resolved to free the related heritage project fund until the Heritage Review and the concurrent Funding Review were completed.

The Steering Group went through a collaborative co-design process with the Heritage Forum (comprising heritage stakeholders across the district) to design a new strategy. Public consultation on the draft Heritage Strategy took place in 2022, with the Strategy being adopted by the Council on September 2022 at the final Strategy and Finance Committee meeting of the triennium. Elected members that participated in the Heritage Forum at the time were Cr Janet Gibb, Cr Rob McGuire, and then-Cr Jacqui Church.

While the Heritage Forum was supportive of the work that took place in the Heritage Strategy development, there was scepticism about implementation of the objectives in the strategy without necessary staffing arrangements in place.

On 30 August 2022, the Heritage Forum passed a resolution to collectively support the draft Heritage Strategy. In addition to this, the Forum discussed staff resourcing to support implementation of the strategy, and recommended that Council establishes a dedicated full-time heritage staff role. The role was recommended to support collaboration between Council and heritage stakeholders; as a key enabling and connecting role to act as a conduit for heritage activity across the whole organisation, and to support the delivery of strategic objectives in the Heritage Strategy. The Heritage Forum recommended that the role is funded initially from the Heritage Project Fund for the first year, with longer-term decision-making on the role to be considered through the development of the 2024-34 LTP.

The Strategy and Finance Committee endorsed the Forum's recommendation on 14 September 2022. The recommendation was to allow for initial heritage work to take place prior to the adoption of the 2024-34 LTP.

Following the 2022 local government elections, the Strategic Advisor - Heritage role was recruited as a fixed-term role, ending in June 2024. In this recruitment process, the role itself was refined to cover the cross-organisational needs for support on heritage activity. While a core focus is on delivery of the Waikato District Heritage Strategy, it is also linked to heritage projects and initiatives identified in the Waikato District Blueprints, and the heritage components of the Waikato District Plan.

A fixed term contract staff member has been appointed into the Strategic Advisor – Heritage. Currently, the Strategic Advisor is responsible for maintaining a strategic overview of and exerting strategic influence in

relation to relevant national and regional heritage frameworks, and disseminating this information across the organisation and to the community heritage groups she is part of.

The role is developing, and the Strategic Advisor will oversee the implementation of prioritised actions in the Heritage Strategy. Working closely with Kaiwakamaahere (Maaori-focussed RM Policy Planner) the the Strategic Advisor will be a key connection between the Council, iwi, hapuu, and heritage stakeholders in Waikato District.

An aspect of the role that has already been beneficial in a fixed-term capacity is education and support to council staff and the community about protecting and preserving our built and cultural heritage, and archaeology.

The role of Strategic Advisor - Heritage should be made permanent so that the Council can maintain momentum, and deliver its Strategic Priorities in relation to protecting heritage and supporting our communities. Specifically relevant priorities include Building Relationships and Supporting Sustainable Growth. Most relevant is the priority of the Council to support sustainable growth by planning for growth in a sustainable and responsible way, ensuring we preserve our local heritage and sense of community.

Conversely, there is likely to be significant opposition from heritage stakeholders if this role is not funded on a permanent basis. Over a period of 6-7 years, the relationship between the Council and the Heritage Forum progressively soured following the adoption of the 2014 Heritage Strategy. This 2014 Strategy had commitments of staffing levels that were not maintained, and subsequent LTPs had little investment into the objectives of the Heritage Strategy. This relationship has improved with the collaborative approach to the new Heritage Strategy, and the fixed-term appointment of Laura Kellaway in this role. However, with past experiences the Heritage Forum is still somewhat cautious in terms of trusting Council's commitment to delivering on the new Heritage Strategy that was adopted in 2022.

Business outcomes / benefits

This request is to maintain the level of service required to meet our strategic objectives, to provide community support, and build the Council's good reputation in relation to supporting the protection and preservation of our heritage.

The Council's Heritage Advisor is currently:

- Advising teams within council about statutory requirements to protect our heritage;
- Supporting the building consents team, by providing advice to our community in relation to protection of heritage buildings during development;
- Supporting the consenting; policy; strategy teams as one of the only licensed NZ Archaeological Association users;
- Preparing guidance documents for the organisations;
- Presenting to local boards in relation to heritage;
- Supporting heritage groups within the district;

This work should continue in order for the Council to meet its Strategic Objectives, as well as growing and maintaining relationships with heritage stakeholders in the district, the region, and at a national level.

Resources required

Team	Resourcing	Grade	Permanent or Fixed	Full time or part time	Start year	End year (if fixed)	LOS / Growth / service maintenance ¹	Consequential savings? ²
Policy and Planning	Permanent Staff (FTE)	17	Permanent	Full time	2024	N/A	Service maintenance	N/A

1. Is this role required due to a level of service increase, growth or additional service maintenance required.
2. Will there be a reduction in consultant fees or additional income from fees and charges to offset the funding required for the role.

Warrants and delegations

N/A no new warrants or delegations

2024-2034 LTP staff request

Growth & Analytics - Data Analyst x2

| Strategic Priority alignment

Identify the Strategic Priorities that this role will help to deliver on, including the level of alignment to the priorities.

Primary	Secondary (if applicable)	Tertiary (if applicable)
Supporting sustainable growth		

| Background

The acceleration of growth in the district has increased the need for more and better information about growth. Improved utilisation of council data will open new opportunities for creating new value both now and in the future. Currently, the council has been contracting consultants to carry out various growth modelling (e.g. HBA and population projections), however, the lack of internal resources means these models are not properly maintained to reflect plan/policy changes, and some outputs are not able to be reused due to the lack of GIS mapping and ETL (extract-transform-load) process. The current resourcing level limits the team's ability to respond adequately to the increasing volume and complexity of its required functions, and the combined aspirations of the group and the council.

| Business outcomes / benefits

The establishment of these positions will increase the level of service to the greater Community Growth Group and wider council by ensuring valuable outputs developed by consultants are well designed, maintained and utilised to enable improved evidence-based decision-making.

