

Agenda for a meeting of the Performance & Strategy Committee to be held in the Council Chambers, District Office, 15 Galileo Street, Ngaaruawaahia on **TUESDAY, 24 OCTOBER 2023** commencing at **9.30am**.

1. APOLOGIES AND LEAVE OF ABSENCE

2. CONFIRMATION OF STATUS OF AGENDA

3. DISCLOSURES OF INTEREST

The register of interests is no longer included on agendas, however members still have a duty to disclose any interests under this item.

4. CONFIRMATION OF MINUTES

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8. **EXCLUSION OF THE PUBLIC**

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GJ Ion
CHIEF EXECUTIVE

TERMS OF REFERENCE AND DELEGATION

Reports to:	The Council
Chairperson:	Cr Janet Gibb
Deputy Chairperson:	Cr Marlene Raumati
Membership:	The Mayor, all Councillors
Meeting frequency:	Six-weekly
Quorum:	Majority of members (including vacancies)

Purpose:

The Performance & Strategy Committee is responsible for:

1. Setting the broad vision and direction for the District's Long Term Plan, determine specific outcomes that need to be met to deliver on Council's vision, develop and monitor strategies to achieve those goals.
2. Monitoring of Council's strategy, and performance (both financial and non-financial) against the Long Term Plan and Annual Plan.
3. Determining financial matters within its delegations and Terms of Reference and making recommendations to Council on financial matters outside its authority.
4. Guiding and monitoring Council's interests in Council Controlled Organisations (CCOs), Council Organisations (COs) and subsidiaries.

In addition to the common delegations, the Performance & Strategy Committee is delegated the following Terms of Reference and powers:

Terms of Reference - Strategy:

1. Develop and agree strategy and plans for the purposes of consultation (including those required under schedule 10 of the Local Government Act 2002).
2. Recommend to Council strategy and plans for adoption, that underpin Council's Long Term Plan.
3. Monitor and review adopted strategies and plans.
4. To monitor and provide advice on the development and implementation of growth and development strategies, land use, and spatial plans in line with national policy requirements.

Terms of Reference – Performance:

1. To monitor Council's financial strategy, and performance against that strategy.
2. To monitor Council's non-financial performance framework as set out in the Long Term Plan.
3. To receive quarterly reports on the Chief Executive's Business Plan.

4. To provide clear direction to Council's CCOs and COs on Council's expectations, including feedback on draft statements of intent.
5. To receive six-monthly reports of Council's CCOs and COs, including on board performance.
6. To undertake any reviews of CCOs and agree CCO-proposed changes to their governance arrangements, except where reserved for full Council's approval.
7. To monitor Council's investments and Local Government Funding requirements in accordance with Council policy and applicable legislation.

The Committee is delegated the following powers to act:

- Approval of:
 - a. the increase or decrease of the number of members on CCO and CO boards;
 - b. appointments to, and removals from, CCO and CO boards; and
 - c. a mandate on Council's position in respect of remuneration proposals for CCO and CO board members to be presented at Annual General Meetings.
- Approval of letters of expectation for each CCO and CO.
- Approval of statements of intent for each CCO and CO.
- Exercise the Council's powers as a shareholder, or as given under a trust deed, in relation to a CCO or CO, including (but not limited to) modification of constitutions and/or trust deeds, granting shareholder approval of major transactions where required, or exempting CCOs in accordance with the Local Government Act 2002. For clarity, this delegation includes the approval or otherwise of any proposal to establish, wind-up or dispose of any holding in, a CCO or CO.
- Monitor work programme of Future Proof, Waikato Plan, Growth Strategy and cross-boundary issues.
- Approval of any process for making decisions where additional operating expenditure or capital expenditure funding, or deferred capital expenditure, is required.
- Approval of all insurance matters which exceed the delegation of the Chief Executive or other staff, including considering legal advice from the Council's legal and other advisers, approving further actions relating to insurance issues, and authorising the taking of formal actions
- Review and make recommendations to Council in relation to Fees & Charges (after consultation with relevant community boards or committees).
- Review and recommend to Council the adoption of the Annual Report.
- Approval of transactions in relation to investments in accordance with Council policy.
- Approval of contractual and other arrangements for supply and services, and revenue generating contracts, which exceed the Chief Executive's delegations, but exclude contracts or arrangements that are reserved for the Council or another committee's approval.
- Approval of rating issues where these exceed the delegated authority of officers or are an appeal against officer decisions. For clarity, this excludes decisions that are required, by law, to be made by the Council.

- Approval to write-off outstanding accounts that exceed officer delegations.

To	Performance & Strategy Committee
Report title	Confirmation of Minutes
Date:	Wednesday, 11 October 2023
Report Author:	Elizabeth Saunders, Senior Democracy Advisor
Authorised by:	Gaylene Kanawa, Democracy Manager

1. Purpose of the report

Te Take moo te puurongo

To confirm the minutes for meetings of the Performance & Strategy Committee held on:

- i. Monday, 11 September 2023; and
- ii. Monday, 9 October 2023.

2. Staff recommendations

Tuutohu-aa-kaimahi

THAT the Performance & Strategy Committee confirms the minutes as a true and correct record for meetings held on:

- i. **Monday, 11 September 2023; and**
- ii. **Monday, 9 October 2023 (Extraordinary – Annual Report).**

3. Attachments

Ngaa taapirihanga

Attachment 1 – P&S Minutes – 11 September 2023

Attachment 2 – P&S Minutes – 9 October 2023

Minutes of a meeting of the Performance & Strategy Committee of the Waikato District Council held in the Council Chambers, District Office, 15 Galileo Street, Ngaruawahia on **MONDAY, 11 SEPTEMBER 2023** commencing at **9.30am**.

Present:

Cr M Raumati (Chairperson)
Cr C Beavis
Cr CA Eyre (Deputy Mayor)
Cr M Keir
Cr EM Patterson
Cr V Reeve
Cr P Thomson
Cr LR Thomson
Cr T Turner
Cr D Whyte

Attending:

Mr G Ion (Chief Executive Officer)
Mr T Whittaker (Chief Operating Officer) – *until 9.51 am*
Ms A Diaz (Chief Financial Officer)
Mr R MacCulloch (General Manager Customer Support)
Mr C Morgan (General Manager Community Growth)
Mr V Ramduny (Strategic Initiatives & Partnerships Manager)
Mr C Bailey (Finance Manager)
Mr J Ebenhoh (Policy & Planning Manager)
Ms N Hubbard (Corporate Planning Team Leader)
Ms E Saunders (Senior Democracy Advisor)

The meeting was opened with a karakia.

APOLOGIES AND LEAVE OF ABSENCE

Resolved: (Crs L Thomson; P Thomson)

That the apologies for:

- a. **non-attendance from Cr Gibb (Chairperson); Her Worship the Mayor, Mrs JA Church and Cr P Matatahi-Poutapu be accepted.**

CARRIED

P&S2309/01

CONFIRMATION OF STATUS OF AGENDA ITEMS

Resolved: (Crs Patterson; Eyre)

THAT the agenda for a meeting of the Performance & Strategy Committee held on Monday, 7 August 2023 be confirmed:

- a. with all items therein being considered in open meeting with the exception of those items detailed at agenda item 8 which shall be considered with the public excluded; and
- b. all reports be received.

CARRIED

P&S2309/02

DISCLOSURES OF INTEREST

There were no disclosures of interest.

CONFIRMATION OF MINUTES

Resolved: (Crs Kier/P Thomson)

THAT the minutes for a meeting of the Performance & Strategy Committee held on Monday, 7 August 2023 be confirmed as a true and correct record of that meeting with the following amendment:

CARRIED

P&S2309/03

REPORTS

Actions Register
Agenda Item 5

The report was received [*P&S2309/02 refers*] and taken as read and the Chief Financial Officer gave a brief update on the items in the report with no further questions from the committee.

STRATEGY REPORTS

Long Term Plan 2024-2034 Work Update Agenda Item 6.1

The report was received [*P&S2309/02 refers*] and taken as read and the Corporate Planning Team Leader answered questions from the committee.

- A section had now been included which was the strategic risks which Councillors need to be aware of and this comes off the back of some of the questions around the key building blocks.
- A brief discussion was held in relation to Community Board & Committee Chair attendance at Council Workshops and it was confirmed that invites have now been sent out to the relevant chairs.

Te Nehenehenui Joint Management Agreement (previously Ngaati Maniapoto) Agenda Item 6.2

The report was received [*P&S2309/02 refers*] and taken as read and the Strategic Initiatives & Partnerships Manager answered questions from the committee.

- A brief overview of the report was provided by the Strategic Initiatives & Partnerships Manager along with a brief history of the Maniapoto settlement.
- It was noted that the Committee was required to approve the draft Te Nehenehenui Joint Management Agreement today which will then go back to the Te Nehenehenui Trust.
- Cr Turner gave a further overview of all the work that had been completed to date on the agreement and acknowledged the work of all the Council staff that had helped get this agreement over the line.
- Cr L Thomson voiced her support of Cr M Raumati being the alternative member of the Joint Management Agreement Committee which Cr Turner supported.
- Cr Turner provided context to the Committee in response to a question raised in relation to the awa (river) and the relationship that Te Nehenehenui has with the awa and what their strategy is for the maintenance.
- Cr Turner gave the Committee an overview of Tainui's relationship to the Te Nehenehenui Joint Management Agreement Committee.
- It was noted that Cr M Raumati vacated the Chair for resolution d. of the recommendation as she was voted as the alternate member of the Committee and Cr L Thomson assumed the chair for that section.

Resolved: (Crs L Thomson/Reeve)

THAT the Performance and Strategy Committee recommends to Council the approval of the following recommendations of the Te Nehenehenui Joint Management Committee:

- a. That, to discharge its responsibilities more effectively and efficiently, the Te Nehenehenui Joint Management Committee assumes the responsibilities of the Ngaa Wai o Waipaa Co-Governance Forum in addition to its own, and the membership structure of the Forum; in accordance with the law by taking all necessary actions including:

 - i. executing a joint management agreement between the six member agencies incorporating the responsibilities of the Committee and the Forum and the membership structure of the Forum.**
 - ii. approving the amended terms of reference for adoption by Te Nehenehenui Joint Management Committee incorporating provisions necessary to achieve the purposes of both the Committee and Forum under the Committee's name.**
 - iii. confirming the continuation of the current Co-Chairs and Deputy Co-Chairs until, and if, the member agencies indicate new appointments in accordance with the Terms of Reference.**
 - iv. the disestablishment of the Forum when all necessary actions to merge the Committee and the Forum are complete.****

THAT the Performance and Strategy Committee further recommends to Council:

- a. the approval of the draft Te Nehenehenui Joint Management Agreement.**
- b. authorises Cr Tilly Turner (as Waikato District Council's elected representative on the previous Ngaa Wai o Waipaa Co-Governance Forum and, by default, Council's representative on the Te Nehenehenui Joint Management Agreement Committee) to sign the final agreement (including any subsequent amendments to the draft) on Council's behalf;**
- c. that the name of the Ngaa Wai o Waipaa Co-Governance Forum be changed to the Te Nehenehenui Joint Management Agreement Committee in Council's Governance Structure.**

CARRIED

P&S2309/04

Resolved: (Crs Turner/Patterson)

THAT the Performance and Strategy Committee further recommends that Council:

- d. appoints Cr M Raumati as Waikato District Council's alternate member in the event that Cr Turner cannot attend; and**

CARRIED

P&S2309/05

PERFORMANCE REPORTS

Approved Counterpay Review
Agenda Item 7.1

The report was received [*P&S2309/02 refers*] and the Finance Manager answered questions of the Committee:

- A question was raised in relation to ratings and short term credit ratings and what each of them means. The Chief Financial Officer will provide further information out of cycle to all elected members.

ACTION: The Chief Financial Officer to provide some further information to the Committee out of cycle which outlines the ratings.

General Rate Position for the Year Ended 30 June 2023
Agenda Item 7.2

The report was received [*P&S2309/02 refers*] and the Finance Manager answered questions from the committee.

- It was noted that Staff remuneration did not appear to be mentioned later on in the report. The Chief Financial Officer advised this does appear on Page 66 of the agenda but also provided further clarification.
- A concern was raised in relation to ad-hoc payments in particular the Horsham Downs Hall Committee and the fact that Council seem to be bailing out one particular hall committee. Is this setting a precedent? It was clarified by the Chief Financial Officer that this is for the building itself which is owned by Council so we will try and fund the excess. It was suggested that further conversation be taken offline.

ACTION: Conversation to be had off-line with the Committee and the Chief Financial Officer in relation to Hall Committees and payments made by Council.

- The Chief Financial Officer provided further clarification on the carry-forwards mentioned in the report and provided context for the Committee. Further clarification was required in relation to the \$2.4M that has been set aside from the \$3.8M – The Chief Financial Officer will ask Legal Counsel to attend the next Committee agenda to provide further clarification.

ACTION: The Chief Financial Officer to invite Council's Legal Counsel to the next Committee meeting to provide further clarification on the carry-forwards.

Resolved: (Crs P Thomson/Reeve)

THAT the Performance & Strategy Committee recommends to Council that the 2022/2023 General Rate Surplus of \$3,852,532 is transferred as follows:

- \$2,452,532 to the General Accounting Reserve Fund to contribute towards expected and possible costs associated with claims against Council relating to water ingress (leaky building) and other structural defects, legislative changes and other ad-hoc funding requests that have arisen during the year.**
- \$1,400,000 to the Gearing for Growth and Greatness Reserve Fund to fund the expected Annual Plan shortfall resulting from the 2023/2024 Remuneration Review.**

CARRIED

P&S2309/06

Chief Executive Business Plan
Agenda Item 7.3

The report was received [*P&S2309/02 refers*] and taken as read and the Chief Executive Officer answered questions of the committee:

- A question was raised in relation to Point 4.2) and the meeting being held with Ironduke in September. It was noted by the Chief Executive that a meeting was held in the previous week to gain an understanding of what they might offer and how they may be useful to Council but further noted that they haven't been appointed as yet.
- The Committee noted the level of detail in the report, in particular the detail around the current vacancies and expressed their appreciation.
- It was noted in response to a query that both Her Worship the Mayor, Mrs JA Church and Cr C Eyre were attending the Local Government NZ (LGNZ) meeting which was set for later this week. What is Council's position in relation to this? It's a very strategic meeting. It was further noted that LGNZ approach seems to be having more than one consensus on this which does not seem to make sense.
- It was confirmed that the submission was done by Council on the future of Local Government.

EXCLUSION OF THE PUBLIC

Resolved: (Crs Patterson/P Thomson)

THAT the public be excluded from the following parts of the proceedings of this meeting.

- a. The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
Item PEX 1. Minutes from meeting held on Tuesday, 20 June 2023	Good reason to withhold exists under Section 6 or Section 7 Local Government Official Information and Meetings Act 1987	Section 48(1)(a)
Item PEX 2.1 Remission of Wastewater Availability Targeted Rates		
Item PEX 2.2 Rating and Abandoned Land Sales		

- b. This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public, as follows:

Item No.	Section	Interest
Item PEX 1. Minutes from meeting held on Tuesday, 20 June 2023	Refer to the previous Public Excluded reason in the agenda for this meeting.	
Item PEX 2.1 Remission of Wastewater Availability Targeted Rates	7(2)(a)	To protect a persons privacy
Item PEX 2.2 Rating and Abandoned Land Sales	7(2)(a)	To protect a persons privacy

CARRIED**P&S2309/07**

Resolutions P&S2309/08 – P&S2309/11 are contained in the public excluded section of these minutes.

There being no further business the meeting was declared closed at 10.39am.

Minutes approved and confirmed this day of 2023.

Cr M Raumati
CHAIRPERSON

Minutes of a meeting of the Performance & Strategy Committee of the Waikato District Council held in the Council Chambers, District Office, 15 Galileo Street, Ngaaruawaahia on **MONDAY, 9 OCTOBER 2023** commencing at **12.09pm**.

Present:

Cr J Gibb (Chairperson)
Cr M Raumati (Deputy Chairperson)
Her Worship the Mayor, Mrs JA Church
Cr C Beavis
Cr M Keir
Cr K Ngataki
Cr EM Patterson
Cr V Reeve
Cr P Thomson
Cr LR Thomson
Cr T Turner
Cr D Whyte

Attending:

Mr C Susan, Audit NZ
Ms K Maccown, Audit NZ

Mr G Ion (Chief Executive Officer)
Mr T Whittaker (Chief Operating Officer)
Ms A Diaz (Chief Financial Officer)
Mr W Gauntlett (Acting Community Growth General Manager)
Ms M May (Service Delivery General Manager)
Mr R MacCulloch (Customer Support General Manager)
Ms C Pidduck (Legal Counsel)
Ms N Hubbard (Corporate Planning Team Leader)
Mr C Bailey (Finance Manager)
Ms N Hubbard (Corporate Planning Team Leader)
Mr M Balloch (Building Quality Manager)
Mr T McIntyre (Policy Advisor)
Ms E Saunders (Senior Democracy Advisor)

APOLOGIES AND LEAVE OF ABSENCE

Resolved: (Crs Ngataki/Patterson)

That the apology for:

- a. non-attendance from Cr Eyre be received.

CARRIED

P&S2310/01

CONFIRMATION OF STATUS OF AGENDA ITEMS

Resolved: (Her Worship the Mayor, Mrs JA Church/Cr L Thomson)

THAT the agenda for a meeting of the Performance & Strategy Committee held on Monday, 9 October 2023 be confirmed:

- a. **with all items therein being considered in open meeting with the exception of those items detailed at agenda item 5 which shall be considered with the public excluded.**

CARRIED

P&S2310/02

DISCLOSURES OF INTEREST

There were no disclosures of interest.

REPORTS

Annual Report
Agenda Item 4.1

The report was received [*P&S2310/02 refers*] and the Chief Financial Officer provided an update and the following discussion was held:

- A Powerpoint Presentation on the previous 2022/2023 year was provided to the Committee which outlined the year in review including the key highlights and room for improvement.
- An extensive summary was provided on both the financial and non-financial measures for the previous year.
- It was noted that whilst we usually do receive dividends in relation to the Airport we have not received any for the last two years.
- An outline was provided on the two sets of water results in the presentation. One set fits in with the Long Term Plan (LTP) and the other set is for the new requirements.
- The spelling of both Ngaaruawaahia and Pookeno was highlighted by the Committee and it was further advised that this needs to be rectified in the Annual Report document before going to Council.
- The concern was raised that given Council have increased the rates by 3.5% more than what was previously benchmarked there may be ratepayers reading this report that will question what the rates are paying for.
- It was confirmed that the communication of this report is key and pulling together some key communication highlights for elected members will be vital to ensure all communications are cohesive and in line with the report.

- It was noted that whilst the numbers read that Council are \$223M up from the forecasted \$180M it won't be until the end of the construction season that we'll know for sure where Council have landed. For now we can confirm that we are tracking well against the budget.

The Finance Manager and the Corporate Planning Team Leader then addressed the Committee and spoke to the Annual Report, with the following discussion held:

- It was noted that regular updates have been provided to the Committee throughout the year and this is the final Annual Report presentation for adoption.
- It was advised that the full Completed Design of the Annual Report would be available at the formal Council meeting for adoption of the Annual Report and it has been half completed to date.
- The Corporate Planning Team Leader walked the Committee through some changes in the report along with some tweaks in the results which has not changed the overall outcome except the compliance result for discharging under Regional Council – the result was actually a zero which changes the result to Achieved. .
- The audit clearance is currently with Audit NZ. The plan was to provide clearance on Friday this week however they are just waiting on the final changes to be made. Council are still on track to meet the adoption of the Annual Report date.
- It was queried whether Audit NZ did a deep dive in any particular area? It was confirmed that Audit NZ would normally do a lot of work on valuations and revaluations and they also took a good look at the capital works programme under the LTP.
- It was queried whether the extensive work in the Proposed District Plan are reflected in the valuation? It was confirmed that the cost of the District Plan is unfunded and any costs will be written off throughout the life of a district plan (10 years). This is captured but not in the Annual Report.
- It was queried whether councillor satisfaction could be reflected in the survey results and it was further noted that bringing Community Boards and Community Committees along on the journey would be a good thing.
- It was noted that in response to a query around Stormwater & Wastewater costs and what the internal charges will be that the question will be taken offline for further discussion.
- When will the first quarter of 2023/2024 be presented to the Committee? September quarter has just finished and team is working on generating the reports for the Committee's overview.
- Capital Programme – it was noted that in the Annual Report we are comparing against the Annual Plan budget. It is mentioned in the Chairpersons statement in the financial results and it was noted that this result and part of the report will really need to be communicated to our communities effectively.
- It was noted that it would be great to have further information that reflects what the 40% of Capital works is and explains to our communities where it is being undertaken.

To	Performance & Strategy Committee
Report title	Actions Register
Date:	24 October 2023
Report Author:	Ashleigh Fairhead, EA Chief Operating Officer
Authorised by:	Alison Diaz, Chief Financial Officer

1. Purpose of the report

Te Take moo te puurongo

To update the Performance and Strategy Committee on the actions arising from the previous meeting.

2. Staff recommendations

Tuutohu-aa-kaimahi

THAT the Actions Register for October 2023 be received.

3. Attachments

Ngaa taapirihanga

Attachment 1 – Performance and Strategy Committee Actions Register

	Action	Responsible to Action	Status/Update/Response
1.	<p><u>Roading levels of service and schedule of works</u></p> <p>The General Manager Service Delivery to have a conversation offline with Elected Members in relation to the levels of service and schedule of works for Roding projects.</p>	Megan May, Acting General Manager Service Delivery	The levels of service, along with the reseals and rehabilitation programme have been circulated to Elected Members.
2.	<p><u>Residents survey satisfaction working group</u></p> <p>A working group to be created to look at refining the data in future surveys to gain a better understanding of the results (particularly with costs and budgets) along with formulating some actions from the current survey.</p>	Reece Turner, Customer Experience Manager	<p>There is a working group in place currently that reviews the survey results and formulates improvement actions each quarter.</p> <p>Councillors will help develop the KPIs for the LTP, this can be undertaken with the improvement lens that Councillors are requesting and may lead to changes to the design (and costing) of future resident satisfaction surveys.</p>
3.	<p><u>Presentation of summary report</u></p> <p>The Indicative Financial Performance Summary Graph and Spreadsheet to be spread over two pages in the future to make for easier reading.</p>	Colin Bailey, Finance Manager	Noted.

	Action	Responsible to Action	Status/Update/Response
4.	<p><u>Financial reports</u></p> <p>A further conversation to be had offline with the Chief Financial Officer and the Finance Team to look at details in the report moving forward and the graphics used particularly for Capital Works.</p>	Alison Diaz, Chief Financial Officer	A meeting was held to discuss, and a commitment has been made to develop reports within the new finance system to be rolled out in conjunction with the LTP.
5.	<p><u>Non-financial performance results</u></p> <p>Further discussions to be held offline with the Corporate Planning Team Leader, the Customer Experience Manager and Elected Members in regard to the Governance results and the current KPI standard.</p>	Nicole Hubbard, Corporate Planning Manager	Noted. This will be undertaken in line with the development of LTP KPIs.
6.	<p><u>Non-financial performance results</u></p> <p>Request to highlight mandated legislative results versus non-legislative for future reporting.</p>	Nicole Hubbard, Corporate Planning Manager	Noted.
7.	<p><u>Approved Counterparty Review</u></p> <p>The Chief Financial Officer to provide some further information to the Committee out of cycle which outlines the ratings.</p>	Alison Diaz, Chief Financial Officer	<p>"A credit rating is an independent opinion on the capability and willingness of a financial institution to repay its debts — in other words, its financial strength or creditworthiness.</p> <p>Credit ratings give investors an indication of a financial institution's relative strength, the likelihood that it will default and fail to repay investors. Credit ratings help investors assess whether the risk of investing is balanced by the rate of return on an investment.</p>

	Action	Responsible to Action	Status/Update/Response
			<p>Under section 80 of the Banking (Prudential Supervision) Act 1989, registered banks are required to obtain and maintain a current credit rating applicable to their long-term, senior, unsecured obligations payable in New Zealand, in New Zealand dollars.</p> <p>Banks may obtain a credit rating from Standard & Poor's, Moody's Investor Service or Fitch Ratings.</p> <p>Registered banks must publish their credit rating in 6-monthly disclosure statements." RBNZ</p> <p>Further detail on the ratings of each rating agency can be found at https://www.rbnz.govt.nz/regulation-and-supervision/oversight-of-banks/standards-and-requirements-for-banks/bank-credit-ratings</p>
8.	<p><u>General Rate Position for the Year Ended 30 June 2023</u></p> <p>Conversation to be had off-line with the Committee and the Chief Financial Officer in relation to Hall Committees and payments made by Council.</p>	Alison Diaz, Chief Financial Officer	Noted. To be scheduled.
9.	<p><u>General Rate Position for the Year Ended 30 June 2023</u></p> <p>The Chief Financial Officer to invoice Council's Legal Counsel to the next Committee meeting</p>	Alison Diaz, Chief Financial Officer	Noted. Conversation may need to take place in PEX if the questions raised fall under legal privilege.

	Action	Responsible to Action	Status/Update/Response
	to provide further clarification on the carry-forwards.		
10.	<p><u>Abandoned Land and Rating Sales</u></p> <p>The Finance Manager will come back to the Committee to advise how long the Public Trust can hold money for.</p>	Colin Bailey, Finance Manager	<p>The Public Trust Act 2001 allows the Public Trust to be appointed manager of any real (land) or personal (other) property in New Zealand if its owner cannot be found.</p> <p>If the property is land, and no one has established a claim to it within 20 years, then the land will be transferred to the Crown. Any money derived from the land (e.g. rent) is paid to the Treasury. All real property will be transferred to the Crown, through Land Information New Zealand, after a period of 7 years and any money derived from that property will be transferred to the Treasury.</p>

To	Performance and Strategy Committee
Report title	2024-2034 Long Term Plan work programme update
Date:	24 October 2023
Report Author:	Nicole Hubbard, Corporate Planning Manager
Authorised by:	Tony Whittaker, Chief Operating Officer

1. Purpose of the report

Te Take moo te puurongo

The purpose of this report is to provide the Performance and Strategy Committee with an update on progress in the Long-Term Plan (LTP) work programme, as well as information about what's coming up for elected members in the next six weeks.

2. Executive summary

Whakaraapopototanga matua

The report provides an update about the work programme for the 2024-2034 LTP under the 11 key building blocks that make up the LTP. The updates include timeframes (where these are known), as well as how elected members can expect to be involved.

3. Staff recommendations

Tuutohu-aa-kaimahi

THAT the Performance and Strategy Committee receives the 2024-2034 Long Term Plan Work Programme Update report.

4. Background

Koorero whaimaarama

Elected members were provided with an overview of the LGA planning and reporting process and the requirements and work programme for the 2024-2034 Long Term Plan at the Performance and Strategy Committee meeting on 27 March 2023, and since then have received an update at each meeting on the building blocks progress.

Objectives

The key project management objectives for the 2024-2034 LTP project are:

- to create, and effectively consult on, an LTP Consultation Document;
- to deliver a final 2024-2034 Long Term Plan by 30 June 2024 that meets statutory requirements and receives an unmodified audit opinion; and
- to ensure that the final LTP is a document that has buy-in from, and can be relied on, by staff, elected members and the community.

Work programme update

The LTP project involves many process and content pieces, many of which overlap or are dependent on each other, before getting to the final LTP document that is adopted at the very end.

Updates about each of the key building blocks for the LTP are in the table below.

Key Building Blocks		Where it's at/what's the plan	Status
1	Community Outcomes and Strategic Direction setting	Community Outcomes and Strategic Priorities were adopted by Council on 7 June 2023. These will be used to provide direction to staff when planning work programmes and will be included in the LTP proper.	Completed
2	Groups of Activities structure	The Groups of Activities (GOA) structure has been endorsed by ELT. Information on how activities fit within the structure was presented to Council through the August 2023 Activity workshops.	On track
3	Significant forecasting assumptions	The significant forecasting assumptions were workshopped with Council on 15 May 2023 to enable staff to use them in their upcoming planning and budgeting. A light review of the assumptions was completed during September to ensure the assumptions are as up to date as possible leading into budgeting workshops, another light review will be done in early 2024 to retest and confirm them.	On track
4	Significance and engagement policy	This policy determines how to assess the level of significance of decisions that Council makes, and also sets out how and when communities can expect to be engaged with.	On track

Key Building Blocks		Where it's at/what's the plan	Status
		Staff have done a high-level review of the document and at this point no changes have been identified, the policy will come to Council for formal adoption by the end of the calendar year.	
5	Budgeting process	<p>The budgeting process will set CAPEX and OPEX for each of the 10 years of the LTP. Budget managers will start inputting budgets in October 2023.</p> <p>There will be many opportunities for elected members to feed into the budgeting process, including the workshops on asset and activity management plans and levels of service that have occurred and will continue, and ultimately workshopping and approving the draft budget for the consultation document.</p>	On track
6	Financial and funding policies	<p>There are various financial and funding policies that will be reviewed through the LTP project. These include a review of Council's fees and charges, the Revenue and Financing Policy and several rates remission policies.</p> <p>A workshop was held with Council on 30 May 2023; further work will continue throughout the LTP process.</p> <p>Engagement on Councils Fees and Changes commenced from September 2023. The review is anticipated to be completed by early December 2023.</p> <p>The individual survey on the Revenue and Financing Policy was circulated to councillors in September 2023 and a council workshop to be held 9th October 2023.</p>	On track
7	Financial Strategy	The financial strategy describes the significant factors impacting the council that have influenced the strategy (e.g. changes in population and land use, and expected capital expenditure needed to maintain levels of service). It also sets out limits on rates increases and borrowing.	On track

Key Building Blocks	Where it's at/what's the plan	Status
	<p>The review of the financial strategy has begun, and elected members had their first opportunity to input into this at a workshop on 15 May 2023, alongside the infrastructure strategy.</p> <p>Based on the current Annual Plan process, it is clear that delivering existing levels of service will cost more than anticipated (due to inflation, increased in asset values etc.). Any increase to levels of service will need to be offset by reductions/savings in other areas if Council is to stay within rates and debt limits.</p>	
8	<p>Infrastructure Strategy</p> <p>The infrastructure strategy is a synthesis of the significant infrastructural issues that are likely to arise over the next 30 years, including their financial and non-financial consequences, and the principal options for managing them.</p> <p>The review of the infrastructure strategy by the community asset team has begun, and elected members had their first opportunity to input into this at a workshop on 15 May 2023, alongside the financial strategy.</p>	On track
9	<p>Development contributions policy</p> <p>The development contributions policy (DCP) enables the council to set charges for new developments to contribute to the growth-related costs of building infrastructure to support the increased demand.</p> <p>The DCP is not a policy required to be reviewed as part of the LTP process, however it is included here as the review will occur alongside the LTP development.</p> <p>The LTP will set in place the CAPEX for the upcoming 10 years, so the DCP levies have strong interdependencies with the LTP.</p> <p>A workshop was held with the Development Agreements Committee on 12 June 2023, followed by a presentation to Council on 20 June.</p>	On track

Key Building Blocks	Where it's at/what's the plan	Status
	<p>The workshops sought direction from Council on potential options that could be investigated through the review of the policy. This was followed up with an online poll for councillors.</p> <p>The P&R Committee formally approved the scope of the review on 22 August 2023. The next milestone is for the draft policy to be workshopped with elected members at end of November.</p>	
10	<p>Activity and asset planning</p> <p>Activity management plans describe the activities, services and outcomes Council is delivering to the community.</p> <p>Asset management plans focus on the physical assets, covering condition, lifespan, resources needed to manage the assets, cost of replacing the assets.</p> <p>A number of council workshops have been held on asset and activities.</p> <p>External facing activities have completed <i>Part B: How much we are going to do</i> of the activity which will be workshopped with Council 10 and 11 October.</p> <p>This key building block has a monitor status due to the tight timeframes for delivery, and the fact that guidance sought from Council will feed into the next phases of planning; therefore, it is critical that elected members are present for LTP workshops going forward to ensure robust input.</p>	Monitor
11	<p>Consultation and engagement</p> <p>Formal Consultation</p> <p>Formal consultation on the LTP's consultation document will be undertaken in March-April 2024.</p> <p>Alongside this Council will also consult on the Development Contributions Policy and Fees and Charges, with subsequent hearings and deliberations to be during May 2024.</p>	On track

Key project risks

Risk description	Mitigation
<p>Resourcing - There are currently resourcing pressures on the project team due to a number of vacancies.</p>	<p>The project steering group is currently managing this risk by approving temporary contractor resource to support teams.</p>
<p>Financial Strategy - The current financial position is that there will be no substantial rates increases. Due to inflation and costs increasing, maintaining current levels of service is expected to cost more than anticipated.</p>	<p>Any increase to levels of service will need to be offset by reductions/savings in other areas if Council is to stay within rates and debt limits.</p>
<p>Government elections - There is a risk that during elections there is a potential change in government, which could result in a change in policy direction; for example, the 3 waters reform, transport policies, and planning directives might not proceed or may change.</p>	<p>Three waters: Activity and Asset Management Plans for Waters Activities are being prepared which will support Council to make decisions about what is included in the 2024-2034 LTP if the current assumption of waters activities transferring to an external entity changes.</p> <p>Resource Management reforms and transport policy changes: No alternative options are being developed at this stage, staff are keeping a watching brief on these matters and will respond post the election.</p>
<p>LTP Programme - Due to the LTP timeframes for preparing activity management plans being pushed out at the beginning of the process, the project team have tight timeframes to complete the remaining work. As a result of this, it will be difficult for staff to respond to wholesale changes in direction by Council, if not consistent with direction-setting earlier in this process, as there is not time to accommodate large changes.</p>	<p>Elected members presence at meetings and workshop is necessary to provide clear direction to staff on the next phases, consistent with previous direction.</p>
<p>District Rating Valuations District valuations due in March 2024 are likely to result in individual property general rate increases to vary from the average used for consultation, i.e., the overall rates income does not change while the apportionment changes according to property values.</p>	<ul style="list-style-type: none"> - Communications team are working on early general comms. - The consultation document will include reference examples of how individual property rates change depending on value changes. - Ratepayers be provided with summary proposed rates before and after the valuation changes.

5. Next steps

Ahu whakamua

At the time of preparing the update, elected members are booked for a Revenue and Financing Policy workshop on 9 October 2023, and workshops on activity management plans *Part B: How much we are going to do of the activity* of the activity on 10 and 11 October 2023.

A workshop with elected members on the draft development contributions policy is planned for end of November with a date to be confirmed.

Staff will continue to report on the progress of the 2024-2034 LTP at each Performance and Strategy meeting through the lens of the key building blocks.