Resources required

In the table below outline the additional resources required.

Team	Resourcing	Grade	Permanent or Fixed	Full time or part time	Start year	End year (if fixed)	LOS / Growth / service maintenance ¹	Consequential savings? ²
Growth & Analytics	Permanent Staff (FTE)	14	Permanent	Full Time	2024/25		Growth	Yes, as this role will be responsible for initial model development and on-going model maintenance, reducing the need for consultants
Growth & Analytics	Permanent Staff (FTE)	14	Permanent	Full Time	2025/26		Growth	Same as above

1. Is this role required due to a level of service increase, growth or additional service maintenance required.

2. Will there be a reduction in consultant fees or additional income from fees and charges to offset the funding required for the role.

Warrants and delegations

n/a

2024-2034 LTP staff request

Planning and Policy. Spatial Planner

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Supporting Sustainable Growth	Improving Connectivity	Building Relationships

Background

This role is linked to the Spatial Planning Business Case. Spatial planning across our communities has not kept up with the pace of growth and development in the district, nor has it met our community needs. To support developing spatial plans in a more timely and efficient way the team needs more resources.

At a subregional level spatial planning is equally as important. At present our contribution to Future Proof is stretched across the resources we have in the existing team, this has meant we have not had the time to invest and fully advocate on behalf of the district into subregional planning documents/projects such as the Future Proof Future Development Strategy.

Business outcomes / benefits

The benefits of having an additional resource in the team means that we could complete spatial planning for each of our communities in a timelier and cost-efficient manner.

The new Spatial Planning Act 2023 requires at a regional level to develop a Regional Spatial Strategy. It is unlikely that at a regional level we will develop a spatial strategy from scratch when the fastest growing local authorities already have the Future Proof Strategy. This is why it is important to play more of a role in the current work programme that future proof is delivering. This will set us up to be in a better strategic position when the time comes to develop the Regional Spatial Strategy.

Resources required

Team	Resourcing	Grade	Permanent or Fixed	Full time or part time	Start year	End year (if fixed)	LOS / Growth / service maintenance ¹	Consequential savings? ²
Strategic Planning	Permanent Staff (FTE)	17 /18	Permanent	Full Time An alternative could be 0.5FTE for years 1-3 and then an additional 0.5 from year 4. (If this option is progressed, the 0.5FTE could be shared with Adaptive Management Planning (NSR 005)	2024		A change in the way we deliver the level of service, which will result in an increase of the level of service provided to keep up with sub-regional and local planning for the district	Potential savings from reconsidering the way we undertake Blueprint reviews which is currently \$300K in Year 1 and \$350K in Year 7. Consultancy savings as we must provide spatial planning support to FP and regional effort as well as for local needs.

1. Is this role required due to a level of service increase, growth or additional service maintenance required.

2. Will there be a reduction in consultant fees or additional income from fees and charges to offset the funding required for the role.

Warrants and delegations

NA

2024-2034 LTP staff request

Economic Development Advisor

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Building Relationships	Improving connectivity	
Supporting Sustainable Growth		
Building Community Resilience		

Background

The Economic Development Team deliver four pillars of Economic Development activity, business sustainability, business investment, sector development, and workforce development. Currently sitting under sector development, the team have commenced sector work with (construction, manufacturing, transport and logistics, technology, and tourism). The chosen sectors have been based on predicted growth data identified for the district and to support the newly designated industrial/commercial and residential growth, as identified in Waikato 2070, with a particular focus on Ohinewai and Horotiu for industrial and commercial and the townships of Tuakau, Pookeno and other areas to support residential growth.

The Economic Development work programme to address these predicted growth sectors for the district, was based on having two Economic Development Advisors working on the programme.

However, a recent decision for one of the Economic Development Advisors to be aligned to the rural sector was made, which leaves the growth sectors identified by the Economic Development team, under resourced which would mean lost opportunities for maximising economic and workforce development.

An Economic Development Advisor, leading and driving the key sectors, as identified in the Waikato 2070 growth and Economic Development Strategy and the Economic Development work programme, would bring the economic prosperity required to support the residential growth for the district.

Business outcomes / benefits

Business sustainability will continue to lead and build business network events across the district and engage with regional and national business support partners to support local businesses. Supporting businesses to network with each other to provide local trading and procurement to increase sustainability across the rohe.

Business Investment will provide new business investors with advice and guidance on our planned growth strategy as outlined in the **Waikato 2070 Economic and Growth Strategy**. Working with regional and national partners to ensure the investment in the district is impacting positively for communities and residents.

Sector Development will lead the districts key sectors to promote economic prosperity and recognition for key sectors that underpin our districts economy. Manufacturing, Construction, Tourism, Rural and Primary sector, Maaori Business growth, Warehousing and logistics and technology.

Workforce Development will ensure that all economic investment is being maximised to improve local and district wide prosperity, through the creation of employment and training opportunities. Workforce development creation is the outcome that we are seeking for all economic investment into the district.

Resources required

Team	Resourcing	Grade	Permanent or Fixed	Full time or part time	Start year	End year (if fixed)	LOS / Growth / service maintenance	Consequential savings?
Economic and Community-led development	Permanent Staff (FTE)	18	Permanent	Full time	2024	N/A	LOS/Growth	N/A

This role is required to maximise the potential opportunities that will be made available through the delivery of the Waikato Economic and Growth 2070 strategy. It is a crucial role to ensure that growth opportunities are maximised for our communities that will also be growing. The development of employment opportunities for the growth of our communities will be paramount to ensuring that our communities are resilient and that our towns do not become dormitory towns feeding into Hamilton or Auckland.

If need be, this role could be funded through review and reprioritisation of economic development funding contracts. This could be further investigated if required.

Warrants and delegations

N/A no new warrants or delegations

2024-2034 LTP staff request

Community-led Development Advisor

| Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Building Relationships	Improving connectivity	
Supporting Sustainable Growth		
Building Community Resilience		

| Background

The Community Led Development team have been working across communities for just under 2 years. During this time, the two Community Led Development Advisors have been involved with promoting the ideas and opportunities of locally driven and led Community aspirations and Blueprints. This work has been achieved through capacity and capability programmes, sharing ideas, and showcasing potential opportunities for community led projects.

The work programme of the Community Led Development is one of the lead activities that also support Local Government Reforms, whereby councils are encouraged to broaden community engagement, local decision making, and increased citizen led democracy, as well as local ownership of wellbeing deliverables by communities.

Over the past two years, the aspirations of communities have grown and the eagerness and willingness of communities to lead on their local ideas and projects are now starting to come to fruition, and as such the demand for more capacity and capability building, in-depth advice and guidance on community participation has grown considerably and is expected to increase further. The ability to switch off or reduce the work that the communities are requesting could cause reputational risk for the organisation and add to the frustrations of communities.

The Community Led Development team has been asked to take on the responsibility for building community board capabilities and developing community board plans. This will further negatively impact on the ability to meet demand for support and guidance from communities.

An additional Community Led Development Advisor role within the team would support the predicted growth of community requests, lead and support community participation and build strong and resilient communities across the district. Furthermore, the work of the Community Led Development Team, would underpin the Councils strategic and community outcomes that is seeking to deliver on.

| Business outcomes / benefits

The 3 pillars for Community Led Development will underpin and support the Council's Strategic and Community outcomes and lead the council's delivery of Local Government Reforms for Community Wellbeing's and an increase in citizen led democracy.

Community Led Development will work across the district with community groups and community leaders to improve the performance of the groups to be able to become more sustainable and lead community projects and community outcomes. A focus on the wellbeing's for communities will drive increased community participation and support ongoing community outcomes.

Board and Committee led development is focusing on the appointed governance boards and committees to support their key focus areas of the wellbeing's for their communities, through a community/committee plan approach. Training and development for board and committee members to be a key partner with council, to increase citizen led democracy and broader community engagement with council. This activity will underpin Waikato 2070 community growth and local government reforms.

Blueprint and Community aspirations will continue to be a focus for our communities in terms of specific projects that they have identified that are important to them. Through capacity and capability building programmes, communities will learn how to manage their own important local community projects.

Resources required

In the table below outline the additional resources required.

Please include a new line for each additional staff member required.

Team	Resourcing	Grade	Permanent or Fixed	Full time or part time	Start year	End year (if fixed)	LOS / Growth / service maintenance ¹	Consequential savings? ²
Economic and Community-led development	Permanent Staff (FTE)	13	Permanent	Full time	2025	N/A	LOS/Growth	N/A

1. Is this role required due to a level of service increase, growth or additional service maintenance required.

This role is required to meet increased level of service that is driven by growth of communities. The role, like the other Community Led Development roles, will increase social investment into the district.

Warrants and delegations

N/A no new warrants or delegations

2024-2034 LTP staff request

Planning and Policy unit. Adaptive Management Planner

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Building Community Resilience		

Background¹

Despite best efforts by NZ, the Waikato District Council or its communities, the climate is changing to a degree that adaptation will be necessary over the short-, medium- and long-terms. The Government's Climate Adaptation Plan and forthcoming Climate Adaptation Act suggest that Councils will have an increasing role in working with communities to plan for how to respond to inevitable changes including coastal erosion arising from increased storm activity and sea level rise, increased flooding, landslides, etc. Managed retreat is one option, alongside defensive mechanisms where appropriate.

An excerpt from the Government's first National Adaptation Plan, published by the Ministry for the Environment in August 2022, summarises this responsibility as follows:

"Now and in future, councils will need to engage communities in reducing risk and adapting to a changing climate. They will need to lead the discussion about which actions are the best way to support the wellbeing of exposed communities.

This may require tough conversations. Options that will reduce long-run costs to communities may be unpopular among some residents in the short term. For example, a council might need to turn down requests for bigger and stronger protection structures when rising sea levels make these increasingly expensive and ineffective.

Local authorities will need to lead discussions about when and how to protect, accommodate or manage the retreat of communities from climate impacts. Some councils are already holding online conversations and in-person events to address this. Many councils have their own climate change plans, work programmes and advisors, and some have declared climate emergencies to drive action."

Communities like Port Waikato and Raglan are most vulnerable to coastal hazards, but climate impacts are likely to be felt across the District. The work programme will deliver long-term adaptive management plans that allow communities, Councils and partners to take appropriate actions at appropriate times based on trigger points, etc. Each community process may take 2-3 years to develop the first adaptive management plan.

¹ This Staff Request Form can be read alongside the Business Case for the role (BC #005), which includes options analysis alongside similar content to this form.

Business outcomes / benefits

The existing level of resource does not allow for appropriate, timely progression of the adaptive management planning work across potentially vulnerable communities, as per the scoping report for the Waikato District Resilience Project approved by the Sustainability and Wellbeing Committee in June 2023. The approved scope includes continuing with the Port Waikato work and expanding it to Raglan and eventually elsewhere. It requires co-governance arrangement with Waikato Regional Council and strong iwi partnerships.

At previous Council workshops, the resulting notes indicated that Council wishes to increase its investment in adaptive management planning. This is consistent with Government guidance as per the National Adaptation Plan excerpt above. This work will ensure compliance with the National Adaptation Plan and help prepare for the forthcoming Climate Adaptation Act.

The position will help the district's communities reduce their vulnerability and increase their resilience to climate-change-related risk.

Resources required

In the table below outline the additional resources required.

Team	Resourcing	Grade	Permanent or Fixed	Full time or part time	Start year	End year (if fixed)	LOS / Growth / service maintenance ¹	Consequential savings? ²
Planning and Policy	Permanent Staff (FTE)	TBC: 16 or above	Permanent	Full time An alternative could be 0.5FTE for years 1-3 and then an additional 0.5 from year 4. (If this option is progressed, the 0.5FTE could be shared with Adaptive Management Planning (NSR 002))	2024		LOS	Consultant planner savings to support existing resources

1. Is this role required due to a level of service increase, growth or additional service maintenance required.

2. Will there be a reduction in consultant fees or additional income from fees and charges to offset the funding required for the role.