6. Attachments

Ngaa taapirihanga

There are no attachments for this report.

To	Performance and Strategy Committee
Report title	Timing of the next Waikato 2070 Review
Date:	24 October 2023
Report Author:	Donna Tracey, Strategic Planning Manager
Authorised by:	Will Gauntlett, Acting General Manager Community Growth

1. Purpose of the report

Te Take moo te puurongo

To inform the Council on the District's Growth and Economic Development Strategy - Waikato 2070 (the Strategy) implementation progress.

AND

To seek approval to defer the review period to not start until at least the year 2025.

2. Executive summary

Whakaraapopotanga matua

The Strategy was adopted by Council on the 19th of May in 2020. The Strategy has four focus areas, Grow our Communities, Build our Businesses, Embrace our Identity and Empower our People. Under each of the focus areas are key directions and implementation methods. For each of the growth nodes in the district there is a development plan that shows the areas and timing for growth.

It states the following regarding the review of the Strategy.

REVIEW

"To ensure that Waikato 2070 is effective and current, the strategy must be reviewed approximately every three years. The frequency of the review will ensure that the strategy is relevant within the everchanging environment(s). This includes taking account of the new plans, including: Waikato District Council District Plan, Waikato Blueprints, Future Proof Stage 2 update, and the new Waikato Regional Policy Statement. Additionally, the frequency of review will require ongoing monitoring of the strategy and the review of population projections periodically".

Staff have considered the current state and recommend that the review period is delayed until at least 2025.

3. Staff recommendations Tuutohu-aa-kaimahi

THAT the Performance and Strategy Committee:

- a. **approves the deferral of the review of Waikato 2070 until at least 2025.**

4. Discussion and analysis Taataritanga me ngaa tohutohu

The year being 2023 would signal that a review should take place this year; the budget for this review (\$30,600) was provided for in the 2022/2023 financial year. To date the unspent budget has been carried forward to the 2023/2024 financial year.

This project has not commenced, and the staff recommendation is to delay the review until at least 2025. There are multiple factors as to the recommendation to delay which are outlined as follows.

Proposed District Plan Decisions

The Proposed District Plan decisions demonstrated that the commissioners gave a lot of weight to Waikato 2070; this meant that they zoned (with live urban zoning and Future Urban Zoning 'FUZ') a number of Waikato 2070's future development areas that were not included in the notified version of the Proposed District Plan.

The Decisions Version of the Proposed District Plan now has more zoned land for growth and development than the Proposed District Plan initially envisioned. Although this does not directly impact when to review Waikato 2070, it does mean we are catering well for development and further along in implementation of Waikato 2070. If we were to review the Strategy this year, there may not be much to update with regards to the future development areas.

Proposed District Plan Appeals

Appeals on the Proposed District Plan mean that there are some areas where the zoning is uncertain. It would be prudent to wait until all appeals related to zoning have been resolved so that we know what our growth and development settlement pattern for the future looks like in the District Plan. Although hard to predict when many of these appeals may be resolved, it is likely the bulk will be well progressed or resolved by 2025.

Variation 3 to the Proposed District Plan

The Housing Enablement Act resulted in Waikato District Council needing to change the density in four of our townships, through a change to the District Plan known as Variation 3.

This Variation changes the desired settlement pattern set out in Waikato 2070 to have a higher density. A decision (expected March 2024) on the extent of where the Medium Density Residential Standards apply is required so that this, and the impacts of this, can be incorporated into a review of Waikato 2070.

Future Proof

Although adopted in June 2022, the Future Proof Strategy is currently being reviewed to ensure that it meets the requirements as a Future Development Strategy under the National Policy Statement on Urban Development.

We anticipate multiple submissions, including work being completed by Hamilton City Council, through which the planned settlement pattern in the Waikato District may change. This work needs to be completed so that we can incorporate it into a review of Waikato 2070.

Existing Future development areas - Infrastructure Asset and Facilities Planning

Council staff are working towards the planning to provide for the required infrastructure and community facilities to unlock each of the already identified future development areas within the Strategy.

This work is still progressing as new staff in the business are educated on planning for growth areas. Many of the future development areas have multiple landowners and will require Council to lead more discussions or build some of the key infrastructure to unlock the development. Staff are busy with the existing future development areas that we have without adding more to the picture.

National Policy Statement on Urban Development - Housing and Business Assessment

Our housing and business assessment for 2023 is currently underway and near completion. This assessment, sometimes referred to as the "HBA", compares housing and employment demand to supply. Initial outputs of the assessment signal that we will have sufficient Residential Land supply for the district.

The assessment takes into consideration our Proposed District Plan zoning as well as all the future development areas identified within Waikato 2070. It is anticipated that this will not be the case with regards to employment land (retail, commercial & industrial). Council will need to do some substantial work in this space, alongside Future Proof Partners, prior to updating the Strategy to understand future demands of employment land.

Waikato 2070 Implementation Plan

In June this year, staff updated the Waikato 2070 Implementation Plan, this is an operational document that helps guide staff to ensure the aspirations of the Strategy are being delivered (Attachment 1).

The update to the implementation plan saw a increased focus on the economic development components of the Strategy which were missing in the 2021 Implementation Plan. This review was led by the Strategic Planning Team but had a very high contribution from the Economic and Community Led Development Team. The progress dials in the Implementation Plan highlight the progress that has been made over the last two years but show that there is still considerable work to do to deliver on the existing strategy.

Census Population and Demographics

Waiting until the year 2025 to review the Strategy will mean that we should have updated demographic projections from Statistics New Zealand. These statistics play a key role in understanding the make-up of our communities and help in determining the amount of land required for growth and development that our district needs to cater for in the future.

Summary

Considering the above pieces of work that need to inform the review of the Strategy, staff believe that commencing the work in the year 2025 will be a suitable time to review the Strategy. It is anticipated the review will take approximately 12 months. This will be dependent on the Proposed District Plan Appeals progress.

When Waikato 2070 was developed it was in a timely manner to drive decisions that were made at a sub-regional and local level. The document was vital for Council to have clear direction on where our growth was going and why.

Although the pieces of work to be completed above may give the impression that other factors are in the driving seat for this review, this will not be the case. The review will take a long term, best-for-district, view and the other pieces of planning work will be valuable to inform a review. There is the opportunity for the review to be completed in a timely manner to inform the Regional Spatial Strategy required under the new Spatial Planning Act 2023.

4.1 Options

Ngaa koowhiringa

Staff have assessed that there are two reasonable and viable options for the Performance and Strategy Committee to consider. This assessment reflects the level of significance.

A. *Delay reviewing the Strategy until at least the year 2025 Preferred Option*

The reasons and benefits that this is the preferred option are outlined above in section 5, the discussion and analysis section.

Risks associated with this option are less than minor. There may be some landowners/developers who might be hoping for the chance to include land into the Strategy for development, however this would not 'speed up' in any way the planning processes required to develop new land, primarily due to the current phase that our District Plan is in (proposed with appeals, not accepting private plan changes).

There will be an opportunity for landowners/developers to submit on the Future Proof – Future Development Strategy when that is out for consultation, which will feed into the Strategy review. Deferring the review of the Strategy until 2025 means staff resources can focus on other projects.

B. Complete a review of the Strategy now (earliest commencement this could take place is April 2024)

This option would mean that the review is completed only 8-12 months prior to the preferred option, it would be aligned to what the Strategy signals (*"the strategy must be reviewed approximately every three years"*).

The risks with this option mean that many of the reasons/projects supporting the delay would not be complete so there would be gaps in essential data required to inform the review of the Strategy. The Strategy may need to be reviewed again shortly thereafter to incorporate these other pieces of planning work.

Staff recommend option A because of the reasons outlined in section 5.

4.2 Financial considerations **Whaiwhakaaro puutea**

There are no material financial considerations associated with the recommendations of this report.

4.3 Legal considerations **Whaiwhakaaro-aa-ture**

Staff confirm that the staff recommendation complies with the Council's legal and policy requirements.

4.4 Strategy and policy considerations **Whaiwhakaaro whakamaaherehere kaupapa here**

The report and recommendations are consistent with the Council's policies, plans and prior decisions.

4.5 Maaori and cultural considerations **Whaiwhakaaro Maaori me oona tikanga**

Maaori (iwi, hapuu) will be a partner, when the time comes to review the Strategy.

4.6 Climate response and resilience considerations **Whaiwhakaaro-aa-taiao**

The decisions sought by, and matters covered in, this report are consistent with the Council's [Climate Response and Resilience Policy](#) and [Climate Action Plan](#).

4.7 Risks **Tuuraru**

The risks associated with the staff recommendation are outlined in the options and considered less than minor to Council.

5. Attachments **Ngaa taapirihanga**

Attachment 1 – Waikato 2070 Implementation Plan.

Key Implementation Tasks: Waikato 2070 Growth and Economic Development Strategy

Waikato District Council: Strategic Planning Support – Core 1 Deliverable

[UPDATED 2023]

Prepared for Waikato District Council
Prepared by Beca Limited

2 August 2023

03.0
FOCUS AREAS.

<p>03.1 GROW OUR COMMUNITIES Blueprint initiative: 4, 5, 7, 8</p>	<p>03.2 BUILD OUR BUSINESSES Blueprint initiative: 6</p>
<p>03.3 EMBRACE OUR IDENTITY Blueprint initiative: 1, 2, 3</p>	<p>03.4 EMPOWER OUR PEOPLE Blueprint initiative: 9</p>

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Addendum Notes:

Beca was commissioned to undertake and deliver an updated list of implementation actions (Section 3.0) that are informed by the Waikato 2070 Strategy to reflect strategic planning matters and incorporate additional economic and community focused actions. Consequently, the following sections of this report have been updated to reflect this work:



Section	Updates
Section 2.3*	<ul style="list-style-type: none"> additional row added to the table to acknowledge Plan Change 1 to the Waikato Regional Policy Statement.
Section 3.1	<ul style="list-style-type: none"> graphics & text updated to reflect the incorporation of economic and community focused tasks / actions (in particular, incorporating Focus Area 'Build our Businesses' that was previously considered out of scope).
Summary Table	<ul style="list-style-type: none"> incorporating new economic and community focused tasks / actions. various amendments to 'Key Council Stakeholders' 'Proposed Taks' and 'Waikato 2070 Strategy Focus Areas' columns in response to feedback from Strategic Planning team. adding a 'tracking' column for all implementation tasks / actions.
Section 3.2 – 3.10	<ul style="list-style-type: none"> updates to all tables to respond to changes to Summary table.

* *The additional economic and community focused tasks / actions have been informed with consideration to the requirements of the current resource management system (including both the National Policy Statement on Urban Development 2020 and the National Policy Statement on Highly Productive Land 2022). The initial implementation tasks / actions derived (as per the methodology contain in Section 2.0 of this report) were prepared prior to both Policy Statements and have subsequently not been reviewed under this new framework.*

Revision History

Revision N ^o	Prepared By	Description	Date
1	John McCall & Marsha Badon	Draft	06/09/2021
1.1	John McCall & Marsha Badon	Final	26/10/2021
1.2	John McCall	Final [UPDATED]	31/07/2023

Document Acceptance

Action	Name	Signed	Date
Prepared by	John McCall		31/07/2023
Approved by	Craig Sharman		01/08/2023
on behalf of	Beca Limited		

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1 Introduction

Beca is working with Waikato District Council's (WDC) Strategic Planning Team on a suite of interlinked investigations under the following topics:

- The Waikato 2070 Growth & Economic Development Strategy – implementation
- The Waikato District Plan - future variation topics
- Structure Planning - prioritising

Our investigations will culminate in three core outputs (one per topic). These outputs will provide WDC with direction on potential short- and medium-term actions to help achieve the districts growth aspirations (as identified in the Waikato 2070 Growth & Economic Development Strategy – hereafter referred to as “Waikato 2070 Strategy”) in a holistic and effective way through spatial planning and Proposed District Plan (PDP) related actions.

Core Output by Topic:

Core Output	Topic Area	Task
1	Waikato 2070 Growth and Economic Development Strategy	Investigate 'what is required' to deliver some of the key implementation actions identified in the Councils Waikato 2070 Growth and Economic Development Strategy.
2	Waikato District Plan	Consolidate existing Council information to identify all Proposed District Plan variation topics. Create scenario 'next steps' for each based on PDP outcomes.
3	Structure Planning	Use Council GIS mapping to prioritise growth cells requiring a structure plan using suitability criterion to be agreed with the Council.

This report forms the deliverable for Core Output 1.

The focus of Core Output 1 and this report is the identification of spatial planning related tasks (associated with the Waikato 2070 Strategy implementation actions) that primarily require a WDC internal leadership or advocacy role from the Strategic Planning Team. These tasks rely on the input of other Council departments but have strong links to ensuring the District Plan review and future Structure Plan processes achieve their intended outcomes to create well-functioning built and natural environments.

As a result of on-going District Plan Review processes, an assessment of specific tasks that may be required in association with the PDP will be addressed separately through our Waikato District Plan investigations (Core Output 2). It is anticipated that potential further tasks required in association with the PDP will be assessed using scenarios and can be actioned, as required, post-PDP hearings (2022).

In addition, Structure Plan related recommendations will largely be covered through our Structure Planning investigations (Core Output 3).

2 Methodology

2.1 Approach

In response to the on-going nature of PDP processes into 2022, Core Output 1 focuses on non-PDP specific tasks that can potentially be started in the short-term (Q4/2021 - Q1/2022) subject to resourcing and funding.

The focus of potential short-term actions and tasks identified in Core Output 1 is two-fold:



The above advocacy and leadership initiatives are tied to the concepts of place-making, transport, open space, climate change, and mana whenua and have been linked back to the overarching Waikato 2070 Focus Areas:

- 03.1 Grow Our Communities
- 03.2 Build Our Business
- 03.3 Embrace Our Identity
- 03.4 Empower Our People

We were also provided a suite of 10 implementation actions relating to a 'Development Plans' by the Council that we have been assessed through our Core Output 1 investigations as well.

2.2 Methodology

Beca has been working closely with WDC's Strategic Planning Team across this project through weekly meetings and online file sharing. For our Core Output 1 investigations the team opted to utilise Miro's collaborative shared working space.

Our methodology for Core Output 1 involved three key stages covering investigation, analysis, and recommendation setting.

2.2.1 Investigation

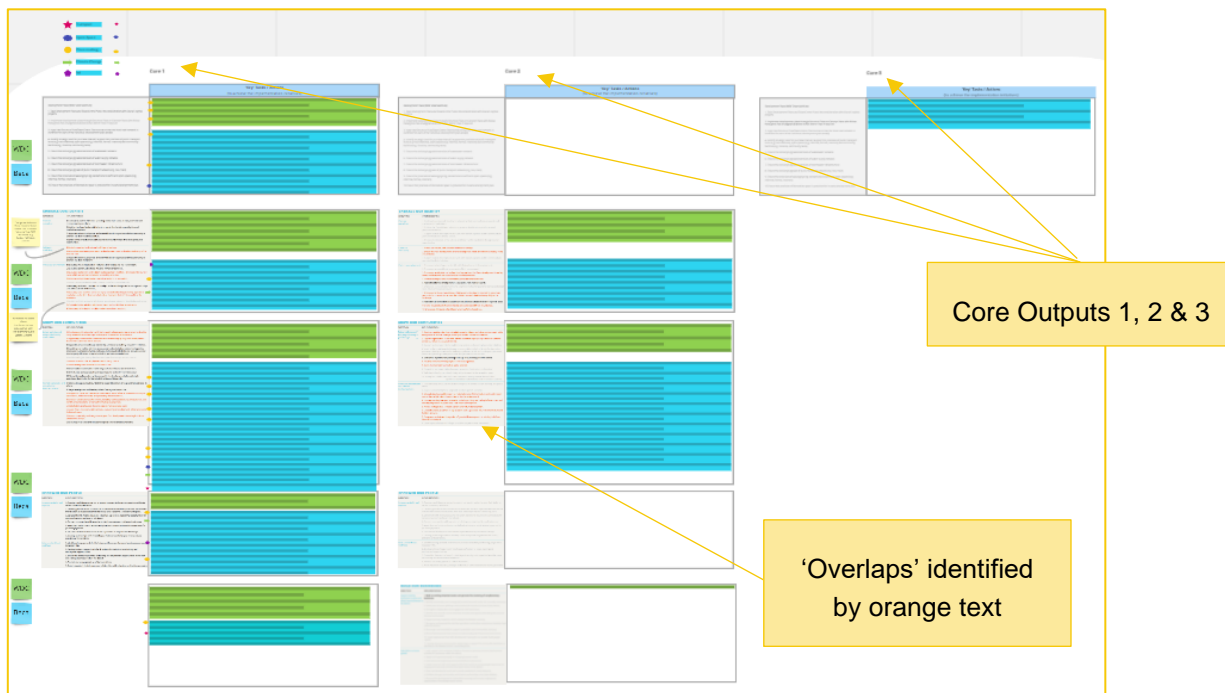
Initially we reviewed the implementations actions identified in the Waikato 2070 Strategy (i.e., Focus Areas 03.1 – 03.4) and the Councils 'Development Plans' implementation actions. In addition, we reviewed the proposed tasks identified by WDC in its 'Waikato 2070 Implementation' Excel spreadsheet that was shared with us.

Compiling this data into Miro, we brainstormed the 'key outcomes' the implementation actions were trying to achieve and explored potential tasks in addition to those already identified by WDC.



2.2.2 Analysis

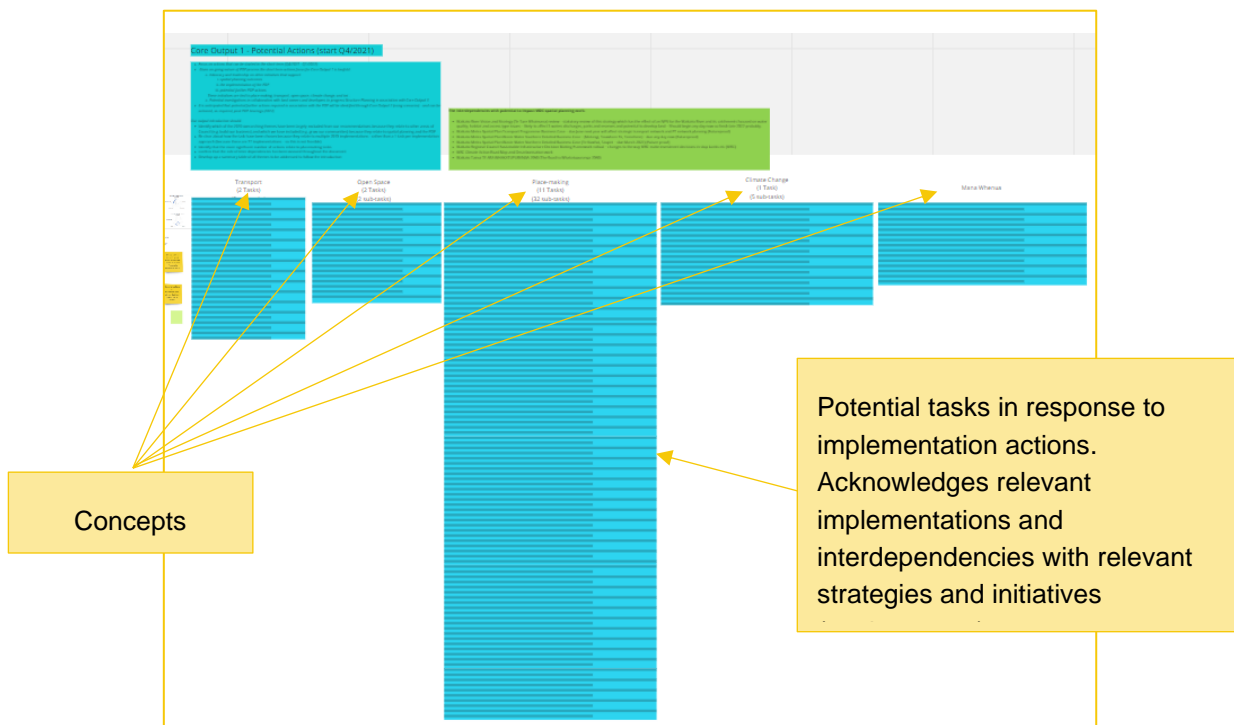
Subsequently we split the tasks identified by both WDC and Beca between our three Core Outputs - to reflect the potential timing of tasks and how we would be assessing them. We supplemented this by identifying where there was overlap of Waikato 2070 Strategy implementation actions across the Core Output investigations.



2.2.3 Recommendation Setting

Our final step was to pull all this information back together to develop a proposed suite of potential tasks for Core Output 1 linking to spatial planning and the PDP that work towards addressing multiple implementation actions each. Given the volume of implementation actions within the Waikato 2070 strategy (No.75) we considered that focusing on tasks that assist in achieving multiple implementation actions was important to maximise the benefit of the task outcomes and Council resourcing.

For this step of the process, we used our concepts (place-making, transport, open space, climate change, and mana whenua) to re-order the proposed tasks, identifying which Council departments we considered would 'lead' these tasks. Through this step we also thought about where these tasks may potentially interplay with other Council workstreams (refer to section 2.3 below).



2.3 Interdependencies with Potential to Impact Spatial Planning Work

The recommended tasks for Core Output 1 have been considered in the context of the following District and Regional workstreams:

Workstream	Level	Comments
Waikato River Vision and Strategy (Te Ture Whaimana) review	Regional	A statutory review of this strategy is underway that focuses on water quality, habitat, and access type issues. Potential to affect three waters discharges, parks and reserves, and potential to develop land. Due to begin in 2021. Potential completion in late 2022.
Waikato Metro Spatial Plan Transport Programme Business Case	Futureproof	Potential implications for strategic transport network and PT network planning. Potential completion date April 2022.
Waikato Metro Spatial Plan Wastewater Southern Detailed Business Case	Futureproof	(Matangi, Tauwhare Pa, Tamahere). Potential completion in 2021.

Workstream	Level	Comments
Waikato Metro Spatial Plan Wastewater Northern Detailed Business Case	Futureproof	(Te Kowhai, Ngaruawahia, Taupiri). Potential completion in March 2022.
Waikato Regional Council Sustainable Infrastructure Decision Making Framework rollout	Regional	Potential changes to the way WRC make investment decisions in stop banks etc.
WRC Climate Action Road Map and Decarbonisation work	Regional	Recommended to also speak to neighbouring local authorities to align with their current work.
Waikato Tainui TE ARA WHAKATUPURANGA 2050 (The Road to Whakatapuranga 2050)	n/a	A five-year plan that prioritises initiatives, potential external funding partners, and funding income.
Waikato Regional Coastal plan review	Regional	For natural hazard and harbour related issues.
Plan Change 1 to the Waikato Regional Plan	Regional	Addresses water quality impacts of agriculture in particular.
Plan Change 1 to the Waikato Regional Policy Statement	Regional	Incorporates the requirements of the National Policy Statement on Urban Development 2020 and reflects the updated Future Proof Strategy ¹ .

Further investigation on the influence of these workstreams should be completed when assessing the appropriateness of undertaking the potential tasks identified within this report.

2.4 Interdependencies with National Direction

2.4.1 Resource Management Reforms

On 10 February 2020, Environment Minister David Parker confirmed that the RMA will be repealed and replaced with new laws this parliamentary term. The three new Acts proposed will be the:

- **Natural and Built Environment Act (“NBA”)** – to provide for land use and environmental regulation (this would be the primary replacement for the Resource Management Act 1991 “RMA”). It will provide a greater focus on positive outcomes for both natural and built environments rather than only controlling effects. It will ensure that the use, development, and protection of resources only occurs within prescribed environmental limits. Other key changes include stronger national direction, one single combined plan per region, and a more efficient resource consent process.
- **Strategic Planning Act (“SPA”)** – to integrate with other legislation relevant to development, require long-term regional spatial strategies that set long term goals for each region (both land and coastal areas), integrating land use planning, environmental regulation, infrastructure provision, climate change and natural hazard risk management. The SPA will also integrate functions across the NBA and related statutes.
- **Climate Change Adaptation Act (“CAA”)** – to address complex issues associated with managed retreat and funding and financing adaptation.

¹ See addendum notes on page 2.

Given the high-level nature of the information currently available on the NBA through the Exposure Draft, we do not consider there is sufficient indication (at this time) to be considered, in detail, the potential implications of the reforms on the 'Key Implementation Tasks' identified at Section 3.0 below.

It is, however, important to note that as the reforms progress, direction on future mandate for Council's will become more apparent and any such direction could be integrated into the 'Key Implementation Tasks', if appropriate / practicable, at the time it is public knowledge.

3 Key Implementation Tasks [Updated 2023]

Our work understanding the key implementation actions and potential tasks from the Waikato 2070 Strategy began with an assessment of:

- all four overarching Focus Areas within the Waikato 2070 Strategy
- a 'Development Plan' Focus Area added by WDC (that is, not identified in the Waikato 2070 Strategy)
- the 75 sub-category implementation actions associated with the above five Focus Areas.

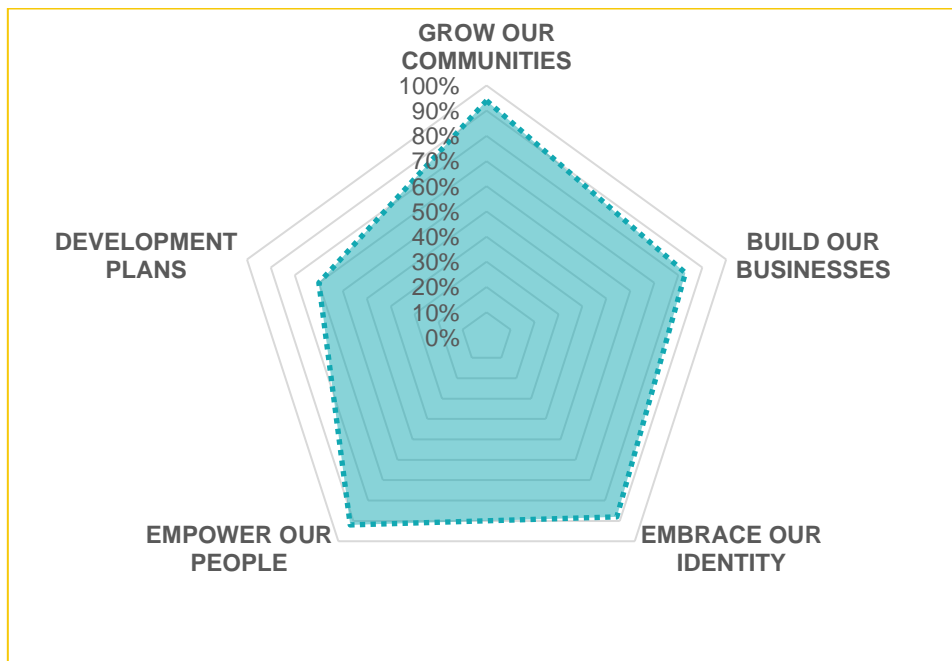
As part of the July 2023 update, additional implementation actions and potential tasks were provided by the Community and Economic Development team and incorporated into the Summary Table: Key Implementation Task – noting these tasks / actions did not arise from the methodology detailed in Section 2.0 of this report. In addition, updates were made to the suite of tasks assigned to the Climate Change team as well as amendments to the implementation tasks / actions assigned to the Strategic Planning team. In combination with the first iteration of implementation tasks / actions, the updates incorporated as part of the July 2023 update now represent a whole of organisation approach to the Waikato 2070 Strategy.

The table below shows the interplay between these Focus Areas and potential spatial planning and PDP related tasks that could be progressed (to assist in achieving the sub-category implementation actions):

Theme	Level of Relevance
Grow Our Communities	✓
Empower Our People	✓
Embrace Our Identity	✓
Build Our Businesses	✓
<i>Development Plans</i> [Council addition]	✓

The remaining Waikato 2070 Strategy Focus Areas and WDC's 'Development Plans' Focus Area had varying levels of relevance to spatial planning and the PDP related tasks, as identified in the diagram below:

Percentage of Implementation Actions Addressed through Proposed Tasks



The above diagram shows that Core Output 1 has strong connections with the implementation actions from Focus Areas 03.1 (Grow Our Communities), 03.3 (Embrace Our Identity) and 03.4 (Empower Our People). In addition, Core Output 1 has a strong connection with Focus Area 03.2 (Build Our Businesses) and the Development Plan implementation actions (noting this suite of implementation actions are not officially recognised within the Waikato 2070 Strategy).

The total number of implementation actions addressed in part through the proposed tasks identified through Core Output 1 is 65 (out of 75). The Focus Areas that have the most implementation actions addressed in part through the proposed tasks are both 'Grow Our Communities' (94% of implementation actions) and 'Empower Our People' (92% of implementation actions). We consider that the implementation actions identified in these two Focus Areas largely contribute to Council's 'placemaking' function.

In choosing our proposed tasks for the Core Output 1, we have deliberately preferred tasks that:

- Have strong connections to spatial planning and the PDP
- Help to achieve multiple Waikato 2070 Strategy and 'Development Plan' implementation actions.

Our reasoning for choosing tasks that achieve multiple implementation actions is that the high number of implementation actions within the strategy (No.75) requires a smart response that maximises Council resourcing and the cross-implementation benefits of information outputs.

3.1 Waikato 2070 Implementation – Key Implementation Tasks

To present our proposed tasks in a format that can be easily translated, we have categorised our tasks under the following concepts:

- Placemaking
- Transport
- Open Space
- Climate Change
- Mana Whenua
- Community and Economic Development

In the *Summary Table: Key Implementation Tasks* overleaf the columns to the left of the proposed task indicates the Council departments that would be involved in implementing the task. The columns to the right indicate which Waikato 2070 Strategy Focus Areas are addressed in part through the proposed task and the progress achieved on these tasks to date (July 2023).

Subsequently, Section 3.2 of this report drops into individual tables for each proposed task. These tables provide detail on the individual implementation actions addressed by the proposed task and what strategies potentially impact on that task. The tables are still somewhat high-level and have been designed to facilitate inhouse discussion on resourcing, team budgets, and interplay with other regional and district workstreams. Detailed project plans for individual tasks can be developed once a list of tasks to move forward has been confirmed. For ease of use, the tables in Section 3.2 have been categorised by potential lead Council department.

Summary Table: Key Implementation Tasks [Updated June 2023]

Key Council Stakeholders (★ denotes Lead department)										Proposed Tasks	Waikato 2070 Strategy Focus Areas					Tracking
	Strategic Planning	Economic & Community Development	Iwi & Community Partnerships	Roading	Threes Waters	Climate Change	Growth & Analytics	Community Connections	Resource Management Policy		Grow Our Communities	Build Our Businesses	Embrace Our Identity	Empower Our People	Development Plans	Key: [Completed] [In progress] [Early implementation] [Have not begun]
Place-making	★			●	●		●	●		<ul style="list-style-type: none"> Confirm all required infrastructure works to support growth Plans (e.g., 3 waters and public upgrades) and associated timing so that, where possible, alignment of works can be planned (i.e., when can a road be worked on at the same time as a pipe upgrade is completed) Work alongside Watercare to ensure the provision of wastewater, water supply and stormwater management infrastructure to support residential/business/industrial development plan area(s). 	☒	☐	☐	☐	☒	
										<ul style="list-style-type: none"> Work with landowners of development plan areas to understand their development intentions. Confirm and regularly review which structure plans will be prioritised by council and which are developer led. 						
	★	●		●	●		●			<ul style="list-style-type: none"> Use HBA outputs to help prioritise structure plans. Confirm timeline (and council funding where appropriate) for completion of all plans. Potential to set up a Council led approach to implementation, wherein, the Council will work with landowners to maximise structure plan outcomes where no developer is involved yet [a similar approach is being adopted by Horowhenua District Council for resource consent applications to incentivise medium density land development]. 	☒	☒	☒	☐	☒	
	★	●	●	●		●		●	●	<ul style="list-style-type: none"> Potential to develop an outcomes framework for development in proximity to natural, heritage and cultural assets in association with heritage team, communities, and local iwi to support the PDP requirements 	☒	☐	☒	☒	☐	
	★	●					●		●	<ul style="list-style-type: none"> Investigate other mechanisms to incentivise infill (e.g., reduced development contributions or resource consent fees) Potential to create a council led approach to achieving infill through an assisted resource consenting pathway for landowners and developers (approach being developed by Horowhenua District Council) 	☒	☐	☒	☐	☐	

Key Council Stakeholders (★ denotes Lead department)										Proposed Tasks	Waikato 2070 Strategy Focus Areas					Tracking
Strategic Planning	Economic & Community Development	Iwi & Community Partnerships	Roading	Threes Waters	Climate Change	Growth & Analytics	Community Connections	Resource Management Policy		Grow Our Communities	Build Our Businesses	Embrace Our Identity	Empower Our People	Development Plans	Key: [Completed] [In progress] [Early implementation] [Have not begun]	
★	●						●		<ul style="list-style-type: none"> Local Services Assessment to identify where vulnerable social and community services are potentially required to better support our communities. 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
★	●	●					●	●	<ul style="list-style-type: none"> Use GIS to spatially identify all historic heritage sites, greenways, blue/green networks, walkways, cycleways, bridle trails, and open spaces and streetscape/public space improvements that promote connectedness. To help prioritise investment identify extent of benefits to community or environment, where overlap exists (geographic or other benefits), and potential cost and funding options 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
★	●	●					●		<ul style="list-style-type: none"> Ensure employment and housing choice through: <ul style="list-style-type: none"> Assessment of existing housing options across the district and how the PDP will enable change over time. Tied to Housing and Business outputs. 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
									<ul style="list-style-type: none"> Interviews with developers to understand what housing typologies they will be developing over the coming years. 							
									<ul style="list-style-type: none"> Projected housing demand assessment (over specified time period) based on the living preference of different groups. 							
									<ul style="list-style-type: none"> Gap analysis of how existing and potential housing supply satisfies community preferences. 							
									<ul style="list-style-type: none"> Develop a process for on-going monitoring consents and builds to understand what types of housing are being provided and where. 							
									<ul style="list-style-type: none"> Assessment of what constitutes affordable housing for WDC and what affordable housing options are required to meet the districts needs. 							
									<ul style="list-style-type: none"> Work with local iwi and Māori to conform their housing preferences. 							
									<ul style="list-style-type: none"> Assessment of employment outputs of Housing and Business Assessment to determine if sufficient employment choice exists. 							