Warrants and delegations

- \$5000 financial delegations
- No statutory delegations

2024-2034 LTP staff request

Resilience – Emergency Management Advisor

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Improving Council Responsiveness	Consistent Delivery of Core Services	
Building Community Resilience	Improving Connectivity	

Background

Local authorities hold the primary responsibility for civil defence emergency management (CDEM) in their territorial area. Waikato District Council belongs to the Waikato Civil Defence Emergency Management Group, and we work with our neighbouring territorial local authorities, emergency services and other agencies to reduce risks, be ready for emergencies, respond when needed, and lead the recovery afterwards.

CDEM Groups are required to plan for and provide civil defence in their area by law - specifically the Civil Defence Emergency Management Act 2002 (or the CDEM Act). We are also governed by the Waikato Civil Defence Emergency Management Group plan. The CDEM Act requires Members of the Joint Committee (the local authorities within the Waikato region) to give effect to this plan. Within the CDEM Group Plan there are specific actions required to deliver CDEM outcomes agreed by members of the CDEM Group.

In addition to our planning for operational capability, the Waikato CDEM Group Plan requires that we work with our communities to build resilience and develop community response plans.

There is currently a reform taking place of the emergency management legislation. New Zealand's current emergency management system has many strengths, but the frequency, complexity, and consequences of recent emergencies have highlighted how important it is to update the law to improve how we manage risks, respond to and recover from emergencies, and empower and support communities to be resilient. The emergency management reform aims to ensure that:

- communities are better prepared to respond to and recover from emergencies.
- iwi and Māori participation is recognised, enhanced, and valued
- the impacts of emergencies on people, the economy, and the environment are reduced.
- the emergency management system is well-co-ordinated, high-performing, and enjoys widespread trust and confidence.

The Emergency Management Bill seeks to replace the now two decades old Civil Defence Emergency Management Act 2002. The Bill is not a fundamental transformation of the emergency management system, but instead makes some practical improvements to ensure the system can meet current and future needs.

As an organisation with a crucial responsibility to the public, we expect scrutiny of our performance. The Emergency Management Bill considers many lessons identified from national emergencies and reviews over many years. In addition, from learning from the lessons published by others, we undertake an informed approach to how well we manage emergencies in our district and the lessons we can take when things don't go as well as expected. We do this through after-action reports for our own responses and

participation in external evaluation by the Waikato CDEM Group and the National Emergency Management Agency (NEMA).

The commitment of our organisation during the past ten years to improve our ability to respond to our communities in an emergency is demonstrated through the outcomes of the evaluations by NEMA. Waikato District Council scored 46.8% in 2014, 69.9% in 2017 and 76% in 2019. This has brought us from being considered 'developing' to 'advancing'. To reach a level considered to be mature in this activity we are required to exceed a score of 80%.

However, more recent events across New Zealand have highlighted an increasing expectation across the sector, by our response partners and communities that we do better. There is a high level of detailed planning required to ensure we have the right arrangements in place to act quickly to avoid harm to the public during emergency events. This has been highlighted in the after-action reports into responses during the Auckland Anniversary Weekend Floods and Cyclone Gabrielle.

In 2019, the National Disaster Resilience Strategy (NDRS) came into effect and outlined the Crown's goals in relation to Civil Defence Emergency Management. The NDRS reaffirms the integrated 'all hazards, all-risks' approach to emergency management and the importance of working across the '4 Rs' of risk reduction, readiness, response, and recovery. It also introduced a priority of enabling, empowering, and supporting community resilience. Since the COVID-19 pandemic there has been increasing emphasis of improving resilience as a country, particularly as climate-related events become more common.

Local government has a major role to play in supporting community resilience and the delivery of a response in our communities. We are responsible for the planning for local hazard events and supporting our communities to understand and be prepared to respond. We recognise that communities are defined beyond the traditional definition of a geographic location, and extends to all those who live, work, or visit our district, including marae.

In December 2021 the Resilience Team was formed by bringing together the emergency management and risk functions within council. To provide leadership within the team one of the two existing emergency management roles was moved to become the Resilience Manager, with one emergency management and one risk team member to form the Resilience Team. The team now comprises risk, audit, business resilience, emergency management and marae resilience. We are seeking to increase the capability of the emergency management team back up to two team members to ensure that we can maintain our internal legal obligations to operationally respond to our communities and provide the investment of time and knowledge into our community response and resilience programme.

Business outcomes / benefits

We currently have 1FTE delivering the emergency management work programme. To meet our legislative (CDEM Act 2002) and community resilience requirements we need to increase the team by 1FTE.

With our current capability in the team, we cannot sustainably continue to meet our community response goals and our legislative and sector requirements to a level that adequately addresses both activities. Alongside the work undertaken in the community, our organisation and staff require continual development and improvement to meet our responsibilities under the CDEM Act 2022 and obligations to the Waikato CDEM Group membership and plan.

The work in our communities is not finished at the completion of a plan. This requires on-going maintenance, engagement and development of the groups. Our community response framework recognises that needs of the community response groups include training and development, resourcing and funding, education, and on-going administration to safely carry out a response if required.

Both activities (community and operational) require considerable time investment. We are currently prioritising the community response planning to meet the demand. This will only be sustainable for a short time before we need to move back to prioritising our operational planning and preparedness.

This area of work currently sits as a KPI for the Chief Executive for 23/24 'Develop priority marae, community and business continuity plans following relevant community engagement by 30 June 2024'.

There are increasing demands on council to respond and deliver in emergency events. This is a combination of the Emergency Management Reform and community expectations.

Resources required

Team	Resourcing	Grade	Permanent or Fixed	Full time or part time	Start year	End year (if fixed)	LOS / Growth / service maintenance ¹	Consequential savings? ²
Resilience	Permanent Staff (FTE)	15	Permanent	Fulltime	24/25		Increase	

1. Is this role required due to a level of service increase, growth or additional service maintenance required.
2. Will there be a reduction in consultant fees or additional income from fees and charges to offset the funding required for the role.