Key Council Stakeholders (★ denotes Lead department)										Proposed Tasks	Waikato 2070 Strategy Focus Areas					Tracking
Strategic Planning	Economic & Community Development	Iwi & Community Partnerships	Roading	Threes Waters	Climate Change	Growth & Analytics	Community Connections	Resource Management Policy		Grow Our Communities	Build Our Businesses	Embrace Our Identity	Empower Our People	Development Plans	Key: [Completed] [In progress] [Early implementation] [Have not begun]	
									<ul style="list-style-type: none"> Use HBA and blueprints to make assumptions on future workforce requirements 							
									<ul style="list-style-type: none"> Work with universities and relevant industries to build relationships and identify what skillsets are required now and in the future, and how this is/ can be covered by training and education programmes 							
									<ul style="list-style-type: none"> Undertake interviews with local business owners to understand their aspirations and future plans. 							
★	●	●					●		<ul style="list-style-type: none"> Managing development and placemaking outcomes to prevent social isolation and exclusion could be weaved into an Outcomes Framework project with the community 	☑	☐	☐	☐	☐		
●	★	●							<ul style="list-style-type: none"> Set up meetings with MoE, MoH, MBIE and other relevant agencies to understand their intentions for Waikato District in response to the 2070 strategy and a relationship approach for moving forward. 	☐	☐	☐	☑	☑		
	●					●	★		<ul style="list-style-type: none"> Confirm capacity of existing parks to accommodate anticipated growth and community outcomes. Identify how much additional land is required where insufficiency exists. Confirm using land ownership data and master planning information on the location of land uses: <ul style="list-style-type: none"> where additional open space is required what sites may be available/feasible What facilities/ upgrades would be required for the open space to satisfy the needs of its catchment and costs. 	☑	☐	☐	☐	☑		
	●						★		<ul style="list-style-type: none"> Identify specific criteria and requirements for well-situated and appropriately designed passive and active recreation areas. This will potentially include features such as: <ul style="list-style-type: none"> Child play equipment Access points Bins Lighting requirements Toilets Create internal guidance document. 	☑	☐	☐	☐	☑		
	●		★						<ul style="list-style-type: none"> Complete a transport strategy, parking strategy and transport network and freight potential assessment across the district that considers the anticipated implications of the HBA growth figures, Waikato 2070 and Future Proof growth patterns, and strategic networks and connection routes through the north island. Intended to: <ul style="list-style-type: none"> help make better use of infrastructure and our transport connections (should consider the ONF) identify new areas for service industries to locate and expand while considering the local environment. 	☑	☑	☑	☐	☑		
	●	●	★				★		<ul style="list-style-type: none"> Develop a comprehensive Walking/Cycling plan for the District. Link to LTP and other funding opportunities. 	☑	☐	☐	☐	☑		

Key Council Stakeholders (★ denotes Lead department)										Proposed Tasks	Waikato 2070 Strategy Focus Areas					Tracking
Strategic Planning	Economic & Community Development	Iwi & Community Partnerships	Roading	Threes Waters	Climate Change	Growth & Analytics	Community Connections	Resource Management Policy		Grow Our Communities	Build Our Businesses	Embrace Our Identity	Empower Our People	Development Plans	Key: [Completed] [In progress] [Early implementation] [Have not begun]	
					★				<ul style="list-style-type: none"> Working with the local iwi, neighbouring Territorial Authorities, Waikato Regional Council, Central Government, key stakeholders, and other agencies to align with and leverage off their existing climate change initiatives, strategies and research for the region. 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
					★				<ul style="list-style-type: none"> To help educate communities on climate change and how to live with a changing environment aiming to build resilience and support community response. 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
					★				<ul style="list-style-type: none"> To help communities increase capabilities to understand how they can independently source funding and other opportunities to build their resilience and adapt to the consequences of climate change. 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
					★				<ul style="list-style-type: none"> To ensure Council is prepared, skilled, resilient, and responsive in the face of climate change impacts. 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
					★				<ul style="list-style-type: none"> Complete a Climate Response and Resilience Action Plan Framework to provide a plan for Council to meet its audit and statutory obligations, and community expectations, to mitigate and adapt to climate change. 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
					★				<ul style="list-style-type: none"> Complete a district-wide Climate Response and Resilience Strategy to recognise and address the significant and broad impacts of climate change and understand statutory and moral responsibility to act, mitigate and adapt to climate change, while setting targets for annual CO2 emissions reduction aligned to key projects for delivery. 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
					★				<ul style="list-style-type: none"> Require a climate lens that must be applied across our operations (including planning and decision-making processes) endeavouring to balance our communities' needs and economic stability with a sustainable future. 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
					★				<ul style="list-style-type: none"> Develop a Council Think Tank to establish a Sustainability & Wellbeing Framework aligned to climate change, risk and resilience. 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
					★				<ul style="list-style-type: none"> Develop training programmes, workshops, and guides for staff to embed climate change into decision-making, planning and reporting. 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
Mana Whanua		★							<ul style="list-style-type: none"> Investigate opportunities to work/ align with Waikato-Tainui on the TE ARA WHAKATUPURANGA 2050 five-year action Plan. Create 'next steps' plan of action. 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		

Key Council Stakeholders (★ denotes Lead department)										Proposed Tasks	Waikato 2070 Strategy Focus Areas					Tracking
Strategic Planning	Economic & Community Development	Iwi & Community Partnerships	Roading	Threes Waters	Climate Change	Growth & Analytics	Community Connections	Resource Management Policy		Grow Our Communities	Build Our Businesses	Embrace Our Identity	Empower Our People	Development Plans	Key: [Completed] [In progress] [Early implementation] [Have not begun]	
●	●	★	●	●	●	●	●	●	<ul style="list-style-type: none"> Build on existing relationships with Waikato-Tainui and establish if existing partnership approaches, relationships, or working groups are sufficient/ appropriate to incorporate tangata whenua values, principles and aspirations relating to social, cultural, economic, and environmental wellbeing. 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
★		●						●	<ul style="list-style-type: none"> Use the JMA partnership to work on an agreed forward works programme in relation to Spatial / Structure plans and amendments to the District Plan. 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	★								<ul style="list-style-type: none"> Support and build capacity within Community Boards, Community Committees, Community Groups and Local Iwi through the provision of training to develop skills in governance, stakeholder engagement, financial management and project delivery. 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
●	★							●	<ul style="list-style-type: none"> To support the design and implementation of Community Blueprints and aspiration projects to improve community participation and engagement 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	★								<ul style="list-style-type: none"> To promote communities to national and regional funding bodies, for the purpose of securing match funding to increase Blueprint and Community aspiration projects 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	★	●							<ul style="list-style-type: none"> Provide Community Boards, Community Committees and Community Groups training opportunities relating to Te Tiriti O Waitangi, citizen-led democracy, stakeholder engagement, governance, funding, and leadership to deliver all four wellbeings within their respective communities. 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	★					●			<ul style="list-style-type: none"> Develop a functional business database and CRM to provide a tool to effectively engage with businesses and gain insight into their activities and aspirations. 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	★					●			<ul style="list-style-type: none"> Help the Waikato District business community (including, but not limited to, land based and primary sector) connect and work with relevant partners (such as TKP, MSD, MBIE, NZTE, Soda, RBP, Callaghan Innovation etc.) to build their presence and enable growth. 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	★	●							<ul style="list-style-type: none"> Develop and implement a social enterprise growth and support strategy / plan. 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	★								<ul style="list-style-type: none"> Develop and deliver a Medium Business Capability Programme with input from Council partners / stakeholders (such as Business Mentors NZ, TPK, Waikato Tainui, Tainui Te Waka Tourism and Hamilton-Waikato Tourism). 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Key Council Stakeholders (★ denotes Lead department)										Proposed Tasks	Waikato 2070 Strategy Focus Areas					Tracking
Strategic Planning	Economic & Community Development	Iwi & Community Partnerships	Roading	Threes Waters	Climate Change	Growth & Analytics	Community Connections	Resource Management Policy		Grow Our Communities	Build Our Businesses	Embrace Our Identity	Empower Our People	Development Plans	Key: [Completed] [In progress] [Early implementation] [Have not begun]	
	★					●			<ul style="list-style-type: none"> Work with Open Waikato to develop a tool to promote, engage and support businesses and investors within our district. 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	★	●							<ul style="list-style-type: none"> Work to enable small to medium enterprises within Waikato District to have the ability to become a potential registered supplier with local, regional and central governments to enable them to grow; and allow for economic spending to remain within the district while supporting greater opportunities for Māori and Pacifica businesses - focusing on localism and circular economy principles to uplift businesses located within the district. 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	★	●							<ul style="list-style-type: none"> Develop and implement a Council Charter to assist local and incoming businesses in training and employing young persons and individuals who reside within the district - and ultimately create community connections and linkages to support and increase pride and recognition for communities. 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	★								<ul style="list-style-type: none"> Develop a workforce development strategy/plan for the district that will support local businesses in training and employment of young persons and community members within the district. 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
●	★	●	●	●		●			<ul style="list-style-type: none"> Investigate and identify new areas and locations for service industries to located and expand within the district, while considering the needs of the local environment and community. 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
●	★					●			<ul style="list-style-type: none"> Undertake an analysis of the industry types within the district and develop an approach to clustering similar activities in close proximity to each other. 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	★					●			<ul style="list-style-type: none"> Develop a primary sector economic action plan in conjunction with the primary sector, to support the continued growth of primary industries and support rural communities. 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	★					●			<ul style="list-style-type: none"> Promote Open Waikato as a platform that reflects the role of agriculture, horticulture, and primary industries within the district with input from a rural advisory committee. 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	★								<ul style="list-style-type: none"> Work with Hamilton-Waikato Tourism to ensure that the district's diverse communities, historic heritage, culture, and activities are promoted widely. 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

3.2 Strategic Planning Team:

Potential Task 1	Support
<p>Potential Task Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> Confirm all required infrastructure works to support growth Plans (e.g., 3 waters and public upgrades) and associated timing so that, where possible, alignment of works can be planned (i.e. when can a road be worked on at the same time as a pipe upgrade is completed) Work alongside Watercare to ensure the provision of wastewater, water supply and stormwater management infrastructure to support residential/business/industrial development plan area(s). 	
<p>Focus Areas and Implementation actions addressed, in part, by the above Task/s:</p> <p>Grow Our Communities:</p> <ul style="list-style-type: none"> Enable that higher density development (up to four storeys) in town centres Ensure that our communities have easy access to infrastructure and services Protect strategic sites, corridors and areas for future development <p>Development Plans:</p> <ul style="list-style-type: none"> Take Development Plans and Town Centre Plans into consideration with Council capital projects 	<ul style="list-style-type: none"> Roading Three Waters Growth & Analytics Community Connections
<p>Potential inter-linkages with other workstreams:</p> <ul style="list-style-type: none"> Waikato Regional Council Sustainable Infrastructure Decision Making Framework rollout, which will make changes to the way WRC make investment decisions in stop banks etc. Waikato Metro Spatial Plan Transport Programme Business Case in terms of strategic transport network and PT network planning Waikato Metro Spatial Plan Waste Water Southern Detailed Business Case (Matangi, Tauwhare Pa, Tamahere) (Futureproof) Waikato Metro Spatial Plan Waste Water Northern Detailed Business Case (Te Kowhai, Taupiri – due March 2022) (Future proof) 	
Potential Task 2	Support
<p>Potential Task Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> Work with landowners of development plan areas to understand their development intentions. Confirm and regularly review which structure plans will be prioritised by council and which are developer led. Use HBA outputs to help prioritise structure plans. Confirm timeline (and council funding where appropriate) for completion of all plans. 	<ul style="list-style-type: none"> Economic & Community Development Roading

- Potential to set up a Council led approach to implementation, wherein, the Council will work with landowners to maximise structure plan outcomes where no developer is involved yet [a similar approach is being adopted by Horowhenua District Council for resource consent applications to incentivise medium density land development].

- Three Waters
- Growth & Analytics

Focus Areas and Implementations actions addressed, in part, by the above Task/s:

Grow Our Communities:

- *Ensure our towns offer employment and housing choice*
- *Stage development and be adaptable to future growth scenarios*
- *Ensure connectivity and integration of greenfield development to existing built-form (street-block design)*

Build Our Businesses:

- *Identify new areas for service industries to locate and expand while taking into account the local environment*

Embracing Our Identity:

- *Ensure that new developments and re-development retain and reflect the history of the area and sites*

Development Plans:

- *Implement development plans through Structure Plans or Concept Plans with follow through to Plan Changes/Variations to the District Plan if required*

Potential inter-linkages with other workstreams:

- Waikato Metro Spatial Plan Transport Programme Business Case in terms of strategic transport network and PT network planning
- Waikato River Vision and Strategy (Te Ture Whaimana) review tied to affect 3 waters discharges, parks and reserves and potential to develop land
- Waikato Metro Spatial Plan Waste Water Southern Detailed Business Case (Matangi, Tauwhare Pa, Tamahere) (Futureproof)
- Waikato Metro Spatial Plan Waste Water Northern Detailed Business Case (Te Kowhai, Taupiri – due March 2022) (Future proof)
- Waikato Regional Coastal Plan review for land within or abutting the defined coastal marine area

Potential Task 3	Support
<p>Potential Task Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> ▪ Potential to develop an outcomes framework for development in proximity to natural, heritage and cultural assets in association with heritage team, communities, and local iwi to support the PDP requirements. 	<ul style="list-style-type: none"> ▪ Economic & Community Development
<p>Focus Areas and Implementation actions addressed, in part, by the above Task/s:</p> <p>Grow Our Communities:</p>	<ul style="list-style-type: none"> ▪ Iwi & Community Partnerships

- *Develop a quality urban form with high amenity villages and urban environments while being aware of historic heritage, landscapes and the natural environment*
- *Protect strategic sites, corridors and areas for future development*

Embracing Our Identity:

- *Continue to partner with local iwi to help realise their social, cultural, economic and environmental aspirations*
- *Protect our natural, cultural and built historic heritage*
- *Ensure that new developments and re-development retain and reflect the history of the area and sites*
- *Encourage communities to be stewards of their environment*
- *Promote ecological and environmental protection and restoration*

Empowering Our People:

- *Develop partnerships with iwi and hapu that incorporate tangata whenua values, principles and aspirations*

Potential inter-linkages with other workstreams:

- Waikato River Vision and Strategy (Te Ture Whaimana) review – statutory review of this strategy which has the effect of an NPS for the Waikato River and its catchments focused on water quality, habitat and access type issues – likely to affect 3 waters discharges, parks and reserves and potential to develop land
- Waikato Regional Council Sustainable Infrastructure Decision Making Framework rollout, which will make changes to the way WRC make investment decisions in stop banks etc.
- Proposed Waikato Regional Plan Change 1 for land within the Waikato and Waipā River catchments

- Roading
- Climate Change
- Community Connections
- RM Policy

Potential Task 4	Support
<p>Potential Task Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> ▪ Investigate other mechanisms to incentivise infill (e.g., reduced development contributions or resource consent fees) ▪ Potential to create a council led approach to achieving infill through an assisted resource consenting pathway for landowners and developers (approach being developed by Horowhenua District Council) 	<ul style="list-style-type: none"> ▪ Economic & Community Development

Focus Areas and Implementation actions addressed, in part, by the above Task/s:

Grow Our Communities:

- *Support regeneration of our town centres and encourage quality in-fill developments around our future mass transit stations*
- *Ensure our towns offer employment and housing choice*
- *Strengthen collaboration with communities to develop areas in line with their aspirations identified in the Waikato District Council Blueprints*
- *Integrate land-use and transport to make better use of infrastructure and our transport connections, while interacting and protecting the environment*
- *Locate future development to capitalise on existing serviced network infrastructure and facilities of towns*

Embracing Our Identity:

- *Encourage sustainable and resilient land use patterns that focus development in our key towns which are well connected and serviced by amenities*

- Growth & Analytics
- RM Policy

Potential inter-linkages with other workstreams:

- Waikato River Vision and Strategy (Te Ture Whaimana) review – statutory review of this strategy which has the effect of an NPS for the Waikato River and its catchments focused on water quality, habitat and access type issues – likely to affect 3 waters discharges, parks and reserves and potential to develop land
- Waikato Metro Spatial Plan Transport Programme Business Case in terms of strategic transport network and PT network planning

Potential Task 5**Support****Potential Task Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:**

- Local Services Assessment to identify where vulnerable social and community services are potentially required to better support our communities.

Focus Areas and Implementation actions addressed, in part, by the above Task/s:

Grow Our Communities:

- *Avoid development that leads to social isolation*
- *Ensure that our communities have easy access to infrastructure and services*
- *Integrate land-use and transport to make better use of infrastructure and our transport connections, while interacting and protecting the environment*
- *Locate future development to capitalise on existing serviced network infrastructure and facilities of towns*

Embracing Our Identity:

- *Encourage sustainable and resilient land use patterns that focus development in our key towns which are well connected and serviced by amenities*

Development Plans:

- *Identify strategic land for purchase that will support the provision of public transport hubs (e.g. train stations), open spaces (e.g. informal, formal, reserves) and community facilities (e.g. libraries, community hubs)*

- Economic & Community Development
- Community Connections

Potential inter-linkages with other workstreams:

- Waikato Tainui TE ARA WHAKATUPURANGA 2050 (The Road to Whakatupuranga 2050)
- Waikato Regional Coastal Plan review for land within or abutting the defined coastal marine area

Potential Task 6**Support****Potential Task Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:**

- Use GIS to spatially identify all historic heritage sites, greenways, blue/green networks, walkways, cycleways, bridle trails, and open spaces and streetscape/public space improvements that promote connectedness. To help prioritise investment identify extent of benefits to community or environment, where overlap exists (geographic or other benefits), and potential cost and funding options.

Focus Areas and Implementation actions addressed, in part, by the above Task/s:

Grow Our Communities:

- *Invest in place-making activities across communities including historic heritage sites, greenways, blue/green networks, walkways, cycleways, bridle trails, and open spaces and streetscape/public space improvements that promote connectedness*
- *Ensure that our communities have easy access to infrastructure and services*
- *Well-situated and appropriately designed passive and active recreation areas*
- *Stage development and be adaptable to future growth scenarios*
- *Integrate land-use and transport to make better use of infrastructure and our transport connections, while interacting and protecting the environment*
- *Leverage existing transport networks, including walking and cycling infrastructure, and identify and protect sites and areas from future development*
- *Protect strategic sites, corridors and areas for future development*
- *Locate future development to capitalise on existing serviced network infrastructure and facilities of towns*

Embracing Our Identity:

- *Protect our natural, cultural and built historic heritage*
- *Promote ecological and environmental protection and restoration*

Development Plans:

- *Take Development Plans and Town Centre Plans into consideration with Council capital projects*

Potential inter-linkages with other workstreams:

- Waikato Tainui TE ARA WHAKATUPURANGA 2050 (The Road to Whakatupuranga 2050)
- Waikato River Vision and Strategy (Te Ture Whaimana) review through habitat and access type issues relating to affect 3 waters discharges, parks and reserves, and potential to develop land.
- Waikato Metro Spatial Plan Waste Water Southern Detailed Business Case (Matangi, Tauwhare Pa, Tamahere) (Futureproof)

- Economic & Community Development
- Iwi & Community Partnerships
- Community Connections
- RM Policy

- Waikato Metro Spatial Plan Waste Water Northern Detailed Business Case (Te Kowhai, Taupiri – due March 2022) (Future proof)
- Waikato Regional Coastal Plan review for land within or abutting the defined coastal marine area

Potential Task 7	Support
<p>Potential Task Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> ▪ Ensure employment and housing choice through: <ul style="list-style-type: none"> ○ Assessment of existing housing options across the district and how the PDP will enable change over time. Tied to Housing and Business outputs. ○ Interviews with developers to understand what housing typologies they will be developing over the coming years. ○ Projected housing demand assessment (over specified time period) based on the living preference of different groups. ○ Gap analysis of how existing and potential housing supply satisfies community preferences. ○ Develop a process for on-going monitoring consents and builds to understand what types of housing are being provided and where. ○ Assessment of what constitutes affordable housing for WDC and what affordable housing options are required to meet the districts needs. ○ Work with local iwi and Maori to conform their housing preferences. ○ Assessment of employment outputs of Housing and Business Assessment to determine if sufficient employment choice exists. ○ Use HBA and blueprints to make assumptions on future workforce requirements ○ Work with universities and relevant industries to build relationships and identify what skillsets are required now and in the future, and how this is/ can be covered by training and education programmes ○ Undertake interviews with local business owners to understand their aspirations and future plans. 	<ul style="list-style-type: none"> ▪ Economic & Community Development ▪ Iwi & Community Partnerships ▪ Growth & Analytics
<p>Focus Areas and Implementation actions addressed, in part, by the above Task/s:</p> <p>Grow Our Communities:</p> <ul style="list-style-type: none"> ▪ <i>Develop a quality urban form with high amenity villages and urban environments while being aware of historic heritage, landscapes and the natural environment</i> ▪ <i>Ensure our towns offer employment and housing choice</i> ▪ <i>Ensure that our communities have easy access to infrastructure and services</i> ▪ <i>Stage development and be adaptable to future growth scenarios</i> ▪ <i>Integrate land-use and transport to make better use of infrastructure and our transport connections, while interacting and protecting the environment</i> ▪ <i>Leverage existing transport networks, including walking and cycling infrastructure, and identify and protect sites and areas from future development</i> ▪ <i>Protect strategic sites, corridors and areas for future development</i> ▪ <i>Locate future development to capitalise on existing serviced network infrastructure and facilities of towns</i> <p>Embracing Our Identity:</p> <ul style="list-style-type: none"> ▪ <i>Continue to partner with local iwi to help realise their social, cultural, economic and environmental aspirations</i> 	

<ul style="list-style-type: none"> ▪ <i>Encourage iwi and hapu to identify with their culture and the environment</i> <p>Empowering Our People:</p> <ul style="list-style-type: none"> ▪ <i>Develop partnerships with iwi and hapu that incorporate tangata whenua values, principles and aspirations</i> 	
<p>Potential inter-linkages with other workstreams:</p> <ul style="list-style-type: none"> ▪ Waikato Tainui TE ARA WHAKATUPURANGA 2050 (The Road to Whakatupuranga 2050) ▪ Waikato River Vision and Strategy (Te Ture Whaimana) review – statutory review of this strategy which has the effect of an NPS for the Waikato River and its catchments focused on water quality, habitat and access type issues – likely to affect 3 waters discharges, parks and reserves and potential to develop land ▪ Waikato Metro Spatial Plan Transport Programme Business Case in terms of strategic transport network and PT network planning 	

Potential Task 8	Support
<p>Potential Task Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> ▪ Managing development and placemaking outcomes to prevent social isolation and exclusion could be weaved into an Outcomes Framework project with the community. 	<ul style="list-style-type: none"> ▪ Economic & Community Partnerships ▪ Iwi & Community Partnerships ▪ Community Connections
<p>Focus Areas and Implementation actions addressed, in part, by the above Task/s:</p> <p>Grow Our Communities:</p> <ul style="list-style-type: none"> ▪ <i>Avoid development that leads to social isolation</i> 	
<p>Potential inter-linkages with other workstreams:</p> <ul style="list-style-type: none"> ▪ Waikato Regional Coastal Plan review for land within or abutting the defined coastal marine area 	

Potential Task 9	Support
<p>Potential Task Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> ▪ Use the JMA partnership to work on an agreed forward works programme in relation to Spatial / Structure plans and amendments to the District Plan. 	<ul style="list-style-type: none"> ▪ Iwi & Community Partnerships ▪ RM Policy
<p>[Please refer to 1.10 for 'Focus Areas and Implementations' and 'Potential inter-linkages with other workstreams']</p>	

Supporting Role Task/s (see lead department for further details on task/s)	Key lead
<ul style="list-style-type: none"> ▪ Set up meetings with MoE, MoH, MIBE and other relevant agencies to understand their intentions for Waikato District in response to the 2070 strategy and a relationship approach for moving forward. 	Economic & Community Development
<ul style="list-style-type: none"> ▪ To support the design and implementation of Community Blueprints and aspiration projects to improve community participation and engagement. 	Economic & Community Development
<ul style="list-style-type: none"> ▪ Investigate and identify new areas and locations for service industries to located and expand within the district, while considering the needs of the local environment and community. 	Economic & Community Development
<ul style="list-style-type: none"> ▪ Undertake an analysis of the industry types within the district and develop an approach to clustering similar activities in close proximity to each other. 	Economic & Community Development
<ul style="list-style-type: none"> ▪ Working with the local iwi, neighbouring Territorial Authorities, Waikato Regional Council, Central Government, key stakeholders, and other agencies to align with and leverage off their existing climate change initiatives, strategies and research for the region. 	Climate Change
<ul style="list-style-type: none"> ▪ Confirm capacity of existing parks to accommodate anticipated growth and community outcomes. Identify how much additional land is required where insufficiency exists. Confirm using land ownership data and masterplanning information on the location of land uses: <ul style="list-style-type: none"> ○ where additional open space is required ○ what sites may be available/feasible What facilities/ upgrades would be required for the open space to satisfy the needs of its catchment and costs. 	Community Connections
<ul style="list-style-type: none"> ▪ Identify specific criteria and requirements for well-situated and appropriately designed passive and active recreation areas. This will potentially include features such as: <ul style="list-style-type: none"> ○ Child play equipment ○ Access points ○ Bins ○ Lighting requirements 	Community Connections

<ul style="list-style-type: none"> ○ <i>Toilets</i> <p><i>Create internal guidance document.</i></p>	
<ul style="list-style-type: none"> ▪ <i>Complete a transport network and freight potential assessment across the district that considers the anticipated implications of the HBA growth figures, Waikato 2070 and Future Proof growth patterns, and strategic networks and connection routes through the north island. Intended to:</i> <ul style="list-style-type: none"> ○ <i>help make better use of infrastructure and our transport connections (should consider the ONF)</i> ○ <i>identify new areas for service industries to locate and expand while considering the local environment.</i> 	<p><i>Roading</i></p>
<ul style="list-style-type: none"> ▪ <i>Develop a comprehensive Walking/Cycling plan for the District. Link to LTP and other funding opportunities.</i> 	<p><i>Roading / Community Connections</i></p>
<ul style="list-style-type: none"> ▪ <i>Investigate opportunities to work/align with Waikato-Tainui on the TE ARA WHAKATUPURANGA 2050 five-year action Plan. Create 'next steps' plan of action.</i> 	<p><i>Iwi & Community Partnerships</i></p>
<ul style="list-style-type: none"> ▪ <i>Build on existing relationships with Waikato-Tainui and establish if existing partnership approaches, relationships, or working groups are sufficient / appropriate to incorporate tangata whenua values, principles and aspirations relating to social, cultural, economic, and environmental wellbeing.</i> 	<p><i>Iwi & Community Partnerships</i></p>

3.3 Economic & Community Development Team:

Potential Task 1	Support
<p>Potential Tasks Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> Set up meetings with MoE, MoH, MBIE and other relevant agencies to understand their intentions for Waikato District in response to the 2070 strategy and a relationship approach for moving forward. 	
<p>Focus Areas and Implementation actions addressed, in part, by the above Task/s:</p> <p>Empowering Our People:</p> <ul style="list-style-type: none"> <i>Collaborate with health, social, and education agencies to ensure that opportunities for our growing communities are not missed</i> 	<ul style="list-style-type: none"> Strategic Planning Iwi & Community Partnerships
<p>Potential inter-linkages with other workstreams:</p> <ul style="list-style-type: none"> N/A 	
Potential Task 2	Support
<p>Potential Task Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> Support and build capacity within Community Boards, Community Committees, Community Groups and Local Iwi through the provision of training to develop skills in governance, stakeholder engagement, financial management and project delivery. 	<ul style="list-style-type: none"> N/A
Potential Task 3	Support
<p>Potential Task Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> Provide Community Boards, Community Committees and Community Groups training opportunities relating to Te Tiriti O Waitangi, citizen-led democracy, stakeholder engagement, governance, funding, and leadership to deliver all four wellbeings within their respective communities. 	<ul style="list-style-type: none"> Iwi & Community Partnerships
<p>Focus Areas and Implementation actions addressed, in part, by the above Task/s:</p> <p>Embrace our Identity:</p> <ul style="list-style-type: none"> <i>Continue to partner with local iwi to help realise their social, cultural, economic, and environmental aspirations.</i> <i>Encourage communities to be stewards of their environment.</i> <p>Empower our People:</p> <ul style="list-style-type: none"> <i>Develop capability programmes to support community leaders to grow their ability to deliver community initiatives.</i> <i>Create opportunities for communities to determine and lead improvement initiatives for their local areas in accordance with their local area Blueprints and community plans.</i> <i>Connect communities with agencies to help improve opportunities and outcomes.</i> 	

- *Develop partnerships with iwi and hapū that incorporate tangata whenua values, principles, and aspirations.*

Potential inter-linkages with other workstreams:

- N/A

Potential Task 4	Support
<p>Potential Task Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> ▪ To support the design and implementation of Community Blueprints and aspiration projects to improve community participation and engagement. 	
<p>Focus Areas and Implementation actions addressed, in part, by the above Task/s:</p> <p>Empower our People:</p> <ul style="list-style-type: none"> ▪ <i>Develop capability programmes to support community leaders to grow their ability to deliver community initiatives.</i> ▪ <i>Create opportunities for communities to determine and lead improvement initiatives for their local areas in accordance with their local area Blueprints and community plans.</i> 	<ul style="list-style-type: none"> ▪ Strategic Planning ▪ Community Connections
<p>Potential inter-linkages with other workstreams:</p> <ul style="list-style-type: none"> ▪ N/A 	

Potential Task 5	Support
<p>Potential Task Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> ▪ To promote communities to national and regional funding bodies, for the purpose of securing match funding to increase Blueprint and Community aspiration projects. 	
<p>Focus Areas and Implementation actions addressed, in part, by the above Task/s:</p> <p>Empower our People:</p> <ul style="list-style-type: none"> ▪ <i>Develop capability programmes to support community leaders to grow their ability to deliver community initiatives.</i> ▪ <i>Create opportunities for communities to determine and lead improvement initiatives for their local areas in accordance with their local area Blueprints and community plans.</i> ▪ <i>Connect communities with agencies to help improve opportunities and outcomes.</i> 	<ul style="list-style-type: none"> ▪ N/A
<p>Potential inter-linkages with other workstreams:</p> <ul style="list-style-type: none"> ▪ N/A 	

Potential Task 6	Support
<p>Potential Tasks Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> Develop a functional business database and CRM to provide a tool to effectively engage with businesses and gain insight into their activities and aspirations. 	
<p>Focus Areas and Implementation actions addressed, in part, by the above Task/s:</p> <p>Build our Businesses:</p> <ul style="list-style-type: none"> <i>Strengthen collaboration and engagement with businesses</i> <i>Ensure that businesses have access to social and physical infrastructure and services.</i> 	<ul style="list-style-type: none"> Growth & Analytics
<p>Potential inter-linkages with other workstreams:</p> <ul style="list-style-type: none"> N/A 	
Potential Task 7	Support
<p>Potential Tasks Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> Help the Waikato District business community (including, but not limited to, land based and primary sector) connect and work with relevant partners (such as TKP, MSD, MBIE, NZTE, Soda, RBP, Callaghan Innovation etc.) to build their presence and enable growth. 	
<p>Focus Areas and Implementation actions addressed, in part, by the above Task/s:</p> <p>Build our Businesses:</p> <ul style="list-style-type: none"> <i>Create ease of access pathways and incentives for investors to located in the district.</i> <i>Support primary industries which underpin the Waikato economy.</i> <i>Recognise and promote the role that agriculture, horticulture and primary industries have within the district.</i> <i>Lead, support, and coordinate initiatives focused on growing economic development activities for business within the district.</i> <i>Link central and regional government initiatives to businesses.</i> 	<ul style="list-style-type: none"> Growth & Analytics
<p>Potential inter-linkages with other workstreams:</p> <ul style="list-style-type: none"> N/A 	
Potential Task 8	Support

<p>Potential Tasks Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> Develop and implement a social enterprise growth and support strategy / plan. 	
<p>Focus Areas and Implementation actions addressed, in part, by the above Task/s:</p> <p>Empowering Our People:</p> <ul style="list-style-type: none"> Develop capability programmes to support community leaders to growth their ability to deliver community initiative <p>Build our Businesses:</p> <ul style="list-style-type: none"> Grow and develop the social and economic potential of social enterprise. 	<ul style="list-style-type: none"> Iwi & Community Partnerships
<p>Potential inter-linkages with other workstreams:</p> <ul style="list-style-type: none"> N/A 	
Potential Task 9	
<p>Potential Tasks Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> Develop and deliver a Medium Business Capability Programme with input from Council partners / stakeholders (such as Business Mentors NZ, TPK, Waikato Tainui, Tainui Te Waka Tourism and Hamilton-Waikato Tourism). 	Support
<p>Focus Areas and Implementation actions addressed, in part, by the above Task/s:</p> <p>Build our Businesses:</p> <ul style="list-style-type: none"> Develop business and economic relationships to support the community aspirations as identified in the Waikato District Council Blueprints. Lead, support, and coordinate initiatives focused on growing economic development activities for businesses within the district. 	<ul style="list-style-type: none"> N/A
<p>Potential inter-linkages with other workstreams:</p> <ul style="list-style-type: none"> N/A 	
Potential Task 10	
<p>Potential Tasks Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> Work with Open Waikato to develop a tool to promote, engage and support businesses and investors within our district. 	<ul style="list-style-type: none"> Growth & Analytics

Focus Areas and Implementation actions addressed, in part, by the above Task/s:

Build our Businesses:

- *Facilitate stronger communities and business partnerships using Open Waikato.*

Potential inter-linkages with other workstreams:

- N/A

Potential Task 11**Support****Potential Tasks Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:**

- Work to enable small to medium enterprises within Waikato District to have the ability to become a potential registered supplier with local, regional and central governments to enable them to grow; and allow for economic spending to remain within the district while supporting greater opportunities for Māori and Pacifica businesses - focusing on localism and circular economy principles to uplift businesses located within the district.

Focus Areas and Implementation actions addressed, in part, by the above Task/s:

Empowering Our People:

- *Connect communities with agencies to help improve opportunities and outcomes.*
- *Develop partnerships with iwi and hapu that incorporate tangata whenua values, principles and aspirations.*

Build our Businesses:

- *Link central and regional government initiatives to business.*

- Iwi & Community Partnerships

Potential inter-linkages with other workstreams:

- N/A

Potential Task 12**Support****Potential Tasks Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:**

- Develop and implement a Council Charter to assist local and incoming businesses in training and employing young persons and individuals whom reside within the district - and ultimately create community connections and linkages to support and increase pride and recognition for communities.

Focus Areas and Implementation actions addressed, in part, by the above Task/s:

Empowering Our People:

- *Connect communities with agencies to help improve opportunities and outcomes.*

- Iwi & Community Partnerships

<ul style="list-style-type: none"> ▪ <i>Develop partnerships with iwi and hapu that incorporate tangata whenua values, principles and aspirations.</i> <p>Build our Businesses:</p> <ul style="list-style-type: none"> ▪ <i>Strengthen collaboration and engagement with businesses</i> ▪ <i>Link, support, and coordinate initiatives focused on growing economic development activities for business within the district.</i> ▪ <i>Create economic and social opportunities that ensure our young people have access to employment and social activities that build a future in the district.</i> 	
<p>Potential inter-linkages with other workstreams:</p> <ul style="list-style-type: none"> ▪ N/A 	

Potential Task 13	Support
<p>Potential Tasks Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> ▪ Develop a workforce development strategy/plan for the district that will support local businesses in training and employing young persons and community members within the district. 	
<p>Focus Areas and Implementation actions addressed, in part, by the above Task/s:</p> <p>Empowering Our People:</p> <ul style="list-style-type: none"> ▪ <i>Promote our young people as a future workforce.</i> <p>Build our Businesses:</p> <ul style="list-style-type: none"> ▪ <i>Link, support, and coordinate initiatives focused on growing economic development activities for business within the district.</i> ▪ <i>Create economic and social opportunities that ensure our young people have access to employment and social activities that build a future in the district.</i> 	<ul style="list-style-type: none"> ▪ N/A
<p>Potential inter-linkages with other workstreams:</p> <ul style="list-style-type: none"> ▪ N/A 	

Potential Task 14	Support
<p>Potential Tasks Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> ▪ Investigate and identify new areas and locations for service industries to located and expand within the district, while considering the needs of the local environment and community. 	<ul style="list-style-type: none"> ▪ Strategic Planning

Focus Areas and Implementation actions addressed, in part, by the above Task/s:

Build our Businesses:

- *Create economic and social opportunities that ensure our young people have access to employment and social activities that build a future in the district.*
- *Identify new areas for service industries to locate and expand while taking into account the local environment.*

Potential inter-linkages with other workstreams:

- N/A

- Iwi & Community Partnerships
- Roading
- Three Waters
- Growth & Analytics

Potential Task 15**Support****Potential Tasks Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:**

- Undertake an analysis of the industry types within the district and develop an approach to clustering similar activities in close proximity to each other.

Focus Areas and Implementation actions addressed, in part, by the above Task/s:

Build our Businesses:

- *Build on existing industrial clusters and promote the clustering of complementary businesses.*
- *Identify and develop new strategically located industrial clusters for secondary industries.*

Potential inter-linkages with other workstreams:

- N/A

- Strategic Planning
- Growth & Analytics

Potential Task 16**Support****Potential Tasks Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:**

- Develop a primary sector economic action plan, in conjunction with the primary sector to support the continued growth of primary industries and support the rural communities.

Focus Areas and Implementation actions addressed, in part, by the above Task/s:

Empowering Our People:

- *Build on the Open Waikato initiative to promote the district, especially the rural productive resources.*

Build our Businesses:

- *Support primary industries which underpin the Waikato economy.*

- Growth & Analytics

- *Encourage rural industry to support sustainable rural communities and areas.*

Potential inter-linkages with other workstreams:

- N/A

Potential Task 17

Support

Potential Tasks Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:

- Promote Open Waikato as a platform that reflects the role of agriculture, horticulture and primary industries within the district with input from a rural advisory committee.

Focus Areas and Implementation actions addressed, in part, by the above Task/s:

Build our Businesses:

- *Recognise and promote the role that agriculture, horticulture and primary industries have within the district*

- Growth & Analytics

Potential inter-linkages with other workstreams:

- N/A

Potential Task 18

Support

Potential Tasks Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:

- Work with Hamilton-Waikato Tourism to ensure that the district's diverse communities, historic heritage, culture and activities are promoted widely.

Focus Areas and Implementation actions addressed, in part, by the above Task/s:

Build our Businesses:

- *Support tourism development and work with tourism agencies and the community to promote the district's diverse culture.*
- *Embrace the diversity of the cultures and history within the district through tourism opportunities.*

- N/A

Potential inter-linkages with other workstreams:

- N/A

Supporting Role Task/s (see lead department for further details on task/s)

Key lead

<ul style="list-style-type: none"> ▪ <i>Work with landowners of development plan areas to understand their development intentions.</i> ▪ <i>Confirm which structure plans will need to be council led and which are developer led.</i> ▪ <i>Use HBA outputs to help prioritise structure plans.</i> ▪ <i>Confirm timeline (and council funding where appropriate) for completion of all plans.</i> ▪ <i>Potential to set up a Council led approach to implementation, wherein, the Council will work with landowners to maximise structure plan outcomes where no developer is involved yet [a similar approach is being adopted by Horowhenua District Council for resource consent applications to incentivise medium density land development].</i> 	<i>Strategic Planning</i>
<ul style="list-style-type: none"> ▪ <i>Potential to develop an outcomes framework for development in proximity to natural, heritage and cultural assets in association with heritage team, communities, and local iwi to support PDP requirements.</i> 	<i>Strategic Planning</i>
<ul style="list-style-type: none"> ▪ <i>Investigate other mechanisms to incentivise infill (e.g., reduced development contributions or resource consent fees)</i> ▪ <i>Potential to create a council led approach to achieving infill through an assisted resource consenting pathway for landowners and developers (approach being developed by Horowhenua District Council).</i> 	<i>Strategic Planning</i>
<ul style="list-style-type: none"> ▪ <i>Local Services Assessment to identify vulnerable services that potentially require support or intervention</i> 	<i>Strategic Planning</i>
<ul style="list-style-type: none"> ▪ <i>Use GIS to spatially identify all historic heritage sites, greenways, blue/green networks, walkways, cycleways, bridle trails, and open spaces and streetscape/public space improvements that promote connectedness. To help prioritise investment identify extent of benefits to community or environment, where overlap exists (geographic or other benefits), and potential cost and funding options.</i> 	<i>Strategic Planning</i>
<ul style="list-style-type: none"> ▪ <i>Ensure employment and housing choice through:</i> <ul style="list-style-type: none"> ○ <i>Assessment of existing housing options across the district and how the PDP will enable change over time. Tied to Housing and Business outputs.</i> ○ <i>Interviews with developers to understand what housing typologies they will be developing over the coming years.</i> ○ <i>Projected housing demand assessment (over specified time period) based on the living preference of different groups.</i> ○ <i>Gap analysis of how existing and potential housing supply satisfies community preferences.</i> ○ <i>Develop a process for on-going monitoring consents and builds to understand what types of housing are being provided and where.</i> ○ <i>Assessment of what constitutes affordable housing for WDC and what affordable housing options are required to meet the districts needs.</i> ○ <i>Work with local iwi and Maori to conform their housing preferences.</i> ○ <i>Assessment of employment outputs of Housing and Business Assessment to determine if sufficient employment choice exists.</i> 	<i>Strategic Planning</i>

<ul style="list-style-type: none"> ○ Use HBA and blueprints to make assumptions on future workforce requirements ○ Work with universities and relevant industries to build relationships and identify what skillsets are required now and in the future, and how this is/ can be covered by training and education programmes ○ Undertake interviews with local business owners to understand their aspirations and future plans. ○ Tie to advocacy and support for businesses, as identified in 'Build our Business'. 	
<ul style="list-style-type: none"> ▪ Managing development and placemaking outcomes to prevent social isolation and exclusion could be weaved into an Outcomes Framework project with the community. 	Strategic Planning
<ul style="list-style-type: none"> ▪ Develop a comprehensive Walking/Cycling plan for the District. Link to LTP and other funding opportunities. 	Rooding / Community Connections
<ul style="list-style-type: none"> ▪ To help communities increase capabilities to understand how they can independently source funding and other opportunities to build their resilience and adapt to the consequences of climate change. 	Climate Change
<ul style="list-style-type: none"> ▪ Complete a Climate Response and Resilience Action Plan Framework to provide a plan for Council to meet its audit and statutory obligations, and community expectations, to mitigate and adapt to climate change. 	Climate Change
<ul style="list-style-type: none"> ▪ Complete a district-wide Climate Response and Resilience Strategy to recognise and address the significant and broad impacts of climate change and understand statutory and moral responsibility to act, mitigate and adapt to climate change, while setting targets for annual CO₂ emissions reduction aligned to key projects for delivery. 	Climate Change
<ul style="list-style-type: none"> ▪ Develop a Council Think Tank to establish a Sustainability & Wellbeing Framework aligned to climate change, risk and resilience. 	Climate Change
<ul style="list-style-type: none"> ▪ Investigate opportunities to work/align with Waikato-Tainui on the TE ARA WHAKATUPURANGA 2050 five-year action Plan. Create 'next steps' plan of action. 	Iwi & Community Partnerships

- *Build on existing relationships with Waikato-Tainui and establish if existing partnership approaches, relationships, or working groups are sufficient / appropriate to incorporate tangata whenua values, principles and aspirations relating to social, cultural, economic and environmental wellbeing.*

*Iwi &
Community
Partnerships*

3.4 Climate Change Team:

<p style="text-align: center;">Potential Task 1</p>	Support
<p>Potential Task Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> ▪ Working with the local iwi, neighbouring Territorial Authorities, Waikato Regional Council, Central Government, key stakeholders, and other agencies to align with and leverage off their existing climate change initiatives, strategies, and research for the region. 	<ul style="list-style-type: none"> ▪ Strategic Planning ▪ Iwi & Community Partnerships ▪ RM Policy
<p style="text-align: center;">Potential Task 2</p>	Support
<p>Potential Task Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> ▪ To help educate communities on climate change and how to live with a changing environment aiming to build resilience and support community response. 	<ul style="list-style-type: none"> ▪ N/A
<p style="text-align: center;">Potential Task 3</p>	Support
<p>Potential Task Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> ▪ To help communities increase capabilities to understand how they can independently source funding and other opportunities to build their resilience and adapt to the consequences of climate change. 	<ul style="list-style-type: none"> ▪ Economic & Community Development
<p style="text-align: center;">Potential Task 4</p>	Support
<p>Potential Task Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> ▪ To ensure Council is prepared, skilled, resilient, and responsive in the face of climate change impacts. 	<ul style="list-style-type: none"> ▪ N/A
<p style="text-align: center;">Potential Task 5</p>	Support
<p>Potential Task Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> ▪ Complete a Climate Response and Resilience Action Plan Framework to provide a plan for Council to meet its audit and statutory obligations, and community expectations, to mitigate and adapt to climate change. 	<ul style="list-style-type: none"> ▪ Economic & Community Development ▪ Iwi & Community Partnerships
<p style="text-align: center;">Potential Task 6</p>	Support

<p>Potential Task Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> Complete a district-wide Climate Response and Resilience Strategy to recognise and address the significant and broad impacts of climate change and understand statutory and moral responsibility to act, mitigate and adapt to climate change, while setting targets for annual CO2 emissions reduction aligned to key projects for delivery. 	<ul style="list-style-type: none"> Economic & Community Development Iwi & Community Partnerships
Potential Task 7	
<p>Potential Task Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> Require a climate lens that must be applied across our operations (including planning and decision-making processes) endeavouring to balance our communities' needs and economic stability with a sustainable future. 	<ul style="list-style-type: none"> N/A
Potential Task 8	
<p>Potential Task Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> Develop a Council Think Tank to establish a Sustainability & Wellbeing Framework aligned to climate change, risk and resilience. 	<ul style="list-style-type: none"> Economic & Community Development Iwi & Community Partnerships
Potential Task 9	
<p>Potential Task Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> Develop training programmes, workshops, and guides for staff to embed climate change into decision-making, planning and reporting. 	<ul style="list-style-type: none"> N/A
<p>Focus Areas and Implementation actions addressed, in part, by the above Task/s:</p> <p>Grow Our Communities:</p> <ul style="list-style-type: none"> <i>Avoid development that leads to social isolation</i> <i>Ensure that our communities have easy access to infrastructure and services</i> <i>Take leadership and build our district to respond to climate change and help mitigate its effects</i> <i>Stage development and be adaptable to future growth scenarios</i> <p>Embracing Our Identity:</p> <ul style="list-style-type: none"> <i>Protect our natural, cultural and built historic heritage</i> <i>Promote ecological and environmental protection and restoration</i> 	

- *Restrict residential development in areas at risk from natural hazards*
- *Encourage and assist communities to adapt to climate change and to manage and adapt to its effects on the environment*

Empowering Our People:

- Educate and develop the communities' capabilities to adapt to climate change

Potential inter-linkages with other workstreams:

- Waikato Regional Council Climate Action Road Map and Decarbonisation work
- Waikato Regional Council Sustainable Infrastructure Decision Making Framework rollout – changes to the way WRC make investment decisions in stop banks etc. (also INTERPLAY: Potential links to Waikato Tainui TE ARA WHAKATUPURANGA 2050 (The Road to Whakatupuranga 2050))
- Waikato Regional Coastal Plan review for land within or abutting the defined coastal marine area

<i>Supporting Role Task (see lead department for further details on task)</i>	Key lead
<ul style="list-style-type: none"> ▪ <i>Investigate opportunities to work/align with Waikato-Tainui on the TE ARA WHAKATUPURANGA 2050 five-year action Plan. Create 'next steps' plan of action.</i> 	<p><i>Iwi & Community Partnerships</i></p>
<ul style="list-style-type: none"> ▪ <i>Build on existing relationships with Waikato-Tainui and establish if existing partnership approaches, relationships, or working groups are sufficient / appropriate to incorporate tangata whenua values, principles and aspirations relating to social, cultural, economic, and environmental wellbeing.</i> 	<p><i>Iwi & Community Partnerships</i></p>

3.5 Community Connections Team:

Potential Task 1	Support
<p>Potential Task Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> ▪ Confirm capacity of existing parks to accommodate anticipated growth and community outcomes. Identify how much additional land is required where insufficiency exists. Confirm using land ownership data and masterplanning information on the location of land uses: <ul style="list-style-type: none"> ○ where additional open space is required ○ what sites may be available/feasible <p>What facilities/ upgrades would be required for the open space to satisfy the needs of its catchment and costs.</p>	<ul style="list-style-type: none"> ▪ Strategic Planning ▪ Growth & Analytics
Potential Task 2	Support
<p>Potential Task Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> ▪ Identify specific criteria and requirements for well-situated and appropriately designed passive and active recreation areas. This will potentially include features such as: <ul style="list-style-type: none"> ○ Child play equipment ○ Access points ○ Bins ○ Lighting requirements ○ Toilets <p>Create internal guidance document.</p>	<ul style="list-style-type: none"> ▪ Strategic Planning
Potential Task 3	Support
<p>Potential Task Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> ▪ Develop a comprehensive Walking/Cycling plan for the District. Link to LTP and other funding opportunities. 	<ul style="list-style-type: none"> ▪ Strategic Planning ▪ Economic & Community Development ▪ Roading
<p>Focus Areas and Implementation actions addressed, in part, by the above Task/s:</p> <p>Grow Our Communities:</p> <ul style="list-style-type: none"> ▪ <i>Protect strategic sites, corridors and areas for future development.</i> ▪ <i>Locate future development to capitalise on existing serviced network infrastructure and facilities of towns.</i> ▪ <i>Avoid development that leads to social isolation</i> 	

<ul style="list-style-type: none"> ▪ <i>Ensure that our communities have easy access to infrastructure and services.</i> ▪ <i>Well-situated and appropriately designed passive and active recreation areas.</i> <p>Development Plans</p> <ul style="list-style-type: none"> ▪ Identify strategic land for purchase that will support the provision of public transport hubs (e.g. train stations), open spaces (e.g. informal, formal, reserves) and community facilities (e.g. libraries, community hubs) ▪ Ensure the provision of Recreation space is provided for in each development plan 	
<p>Potential inter-linkages with other workstreams:</p> <ul style="list-style-type: none"> ▪ Waikato River Vision and Strategy (Te Ture Whaimana) review tied to affect 3 waters discharges, parks and reserves and potential to develop land. ▪ Waikato Regional Coastal Plan review for land within or abutting the defined coastal marine area 	

<i>Supporting Role Task (see lead department for further details on task)</i>	Key lead
<ul style="list-style-type: none"> ▪ <i>Confirm all required infrastructure works to support growth Plans (e.g., 3 waters and public upgrades) and associated timing so that, where possible, alignment of works can be planned (i.e., when can a road be worked on at the same time as a pipe upgrade is completed)</i> ▪ <i>Work alongside Watercare to ensure the provision of wastewater, water supply and stormwater management infrastructure to support residential/business/industrial development plan area(s).</i> 	Strategic Planning
<ul style="list-style-type: none"> ▪ <i>Potential to develop an outcomes framework for development in proximity to natural, heritage and cultural assets in association with heritage team, communities, and local iwi to support the PDP requirements</i> 	Strategic Planning
<ul style="list-style-type: none"> ▪ <i>Local Services Assessment to identify vulnerable services that potentially require support or intervention</i> 	Strategic Planning
<ul style="list-style-type: none"> ▪ <i>Use GIS to spatially identify all historic heritage sites, greenways, blue/green networks, walkways, cycleways, bridle trails, and open spaces and streetscape/public space improvements that promote connectedness. To help prioritise investment identify extent of benefits to community or environment, where overlap exists (geographic or other benefits), and potential cost and funding options</i> 	Strategic Planning
<ul style="list-style-type: none"> ▪ <i>Managing development and placemaking outcomes to prevent social isolation and exclusion could be weaved into an Outcomes Framework project with the community.</i> 	Strategic Planning

<ul style="list-style-type: none"> ▪ <i>To support the design and implementation of Community Blueprints and aspiration projects to improve community participation and engagement.</i> 	<p><i>Economic & Community Development</i></p>
<ul style="list-style-type: none"> ▪ <i>Investigate opportunities to work/align with Waikato-Tainui on the TE ARA WHAKATUPURANGA 2050 five-year action Plan. Create 'next steps' plan of action.</i> 	<p><i>Iwi & Community Partnerships</i></p>
<ul style="list-style-type: none"> ▪ <i>Build on existing relationships with Waikato-Tainui and establish if existing partnership approaches, relationships, or working groups are sufficient / appropriate to incorporate tangata whenua values, principles and aspirations relating to social, cultural, economic, and environmental wellbeing.</i> 	<p><i>Iwi & Community Partnerships</i></p>

3.6 Rooding Team:

Potential Task 1	Support
<p>Potential Task Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> ▪ Complete a transport strategy, parking strategy and transport network and freight potential assessment across the district that considers the anticipated implications of the HBA growth figures, Waikato 2070 and Future Proof growth patterns, and strategic networks and connection routes through the north island. Intended to: <ul style="list-style-type: none"> ○ help make better use of infrastructure and our transport connections (should consider the ONF) ○ identify new areas for service industries to locate and expand while considering the local environment. <p>Focus Areas and Implementation actions addressed, in part, by the above Task/s:</p> <p>Grow Our Communities:</p> <ul style="list-style-type: none"> ▪ <i>Support regeneration of our town centres and encourage quality in-fill developments around our future mass transit stations</i> ▪ <i>Integrate land-use and transport to make better use of infrastructure and our transport connections, while interacting and protecting the environment.</i> ▪ <i>Leverage existing transport networks, including walking and cycling infrastructure, and identify and protect sites and areas from future development.</i> ▪ <i>Integrate land-use and transport to make better use of infrastructure and our transport connections, while interacting and protecting the environment.</i> <p>Build Our Businesses:</p> <ul style="list-style-type: none"> ▪ Identify new areas for service industries to locate and expand while taking into account the local environment <p>Embracing Our Identity:</p> <ul style="list-style-type: none"> ▪ <i>Encourage sustainable and resilient land use patterns that focus development in our key towns which are well connected and serviced by amenities</i> <p>Development Plans</p> <ul style="list-style-type: none"> ▪ Input into Structure Plan/Town Centre Plan to ensure that the ideal road network is identified for each of the individual development plan area(s) ▪ Identify strategic land for purchase that will support the provision of public transport hubs (e.g. train stations), open spaces (e.g. informal, formal, reserves) and community facilities (e.g. libraries, community hubs) <p>Potential inter-linkages with other workstreams:</p> <ul style="list-style-type: none"> ▪ Waikato Metro Spatial Plan Transport Programme Business Case in terms of strategic transport network and PT network planning 	<ul style="list-style-type: none"> ▪ Strategic Planning
Potential Task 2	Support
<p>Potential Task Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> ▪ Develop a comprehensive Walking/Cycling plan for the District. Link to LTP and other funding opportunities. 	<ul style="list-style-type: none"> ▪ Strategic Planning

[Joint 'Key Lead' with Open Space – please refer to 3.5 for 'Focus Areas and Implementations' and 'Potential inter-linkages with other workstreams']

- Economic & Community Development
- Community Connections

Supporting Role Task (see lead department for further details on task)	Key lead
<ul style="list-style-type: none"> ▪ Confirm all required infrastructure works to support growth Plans (e.g., 3 waters and public upgrades) and associated timing so that, where possible, alignment of works can be planned (i.e. when can a road be worked on at the same time as a pipe upgrade is completed) ▪ Work alongside Watercare to ensure the provision of wastewater, water supply and stormwater management infrastructure to support residential/business/industrial development plan area(s). 	Strategic Planning
<ul style="list-style-type: none"> ▪ Work with landowners of development plan areas to understand their development intentions. ▪ Confirm and regularly review which structure plans will be prioritised by council and which are developer led. ▪ Use HBA outputs to help prioritise structure plans. ▪ Confirm timeline (and council funding where appropriate) for completion of all plans. ▪ Potential to set up a Council led approach to implementation, wherein, the Council will work with landowners to maximise structure plan outcomes where no developer is involved yet [a similar approach is being adopted by Horowhenua District Council for resource consent applications to incentivise medium density land development]. 	Strategic Planning
<ul style="list-style-type: none"> ▪ Potential to develop an outcomes framework for development in proximity to natural, heritage and cultural assets in association with heritage team, communities, and local iwi to support the PDP requirements. 	Strategic Planning
<ul style="list-style-type: none"> ▪ Investigate and identify new areas and locations for service industries to located and expand within the district, while considering the needs of the local environment and community. 	Economic & Community Development
<ul style="list-style-type: none"> ▪ Investigate opportunities to work/align with Waikato-Tainui on the TE ARA WHAKATUPURANGA 2050 five-year action Plan. Create 'next steps' plan of action. 	Iwi & Community Partnerships

- *Build on existing relationships with Waikato-Tainui and establish if existing partnership approaches, relationships, or working groups are sufficient / appropriate to incorporate tangata whenua values, principles and aspirations relating to social, cultural, economic, and environmental wellbeing.*

*Iwi &
Community
Partnerships*

3.7 Three Waters Team:

Supporting Role Task (see lead department for further details on task)	Key lead
<ul style="list-style-type: none"> ▪ Confirm all required infrastructure works to support growth Plans (e.g., 3 waters and public upgrades) and associated timing so that, where possible, alignment of works can be planned (i.e., when can a road be worked on at the same time as a pipe upgrade is completed) ▪ Work alongside Watercare to ensure the provision of wastewater, water supply and stormwater management infrastructure to support residential/business/industrial development plan area(s). 	Strategic Planning
<ul style="list-style-type: none"> ▪ Work with landowners of development plan areas to understand their development intentions. ▪ Confirm which structure plans will need to be council led and which are developer led. ▪ Use HBA outputs to help prioritise structure plans. ▪ Confirm timeline (and council funding where appropriate) for completion of all plans. ▪ Potential to set up a Council led approach to implementation, wherein, the Council will work with landowners to maximise structure plan outcomes where no developer is involved yet [a similar approach is being adopted by Horowhenua District Council for resource consent applications to incentivise medium density land development]. 	Strategic Planning
<ul style="list-style-type: none"> ▪ Investigate and identify new areas and locations for service industries to located and expand within the district, while considering the needs of the local environment and community. 	Economic & Community Development
<ul style="list-style-type: none"> ▪ Investigate opportunities to work/align with Waikato-Tainui on the TE ARA WHAKATUPURANGA 2050 five-year action Plan. Create 'next steps' plan of action. 	Iwi & Community Partnerships
<ul style="list-style-type: none"> ▪ Build on existing relationships with Waikato-Tainui and establish if existing partnership approaches, relationships, or working groups are sufficient / appropriate to incorporate tangata whenua values, principles and aspirations relating to social, cultural, economic, and environmental wellbeing. 	Iwi & Community Partnerships

3.8 Growth & Analytics Team:

Supporting Role Task (see lead department for further details on task)	Key lead
<ul style="list-style-type: none"> ▪ Confirm all required infrastructure works to support growth Plans (e.g., 3 waters and public upgrades) and associated timing so that, where possible, alignment of works can be planned (i.e., when can a road be worked on at the same time as a pipe upgrade is completed) ▪ Work alongside Watercare to ensure the provision of wastewater, water supply and stormwater management infrastructure to support residential/business/industrial development plan area(s). 	Strategic Planning
<ul style="list-style-type: none"> ▪ Work with landowners of development plan areas to understand their development intentions. ▪ Confirm and regularly review which structure plans will be prioritised by council and which are developer led. ▪ Use HBA outputs to help prioritise structure plans. ▪ Confirm timeline (and council funding where appropriate) for completion of all plans. ▪ Potential to set up a Council led approach to implementation, wherein, the Council will work with landowners to maximise structure plan outcomes where no developer is involved yet [a similar approach is being adopted by Horowhenua District Council for resource consent applications to incentivise medium density land development]. 	Strategic Planning
<ul style="list-style-type: none"> ▪ Investigate other mechanisms to incentivise infill (e.g., reduced development contributions or resource consent fees) ▪ Potential to create a council led approach to achieving infill through an assisted resource consenting pathway for landowners and developers (approach being developed by Horowhenua District Council) 	Strategic Planning
<ul style="list-style-type: none"> ▪ Ensure employment and housing choice through: <ul style="list-style-type: none"> ○ Assessment of existing housing options across the district and how the PDP will enable change over time. Tied to Housing and Business outputs. ○ Interviews with developers to understand what housing typologies they will be developing over the coming years. ○ Projected housing demand assessment (over specified time period) based on the living preference of different groups. ○ Gap analysis of how existing and potential housing supply satisfies community preferences. ○ Develop a process for on-going monitoring consents and builds to understand what types of housing are being provided and where. ○ Assessment of what constitutes affordable housing for WDC and what affordable housing options are required to meet the districts needs. ○ Work with local iwi and Maori to conform their housing preferences. ○ Assessment of employment outputs of Housing and Business Assessment to determine if sufficient employment choice exists. ○ Use HBA and blueprints to make assumptions on future workforce requirements ○ Work with universities and relevant industries to build relationships and identify what skillsets are required now and in the future, and how this is/ can be covered by training and education programmes 	Strategic Planning

<ul style="list-style-type: none"> ○ Undertake interviews with local business owners to understand their aspirations and future plans. 	
<ul style="list-style-type: none"> ▪ Help the Waikato District business community (including, but not limited to, land based and primary sector) connect and work with relevant partners (such as TKP, MSD, MBIE, NZTE, Soda, RBP, Callaghan Innovation etc.) to build their presence and enable growth. 	Economic & Community Development
<ul style="list-style-type: none"> ▪ Work with Open Waikato to develop a tool to promote, engage and support businesses and investors within our district. 	Economic & Community Development
<ul style="list-style-type: none"> ▪ Investigate and identify new areas and locations for service industries to located and expand within the district, while considering the needs of the local environment and community. 	Economic & Community Development
<ul style="list-style-type: none"> ▪ Undertake an analysis of the industry types within the district and develop an approach to clustering similar activities in close proximity to each other. 	Economic & Community Development
<ul style="list-style-type: none"> ▪ Develop a primary sector economic action plan in conjunction with the primary sector, to support the continued growth of primary industries and support rural communities. 	Economic & Community Development
<ul style="list-style-type: none"> ▪ Promote Open Waikato as a platform that reflects the role of agriculture, horticulture, and primary industries within the district with input from a rural advisory committee. 	Economic & Community Development
<ul style="list-style-type: none"> ▪ Confirm capacity of existing parks to accommodate anticipated growth and community outcomes. Identify how much additional land is required where insufficiency exists. Confirm using land ownership data and masterplanning information on the location of land uses: <ul style="list-style-type: none"> ○ where additional open space is required ○ what sites may be available/feasible ▪ What facilities/ upgrades would be required for the open space to satisfy the needs of its catchment and costs. 	Community Connections

<ul style="list-style-type: none"> Investigate opportunities to work/align with Waikato-Tainui on the TE ARA WHAKATUPURANGA 2050 five-year action Plan. Create 'next steps' plan of action. 	<p>Iwi & Community Partnerships</p>
<ul style="list-style-type: none"> Build on existing relationships with Waikato-Tainui and establish if existing partnership approaches, relationships, or working groups are sufficient / appropriate to incorporate tangata whenua values, principles and aspirations relating to social, cultural, economic and environmental wellbeing. 	<p>Iwi & Community Partnerships</p>

3.9 Iwi & Community Partnerships Team:

Potential Task 1	Support
<p>Potential Task Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> Investigate opportunities to work / align with Waikato-Tainui on the TE ARA WHAKATUPURANGA 2050 five-year action Plan. Create 'next steps' plan of action 	<ul style="list-style-type: none"> All teams
Potential Task 2	Support
<p>Potential Task Identified by the team that respond, in part, to specific Focus Areas and Implementation Actions:</p> <ul style="list-style-type: none"> Build on existing relationships with Waikato-Tainui and establish if existing partnership approaches, relationships, or working groups are sufficient / appropriate to incorporate tangata whenua values, principles and aspirations relating to social, cultural, economic, and environmental wellbeing. 	
<p>Focus Areas and Implementation actions addressed, in part, by the above Task/s:</p> <p>Embracing our identity:</p> <ul style="list-style-type: none"> Continue to partner with local iwi to help realise their social, cultural, economic, and environmental aspirations Protect our natural, cultural and built historic heritage Ensure that new developments and re-development retain and reflect the history of the area and sites Encourage iwi and hapu to identify with their culture and the environment Encourage communities to be stewards of their environment <p>Empowering our people:</p> <ul style="list-style-type: none"> Develop capability programmes to support community leaders to grow their ability to deliver community initiatives Connect communities with agencies to help improve opportunities and outcomes Invest time and resources in community leaders to ensure sustainable programmes for youth engagement Develop partnerships with iwi and hapu that incorporate tangata whenua values, principles and aspirations Create pipelines of opportunity for all sectors of society to access training and employment opportunities Promote our young people as a future workforce 	<ul style="list-style-type: none"> Strategic Planning Roading Three Waters Climate Change Growth & Analytics Community Connections RM Policy
<p>Potential inter-linkages with other workstreams:</p> <ul style="list-style-type: none"> Waikato Tainui TE ARA WHAKATUPURANGA 2050 (The Road to Whakatupuranga 2050) 	
<p><i>Supporting Role Task (see lead department for further details on task)</i></p>	<p><i>Key lead</i></p>

<ul style="list-style-type: none"> ▪ <i>Potential to develop an outcomes framework for development in proximity to natural, heritage and cultural assets in association with heritage team, communities, and local iwi to support the PDP requirements.</i> 	Strategic Planning
<ul style="list-style-type: none"> ▪ <i>Use GIS to spatially identify all historic heritage sites, greenways, blue/green networks, walkways, cycleways, bridle trails, and open spaces and streetscape/public space improvements that promote connectedness. To help prioritise investment identify extent of benefits to community or environment, where overlap exists (geographic or other benefits), and potential cost and funding options</i> 	Strategic Planning
<ul style="list-style-type: none"> ▪ <i>Ensure employment and housing choice through:</i> <ul style="list-style-type: none"> ○ <i>Assessment of existing housing options across the district and how the PDP will enable change over time. Tied to Housing and Business outputs.</i> ○ <i>Interviews with developers to understand what housing typologies they will be developing over the coming years.</i> ○ <i>Projected housing demand assessment (over specified time period) based on the living preference of different groups.</i> ○ <i>Gap analysis of how existing and potential housing supply satisfies community preferences.</i> ○ <i>Develop a process for on-going monitoring consents and builds to understand what types of housing are being provided and where.</i> ○ <i>Assessment of what constitutes affordable housing for WDC and what affordable housing options are required to meet the districts needs.</i> ○ <i>Work with local iwi and Maori to conform their housing preferences.</i> ○ <i>Assessment of employment outputs of Housing and Business Assessment to determine if sufficient employment choice exists.</i> ○ <i>Use HBA and blueprints to make assumptions on future workforce requirements</i> ○ <i>Work with universities and relevant industries to build relationships and identify what skillsets are required now and in the future, and how this is/ can be covered by training and education programmes</i> ○ <i>Undertake interviews with local business owners to understand their aspirations and future plans.</i> 	Strategic Planning
<ul style="list-style-type: none"> ▪ <i>Managing development and placemaking outcomes to prevent social isolation and exclusion could be weaved into an Outcomes Framework project with the community</i> 	Strategic Planning
<ul style="list-style-type: none"> ▪ <i>Set up meetings with MoE, MoH, MIBE and other relevant agencies to understand their intentions for Waikato District in response to the 2070 strategy and a relationship approach for moving forward.</i> 	Economic & Community Development
<ul style="list-style-type: none"> ▪ <i>Provide Community Boards, Community Committees and Community Groups training opportunities relating to Te Tiriti O Waitangi, citizenled democracy, stakeholder engagement, governance, funding, and leadership to deliver all four wellbeings within their respective communities.</i> 	Economic & Community Development

<ul style="list-style-type: none"> ▪ <i>Develop and implement a social enterprise growth and support strategy / plan.</i> 	<p><i>Economic & Community Development</i></p>
<ul style="list-style-type: none"> ▪ <i>Work to enable small to medium enterprises within Waikato District to have the ability to become a potential registered supplier with local, regional and central governments to enable them to grow; and allow for economic spending to remain within the district while supporting greater opportunities for Māori and Pacifica businesses - focusing on localism and circular economy principles to uplift businesses located within the district.</i> 	<p><i>Economic & Community Development</i></p>
<ul style="list-style-type: none"> ▪ <i>Develop and implement a Council Charter to assist local and incoming businesses in training and employing young persons and individuals who reside within the district - and ultimately create community connections and linkages to support and increase pride and recognition for communities.</i> 	<p><i>Economic & Community Development</i></p>
<ul style="list-style-type: none"> ▪ <i>Investigate and identify new areas and locations for service industries to located and expand within the district, while considering the needs of the local environment and community.</i> 	<p><i>Economic & Community Development</i></p>
<ul style="list-style-type: none"> ▪ <i>Working with the local iwi, neighbouring Territorial Authorities, Waikato Regional Council, Central Government, key stakeholders, and other agencies to align with and leverage off their existing climate change initiatives, strategies, and research for the region.</i> 	<p><i>Climate Change</i></p>
<ul style="list-style-type: none"> ▪ <i>Complete a Climate Response and Resilience Action Plan Framework to provide a plan for Council to meet its audit and statutory obligations, and community expectations, to mitigate and adapt to climate change.</i> 	<p><i>Climate Change</i></p>
<ul style="list-style-type: none"> ▪ <i>Complete a district-wide Climate Response and Resilience Strategy to recognise and address the significant and broad impacts of climate change and understand statutory and moral responsibility to act, mitigate and adapt to climate change, while setting targets for annual CO₂ emissions reduction aligned to key projects for delivery.</i> 	<p><i>Climate Change</i></p>
<ul style="list-style-type: none"> ▪ <i>Develop a Council Think Tank to establish a Sustainability & Wellbeing Framework aligned to climate change, risk, and resilience.</i> 	<p><i>Climate Change</i></p>

- *Use the JMA partnership to work on an agreed forward works programme in relation to Spatial / Structure plans and amendments to the District Plan.*

*Strategic
Planning*

3.10 Resource Management Policy Team:

Supporting Role Task (see lead department for further details on task)	Key lead
<ul style="list-style-type: none"> Potential to develop an outcomes framework for development in proximity to natural, heritage and cultural assets in association with heritage team, communities, and local iwi to support the PDP requirements 	Strategic Planning
<ul style="list-style-type: none"> Investigate other mechanisms to incentivise infill (e.g., reduced development contributions or resource consent fees) Potential to create a council led approach to achieving infill through an assisted resource consenting pathway for landowners and developers (approach being developed by Horowhenua District Council) 	Strategic Planning
<ul style="list-style-type: none"> Use GIS to spatially identify all historic heritage sites, greenways, blue/green networks, walkways, cycleways, bridle trails, and open spaces and streetscape/public space improvements that promote connectedness. To help prioritise investment identify extent of benefits to community or environment, where overlap exists (geographic or other benefits), and potential cost and funding options 	Strategic Planning
<ul style="list-style-type: none"> Working with the local iwi, neighbouring Territorial Authorities, Waikato Regional Council, Central Government, key stakeholders, and other agencies to align with and leverage off their existing climate change initiatives, strategies, and research for the region. 	Climate Change
<ul style="list-style-type: none"> Investigate opportunities to work/align with Waikato-Tainui on the TE ARA WHAKATUPURANGA 2050 five-year action Plan. Create 'next steps' plan of action. 	Iwi & Community Partnerships
<ul style="list-style-type: none"> Build on existing relationships with Waikato-Tainui and establish if existing partnership approaches, relationships, or working groups are sufficient / appropriate to incorporate tangata whenua values, principles and aspirations relating to social, cultural, economic, and environmental wellbeing. 	Iwi & Community Partnerships
<ul style="list-style-type: none"> Use the JMA partnership to work on an agreed forward works programme in relation to Spatial / Structure plans and amendments to the District Plan. 	Strategic Planning

To	Performance and Strategy Committee
Report Title	Resident Satisfaction Survey – Quarter 1 Results
Date:	24 October 2023
Report Author:	Reece Turner, Customer Experience Manager
Authorised by:	Roger MacCulloch, General Manager Customer Support

1. Purpose of the report

Te Take moo te puurongo

The purpose of this report is to provide the Performance and Strategy Committee (P&S) with a high-level update on the insights gained from the data collected from the Quarterly Resident Satisfaction Survey for July - September 2023.