Warrants and delegations

NA

2024-2034 LTP staff request

Resilience Team - Community Resilience Strategic Advisor

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Building Community Resilience		
Building Relationships		
Supporting Sustainable Growth		
Improving Connectivity		
Improving Council Responsiveness		
Supporting Sustainable Growth		

Background

We are seeking to extend two fixed-term positions in specialist roles to engage with iwi/Maori with a view to improving community resilience planning for iwi and marae in the Waikato district, and to develop the role of Pouaarahi in an emergency response.

Marae have assets and places, which have often, and will again, be mobilised to secure community wellbeing in the aftermath of disasters. Having a facility where people may gather to look after each other in an emergency is important for community resilience. It is recognised that marae are often well located and well equipped to look after the needs of a community struggling with the impacts of an emergency. These strengths and building partnerships with Maori are important to developing a more inclusive approach to how we respond to an emergency at Waikato District Council.

The focus of these roles is to develop a Marae Resilience Strategy which includes a Marae Agreement with Council. This means proactively working with Marae to plan and support their resilience. This aims to strengthen their immediate environment, facilities, resource, and capability to participate as a welfare hub, distribution point or work with CDEM during an event. However, as part of the process identifies the aspirations and needs of Marae and integrating this understanding into Council planning and strategy. Throughout the development and implementation of the framework we will build Marae Resilience and CDEM/council relationships with manawhenua.

CDEM is the organisational response hub or 'glue' to a whole of council and government approach DURING a natural disaster or event. The current approach of CDEM is reactive during an event and improvements need to be made to integrate Te Ao Maaori into a civil defence response model. It needs to be PROACTIVE to include Marae participation in the planning and preparedness phase which will in turn improve community resilience.

The Marae Resilience Strategy is a whaanau centred, community led, and government enabled approach. It is also consistent with the JMA review and the inclusion of Marae Resilience as a factor that Waikato District Council support. It also consistent with the government commitment to ensure New Zealand's emergency management system that is geared towards inclusive, community-led responses to emergency events, as well as continuing work with Iwi Maori in emergency management.

The Marae Agreement has four parts, which will become a living document and will be reviewed as agreed.

1. Immediate requirements

- Agreement with CDEM of operational requirements by Marae prior, during and post an event.
- The agreement itself can be used to support applications for other types of resilience support from others.

2. Short-term goals

- Building the capacity and relationships between the Marae and CDEM
- Training and capacity workshops

3. Long-term goals

- Identify infrastructure ambitions or aspirations that are incorporated into community outcomes that inform the LTP.

4. Whole of government approach

- Work with other agencies in a joined-up way to better deliver support to Marae to build their capacity and resilience, such as coordinating information sharing workshops, training programmes, waananga etc and collaborative opportunities with Iwi Maaori.

Emergency Management Reform

In 2017, Central Government commissioned a Ministerial review into New Zealand's emergency management system in response to the 2016 Kaikoura-Hurunui earthquake and tsunami and the 2017 Port Hills fire.

The 2018 report 'Delivering better responses to natural disasters and other emergencies' identified the government's commitment to improving the capability of the emergency management system to deliver better outcomes in an emergency in New Zealand, including significant commitment to providing greater recognition, understanding and integration of iwi/Maaori perspectives and tikanga in emergency management.

The report recognises the capability that iwi Maaori bring to emergency management and the support role of marae in caring for people affected by an emergency. This will help ensure that Maaori perspectives are incorporated at all levels of our emergency management system and that the role marae, iwi and Māori organisations play is supported.

In 2019, the National Disaster Resilience Strategy (NDRS) came into effect and outlined the Crown's goals in relation to Civil Defence emergency management. The NDRS reaffirms the integrated 'all hazards, all-risks' approach to emergency management and the importance of working across the '4 Rs' of risk reduction, readiness, response, and recovery. It also introduced a priority of enabling, empowering, and supporting community resilience.

Local government has a major role to play in supporting community resilience and the delivery of a response in our communities. We are responsible for the planning for local hazard events and supporting our communities to understand and be prepared to respond. We recognise that communities are defined beyond the traditional definition of a geographic location, and extends to all those who live, work, or visit our district, including marae.

The CDEM Act 2002 requires that local authorities must plan and provide for a Civil Defence emergency within the district and continue to operate during and after an emergency. Our role is complex in that we must continue to provide essential services to our communities, in addition to providing the support and coordination of the emergency event. We recognise that greater community resilience, connection and understanding of communities is critical to how well we can respond to an emergency. We recognise that iwi bring a great deal of capability in relation to emergency management and their contributions are essential – before, during and after emergencies.

Building community resilience, even when performing a facilitative role, is resource intensive. It also requires a high level of skill and understanding to navigate diverse communities and complex issues. In April 2023 Te Kaunihera aa Takiwaa o Waikato was approved funding by the Department of Internal Affairs to assist in the establishment of a Community Resilience Strategic Advisor to lead this work for our district. The funding also allowed us to establish a fixed-term support role, Marae Resilience Coordinator, to assist in the development and implementation of the marae resilience framework.

The Community Resilience Strategic Advisor and the Marae Resilience Coordinator will build strong authentic relationships specific to the resilience and preparedness of iwi/Maori and marae for emergency management; and coordination of all associated tasks required to undertake this sustainably. The roles are instrumental in improving the outcomes of our community resilience planning and assisting to achieve outcomes that best serve this community when faced with an emergency.

Both roles are employed as part of the Resilience Team at Te Kaunihera aa Takiwaa o Waikato and will work alongside and have support from a team comprising risk, audit, business resilience, incident, and emergency management. This team ultimately exists to ensure that our organisation and our communities are resilient – this means that our people (business, community, family/whaanau, individuals) understand the environment that we live and operate in and have the capacity to cope in the event of a disruption or emergency. This is achieved through co-designed strategy and planning and sustainable relationship management.

An Emergency Management Bill has been introduced into Parliament with the aim of replacing the Civil Defence Emergency Management Act 2002 (CDEM Act), The Bill will ensure improvements across the system so it can meet current and future needs that include:

- clarifying roles and responsibilities across the emergency management system
- recognising and enhancing the role of Māori in emergency management
- enhancing the resilience and accountability of critical infrastructure
- enabling equitable outcomes for communities disproportionately impacted by emergencies.
- improving operational effectiveness
- updating the legal and regulatory frameworks for the emergency management system
- replacing the term ‘civil defence emergency management’ with ‘emergency management’.

Building community resilience, even where playing a facilitative role, is resource intensive. It also requires a high level of skill and understanding to navigate diverse communities and complex issues. We recognise that iwi bring a great deal of capability in relation to emergency management and their contributions are essential before, during and after emergencies.

Business outcomes / benefits

The fixed-term positions will provide leadership and expert advice to improve the way we collaborate with iwi/Maori in an emergency and recognise the aspirations of marae to achieve greater resilience. This will be delivered through workshops and plan with marae across the district. This aims to increase resilience through a heightened understanding and awareness of the needs of the marae for development of their immediate environment, strengthening their current arrangements and capacity, the hazardscape, the potential impact of natural disasters and put plans in place for responding in the event of an emergency.

Additionally, we are seeking to develop the role of Pouaarahi in an emergency under the regional CDEM-Maori framework. This role requires someone with extensive networks within iwi, hapuu, Maori organisations and Maori communities. It will be essential in creating tailored plans and doctrine that meets the needs of Iwi/Maori in our district, that our emergency management plans and practices can support, when responding to an emergency in our district.

The Community Resilience Strategic Advisor and Marae Resilience Coordinator are building strong authentic relationships specific to the resilience and preparedness of iwi/Maaori and marae in emergency management; and coordination of all associated tasks required to undertake this sustainably. These relationships are extensive and include central government agencies, collaboration with response partners to co-deliver similar initiatives and cross-boundary collaboration with partner councils to achieve better arrangements to support hapuu who have interests across multiple TLA boundaries.

These roles are instrumental in improving the outcomes of our community resilience planning and assisting to achieve outcomes that best serve this community in wellbeing and preparedness.

This area of work currently sits as a KPI for the Chief Executive for 23/24 'Develop priority marae, community and business continuity plans following relevant community engagement by 30 June 2024'.

We are currently in the design-phase to develop a framework and create a formal agreement between Mangatangi Marae, as a pilot.

We are currently working on a communication and engagement strategy to ensure we have a prioritised managed approach starting with Te Puuaha Marae as part of their recovery and resilience building post Cyclone Gabrielle, then the rest of Marae within Waikato-Tainui and other Marae. Consideration has been given to Marae outside the TLA boundary and sharing of the strategy with other TLA's.

Resources required

Team	Resourcing	Grade	Permanent or Fixed	Full time or part time	Start year	End year (if fixed)	LOS / Growth / service maintenance ¹	Consequential savings? ²
Resilience	Permanent Staff (FTE)	18	Permanent	Full-time	25/26		Maintenance of current level of service	
Resilience	Permanent Staff (FTE)	13	Permanent	Full-time	24/25		Maintenance of current level of service	

1. Is this role required due to a level of service increase, growth or additional service maintenance required.

2. Will there be a reduction in consultant fees or additional income from fees and charges to offset the funding required for the role.

Warrants and delegations

NA

2024-2034 LTP staff request

Strategic Property. Property Advisor.

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Consistent delivery of Core Services	Improving Council responsiveness	Supporting Sustainable Growth

Background

Historically, the structure of the property team has been very different. Resourcing and technical limitations, the nature of Council lands, the long history of local government in New Zealand and internal information management challenges has meant Council's property portfolio has not been managed to its full potential.

Until recently, there was a lack of clarity about the full extent of the land Council owns and administers. An extensive project has been undertaken to identify the Council's portfolio which includes information on land status history, tenure and current Council asset owner. This information is maintained in a spreadsheet and temporarily displayed in an online mapping tool, outside of Council's standard information management framework due to a lack of internal resourcing. Much of the land within the portfolio has been under Council administration for a long time, meaning there is an extensive history associated with each.

Due to the scale of the portfolio and historic lack of oversight, risks and inefficiencies exist in the Council's property management. Alongside the review of Land, the Strategic Property team have also undertaken an audit of Council leases which has highlighted a number of opportunities for improvement.

While the Strategic Property team is better resourced than it has been, current levels support addressing day-to-day property matters. It will take time, additional resourcing and financial commitment to catch up on historic property management issues.

The Strategic Property Team is currently resourced to support a Strategic Property Manager, three Senior Advisors, and two leasing officers. The Property Advisors are focused on land identification, landowner engagement, land acquisition and disposal, unformed road enquiries and the development of fit for purpose systems for managing the property portfolio. The leasing officers are engaged in negotiating new leases and renewals of expired leases. There is a need for a further resource to assist with data management, outgoing recoveries and identifying and progressing the disposal of underutilised lands to provide a return to Council.

We currently have a fixed-term resource in the way of a 3-day per week property officer who has assisted with updating Strategic Property's new leasing module in P and R and in cleansing property data held in ECM. We're able to see the benefit of this additional resource and would like this to become a permanent role to assist with the functions that will see a return of funds to Council via operating expense collection and property disposals.

We envisage that this role will facilitate additional income to Council to offset costs of the additional resource.

Business outcomes / benefits

Understanding Council's portfolio of property and leases has highlighted areas for improvement that will not only increase efficiencies but also the financial performance of the Council's property portfolio whilst reducing Council exposure to risk. Examples of strategic property work that will be able to be achieved with an additional resource include:

- Ensuring leases are current and rent reviews are progressed in a timely manner to secure the best returns;
- Recovering outgoings from tenants as provided for by leases, reducing Council costs;
- Identifying and progressing the disposal of lands which are not required to support Council needs or strategic direction, thereby generating sale income and removing operating costs and risks for those assets;
- More active review of the condition of Council premises leased by other to ensure compliance with occupation agreements and reduced maintenance obligations on Council;
- Identifying areas not currently tenanted that might be suitable for occupation and coordinating that process, generating income to support Council's other activities;
- More active engagement with our treaty partners on land matters;
- Identifying and implementing cost saving measures that can be achieved, e.g.:
 - o Economies of scale from procuring property services at a portfolio level rather than on a case by case basis;
 - o Alliance with the non-rateable provisions of the Local Government (Rating) Act 2002 where applicable;
- More streamlined land acquisitions.