This survey data provides the basis for several of the Long-Term Plan Key Performance Indicators which are being presented separately in this agenda.

2. Executive summary

Whakaraapopotanga matua

The Resident Satisfaction Survey is undertaken quarterly by Key Research.

The survey is conducted quarterly with participants being randomly selected from our Electoral Roll. Residents are contacted via post and given the option to complete an online or hardcopy survey.

This report outlines the key actions that have occurred since the presentation of the 2022/2023 Final Report.

The survey is reviewed by the Resident's Survey Action Team – which are a cross organisational group of staff that are the functional business owners that receive data from this survey.

This group analyses the data and looks to see if there are any drivers that are influencing the data and also if there are actions that can be put in place to improve what we do to improve the experience we deliver to our customers.

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

THAT the Performance and Strategy Committee receives the Resident Satisfaction Survey – Quarter 1 Results report.

4. Discussion **Matapaki**

4.1 Survey Result Investigations

Due to the tight deadline between receiving the survey results and the close of this Agenda, a thorough investigation into these results has not yet been conducted. Our Resident Survey Action Team has begun this task and will present the insights gained at the next meeting.

4.2 Enhanced Dashboard

Key Research has successfully enhanced the dashboard to allow us to share the data directly with elected members, providing a greater depth of information at the Ward level. This means you will have more immediate access to detailed insights into your respective areas, enabling better-informed decision-making.

5. Progress Updates from Previous Report **Te ahunga whakamua mai i te puurongo o mua**

From previous P&R meetings, we have noted your request to understand our performance through qualitative data in the areas of 'Invoicing' and 'Consultation', going forward there will be additional comments on these two key questions in the survey.

These open-ended responses will provide valuable insights that will complement the quantitative data. They will help us better comprehend the nuances and identify potential areas for improvement.

6. Attachments **Ngaa taapirihanga**

Waikato District Council 2023-24 Quarter 1 Resident Satisfaction Survey Dashboard

Introduction:

The Waikato District Council has an ongoing need to measure how satisfied residents are with resources, facilities and services provided by the Council. Key Research has developed a comprehensive mechanism for providing this service.

Research Objectives:

- To determine residents' satisfaction with various Council services and facilities
- To identify progress towards Key Performance Indicators (KPIs) in Council's Annual Report
- To establish perceptions regarding organisational reputation, including how competent Council is perceived to be and the affinity residents have developed for Council
- To assess changes in satisfaction over time and measure progress towards the Long-Term Plan objectives and new strategic plan

Methodology:

A mixed method approach to data collection is used consisting of a postal invitation to an online survey, with a hard copy survey back up. Invitation letters, containing an embedded link to an online survey are sent to a random selection of residents. Reminder postcards are sent a week to ten days later to optimise response from the online survey. The original invitation letters are accompanied by hard copy surveys. Free post services are made available and responses are data entered into our secure web-based platform for analysis.

Post data collection the sample is weighted so it is aligned with known population distributions for the Waikato District Council area, as per the Census 2018 results, based on suburb, age, gender and ethnicity.

To maximise the sample for each ward for more accurate reporting, the wave data is rolled:

1. Q1 2022/23 combines data from W3 2021/22, W4 2021/22 and W1 2022/23. Sample size (n) = 320
2. Q2 2022/23 combines data from W4 2021/22, W1 2022/23 and W2 2022/23. Sample size (n) = 346
3. Q3 2022/23 combines data from W1 2022/23, W2 2022/23 and W3 2022/23. Sample size (n) = 352
4. Q4 2022/23 combines data from W2 2021/22, W3 2022/23 and W4 2022/23. Sample size (n) = 389

Year-to-date data (YTD) shows unrolled data.

Due to rounding, percentages may add to just over or under (+/- 1%) totals.

Wave

- W1 2022/2023 ----- Sample size (n) = 88
- W2 2022/2023 ----- Sample size (n) = 134
- W3 2022/2023 ----- Sample size (n) = 130
- W4 2022/2023 ----- Sample size (n) = 125
- W1 2023/2024 ----- Sample size (n) = 127

Press the summary button below to proceed to the overall summary page. From that page you can then navigate further to within each measured area.

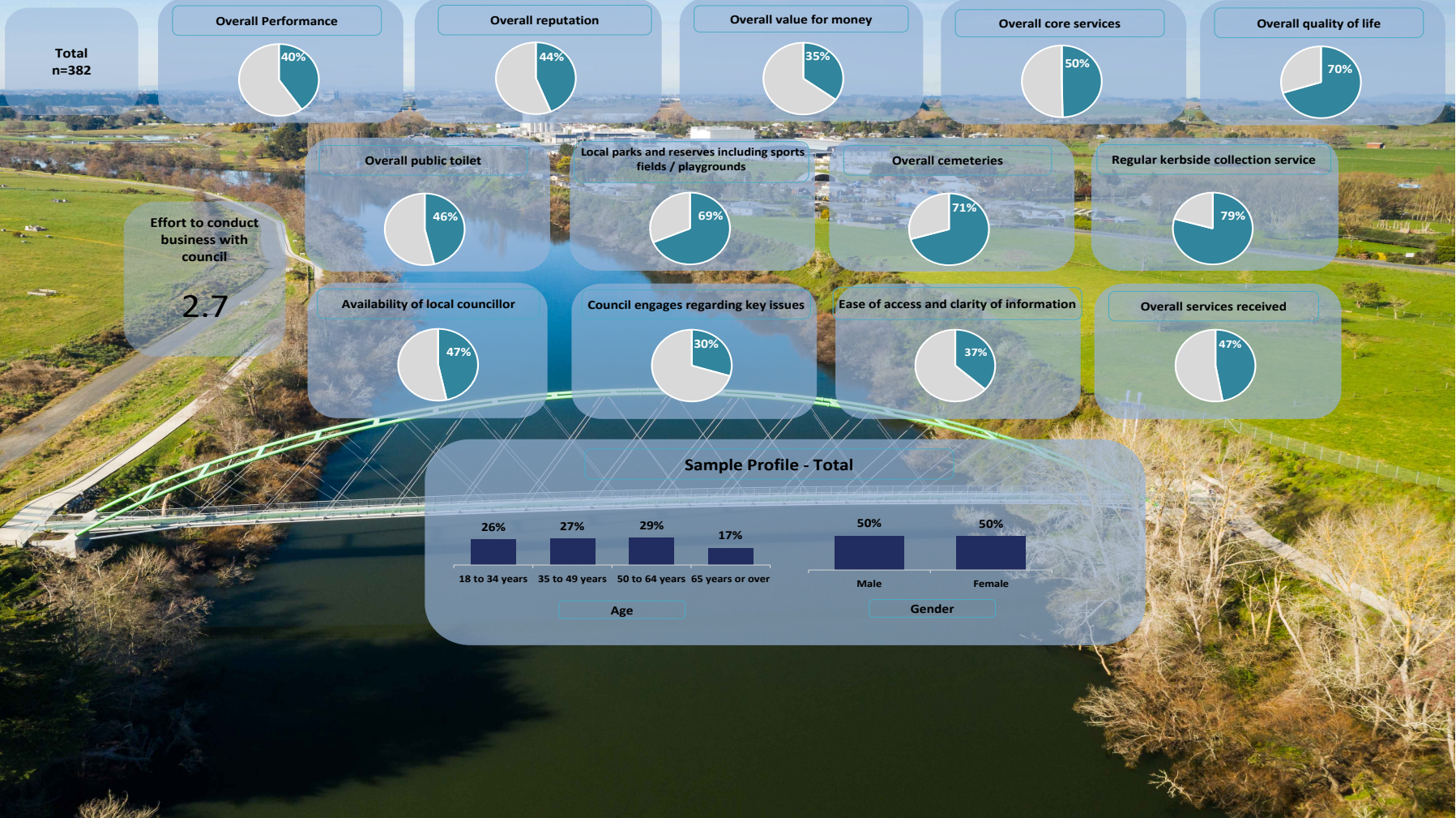
Use the drop down menus to display the results by Ward/Total and show data per each wave/YTD.

Key Findings





- Key Findings
- Summary
- Water
- Waste
- Roading
- Core services
- Other Services
- Safety
- Reputation
- Value for money
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YTD

Total

* small sample size

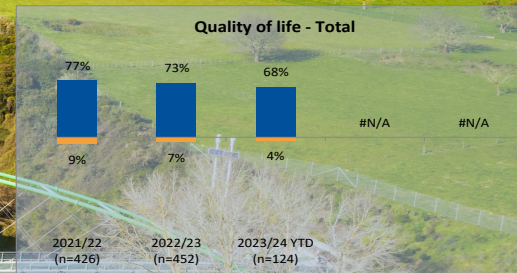
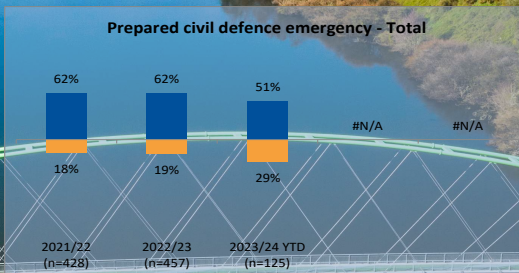
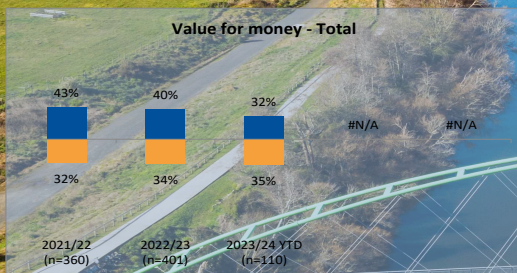
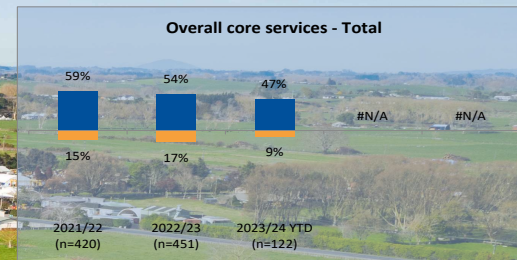
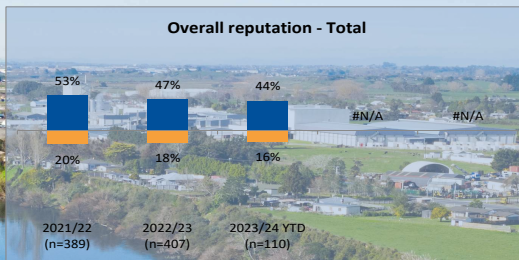
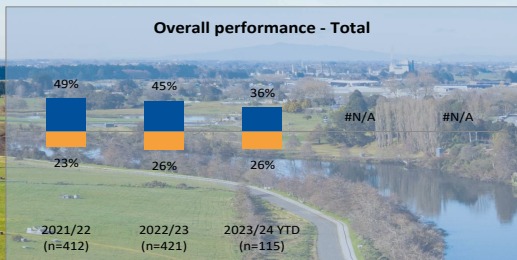


Benchmarking

Showing sig diff for 2022/23 and 2021/22 (7-10)

- Satisfied (%7-10)
- Dissatisfied (%1-4)

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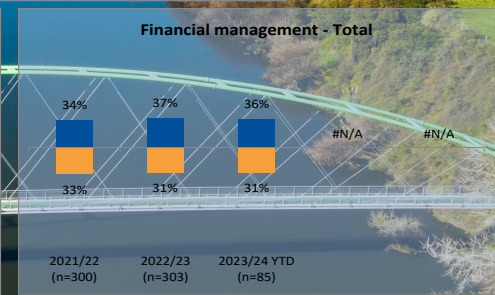
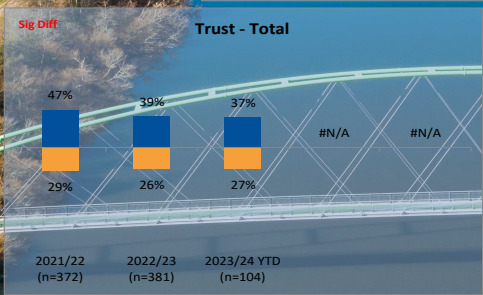
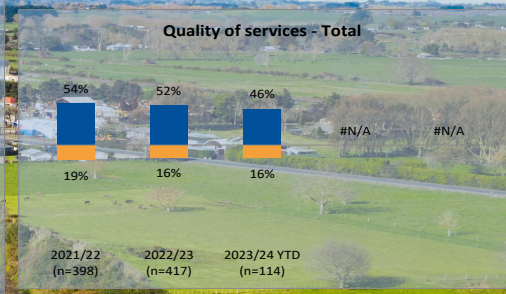
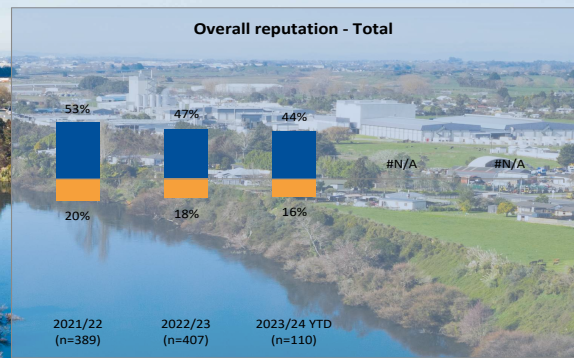
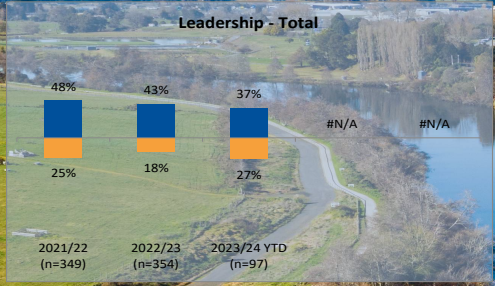
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* small sample size

■ Satisfied (%7-10)
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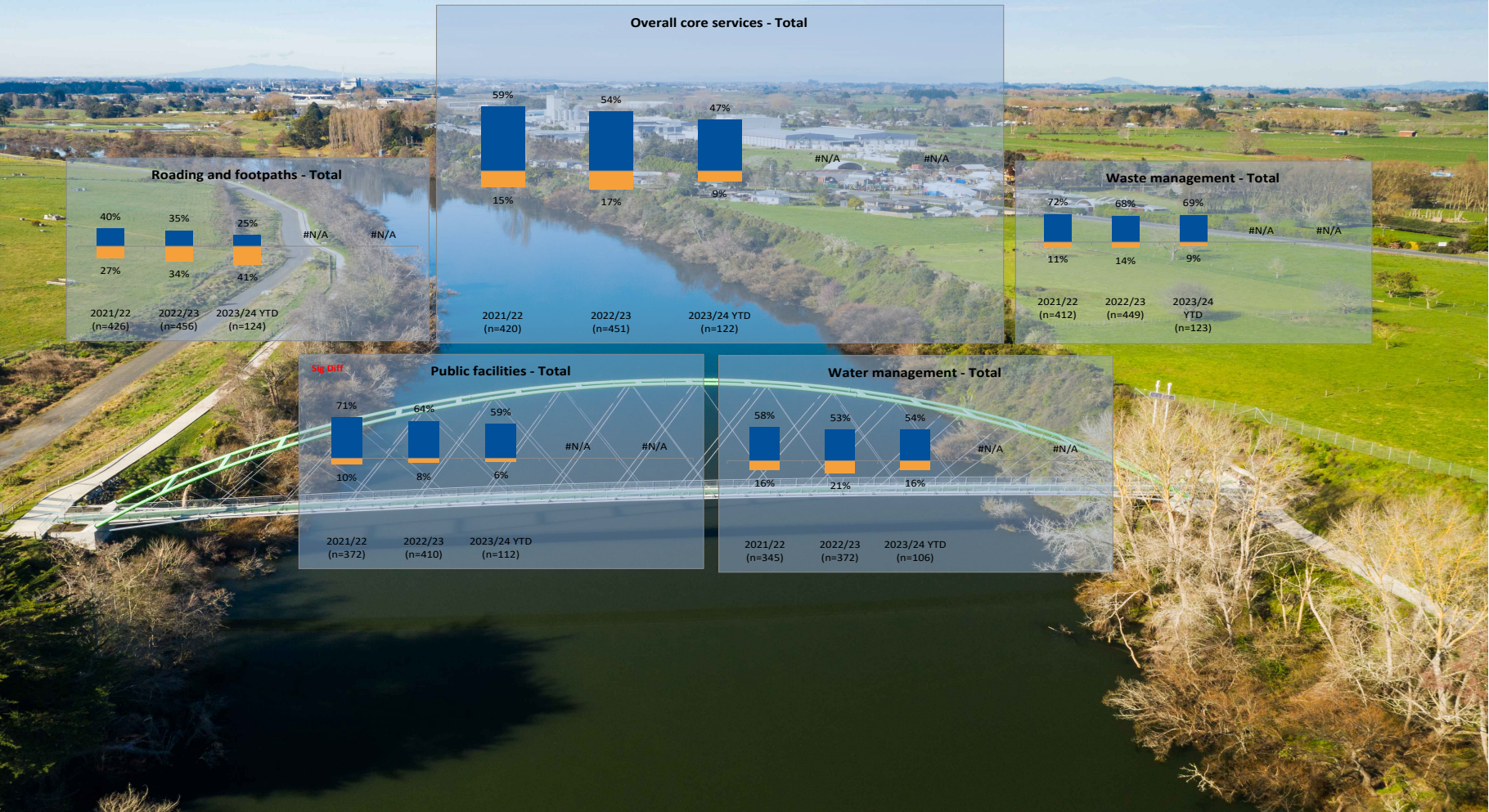
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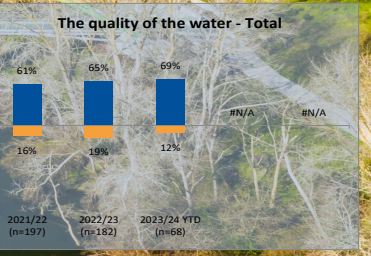
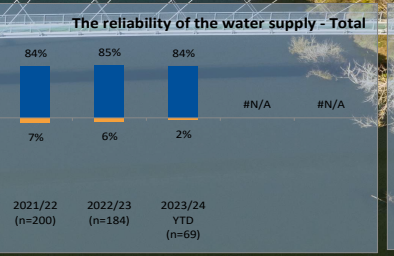
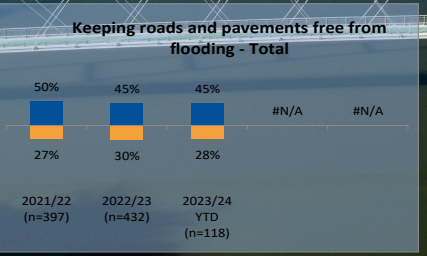
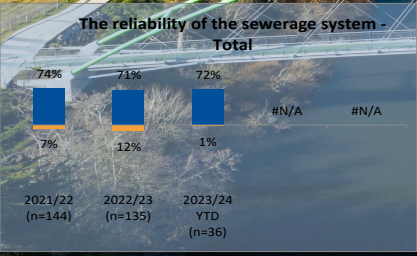
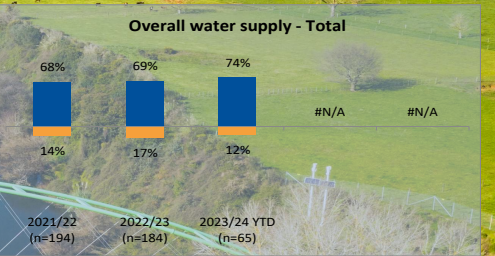
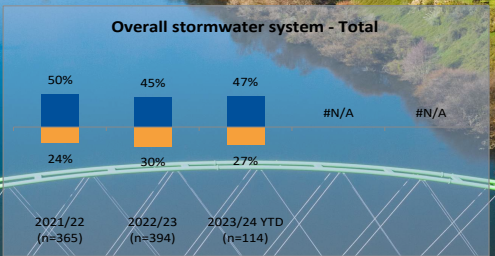
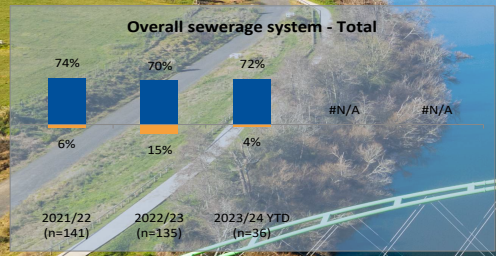
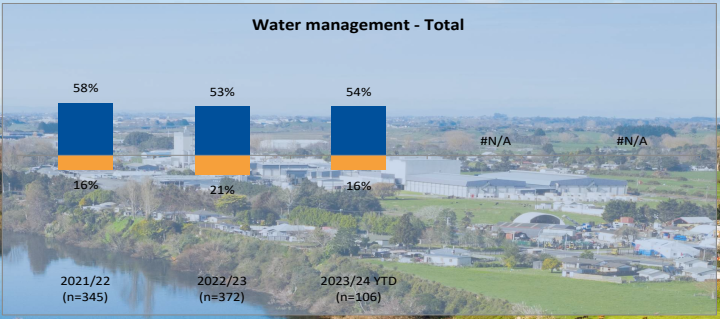
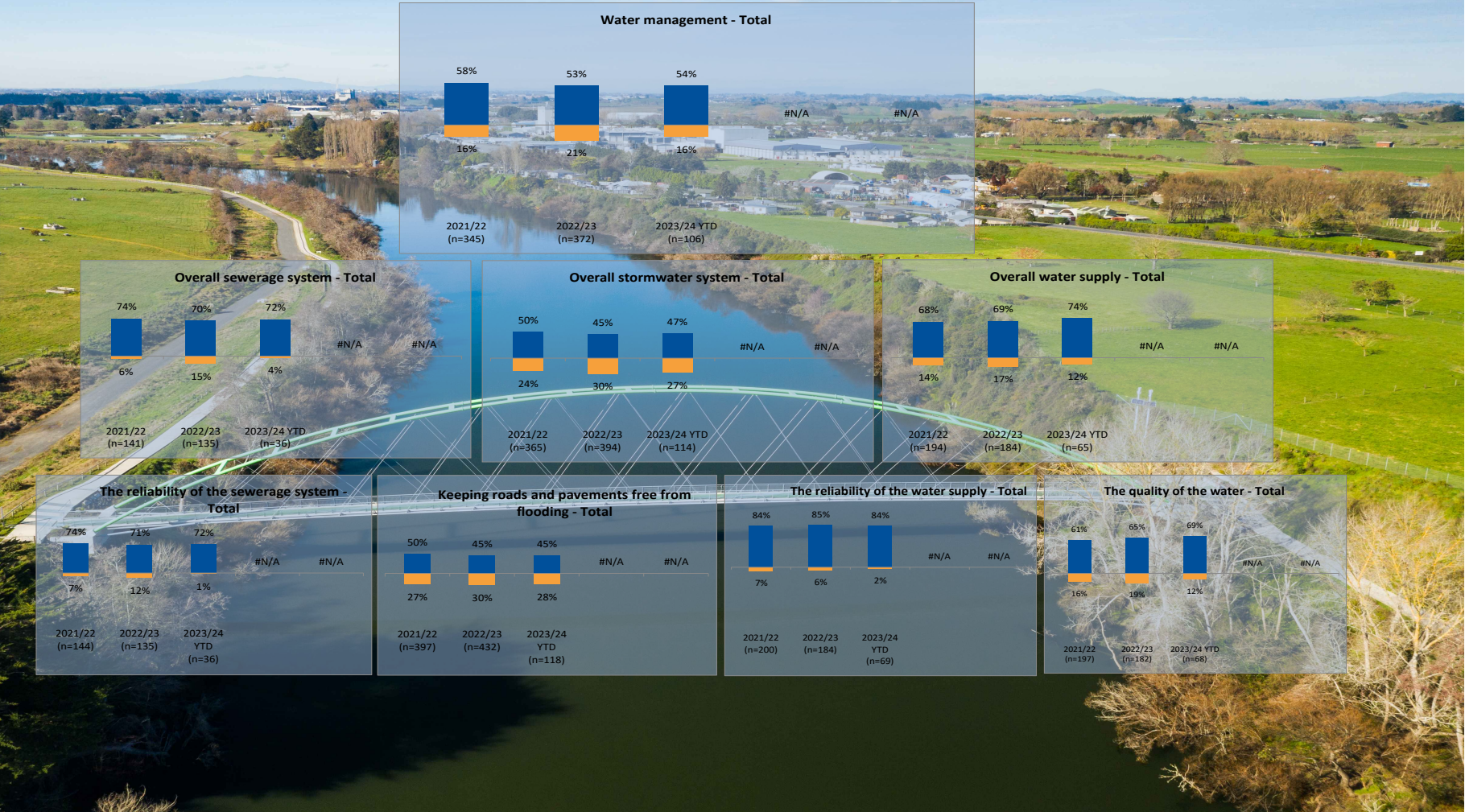




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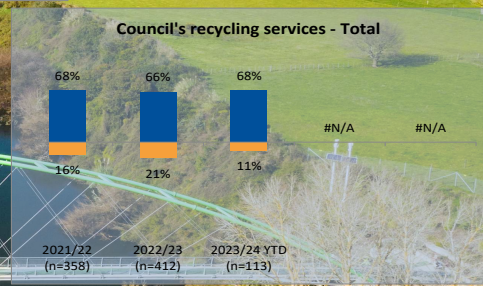
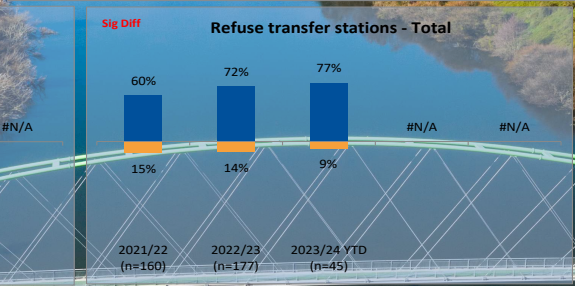
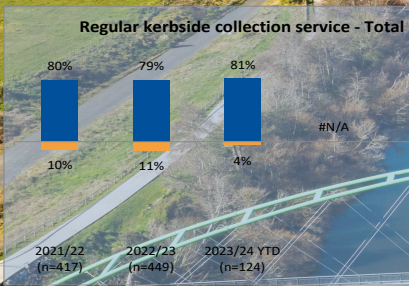
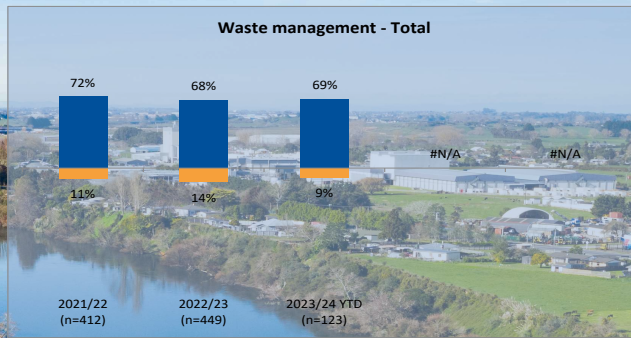




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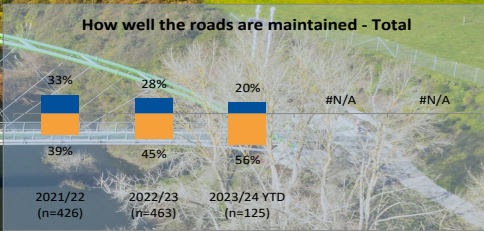
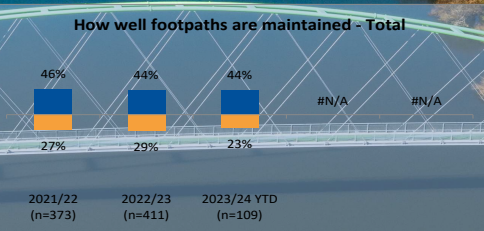
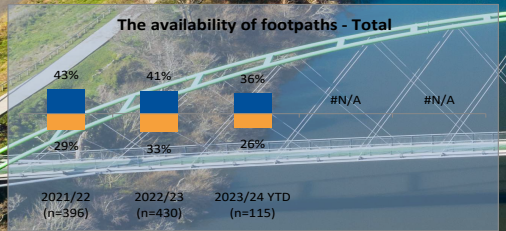
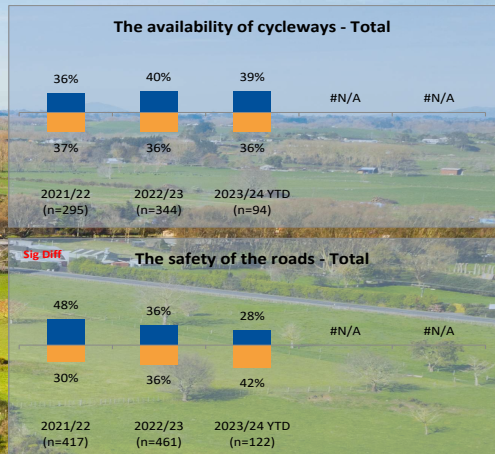
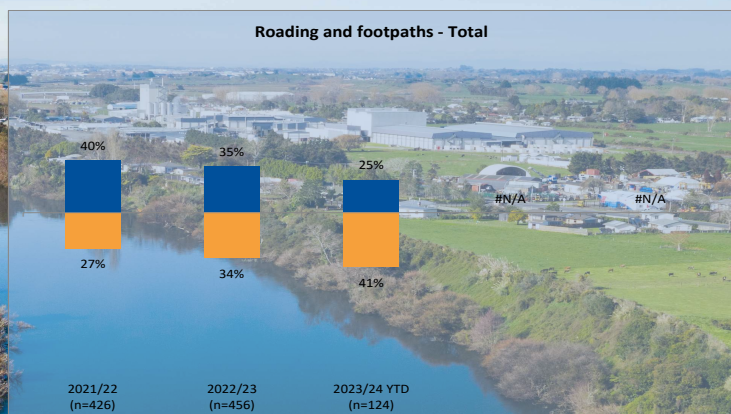
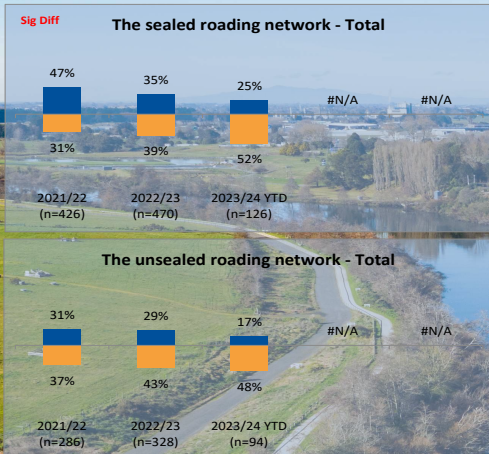