Resources required

Team	Resourcing	Grade	Permanent or Fixed	Full time or part time	Start year	End year (if fixed)	LOS / Growth / service maintenance ¹	Consequential savings? ²
Strategic Property	Permanent Staff (1.0 FTE)	13	Permanent	Full Time	2023		Increased levels of service	Via lease opex recoveries and consultant savings
Strategic Property	Fixed term Staff (0.6 FTE)	13	Permanent	Part Time – 3 days per week	2023		Increased levels of service	Via lease opex recoveries and consultant savings

1. This role is required due to a level of service increase, as Council land holdings have been correctly identified via the Property Register project undertaken in 2022/23. The extent of the Council's landholdings and the outstanding property actions have highlighted the need for an additional resource.
2. We currently have a fixed term resource (property consultant) sitting within the property team to address a backlog of work. This workload has arisen out of the property register work referred to in (1) above and secondments within the team. The proposed new resource will replace the need for external consultants for day-to-day work. External consultants charge in the region of \$200/hour. A 2-day per week contract for a 3-month term = \$44,000 – over a 12-month term this equates to >\$176,000.

Warrants and delegations

Financial Delegations – Category A – up to \$10,000 to enable instruction to contractors for valuation, survey, land investigation consultancy work

Warrants – no warrants required for this role.

2024-2034 LTP staff request

Community Connections

Community Venues Officer

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Building Relationships	Improving Council Responsiveness	
Consistent Delivery of Core Services	Building Community Resilience	

Background

In early 2022 a two-year fixed term contract was granted for a Community Venues Officer to manage the Community Halls portfolio. This portfolio had not previously had a dedicated resource, instead was an administrative part of the Cemeteries Officer position and before that was in the Facilities team.

Recruitment was successful and a candidate was placed into the role for April 2022-April 2024. This position allows our Community Hall Committees a contact point within Council and has enabled the Community Venues & Events team, and the wider Community Connections team, to have a deeper understanding of the issues and options facing our halls portfolio.

Business outcomes / benefits

The permanent appointment of this FTE will allow the continued connection between Council and the Hall Committees. Hall Committees have expressed that having a central point of contact is a significant benefit to them and enables them to serve their communities through the facilitation of the community hall.

Many large projects are in the pipeline for this portfolio as presented to Council in a workshop on 28 August 2023 including a complete review of the Community Halls. Without a dedicated resource this project will be unable to be completed and create financial risk through degrading buildings and reputational risk as the community halls are a highly visible and emotional part of communities.

Resources required

Team	Resourcing	Grade	Permanent or Fixed	Full time or part time	Start year	End year (if fixed)	LOS / Growth / service maintenance ¹	Consequential savings? ²
Community Venues & Events	Permanent Staff (FTE)	12	Permanent	Full time	2024	N/A	Continuation and growth of level of service	N/A

Warrants and delegations

No financial delegation.

No warrants require the position.

2024-2034 LTP staff request

Strategic Advisor – Maaori Partnerships

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Building Relationships	Building Community Resilience	
Supporting Sustainable Growth	Improving Council Responsiveness	

Background

Waikato District Council does not currently have a strategic advisor that focuses specifically on Maaori strategies and Hapuu and Iwi management plans. It is proposed that a new position is created to assist in areas where resource is scarce to provide meaningful support to our Maaori communities.

Hapuu and Marae management plans and Manawhakahono a rohe have legal implications under the RMA to be given effect to by Council. They are a vital tool for acknowledging, preserving and enhancing the cultural, social, economic and environmental values of mana whenua. The new NBA has similar requirements, and it is important that Waikato District Council are proactive in their approach. The legislation regarding Hapuu and Marae management plans was amended in 2021 from Councils needing to 'give effect to' to 'take into account'. This requirement means that Council MUST consider these plans in their planning documents. Although Council is not legally required to assist with the creation of these documents, it would be in Councils best interest to be involved in their creation and promotion to provide information to council staff with the aspirations, knowledge and future planning of local Hapuu and Marae. The intent is to reduce the amount of 'chasing' mana whenua for input if Maaori outcomes and objectives are already lodged with Council. There are opportunities for these documents to be included in the new e-plan system which will ensure any planning or strategic obligations aren't missed by Staff. The flow on effect of providing this service will result in better relationships and partnerships with our Maaori communities and in particular with Waikato Tainui. Existing staff that could assist in this space is limited to the Kaiwhakamaahere – and it is predicted that role would not have capacity to give full assistance in that space.

It is apparent that Maaori engagement and meaningful inclusion in documents across Council is lacking. Many teams are trying to work with and engage Mana whenua without clear direction and strategies. There is no Maaori engagement strategy, Te Tiriti o Waitangi strategy or Maaori strategic Strategy at this Council. The work that needs to be done here needs to have full dedication and commitment from Council, and the creation of this position would be seen to be doing that. It is of the view that to require these documents to be created by the new Executive Manager Maaori Partnerships seems unrealistic. Support for this role and these documents is vital to provide robust and meaningful strategies.

A dedicated role to these issues could ensure that Councils other obligations under the JMA, MOUs and other iwi documents are incorporated and applied across the Council.

The writer assumes this role would work closely with the Planning and Policy team Kaiwhakamaahere, or other teams within planning and policy, however understand that this role may be better suited to the Maaori partnerships team in regard to support and relationship building externally and across Council teams.

Business outcomes / benefits

This request is to increase the level of service required to meet our Te Tiriti o Waitangi requirements, meet NBA and SPA obligations, Council strategic objectives, JMA and MOU requirements, provide Maaori community support, assist internal staff with strategic alignment and engagement with Maaori, and to build a proactive reputation for Council in relation to working collaboratively with Iwi, Hapuu, Marae and Mana whenua.