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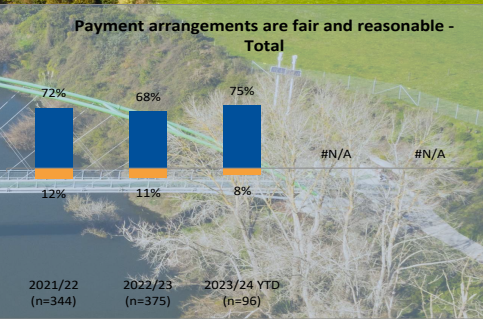
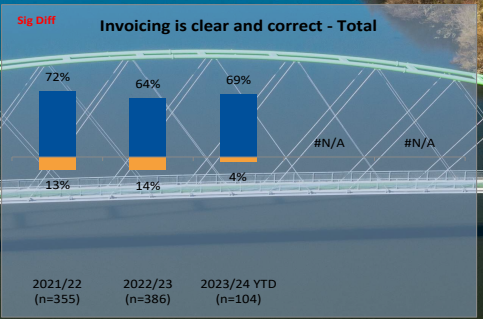
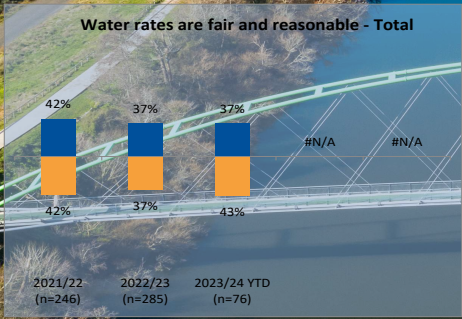
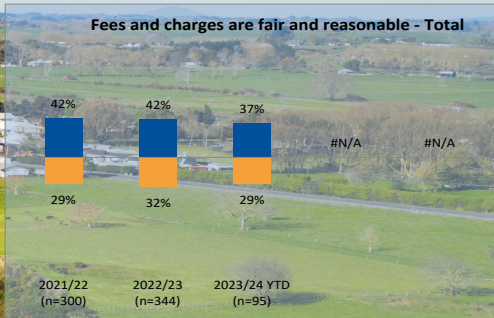
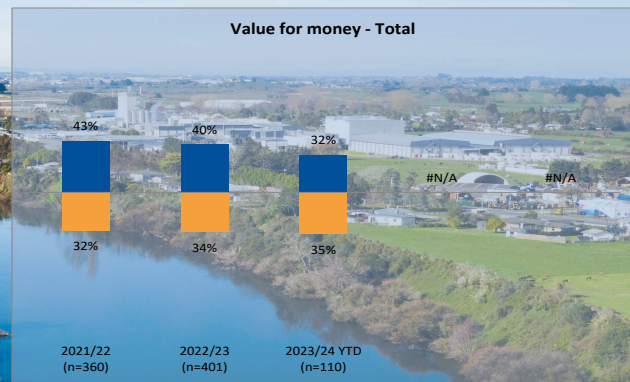
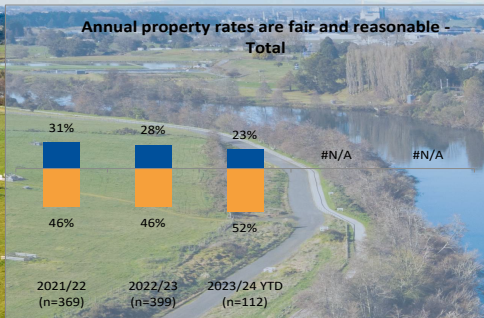
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YTD

Total

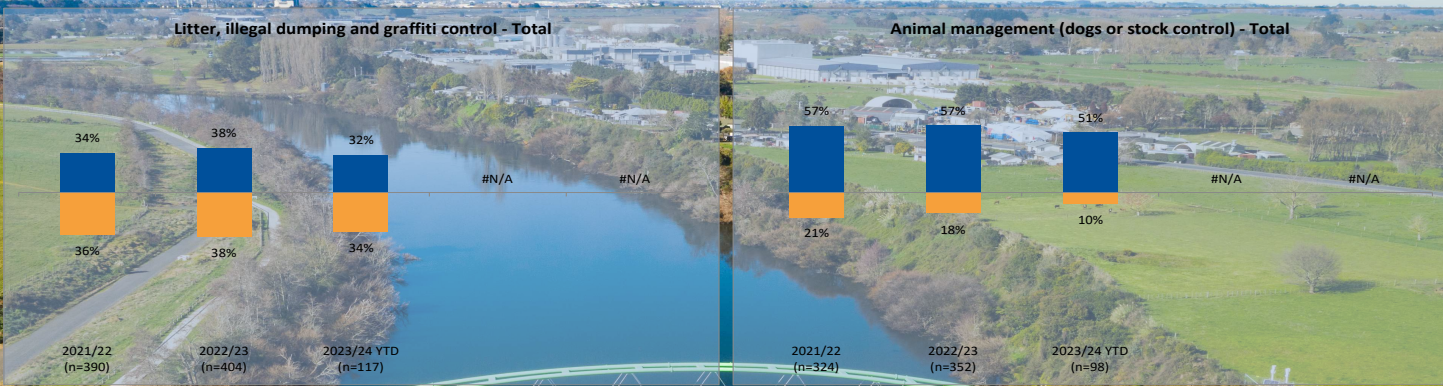
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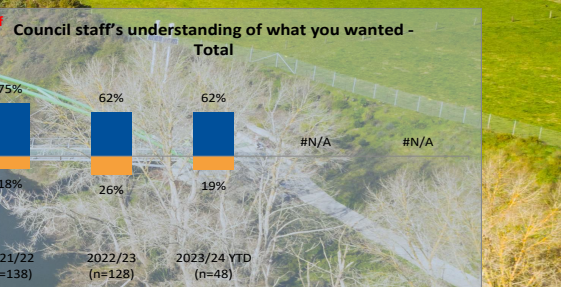
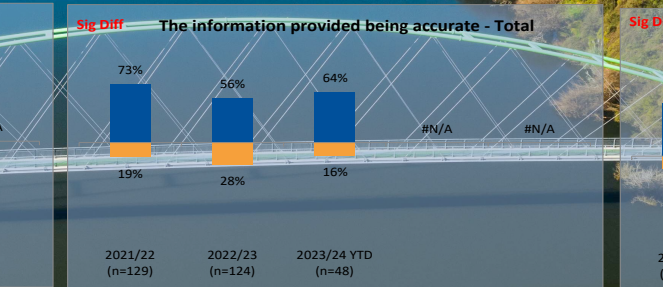
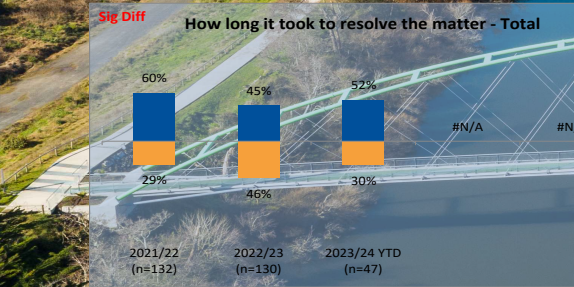
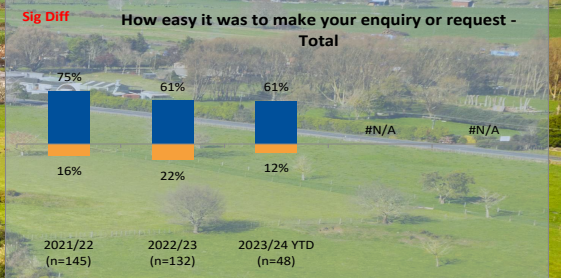
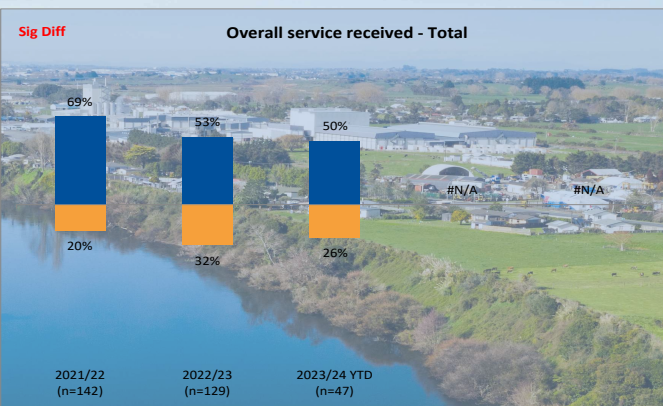
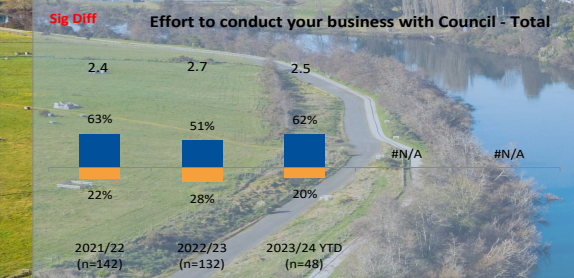
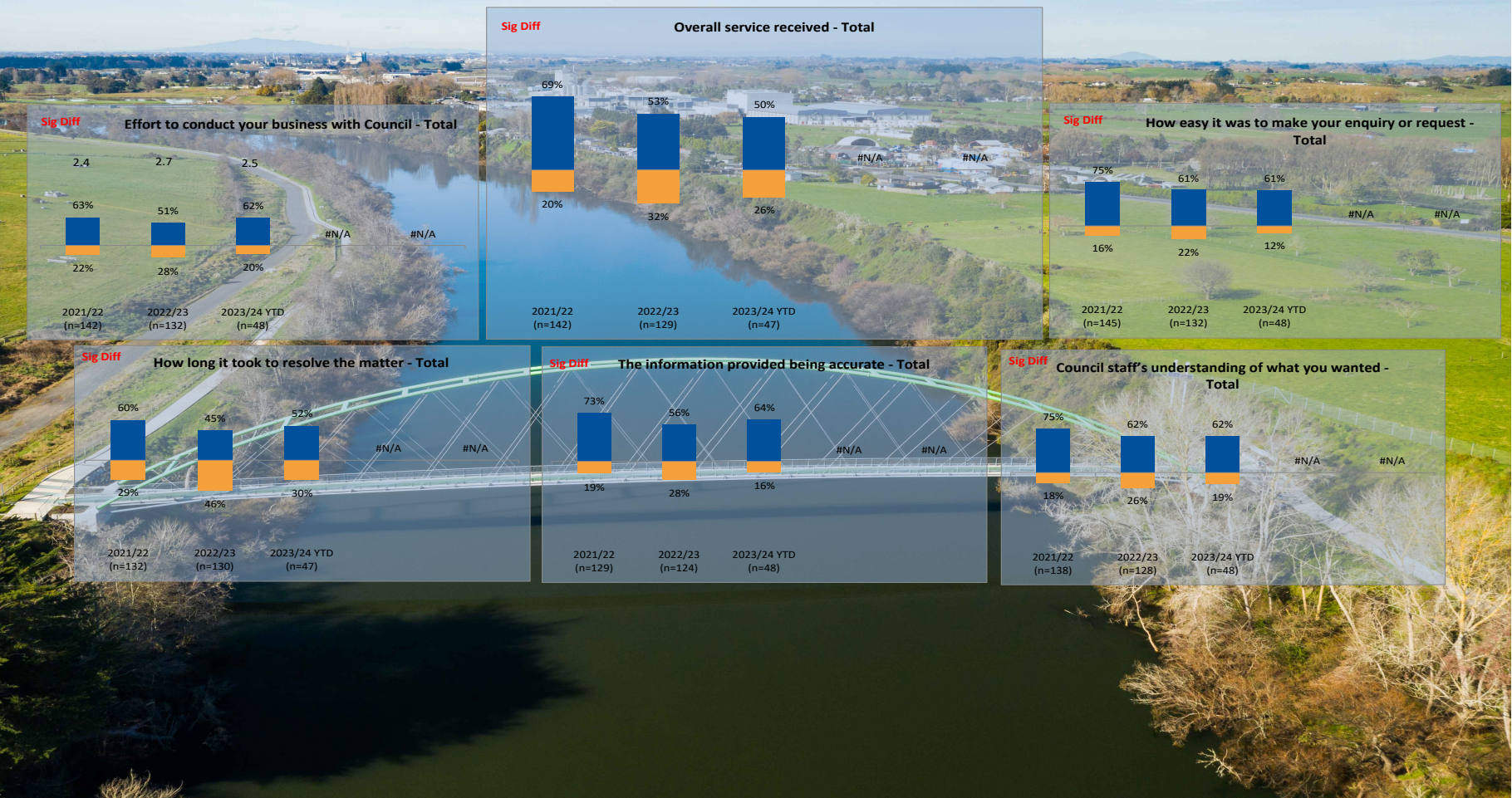




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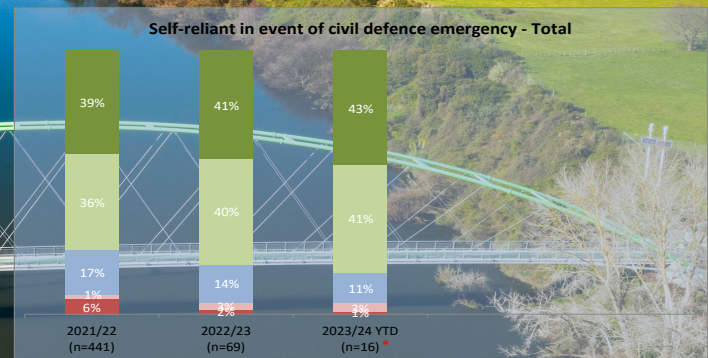
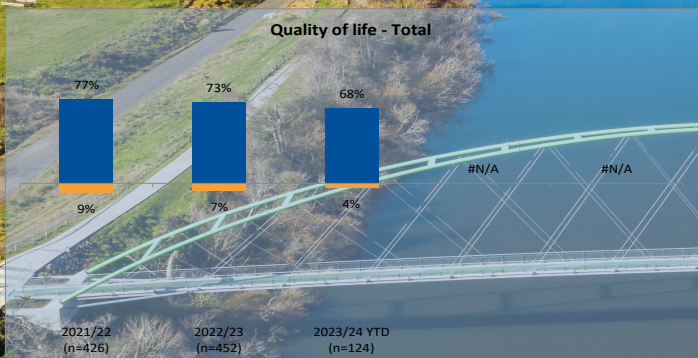
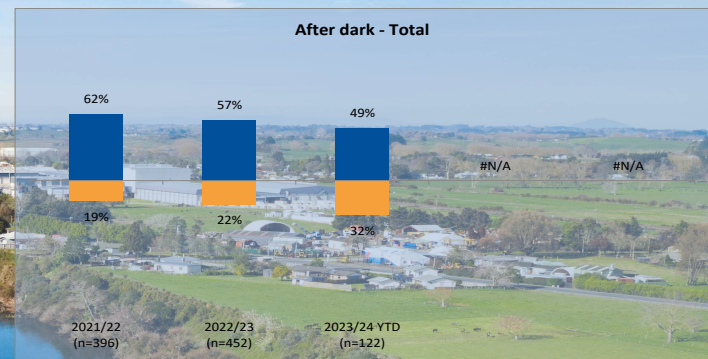
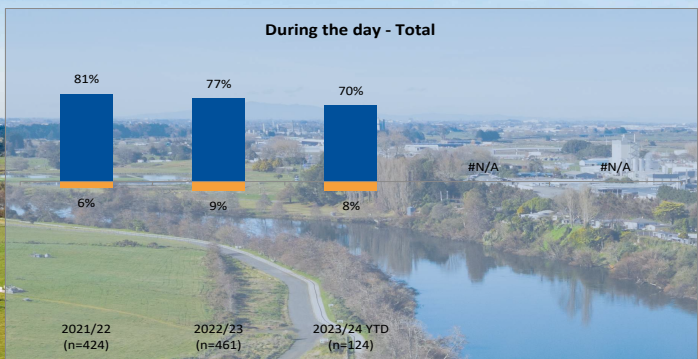
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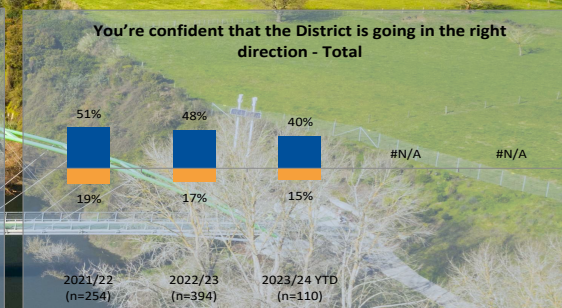
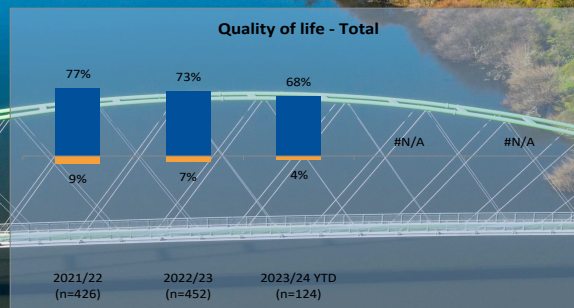
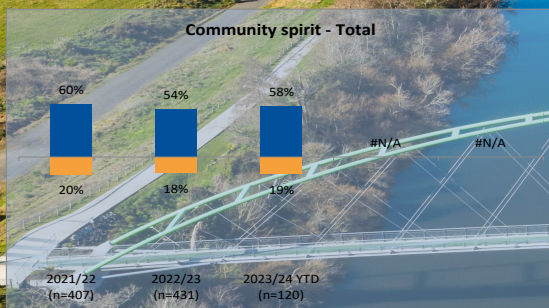
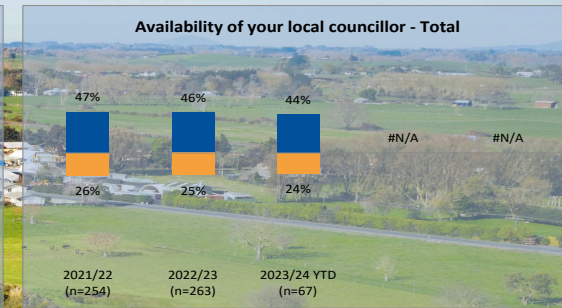
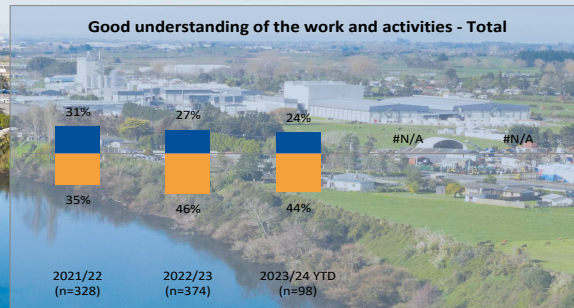
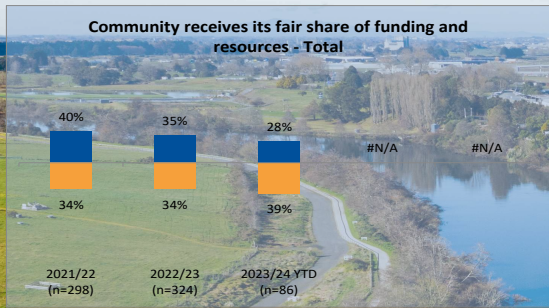
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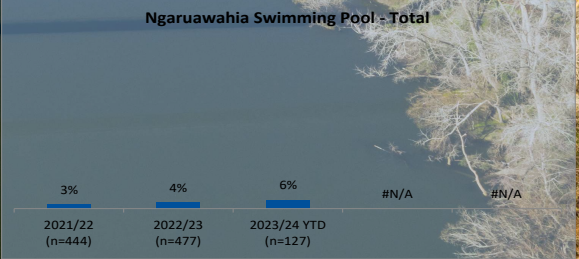
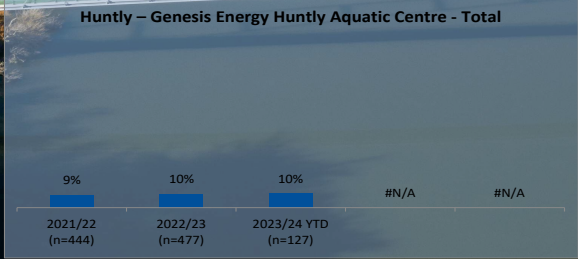
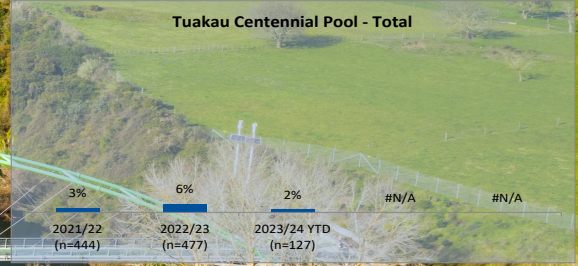
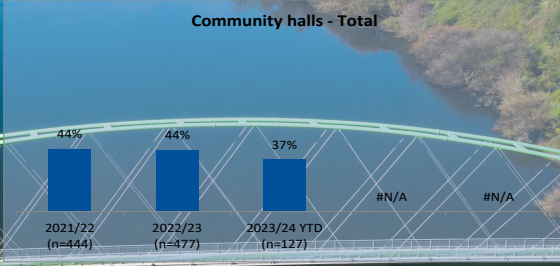
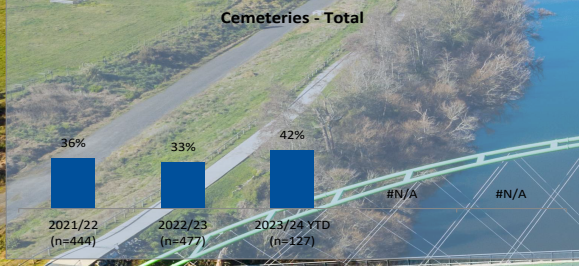
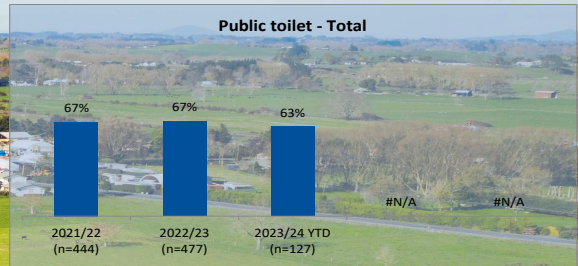
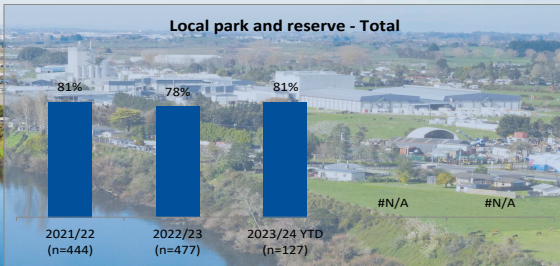
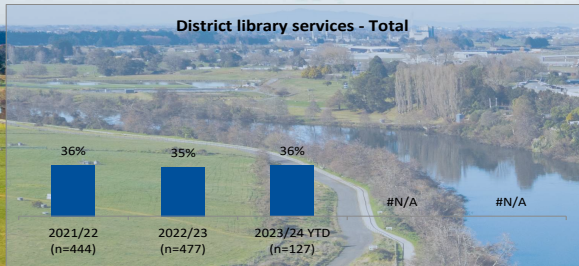




Usage

Satisfaction

- Key Findings
- Summary
- Water
- Waste
- Roading
- Core services
- Other Services
- Safety
- Reputation
- Value for money
- Local Issues
- Communication
- Public Facilities**
- Interactions





YTD

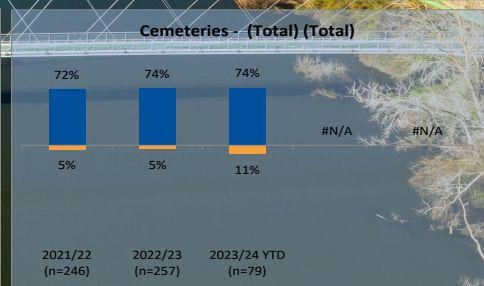
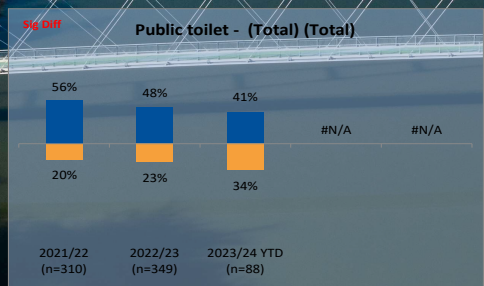
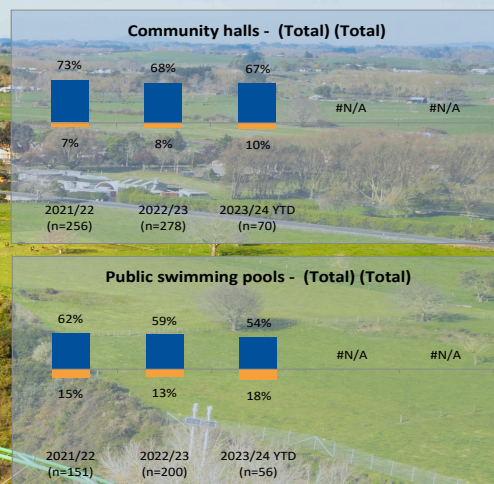
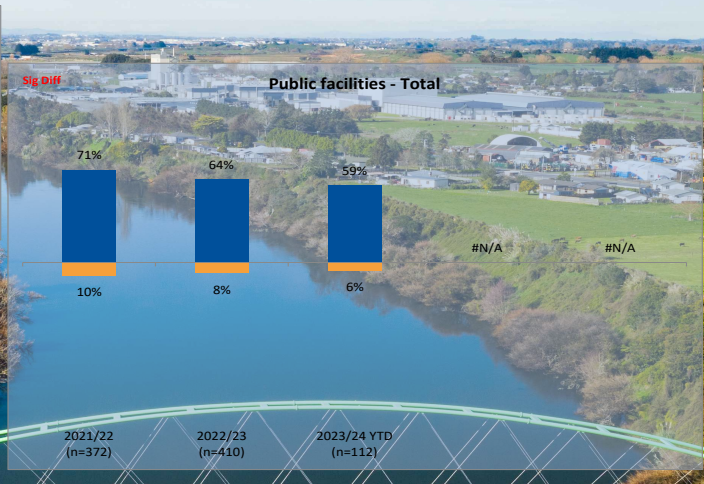
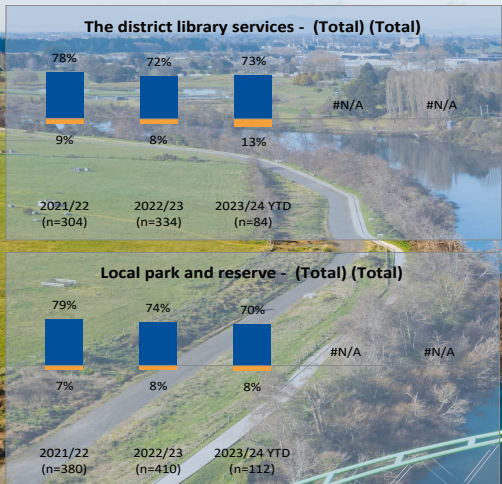
Total

Total

Usage

Satisfaction

- Key Findings
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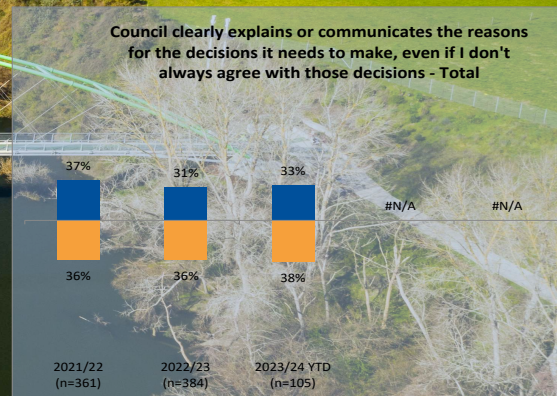
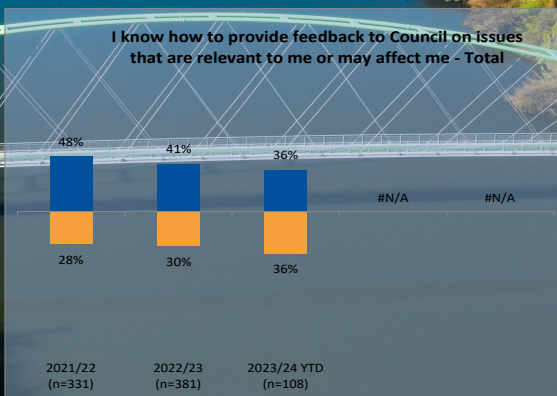
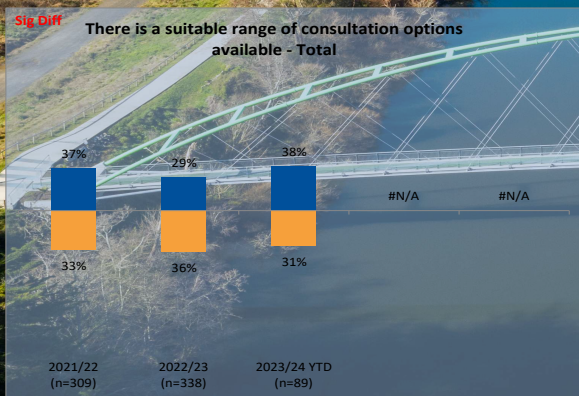
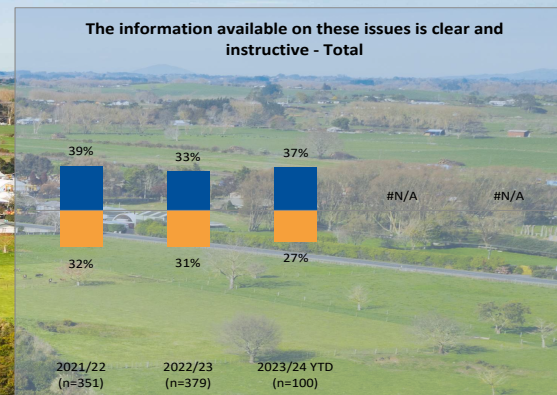
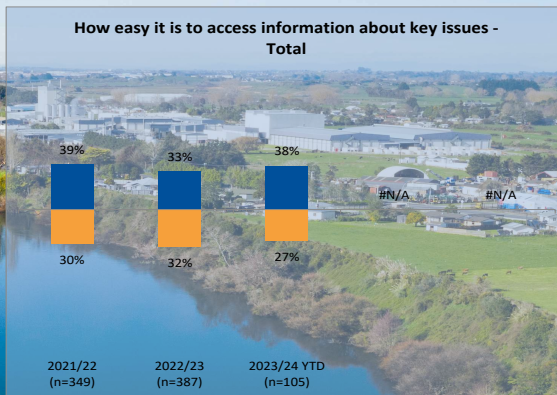
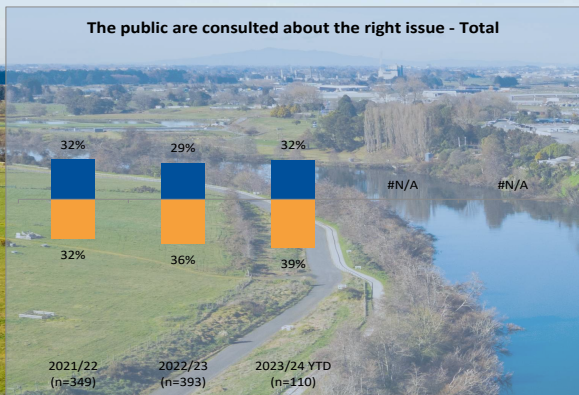




Showing sig diff for 2022/23 and 2021/22 (7-10)

■ Satisfied (%7-10)
■ Dissatisfied (%1-4)

- Key Findings
- Summary
- Water
- Waste
- Roading
- Core services
- Other Services
- Safety
- Reputation
- Value for money
- Local Issues
- Communication**
- Public Facilities
- Interactions





Wave1 2023-24

All Councils' Average Min Max Waikato DC

Key Findings

Summary

Water

Waste

Roading

Core services

Other Services

Safety

Reputation

Value for money

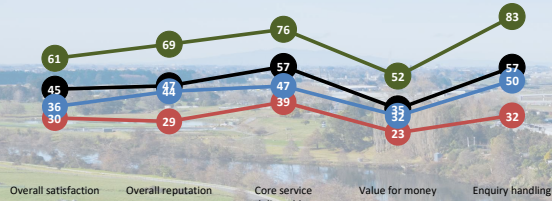
Local Issues

Communication

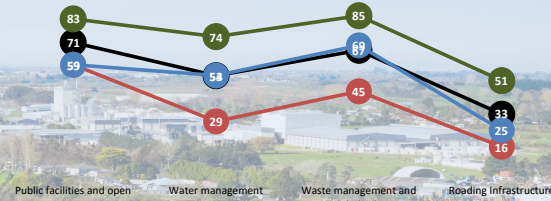
Public Facilities

Interactions

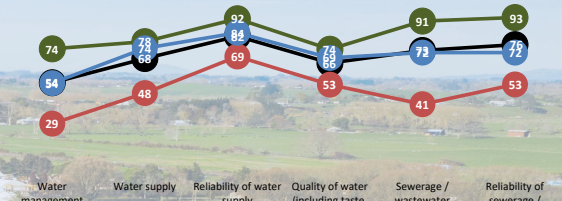
Overall



Core service deliverables



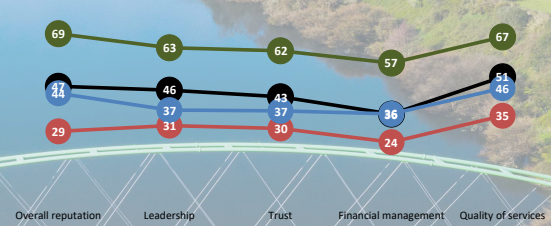
Three waters



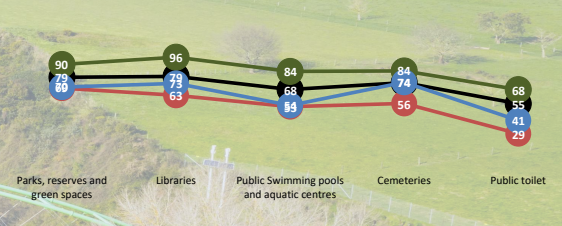
Waste management



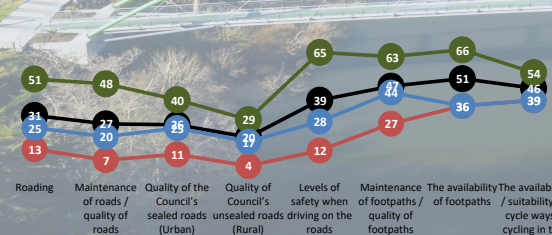
Reputation



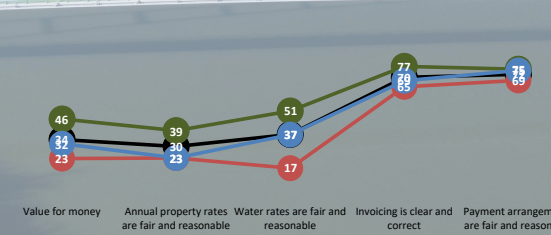
Services and facilities managed by the Council



Roading



Value for money



Value for money



To	Performance and Strategy Committee
Report title	Indicative Financial Performance Summary for the three months to 30 September 2023
Date:	24 October 2023
Report Author:	Colin Bailey – Finance Manager
Authorised by:	Alison Diaz - Chief Financial Officer

1. Purpose of the report

Te Take moo te puurongo

To inform the Performance and Strategy Committee on the financial performance against the Annual Plan 2023/2024 and those budgets carried forward from the 2022/23 financial year.