The Proposed Strategic Advisor Iwi role is proposed to:	Why/How does this align with Council objectives
Collaborate with the Waikato-Tainui environmental team to create a Hapuu/Marae management plan (HMP) template/toolkit.	The objective is to provide a robust and informative toolkit and template for Hapuu and Marae to use as a starter for their HMPs to increase the number of HMP lodged with Council.
Provide an Iwi/Maaori focused strategic advice service to Hapuu and Marae when developing their HMPs	A well designed HMP with Council input can include sections that will assist Council staff across the boards in regard to things such as: GIS, heritage, parks and reserves, papakainga and housing, engagement, structure and spatial planning, services and more.
Work with the Executive Manager Maaori partnerships to assist in the development of Strategic documents including but not limited to Te Tiriti o Waitangi Strategy and Maaori Strategic Strategy.	These strategies will assist staff across the organisation as well as help Council to meet their statutory obligations.
Provide support and create an internal process regarding Mana Whakahono a Rohe.	Requirement under section 82 of the natural and Built Environment Act 2023.
Work closely and provide support with staff within council in developing and aligning strategic documents	Provide input and inform outcomes for various strategies to ensure a Maaori lens is applied across Council documents. Notify and keep staff informed about Maaori strategies and objectives.
Relationship Building with Maaori	Relationship building to assist with and increase Maaori engagement

Resources required

Team	Resourcing	Grade	Permanent or Fixed	Full time or part time	Start year	End year (if fixed)	LOS / Growth / service maintenance ¹	Consequential savings? ²
Policy and Planning or Maori Partnerships	Permanent Staff (FTE)	17/18	Permanent	Full time	2024	N/A	LOS	N/A

1. Is this role required due to a level of service increase, growth or additional service maintenance required.
2. Will there be a reduction in consultant fees or additional income from fees and charges to offset the funding required for the role.

| Warrants and delegations

N/A no new warrants or delegations

2024-2034 LTP staff request

Transport unit - Maintenance Contract Manager

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Improving Council Responsiveness	Building Relationships	
Consistent Delivery of Core Services		

Background

The Transport team currently holds the Road service maintenance Alliance contract with Downer NZ, which is expiring in June 2025. The current Owner Interface Manager is working on the procurement of the next maintenance contract model including the LGA S17 review and working with Waka Kotahi on the procurement model selection.

There is a need for additional support within transport team to manage current Alliance contract for the period of two years until June 2025 while the Owner Interface Manager is working on procurement. This additional support will include managing daily operations with Alliance as well as signing off monthly payment certificates and dealing with customer complaints. This additional resource is currently approved by ELT for FY 2023-2024 using the carry forward funding. As this will be 2-year fixed term employment contract starting from now to June 2025, we need approval under LTP business case to continue supporting the team with this resource. This vacancy will continue to first year of next LTP.

Business outcomes / benefits

- Contract Management of Alliance.
- Delivery Management
- Better responsiveness from council side on Transport enquiries,
- Risk reduction
- Financial management of Alliance TCE budgets.
- Resourcing support for Transport team.

Resources required

In the table below outline the additional resources required.

Team	Resourcing	Grade	Permanent or Fixed	Full time or part time	Start year	End year (if fixed)	LOS / Growth / service maintenance ¹	Consequential savings? ²
	Permanent Staff (FTE)							
Roading	Fixed term Staff (FTE)	18	Fixed term	Full time	2023	2025	Level of service	N/A

1. Is this role required due to a level of service increase, growth or additional service maintenance required.
2. Will there be a reduction in consultant fees or additional income from fees and charges to offset the funding required for the role.

Warrants and delegations

Financial delegation of \$10K to allow to access EPO and signing off payment for Waikato District Alliance.

2024-2034 LTP staff request

Transport unit – Recovery/Assistant Engineer

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Building Community Resilience	Building Relationships	
Consistent Delivery of Core Services	Improving Council Responsiveness	

Background

This is additional support required within roading/Transport team for the management of Emergency works cyclone recovery as well as for the resilience programme build up which is additional funding provided by DIA.

Details: Cyclone recovery Assistant Engineer resource is designed to provide support in customer inquiry, internal and external project liaison, resource consent compliance, working with parties to produce a roading detailed resilience business case, stakeholder meetings and regulatory reporting which remains with the WDC Roding team.

We currently have Pinnacles Ltd managing Emergency works application and providing technical support to team, however Junior Assistant Engineer will be value for money for WDC considering Pinnacles expertise comes with high rates for interactions with internal stakeholders like - finance, legal, Comms, Community boards, council reports, customers' requests etc.

Given the Emergency works project is locked into the recovery phase now, the Assistant Engineer is approved from Waka Kotahi NZTA to charge it to Project. The internal capacity within team is minimal due to amount of unplanned and reactive works. The expiry/Renewal of Road maintenance contract is also adding much workload to Roding Operations team leader. This fixed term resource Junior/Assistant engineer resource is designed to provide some balance and headroom to the team.

Business outcomes / benefits

This is fixed term resource for the management of cyclone recovery management for roading as well as assist the team with resilience business case for Waka Kotahi approval in LTP24-27.

This additional support will benefit council to attract additional funding from government for Transport Resilience delivery.

Resources required

In the table below outline the additional resources required.

Please include a new line for each additional staff member required.

Team	Resourcing	Grade	Permanent or Fixed	Full time or part time	Start year	End year (if fixed)	LOS / Growth / service maintenance ¹	Consequential savings? ²
	Permanent Staff (FTE)							
Roading	Fixed term Staff (FTE)	12	Fixed term	Full time	2023	2025	LOS	N/A

1. Is this role required due to a level of service increase, growth or additional service maintenance required.
2. Will there be a reduction in consultant fees or additional income from fees and charges to offset the funding required for the role.

The costs for this FTE will be charged 100% to Emergency works project and Resilience Funding from DIA. No general rate impact.

Warrants and delegations

No financial or operational delegation.