2. Executive summary

Whakaraapopotanga matua

The report provides a summary of indicative revenue and expenses, capital expenditure and key reserves balances for the three months to 30 September 2023. Opening balances for the financial year have not yet been finalised and are subject to final audit clearance due at the end of October 2023. Amendments to the figures presented in the attached reports are expected to be minimal.

Implementation of Phase One of the Financial Transformation Project (new chart of accounts) was completed in early July 2023 and the development of reports and dashboards is underway and not yet complete.

The focus has been on preparing the Annual Report 202/2024 for adoption at the end of October 2023. The improved reports and dashboards will be completed before the Financial Performance Summary for the six months to 31 December 2023 is presented in February 2024.

Key items to note are:

- **Financial Performance Summary**

- The overall financial performance and the major reserve balances are as expected, apart from lower than planned Development and Financial Contributions income (dependent on developers work programmes), lower Subsidies and grants due to lower than expected work activity levels and the timing of the vestment of assets to Council, the budget for which has been spread evenly over the year when the majority of the accounting for vested assets occurs in conjunction with the year-end asset valuations.
- Council's deficit for the three months is \$3.0 million compared to the planned surplus of \$2.7 million, due to the delay in the vesting of assets (see above).
- Subsidies and Grants are \$2.6 million less than planned due to lower activity levels for Roding (Lower Wakata Kotahi subsidy received).
- Finance Revenue (interest received) is \$0.6 million more than budget due to higher than planned interest rates on funds on deposit.
- Personnel costs are \$0.8 million below plan due to difficulties and delays in recruiting staff to fill vacant roles.
- Lower than planned activity levels resulted in Other Expenses being \$1.3 million less than budget.

- **Capital Expenditure**

- Capital expenditure for the three months is \$23.4 million, compared to the planned expenditure of \$45.3 million (including carry forwards from 2022/2023). Actual expenditure is \$15.2 million more than the same period of the previous year. The plans underway to further increase capex spend are detailed in the Service Delivery reports to the Infrastructure Committee.

The indicative financial statements, as appended to this report, show the current year actuals as at 30 September 2023 against the prior year's actuals (rather than comparing actuals to budget).

- **Statement of Comprehensive Revenue and Expense:**

- Revenue is \$0.7 million higher than the prior year due to higher rates, subsidy and grants revenue plus higher interest earned, partially offset by lower development and financial contributions.
 - Depreciation and amortisation expense is \$0.6 million higher than the prior year due to higher asset values following the 2022/2023 year end revaluations.
 - Personnel costs are higher than prior year due to the higher headcount and market movement increases, partially offset by savings from vacancies.
 - Other expenses are higher than last year due to higher activity costs in the Roding and Three Waters areas, and consultancy costs to cover staff and skills shortages.
-

- **Statement of Financial Position:**
 - Current assets are \$5.1 million less than prior year due to less cash on hand partially offset by higher debtors and other receivables.
 - Non-current assets increased marginally with increases in fixed assets, investments and derivative financial instruments (interest rate swaps).
 - Creditors and Other Liabilities are \$13 million higher than prior year due to higher payables for capital expenditure.

- **Debt**
 - Actual year-end debt is \$135.6 million, an increase of \$26.7 million over the year.
 - Borrowings are from LGFA (\$130 million) and Housing Infrastructure Fund (HIF) (\$5.6 million). The HIF debt is the loan facility in place to support Water and Wastewater infrastructure expenditure in Te Kauwhata and is interest free. This benefit is passed onto developers through development agreements and contributions.
 - As capital expenditure ramps up so does debt. Council has sufficient headroom to the debt cap for the expected capital expenditure carry forward budgeted and planned expenditure for 2023/2024.

3. Staff recommendations

Tuutohu-aa-kaimahi

THAT the Performance and Strategy Committee receives the Indicative Financial Performance Summary report.

4. Attachments

Ngaa taapirihanga

Attachment 1 – Indicative Financial Performance Summary for the three months to 30 September 2023

Attachment 2 – Statement of Comprehensive Revenue and Expense (Profit & Loss) and Notes for the three months ended 30 September 2023

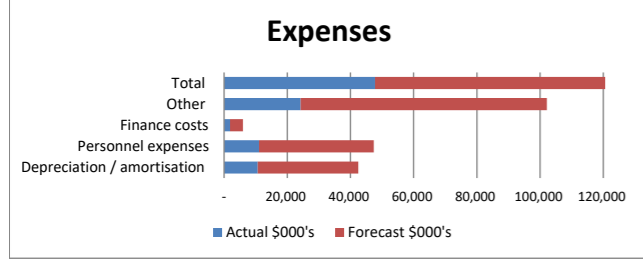
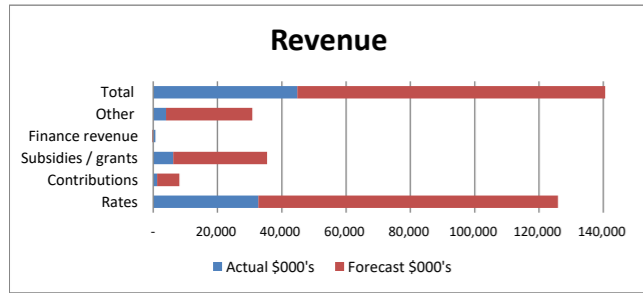
Attachment 3a, 3b and 3c – Statement of Financial Position (Balance Sheet) and Notes as at 30 September 2023

AT A GLANCE

Operating expenses exceed year to date revenue due to timing of the development and financial contribution receipts slower than budget and vested assets to be accounted for at year end slightly offset by below budget expenditure on personnel and other expenses. Capital expenditure YTD is \$23.4 million, ahead of last year but less than budget.

	Sep-23	Open Bal
	\$000's	\$000's
Reserve Balances Summary		
Restricted reserves	859	810
Council reserves	21,205	23,016
Development contributions	(39,193)	(31,934)
Replacement funds	34,164	32,810
Targeted rate reserves	(21,548)	(20,621)
Total	(4,513)	4,081

	Sep-23	Open Bal
	\$000's	\$000's
Key reserves (included in balances above)		
Disaster recovery	1,984	1,980
Hamilton East Property proceeds	2,308	2,308
Structure plan non-growth reserve	2,131	2,106
Northgate development area	(5,584)	(5,536)
Pokeno Structure plan	(14,302)	(13,990)
Tamahere Structure plan	(2,000)	(1,975)
DW water targeted rate	(16,151)	(17,281)
DW wastewater targeted rate	(5,774)	(4,464)
Total	(37,388)	(36,852)



FINANCIAL PERFORMANCE SUMMARY

For the period ending 30 September 2023

	Actual \$000's	FY Forecast \$000's	% usage	YTD Variance \$000's	Ref.
Revenue					
Rates	32,710	125,905	26%	(1,234)	1
Development and financial contributions	1,215	8,134	15%	818	2
Subsidies and grants	6,259	35,412	18%	2,594	3
Finance revenue	647	340	190%	(562)	4
Other revenue	4,002	30,836	13%	3,706	5
Total revenue	44,834	200,628	22%	5,323	
Expense					
Depreciation and amortisation expense	10,625	42,500	25%	-	6
Personnel expenses	11,078	47,330	23%	754	7
Finance costs	1,904	5,950	32%	(416)	8
Other expenses	24,187	102,140	24%	1,348	9
Total operating expenses	47,795	197,920	24%	1,686	
Surplus (deficit) before tax	(2,960)	2,707	-109%	3,637	

The net operating deficit of \$2.9 million is \$3.6 million behind year to date expectations in overall terms.

Items to note are as follows:

Income

- Above budget - Rates income affected by higher than estimated capital values. The surplus has been committed to fund an expected leaky building claim.
- Below budget - Development and financial contribution income is impacted by the relative timing of the development cycle.
- Below budget - Subsidies are linked to progress of physical work programmes that are tracking behind plan.
- Above budget - Interest rates on deposits are higher than budget, plus funds on deposit are higher than budget.
- Below budget - Vested assets are mostly recorded at the end of the financial year as part of the asset revaluation process.

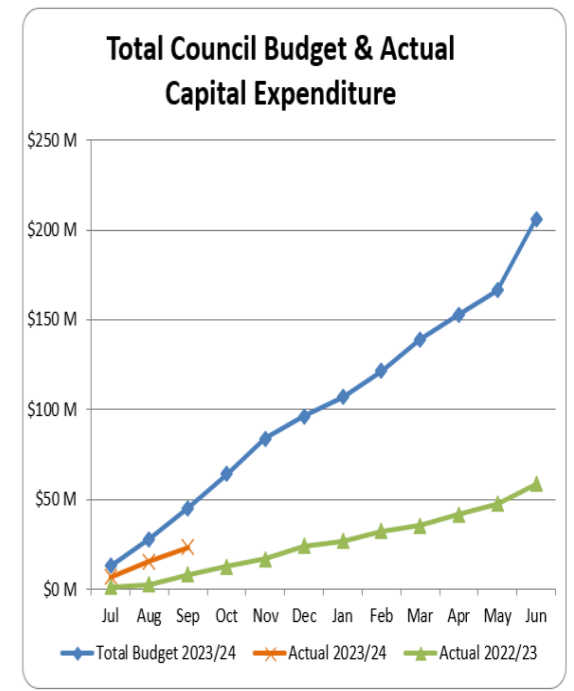
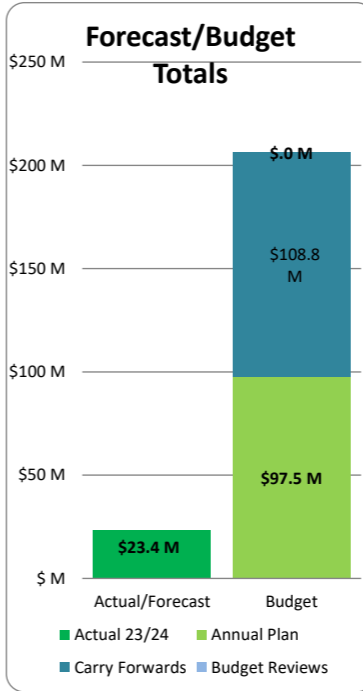
Expense

- Depreciation processed per budget prior to final year end entries relating to year end revaluations.
- Below budget - Staff vacancies in many areas of the organisation.
- Above budget - Higher than budget due to interest payments made out of phase with the budget as a result of interest rate reset dates.
- Below budget - work programmes are tracking behind plan.

Net Operating Surplus (Deficit) Breakdown	Actual \$000's	FY Forecast \$000's	Variance \$000's	Favourable (F) / Unfavourable (U)
Roading	(52)	2,405	653	U - Timing of vested asset revenue
Water	(1,923)	(967)	1,681	U - Activity levels above expectations
Wastewater	494	6,519	1,136	U - Activity levels above expectations
Stormwater	25	(197)	(74)	F - Activity levels below expectations
Sustainable Communities	(1,688)	(2,166)	1,146	U - Fees and charges and cost recoveries lower than budget
Sustainable Environment	(2,036)	(4,528)	904	U - Activity expenditure higher than budget
Governance	(18)	45	29	U - Higher levels of activity expenditure
Organisational Support	316	1,595	82	U - Higher levels of activity expenditure
Total Group of Activities	(4,881)	2,707	5,558	
General rate usage	1,921	-	(1,921)	F - The general rate income recognised currently exceeds the amount of general rate used. This number adjusts throughout the year relative to activity expenditure.
Surplus (deficit)	(2,960)	2,707	3,637	

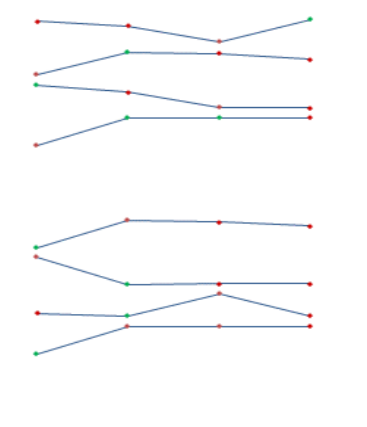
Capital expenditure	Actual \$000's	FY Budget \$000's	Variance
Organisational Support	1.5	11.2	-9.8
Roading	5.4	49.5	-44.1
Stormwater	0.1	9.3	-9.2
Sustainable Communities	3.9	45.8	-41.9
Sustainable Environment	0.2	3.5	-3.3
Wastewater	8.2	65.0	-56.8
Water Supply	4.1	21.9	-17.9
Total Group of Activities	23.4	206.3	-182.9

The "FY Budget" shown above relates to the first year of the LTP, including projects undertaken by developers on behalf of council plus any carry forward works from 2022/23.



Current Working Capital

Current Assets	\$139,235,959
Cash & cash equivalents	\$23,494,274
Debtors & other receivables	\$108,886,724
Prepayments	\$2,521,177
Other current assets	\$4,333,784
Current Liabilities	\$126,280,379
Accounts Payable	\$105,565,073
Deposits & Bonds	\$221,095
Accrued expenses	\$16,026,392
Rates in advance	\$4,467,818
Working capital	\$12,955,580
Current ratio	1.10



Limit on Total Debt

Limit on Total Debt	\$287,511,000
Current Borrowing	\$135,607,357
Plan Debt 23/24	\$186,443,183

47.2% of limit; 73% of budget
\$50.8M headroom ; 65% of limit

STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE
for the month ended 30 September 2023

Note	30-Sep-23 Actual	30-Sep-22 Actual
Revenue		
1 Rates	32,709,901	29,958,442
Development & financial contributions	1,215,245	3,577,370
Subsidies and grants	6,259,371	4,680,711
Finance revenue	647,422	134,126
Other revenue	4,002,424	5,743,941
Total revenue	44,834,362	44,094,589
Expenses		
2 Employee costs	11,078,451	9,490,116
Depreciation and amortisation expense	10,624,939	10,068,506
3 Finance costs	1,903,678	1,110,481
4 Other expenses and losses	24,187,494	21,388,845
Total expenses	47,794,562	42,057,948
Operating surplus (deficit) before tax	(2,960,200)	2,036,641

Notes - Statement of comprehensive revenue and expense as at 30 September 2023

Note I: Rates revenue

	30-Sep-23 Actual	30-Sep-22 Actual
General rates	18,177,727	16,589,393
Uniform annual general charge	3,391,991	3,070,576
Total general rates revenue	21,569,718	19,659,969
<i>Targeted rates</i>		
Community boards	70,307	68,712
Community centres and facilities	270,284	217,250
Refuse & waste management	1,592,936	1,350,564
Stormwater	755,875	645,908
Wastewater	4,298,536	3,859,115
Metered water supply	1,838,210	1,815,569
Other water rates	1,713,232	1,398,874
Total targeted rates	10,539,379	9,355,992
plus: Penalties revenue	800,402	1,151,735
Total rates revenue	32,909,500	30,167,696
less: Rate remissions	(199,600)	(209,254)
Total net rates revenue	32,709,901	29,958,442

Note 2: Employee costs

	30-Sep-23	30-Sep-22
	Actual	Actual
Salaries and wages	10,699,916	9,193,000
Kiwisaver contributions	284,150	238,447
ACC Levies	25,524	26,704
Fringe benefit tax	12	20
Mileage reimbursements	34,245	19,396
Other personnel expenses	34,603	12,550
Total employee costs	11,078,451	9,490,116

Note 3: Finance costs

	30-Sep-23	30-Sep-22
	Actual	Actual
External Interest Expense	1,903,012	1,109,885
Interest on reserves	666	596
Total finance costs	1,903,678	1,110,481

Note 4: Other expenses and losses

	30-Sep-23	30-Sep-22
	Actual	Actual
Audit fees	141,639	51,191
Asset adjustments	-	(16,387)
Bad debt written off	(65)	-
Rates penalty write-offs	73,034	191,163
Activity expenditure	23,914,780	21,102,841
Treasury administration	58,107	60,037
Property, plant and equipment - losses on disposal	-	-
Total other expenditure	24,187,494	21,388,845

Waikato District Council
Statement of financial position as at
30 September 2023

Note	30 Sep 2023	30 Sep 2022
ASSETS		
Current assets		
	23,494,274	47,882,520
1	108,886,724	91,228,571
	2,521,177	2,573,372
2	9,756,347	8,097,645
	Total current assets	144,658,522
	144,658,522	149,782,108
Non-current assets		
3	43,128,896	31,891,572
	635,000	625,000
	3,704,128	1,880,142
4	2,315,554,076	2,179,724,967
	Total non-current assets	2,363,022,100
	2,363,022,100	2,214,121,680
	TOTAL ASSETS	2,507,680,622
	2,507,680,622	2,363,903,788
LIABILITIES		
5	126,280,379	113,281,768
6	6,897,490	6,726,275
7	135,607,357	109,033,000
	TOTAL LIABILITIES	268,785,226
	268,785,226	229,041,044
	NET ASSETS	2,238,895,396
	2,238,895,396	2,134,862,744
EQUITY		
	1,270,361,718	1,214,075,165
	(2,960,200)	2,036,641
8	16,927,076	(183,175)
	12,870,911	25,517,486
	859,404	199,950
	34,163,880	30,897,783
	(21,548,202)	(16,459,289)
	(39,192,917)	(26,558,736)
	933,489,721	880,799,295
	33,924,006	24,537,624
	TOTAL EQUITY	2,238,895,396
	2,238,895,396	2,134,862,744

Waikato District Council
Notes to the financial statements as at
30 September 2023

	<u>30 Sep 2023</u>	<u>30 Sep 2022</u>				
1 Debtors & other receivables						
Accruals	6,862,821	6,782,943				
Rates receivable	100,564,369	88,960,669				
Sundry debtors	8,534,739	1,746,622				
GST refund due (payable)	(6,384,775)	(5,627,978)				
	<u>109,577,154</u>	<u>91,862,256</u>				
Provision for doubtful debts	(690,430)	(633,685)				
Net debtors & other receivables	<u>108,886,724</u>	<u>91,228,571</u>				
2 Other current assets						
Cattle	10,887	2,855				
Non-current assets held for sale	5,422,563	6,543,663				
Derivative financial instruments - assets	4,322,898	1,551,128				
Total other current assets	<u>9,756,347</u>	<u>8,097,646</u>				
3 Investments in other entities						
Community loans	1,104,192	888,887				
Strada Corporation Ltd	700,000	700,000				
NZ Local Government Insurance Corp Ltd	38,348	42,085				
Waikato Regional Airport Ltd	36,540,178	27,150,059				
BNZ - Term deposit	1,372,523	861,886				
Local Authority Shared Services Ltd						
<i>Waikato Regional Transport Model</i>	112,500	112,500				
<i>Shared Valuation Database Service</i>	106,674	106,674				
LGFA borrower notes	3,154,481	2,029,481				
Total investments	<u>43,128,896</u>	<u>31,891,572</u>				
4 Property, plant & equipment (PP&E)						
	<u>30 Sep 2023</u>	<u>30 Sep 2022</u>				
	Cost / Val'n	Accum dep'n	Book value			
	Cost / Val'n	Accum dep'n	Book value			
Bridges	310,337,705	-	310,337,705	303,308,049	(1,660,966)	301,647,082
Buildings	75,252,859	(3,766,754)	71,486,105	74,835,900	(757,077)	74,078,823
Computers	3,250,044	(2,361,529)	888,515	2,741,351	(2,001,852)	739,499
Drainage	4,895,575	-	4,895,575	2,756,176	(8,828)	2,747,348
Furniture	1,906,659	(1,523,272)	383,386	1,906,659	(1,415,034)	491,624
Land	207,129,895	-	207,129,895	201,343,900	-	201,343,900
Land under roads	110,268,123	-	110,268,123	110,268,123	-	110,268,123
Library books	7,663,022	(6,077,837)	1,585,185	7,213,673	(5,662,584)	1,551,089
Office equipment	1,418,220	(1,307,727)	110,493	1,404,420	(1,292,311)	112,108
Parks and reserves	81,512,452	(1,342,519)	80,169,933	75,076,015	(1,042,134)	74,033,881
Plant	6,367,058	(3,831,076)	2,535,982	5,824,781	(3,699,477)	2,125,304
Roading	943,970,507	(5,759,435)	938,211,072	917,325,040	(3,926,784)	913,398,256
Stormwater	105,594,756	(331,836)	105,262,920	94,108,638	(305,461)	93,803,178
Transfer stations	3,406,141	(43,983)	3,362,158	2,978,484	(25,852)	2,952,632
Wastewater	179,582,785	(1,165,878)	178,416,906	169,250,996	(917,100)	168,333,895
Water	191,345,551	(1,010,763)	190,334,788	171,603,222	(928,783)	170,674,439
Work in progress	110,175,333	-	110,175,333	61,423,783	-	61,423,783
Total PP&E	<u>2,344,076,115</u>	<u>(28,522,609)</u>	<u>2,315,554,076</u>	<u>2,203,369,209</u>	<u>(23,644,243)</u>	<u>2,179,724,967</u>

Waikato District Council
Notes to the financial statements as at
30 September 2023

Note	<u>30 Sep 2023</u>	<u>30 Sep 2022</u>
5 Creditors & other payables		
Trade payables	105,565,073	94,337,743
Deposits & bonds	221,095	239,031
Accrued expenses	16,026,392	18,705,024
Rates in advance	4,467,818	(30)
Total creditors & other payables	<u>126,280,379</u>	<u>113,281,768</u>
6 Other liabilities		
Employee entitlements	4,841,395	4,518,162
Provisions	2,056,094	2,208,114
Total other liabilities	<u>6,897,490</u>	<u>6,726,275</u>
7 Borrowings		
Non current portion of borrowing	124,607,357	89,033,000
Current portion of borrowing	11,000,000	20,000,000
Total borrowings	<u>135,607,357</u>	<u>109,033,000</u>
8 Reserve movements	Balance as at	Movements
	30 Sep 2023	Opening balance
Council reserves	(12,870,911)	(10,145,292)
Restricted reserves	(859,404)	49,773
Replacement funds	(34,163,880)	1,354,293
Targeted rate reserves	21,548,202	(927,307)
Development contributions	39,192,917	(7,258,543)
per Reserve balance report	<u>12,846,925</u>	<u>(16,927,076)</u>
Revaluation reserves	(933,489,721)	-
Fair value through other comprehensive revenue and expense	(33,924,006)	-
Total other reserves	<u>(954,566,802)</u>	<u>(971,493,879)</u>

To	Performance and Strategy Committee
Report title	Treasury Risk Management Policy – Compliance Report at 30 September 2023
Date:	24 October 2023
Report Author:	Colin Bailey, Finance Manager
Authorised by:	Alison Diaz, Chief Financial Officer

1. Purpose of the report

Te Take moo te puurongo

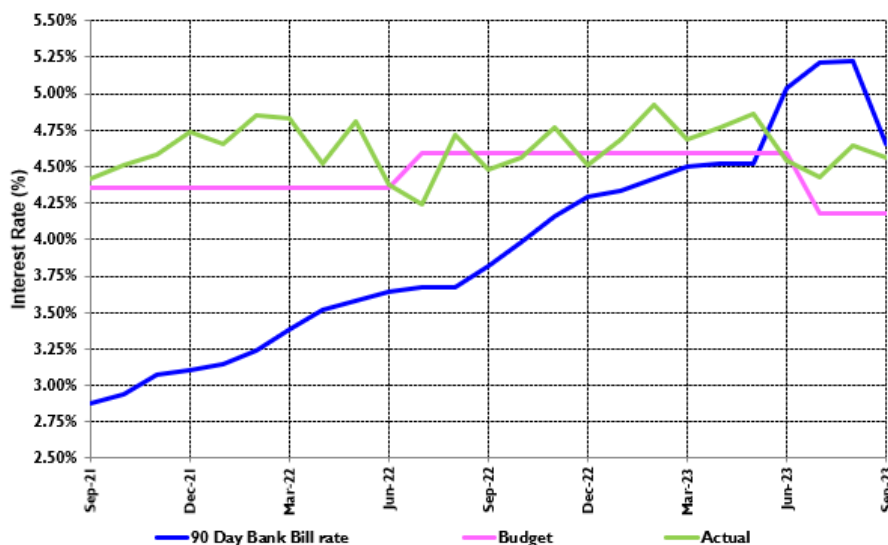
The purpose of this report is to inform the Performance and Strategy Committee of compliance with the Treasury Risk Management Policy.

2. Executive summary

Whakaraapopototanga matua

All areas of the treasury risk management are within policy limits except for:

- (# 6): Actual borrowing costs for the quarter ending September 2023 are \$416K higher than the year-to-date budget. The interest rate benchmark chart below explains this variance. The 2023/24 budget was based on the Price Waterhouse Coopers (PWC) annual forecast of 4.18%, whilst the market interest rate has averaged 5.03% for the quarter and the actual interest rates for the quarter are at an average of 4.54%.



- (# 12): Balanced budget benchmark (revenue / expenses: The benchmark requires Revenue (excluding development contributions) to be equal to or more than Expenses at the 30 June balance date. For the quarter ending 30 September 2023, Revenue is \$4m less than Expenses, or 91% of Expenses.

This is largely due to subsidies and grants being \$2.6m below budget and other expenses at \$1.4m below budget due to the physical work programmes tracking behind plan. The benchmark is expected to be met at 30 June 2024.

3. Staff recommendations

Tuutohu-aa-kaimahi

THAT the Performance and Strategy Committee receive the Treasury Risk Management Policy Compliance report as at 30 September 2023.

4. Attachments

Ngaa taapirihanga

Attachment 1 – Treasury Risk Management Policy Compliance Report at 30 September 2023

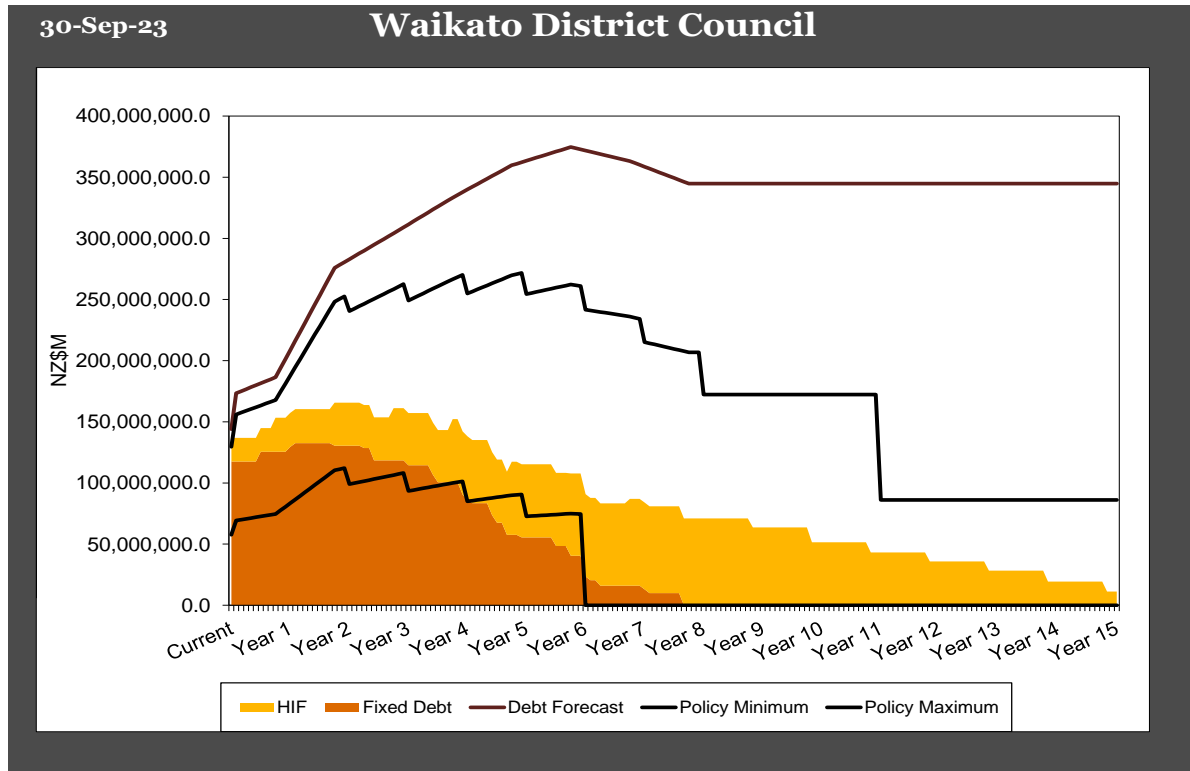
Waikato District Council
 Treasury risk management policy - Compliance report
 As at 30 September 2023

	Policy criteria	Policy limit	Actual	Within policy?
1	The percentage of net external debt to annual revenue Net external debt = Total annual revenue =	<175% Net external debt is defined as total external debt less liquid financial assets/investments Total annual revenue is defined as earnings from rates, grants and subsidies, user charges, interest, dividends, financial and other revenue and excludes non-government capital contributions (e.g. developer contributions and vested assets).	65.9%	✓
2	Net interest expense on net external debt as a percentage of total annual revenue Net interest expense =	<20%	4.2%	✓
3	Net interest expense on net external debt as a percentage of planned annual rates	<25%	6.0%	✓
4	Liquidity ratio Liquidity =	>110%	114%	✓
5	Interest rate benchmark chart Comparison of actual monthly and year-to-date interest payable, including the cost of swaps in place vs borrowing the total debt amount at the combined average of the 90-day bill rate and the five-year investor swap rate over the last two years.			
6	Actual borrowing costs are <= budgeted borrowing costs Current month Year to date	Budget \$495,833 \$1,487,500	Actual \$485,443 \$1,903,012	✓ ✗

7	Current interest rate swaps (including forward starts)			
	<u>Amount</u> \$	<u>Effective date</u>	<u>Termination date</u>	<u>Fixed rate</u>
	Live swaps			
	2,000,000	22-Jun-17	23-Jun-25	3.52%
	2,000,000	25-Sep-17	25-Feb-27	3.67%
	6,000,000	31-Oct-17	31-Jan-27	3.67%
	10,000,000	28-Feb-18	28-Feb-28	3.33%
	10,000,000	28-Aug-18	30-Aug-27	3.37%
	10,000,000	28-Feb-19	27-Feb-26	3.33%
	2,000,000	1-Mar-19	1-Dec-25	3.85%
	2,000,000	19-Jun-19	19-Mar-28	3.10%
	2,000,000	19-Jun-19	19-Mar-27	3.28%
	10,000,000	30-Sep-19	28-Sep-29	3.55%
	5,000,000	30-Jun-20	29-Jun-29	3.63%
	3,000,000	20-Apr-22	21-Oct-30	4.06%
	3,000,000	20-Apr-22	23-Oct-29	4.08%
	2,000,000	21-Jun-22	21-Aug-28	4.09%
	4,000,000	22-Jun-22	24-Sep-29	3.99%
	3,000,000	22-Jun-22	24-Sep-29	4.05%
	3,000,000	23-Jun-22	23-Sep-30	3.92%
	4,500,000	23-Jun-22	21-Dec-29	3.97%
	4,000,000	23-Jun-22	23-Mar-29	3.97%
	3,000,000	23-Jun-22	23-Mar-29	3.97%
	4,000,000	23-Jun-22	23-Mar-28	4.06%
	3,000,000	22-Mar-23	22-Jun-29	4.20%
	97,500,000 Total "live" swaps		Average interest rate of live swaps	3.67%
	Forward starting Swaps			
	4,000,000	25-Mar-24	25-Sep-26	4.21%
	4,000,000	25-Mar-24	25-Mar-27	4.21%
	4,000,000	23-Sep-24	23-Sep-27	4.26%
	3,000,000	21-Oct-24	21-Oct-27	4.27%
	112,500,000 Total swaps		Average interest rate of total swaps	4.12%
8	Forward start period to be no more than 24 months <u>unless</u> there is a match with the expiry date of an existing swap of the same notional amount		4 swaps with start periods > 24 months forward all are matched with existing swaps	
9	<u>Counterparty credit risk - swaps</u>			
	NZ registered banks (each)	\$30m		
	- ANZ / National		\$0m ✓	
	- ASB		\$0m ✓	
	- BNZ		\$15.43m ✓	
	- HSBC		\$0m ✓	
	- Westpac		\$0m ✓	

10 Council's net external debt should be within the following fixed/floating interest rate risk control limits.:

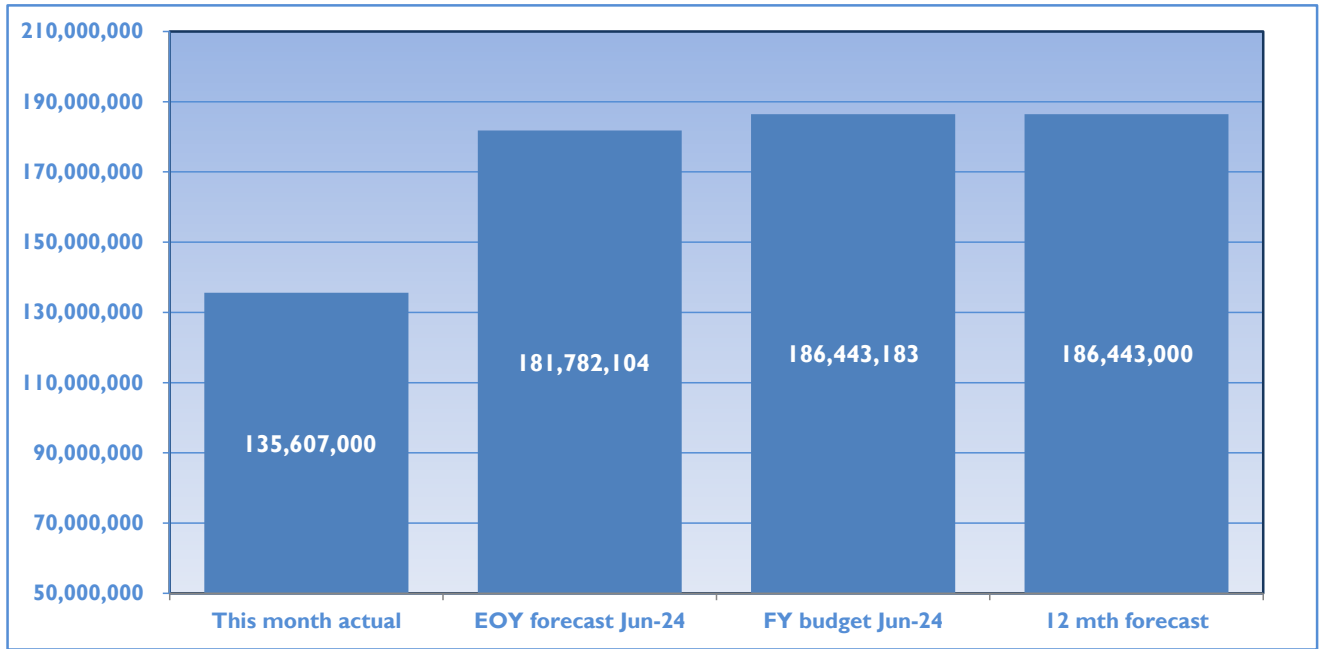
Debt period ending	Debt Forecast \$m	Policy criteria	Actual	Within policy
Current	180	40% - 90%	79.8%	✓
Year 1	248	40% - 90%	65.5%	✓
Year 2	296	35% - 85%	54.2%	✓
Year 3	325	30% - 80%	46.5%	✓
Year 4	352	25% - 75%	35.6%	✓
Year 5	370	20% - 70%	30.2%	✓
Year 6	366	0% - 65%	23.4%	✓
Year 7	350	0% - 60%	22.2%	✓
Year 8	345	0% - 50%	20.2%	✓
Year 9	345	0% - 50%	17.9%	✓
Year 10	345	0% - 50%	14.6%	✓



	Policy criteria	Policy limit	Actual	Within policy?
11	Debt affordability benchmark - limit on debt (actual debt <= limit on debt)	<= \$287.5m	\$136m	✓
12	Balanced budget benchmark (revenue / expenses)	>=100%	91%	✗
13	Essential services benchmark (CAPEX / dep'n - infrastructure)	>=100%	218%	✓
14	Debt servicing benchmark (borrowing costs / revenue) borrowing costs =	<15%	4.4%	✓
		finance expenses per statement of comprehensive revenue and expense		

15 Borrowing at September 2023

This graph depicts actual borrowing - LGFA plus bank (BNZ).



16	Actual monthly (gross) borrowing is within end-of-year budget	\$186,443,183	\$135,607,000	✓
-----------	---	---------------	---------------	---

17	The maturity profile of the total committed funding in respect of all loans and committed facilities			✓
	0 to 3 years	15% - 60%	48%	
	3 to 7 years	25% - 85%	44%	
	7 years plus	0% - 60%	8%	

30-Sep-23 **Waikato District Council**

Committed Loan/Stock/Facilities/Investments \$122.4m Policy Liquidity Ratio >= 110%
 Current External Debt \$117.7m Current Liquidity Ratio 114%
 Current Net Debt (ex pre-funding) \$107.4m 12 month Peak Net \$208.8m

0 - 3 years	3 - 7 years	7 years plus
15% - 60%	25% - 85%	0% - 60%
48%	44%	8%

Maturity Date Bucket

Maturity Date Bucket	Drawn Loans	Commercial Paper	Available	Linked Deposits
0 - 1	20.0	0.0	0.0	0.0
1 - 2	20.0	0.0	15.0	0.0
2 - 3	15.0	0.0	0.0	0.0
3 - 4	15.0	0.0	0.0	0.0
4 - 5	0.0	0.0	0.0	0.0
5 - 6	25.0	0.0	0.0	0.0
6 - 7	5.0	0.0	0.0	0.0
7 - 8	10.0	0.0	0.0	0.0
8 - 9	10.0	0.0	0.0	0.0
9 - 10	0.0	0.0	0.0	0.0
10 - 11	0.0	0.0	0.0	0.0

18	Financial assets \$'000 <i>Share investments held for strategic purposes</i> Local Authority Shared Services Limited 220 Waikato Regional Airport Limited 36,540 Strada Corporation Limited 700 Civic Financial Services Limited 38 <i>Investments held to reduce the current ratepayer burden</i> Community loans as below 1,103 <i>Short-term investments held for liquidity & working capital requirements</i> Bank & cash balances 42 Short-term bank deposits 21,600 Total investments \$60,243																																																																								
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To	Performance and Strategy Committee
Report title	2023/24 first quarter non-financial performance results
Date:	24 October 2023
Report Author:	Nicole Hubbard, Corporate Planning Manager
Authorised by:	Tony Whittaker, Chief Operating Officer

1. Purpose of the report

Te Take moo te puurongo

To inform the Performance and Strategy Committee of the non-financial performance results for the first quarter of 2023/24.

2. Executive summary

Whakaraapopototanga matua

There are 62 performance measures in Council's 2021-2031 Long Term Plan. Four of the measures are measured half-yearly, while 11 of the measures are measured annually, and will therefore be reporting on at the end of quarter two and four respectively.

The results for the remaining 47 measures were as follows:

- a) 33 are on track (70%),
- b) 6 are to be monitored (13%),
- c) 7 are off-track or not achieved (15%),
- d) 1 measure (2%), the number of formal hui held with iwi, mana whenua and hapu groups, has not been reported against for quarter one. The status and data will be updated in quarter two.

The full results are attached to this report.

Results are reported on every quarter to the Performance and Strategy Committee and are used to inform the Annual Report.

3. Staff recommendations Tuutohu-aa-kaimahi

THAT the Performance and Strategy Committee receives the 2023/24 first quarter non-financial performance report.

4. Background Koorero whaimaarama

This report includes the non-financial performance results through the 2023/24 first quarter (1 July 2023 – 30 September 2024).

This report compares actual performance with the intended level of performance as set out in the 2021-2031 Long Term Plan. The performance results are presented by activity using traffic light reporting.

Results are reported on every quarter to the Performance and Strategy Committee and are used to inform the Annual Report.

5. Discussion Matapaki

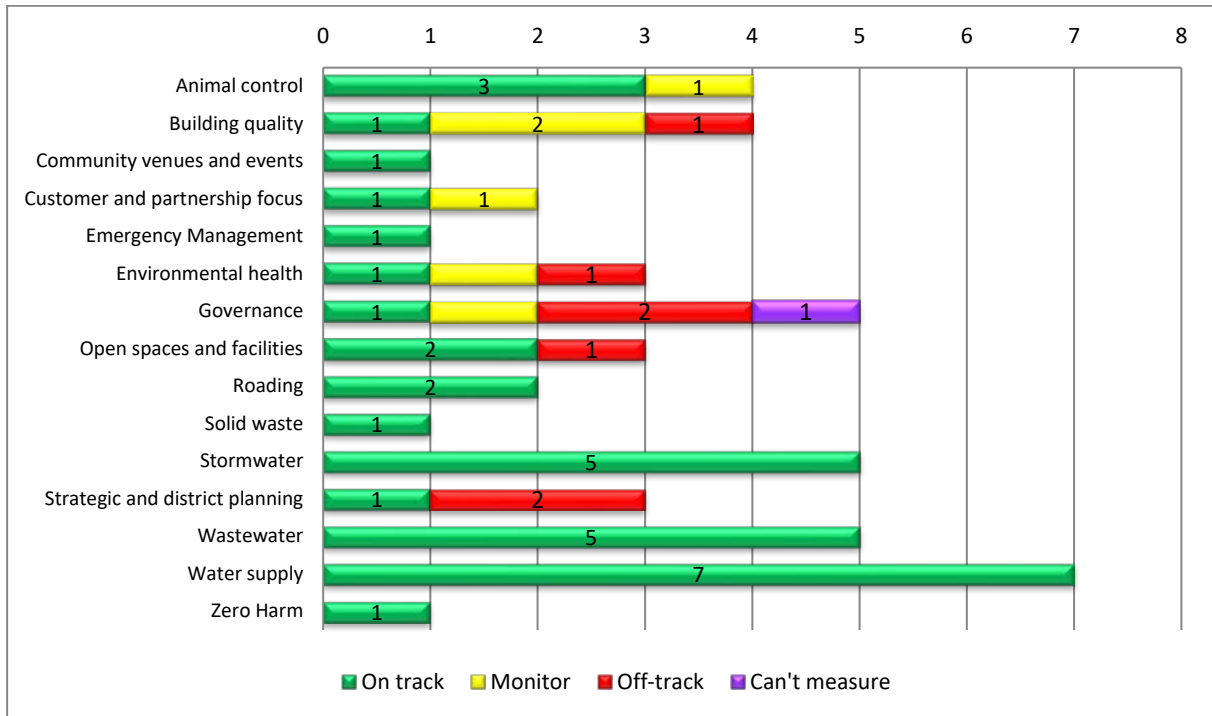
Overall Results

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-

The graph below shows the year-to-date results grouped by activity:



Measures that are 'off-track'

The following measures are off-track. Explanatory commentary for these measures can be found in the attachment.

- The percentage of existing buildings with building WOFs that are monitored and audited for compliance annually.
- Percentage of excessive noise complaints responded to within agreed timeframes.
- Percentage of customers satisfied with the availability of their Councillor.
- Percentage of customers satisfied that Council engages with the community regarding the right issues.
- Percentage of customers who are satisfied in the annual satisfaction survey (Public Toilets).
- The percentage of resource consent applications which are processed within statutory time frames.
- The percentage of current land use consents that are older than 2 years which have been monitored in the last 2 years.

Measures that are to be 'Monitored'

The measures that have been reported as 'monitor' are listed below. Explanatory commentary for these measures can be found in the attachment.

- a) Complete engagement and education visits throughout the district.
- b) The percentage of swimming pools that are inspected for compliance annually.
- c) The percentage of building consent applications that are processed within 20 working days.
- d) The percentage of customers satisfied with the overall service received when contacting the Council.
- e) The percentage of food operations that are required to be verified annually that are verified.
- f) Percentage of customers satisfied with the ease of access and clarity of information regarding key community issues.

6. Attachments

Ngaa taapirihanga

Attachment 1 – 2023/24 first quarter non-financial performance measure results.

WAIKATO DISTRICT COUNCIL

NON-FINANCIAL PERFORMANCE MEASURE RESULTS

2021-2031 Long Term Plan

Reporting Period: 1 July 2023 to 30 September 2023

ACTIVITY: ANIMAL CONTROL

KPI	2023/24 Target	Q1	Status	Commentary	EOY Forecast
1 - The percentage of aggressive dog behaviour complaints, where immediate risk to public safety is present, that has council personnel on site within 1 hour.	95%	100%	On track		
2 - The percentage of complaints regarding straying stock that have Council personnel on site within 1 hour.	95%	97.40%	On track		
3 - Complete engagement and education visits throughout the district.	120 per annum / 10 per month	24	Monitor	On track to meet the Annual target, the monthly target will not always be met.	Achieved in part
4 - The percentage of known dogs currently registered.	95%	78.35%	On track		

ACTIVITY: BUILDING QUALITY

KPI	2023/24 Target	Q1	Status	Commentary	EOY Forecast
5 - The percentage of existing buildings with building WOFs that are monitored and audited for compliance annually.	33%	2.83%	Off track	Staff currently in training – expect improvement in meeting this KPI as the year progresses. Unplanned staffing issues also contributed to this result; this is being actively managed by the team.	
6 - The percentage of buildings that provide sleeping care or paid accommodation that are audited for compliance annually.	100%	37%	On track		
7 - The percentage of swimming pools that are inspected for compliance annually.	33%	2.56%	Monitor	We expect increased outputs going forward. Unplanned staffing issues also contributed to this result; this is being actively managed by the team.	
8 - The percentage of building consent applications that are processed within 20 working days.	98%	83.15%	Monitor	Staff currently in training - we expect an improvement in meeting statutory timeframes as the year progresses. Staff will continue managing contractor performance in this area.	

ACTIVITY: COMMUNITY VENUES AND EVENTS

KPI	2023/24 Target	Q1	Status	Commentary	EOY Forecast
9 - The number of events workshops held each year to support event organisers.	2	1	On track	Workshop held for internal staff regarding Soundsplash process for 2024 event. 14 people attended.	

ACTIVITY: CUSTOMER AND PARTNERSHIP FOCUS

KPI	2023/24 Target	Q1	Status	Commentary	EOY Forecast
10 - The percentage of customers satisfied with the overall service received when contacting the Council.	72%	50%	Monitor	This quarter's results are closely linked to a substantial increase in abandoned phone calls within the Contact Centre, which was attributed to staffing constraints. Staffing levels in this key area have been addressed.	
11 - Average level of effort to conduct business with Council. (On a scale of 1 - 5 (5 being high effort) how much effort did it take to conduct your business with Council?)	< 2.5	2.5	On track		

ACTIVITY: EMERGENCY MANAGEMENT

KPI	2023/24 Target	Q1	Status	Commentary	EOY Forecast
16 - Council maintains a minimum number of trained staff to intermediate level, to fulfil core Emergency Operations Centre roles.	50	72	On track	We continue to exceed the minimum level of trained staff required to operate a large scale emergency operations centre. We offer introductory training on a quarterly basis that introduces staff to emergency management in the Waikato District context and staff attend intermediate training at the Group Emergency Management Office.	

ACTIVITY: ENVIRONMENTAL HEALTH

KPI	2023/24 Target	Q1	Status	Commentary	EOY Forecast
17 - The percentage of food operations that are required to be verified annually that are verified.	95%	66%	Monitor	Cancellations and rescheduling of verifications by food operators has affected this KPI. We continue to work with our food business verifiers to achieve this KPI.	

KPI	2023/24 Target	Q1	Status	Commentary	EOY Forecast
19 – Percentage of excessive noise complaints responded to within agreed timeframes.	85%	55%	Off track	An IT update impacted communications between WDC and the Contractor – this issue is being worked on for resolution by our IT team. Staff are continuing to liaise with and manage Contractor performance in this area.	
20 – The percentage of hazardous land use information (HAIL) reports that will be completed within 10 working days.	90%	100%	On track		

ACTIVITY: GOVERNANCE

KPI	2023/24 Target	Q1	Status	Commentary	EOY Forecast
21 – Percentage of customers satisfied with the availability of their Councillor.	80%	44%	Off track	All councillors are committed to being available to those in their local communities. Measure will be adapted in the next LTP.	
22 – Percentage of customers satisfied that Council engages with the community regarding the right issues.	50%	32%	Off track	Residents feel that they are not consulted enough on matters such as roading, public transport, environmental issues. There is a desire for information to be more accessible so they can understand what is happening in their communities and be engaged.	
23 – Percentage of customers satisfied with the ease of access and clarity of information regarding key community issues.	50%	37%	Monitor	A specialist has been brought into Council to help refresh our communications and engagement strategy. This aims to change how all of Council handles comms and engagement so that we can serve our community better in this space.	
24 - Percentage of agendas and minutes of all open meetings that are made publicly available via the Council's website within legislative timeframes.	98%	98%	On track		
25 – Number of formal hui held with iwi, mana whenua and hapu groups.	9			Due to staffing changes the data is not available this quarter but will be updated in quarter two.	

ACTIVITY: OPEN SPACES AND FACILITIES

KPI	2023/24 Target	Q1	Status	Commentary	EOY Forecast
26 – Percentage of customers who are satisfied in the annual satisfaction survey (Public Toilets).	75%	46%	Off track	Continuing to work with contractor, OCS, to discuss maintenance and scheduling of toilets and ensure that toilets are maintained to a high	

KPI	2023/24 Target	Q1	Status	Commentary	EOY Forecast
				standard. Installation of new toilets will be prioritised in areas of high growth.	
27 – Percentage of customers who are satisfied with parks and reserves, including sports fields and playgrounds.	85%	73%	On track	Continuing to work with contractor, Citycare, and prioritise project delivery, specifically in areas with high growth or demand.	
28 – Percentage of customers who are satisfied with the presentation of Waikato District Council cemeteries.	85%	77%	On track	The damage reported at the end of the last financial year to headstones in the Octagonal Ashes area of the Kimihia Cemetery from the lawn mowers has now been repaired. Work has also been completed on all the ashes gardens throughout the cemeteries. Mulch and standard roses have been placed in all gardens. This has been a huge improvement. All cemeteries continue to be maintained to a high standard thanks to the ongoing hard work from our contractors.	

ACTIVITY: ROADING

KPI	2023/24 Target	Q1	Status	Commentary	EOY Forecast
32 - The percentage of customer service requests relating to footpaths responded to within the time frame specified in the LTP*.	95%	100%	On track		
33 - The percentage of customer service requests relating to roads responded to within the time frame specified in the LTP*.	95%	98.63%	On track		




ACTIVITY: SOLID WASTE

KPI	2023/24 Target	Q1	Status	Commentary	EOY Forecast
36 – Customer satisfaction with Waste Collection services.	75%	81%	On track		

ACTIVITY: STORMWATER

KPI	2023/24 Target	Q1	Status	Commentary	EOY Forecast
38 - The number of flood events that occur in the territorial authority district*.	< 5 events per annum	0	On track		
39 - For each flooding event, the number of habitable floors affected (expressed per 1,000 properties connected to the Council's stormwater system)*.	0.3 affected per 1,000 properties per event	0	On track		
40 - The median response time to attend a flooding event, measured from the time that the Council receives notification to the time that service personnel reach the site*.	< 2 hours	0	On track		
41 - The total number of complaints received by the territorial authority about the performance of its stormwater system (expressed per 1,000 properties connected to the Council's stormwater system)*.	< 4 per 1,000 properties per year	0.48	On track		
42 - Compliance with the Council's resource consents for discharge from its stormwater system, measured by the number of abatement notices, infringement notices, enforcement orders, and successful prosecutions received by the Council in relation to those resource consents*.	< 2	0	On track		

ACTIVITY: STRATEGIC AND DISTRICT PLANNING

KPI	2023/24 Target	Q1	Status	Commentary	EOY Forecast
43 - The percentage of resource consent applications which are processed within statutory time frames.	98%	94.27%	Off track	Unplanned staffing issues over the last quarter contributed to this result. This is being actively managed by the team.	
44 - The percentage of current land use consents that are older than 2 years which have been monitored in the last 2 years.	80%	40%	Off track	This data set measures monitoring conducted over the last two years, the legacy of COVID-19 is visible.	
45 - The number of parking patrols which are carried out in individual communities under the Public Places Bylaw.	168	45	On track		

ACTIVITY: WASTEWATER

KPI	2023/24 Target	Q1	Status	Commentary	EOY Forecast
48 – Number of dry weather sewerage overflows from the Council's sewerage system (expressed per 1,000 sewerage connections to the sewerage system)*.	<3 per 1,000 connections	0.55	On track		
49 – Where the Council attends to sewerage overflows resulting from a blockage or other fault in the Council's sewerage system, median response. Attendance time: from the time that the Council receives notification to the time that service personnel reach the site*.	< 1 hour (60 minutes)	61	On track		
50 – Where the Council attends to sewerage overflows resulting from a blockage or other fault in the Council's sewerage system, median response. Resolution time: from the time that the Council receives a notification to the time that service personnel confirm resolution of the blockage or other fault*.	< 4 hours (240 minutes)	205	On track		
51 – The total number of complaints received by Council about sewerage odour, sewerage system faults, sewerage blockages, and the Council's response to issues with its sewerage system (expressed per 1,000 connections to the Council's sewerage system)*.	< 10 per 1,000 connections	1.33	On track		
52 – Compliance with the Council's resource consents for discharge from its sewerage system measured by the number of convictions received by the Council in relation to those resource consents*.	0	0	On track		

ACTIVITY: WATER SUPPLY

KPI	2023/24 Target	Q1	Status	Commentary	EOY Forecast
53 – The extent to which Councils drinking water supply (zones) complies with Part 4 of the drinking water standards (bacteria compliance criteria)*.	18 (number of zones that comply out of 18)	18	On track		

KPI	2023/24 Target	Q1	Status	Commentary	EOY Forecast
54 – The extent to which Councils drinking water supply complies with part 5 of the drinking-water standards (protozoal compliance criteria)*.	15 (number of zones that comply out of 15)	15	On track		
55 – The median on site attendance time for a non-urgent call-out, where Council attends a call-out in response to a fault or unplanned interruption to its networked reticulation system*.	< 5 days	1	On track		
56 – The median on site attendance time for an urgent call-out where Council attends a call-out in response to a fault or unplanned interruption to its networked reticulation system*.	< 60 minutes	20	On track		
57 – The median resolution time for non-urgent call-out where Council attends a call-out in response to a fault or unplanned interruption to its networked reticulation system*.	< 5 days	2	On track		
58 – The median resolution time for an urgent call-out where Council attends a call-out in response to a fault or unplanned interruption to its network reticulation system*.	< 240 minutes	82	On track		
59 – The total number of complaints received by Council about drinking water clarity, taste, odour, water pressure or flow, continuity of supply, and response to any of these issues (expressed per 1,000 connections to the water system)*.	< 25 per 1,000 connections	2.52	On track		

ACTIVITY: ZERO HARM

KPI	2023/24 Target	Q1	Status	Commentary	EOY Forecast
62 - The number of total recordable injuries (TRI) at Waikato District Council.	2	1	On track	One TRI event occurred in August when a staff member slipped and hurt their left knee, immediate medical treatment was not required. Subsequently the injury and treatment required was identified in September.	

*Indicates mandatory measures.

To	Performance & Strategy Committee
Report title	Chief Executive’s Business Plan – October 2023
Date:	24 October 2023
Report Authoriser:	Gavin Ion, Chief Executive
Report Author:	Tony Whittaker, Chief Operating Officer

1. Purpose of the report

Te Take moo te puurongo

To update/inform the Committee for the first time on progress covering 2023/2024 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. Some of the items are still to be scoped and hence no progress made at this time.

3. Staff recommendations

Tuutohu-aa-kaimahi

THAT the Performance & Strategy Committee receives the update on the Chief Executive’s Plan.

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 and confirmed by Council in advance of this financial year.



5. Discussion and analysis

Taataritanga me ngaa tohutohu

The report contains the strategic issues that Council is focussed 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.'

5.1 Options

Ngaa koowhiringa

This report is for information only and as an update on progress. No decision is being sought from the Committee other than to receive the report.

5.2 Financial considerations

Whaiwhakaaro puutea

This report covers the strategic goals set for the Chief Executive for the year. There will be financial implications as the various projects and initiatives are worked through. There are no immediate concerns at the time of this report.

5.3 Legal considerations

Whaiwhakaaro-aa-ture

There are potential legal issues that arise through the implementation of this work plan and these will be discussed with council if and when these come to light.

5.4 Strategy and policy considerations

Whaiwhakaaro whakamaaherehere kaupapa here

The report and recommendations are consistent with and give effect to Council's vision of *'Liveable, thriving and connected communities – He noohanga aahuru, he iwi whai ora, he hapori tuuhono tahi.'*

5.5 Maaori and cultural considerations

Whaiwhakaaro Maaori me oona tikanga

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, Huntly and Te Kauwhata Wastewater Treatment plant upgrades and consent processes.

The Mana Whenua Forum will be a key engagement mechanism once formally established.

5.6 Climate response and resilience considerations

Whaiwhakaaro-aa-taiao

The matters in this report will impact on climate action but it is unclear what this will be until further progress on individual projects is made. A specific measure however is included in the Chief Executive performance measures regarding emission reduction.

5.7 Risks

Tuuraru

As this report seeks to provide a general update only, it is anticipated that the risk level is low.

6. Significance and engagement assessment

Aromatawai paahekoheko

6.1 Significance

Te Hiranga

The matters covered in this report may be assessed as of high significance, in accordance with the Council's Significant and Engagement Policy.

6.2 Engagement

Te Whakatuutakitaki

Engagement on the contents of this report has been low and internal. However specific items encompass engagement with key external stakeholders.

The following areas are priorities in the communications and engagement approach:

- Keeping councillors informed of progress;
- Ensuring the development of strategic partnerships and relationships.

Highest level of engagement	Inform	Consult	Involve	Collaborate	Empower
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	✓	<input type="checkbox"/>
<i>Tick the appropriate box/boxes and specify what it involves by providing a brief explanation of the tools which will be used to engage (refer to the project engagement plan if applicable).</i>	Staff have worked collaboratively with our iwi/hapuu to maximise engagement on a range of activities and actions. Similarly, there has been consistent communication with a range of strategic partners and organisations.				

State below which external stakeholders have been or will be engaged with:

Planned	In Progress	Complete	
✓	✓	<input type="checkbox"/>	Internal
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Community Boards/Community Committees
<input type="checkbox"/>	✓	<input type="checkbox"/>	Waikato-Tainui/Local iwi and hapuu
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Affected Communities
<input type="checkbox"/>	✓	<input type="checkbox"/>	Affected Businesses
<input type="checkbox"/>	✓	<input type="checkbox"/>	Other (Please Specify)

7. Next steps Ahu whakamua

Regular updates will be provided on progress with delivery of the business plan.

8. Confirmation of statutory compliance Te Whakatuuturutanga aa-ture

As required by the Local Government Act 2002, staff confirm the following:

The report fits with Council's role and Terms of Reference and Delegations. Confirmed

The report contains sufficient information about all reasonably practicable options identified and assessed in terms of their advantages and disadvantages (*Section 5.1*). Confirmed

Staff assessment of the level of significance of the issues in the report after consideration of the Council's Significance and Engagement Policy (*Section 6.1*). Low

The report contains adequate consideration of the views and preferences of affected and interested persons taking account of any proposed or previous community engagement and assessed level of significance (*Section 6.2*). Confirmed

The report considers impact on Maaori (<i>Section 5.5</i>)	Confirmed
The report and recommendations are consistent with Council's plans and policies (<i>Section 5.4</i>).	Confirmed
The report and recommendations comply with Council's legal duties and responsibilities (<i>Section 5.3</i>).	Confirmed

9. Attachments

Ngaa taapirihanga

Attachment 1 – Chief Executive's KPI worksheet

Chief Executive's KPIs – 2023/2024

Overarching Council Vision: "Liveable, Thriving and Connected Communities"

Staff & Wellbeing Vision: "Work Safe, Home Safe"

Key project/priority	Key deliverables/KPIs		Update & Delivery Comments
<p>1. Consistent delivery of Core Services. (Council will focus on reliable and essential services that keep our community safe and resilient)</p>	1.1	<p>The 2023/2024 Annual Plan is delivered within the agreed budget, financial strategy, legislative compliance, and in accordance with variations approved by Council. Provide regular updates to the Performance & Strategy Committee on progress, with recommended remedial actions for any actual/potential impacts on agreed delivery.</p>	<p>The 2023/24 Annual Plan has been adopted by Council. Reporting against the Annual Plan will be on a quarterly basis and will commence once the Annual Report financials are finalised No key issues of note to report at this point.</p>
	1.2	<p>Capital Works are delivered within the agreed budget and in accordance with variations approved by Council. Provide regular updates on progress, with recommendations for remedial actions to be undertaken where there are any barriers to the delivery of the projects, with a focus on the following key areas of work:</p>	<p>Delivery is progressing as expected. In progress projects comprise of 12 in Initiation, 59 in Plan & Design and 25 in physical delivery phase. All these projects have a plan to procure, contract in place or delivery date planned. All known projects in the pipeline (proposal phase) have a procurement, contract and delivery approach identified. The September infrastructure committee received a detailed and visual representation of the capex portfolio. The financial performance should be available for the next meeting.</p>
		<p>a) Three Waters (projects managed and delivered via Watercare).</p>	<p>At the September Waters Governance Board (WGB) meeting, Watercare indicated that 19 projects, with a cumulative value of \$38.8M will be completed in this financial year. Of this, \$36.3M is currently in the construction phase and \$2.4M is in the design phase. There is indication that \$4.7M of projects will not be achieved. Watercare to provide WGB with a list of potential projects that could be brought forward at the October meeting. YTD capital spend is \$7.99M.</p>

Key project/priority	Key deliverables/KPIs		Update & Delivery Comments
		<p>b) Roothing (projects predominantly delivered through the Waikato District Alliance)</p>	<p>Many consent applications and designs have been completed and the project list rationalised. A small number of roading projects will not be completed this year as was presented and accepted at the Sept Infrastructure Committee meeting. The changes have been communicated to Waka Kotahi as they inform our LTP bid which was submitted early October.</p>
		<p>c) Sustainable communities (including community aspirational projects, blueprints, economic development incorporating social & community related projects).</p> <p>d) Solid waste – complete agreed implementation plan by 30 June 2024.</p>	<p>15 projects are currently being led by community groups. These projects range from town identity, beautification, mara kai projects and community initiatives for sports and recreation.</p> <p>In the past quarter there have been two business events held across the district, including “Adapting to change”. An economic developer's forum was held in Mercer, the first of its kind, bringing together developers and mana whenua to share ideas on proposed developments.</p> <p>MSD has been brought in to support a mana whenua strategy for Raahui Pookeka, for new training and funding programmes. Kianga Ora has been brought in to assist with an identity strategy for Te Kauwhata.</p> <p>The final draft of the waste assessment has been received. This will be forwarded to the medical officer of health for review with an aim to present to November Infrastructure Committee. Tuakau project concept and design report completed. Currently working on operational models and business case for application for MfE funding. Roothing and drainage rehabilitation at Huntly transfer station complete, Raglan underway.</p>
	1.3	<p>The 2024-2034 LTP document is complete by 30 June 2024.</p>	<p>LTP Project is progressing as expected. Key workshops with Councillors on Asset and Activity Management Plans and supporting business cases are the current focus prior to detailed budgeting commencing. Updates provided to each Performance & Strategy meeting, including risk assessment.</p>

Key project/priority	Key deliverables/KPIs		Update & Delivery Comments
<p>2. Council Responsiveness (Council will improve its responsiveness and communication to communities and customers).</p>	2.1	<p>a) Complete the review of the Service Request system by 31 December 2023 (all service requests logged in property and rating).</p>	<p>Work progressing to plan for the Ways of Working change to ensure all Service Requests are accurately tracked within TechOne Property & Rating. On target for 31-Dec-23.</p>
		<p>b) Complete priority improvements (partner two way and automated email or text to customer) by 31 March 2024.</p>	<p>Antenno, enabling mobile phone entry of service requests implemented. Automated email updates to customers & Alert Notifications to staff are on schedule. Phased implementation from Sept-23 to Mar-24. Integration in place with Watercare. Amourguard & Citycare integration discussions progressing with both vendors.</p>
		<p>c) System fully operational (including training) by 30 June 2024.</p>	<p>On schedule to have system fully operational by 30-June-24.</p>
	2.2	<p>a) Review and update the strategic communications plan. The revised plan to be approved by council by 31 March 2024.</p> <p>b) Implement the agreed plan and report on progress quarterly.</p>	<p>The review of the Communication Strategy has commenced and due to be complete by 31 October. This will be informed by stakeholder engagement and deliver an action plan and resourcing plan.</p> <p>An action plan is being prepared as part of the Strategy, including resourcing, processes, and systems.</p>
<p>3. Building Community Resilience & Connectivity</p> <p>We will prioritise the wellbeing of our district by building and supporting strong and resilient communities.</p> <p>Our district is easy to</p>	3.1	<p>a) Amend and update priority existing community response plans by 30 June 2024.</p> <p>b) Develop priority marae, community and business continuity plans following relevant community engagement by 30 June 2024.</p>	<p>The Te Kauwhata community response plan (used as pilot) has been completed. Raglan is nearing completion, and several other groups are advancing through initial phases. The Port Waikato group is still forming prior to commencing response planning.</p> <p>Mangatangi Marae is well advanced as a 'pilot'. 10 other Marae have self-identified and are interested in advancing their planning. Waahi Whanui Trust, who represent 9 Marae, have also expressed interest in commencing. We have engaged with several agencies and Waikato Tainui to support the programme, including funding to support marae ambitions. A detailed report will be</p>

Key project/priority	Key deliverables/KPIs		Update & Delivery Comments
explore, and communities are connected and well informed).			available for the September Sustainability & Wellbeing Committee.
	3.2	Achieve an emission reduction target of 16% relative to 2023 emissions for the year ended 30 June 2024.	This target includes replacement of Huntly aquatic gas boiler which has not yet happened (14% reduction impact) due to EECA funding delays outside of our control. Council's operational Greenhouse Gas Inventory is currently being collated and a report should be available at the end of November.
	3.3	Develop a community connectivity plan by 31 March 2024, and commence implementing agreed actions.	Still to be scoped.
4. Building relationships (We are focused on building our cultural competence and responsiveness by improving our relationships. We will uphold Te Tiriti o Waitangi and weave Te Reo Maaori into our work).	4.1	a) Provide evidence of outcomes achieved through initiatives, collaboration, and engagement with mana whenua (including mana whenua forums) on a half yearly basis to the Performance & Strategy Committee	We continue to work to build enduring relationships with mana whenua. Our efforts have been restricted as we work through the recruitment of our Executive Manager Maaori Partnerships position.
		b) Demonstrate progress on delivering at least three of the strategic initiatives of the Waikato-Tainui JMA workplan.	The workplan was confirmed and adopted at the September JMA meeting. Progress reporting at each JMA meeting.
	4.2	a) Central Government – Provide quarterly evidence of the key outcomes achieved by the Chief Executive through building relationships with central government that are related to Council's future strategies and delivery aspirations.	Efforts to have Council included in Entity A (Auckland and Northland) for 3 waters have been unsuccessful. We sought to influence this process at many levels within government given our unique circumstances.

Key project/priority	Key deliverables/KPIs		Update & Delivery Comments
		b) Focus should be on the crown agencies and associated Ministers identified by a Central Government Advocacy Action Plan to be adopted by Council by 31 December.	<p>We continue to work with Department of Internal Affairs, MBIE, Kainga Ora, Ministry of Housing & Urban Development and Waka Kotahi.</p> <p>A meeting was held with Ironduke in September to understand the political landscape and to understand how they could help council with advocacy at central government level. We now have a proposal to consider.</p>
	4.3	a) Design and implement a Developers Forum focused on building relationships and improvements in customer service by 30 June 2024.	<p>Customer Support and Community Growth to co-lead. First step is small staff working group meeting in October to prepare for a wider workshop with councillors to refine scope and objectives. Initial Developer engagement this calendar year to scope up.</p>
	4.4	a) Develop and implement a Rural Economic Advisory Panel (REAP) incorporating key representatives from the rural sector. b) Establish the forum and commence meetings by 31 December 2023.	<p>REAP had its second meeting on September 11th, appointing a Chair (Cr Eyre) and a deputy chair (Julie Jones).</p> <p>Terms of reference were agreed and approved. 3 points for success were identified that the group can measure itself against.</p> <ul style="list-style-type: none"> • Advising on Council Policy • Improving employment opportunities for the rural sector • Increasing awareness of the sector and how it can be promoted to younger people <p>REAP have agreed to meet quarterly at the Council offices, the next meeting is set for November.</p>
5. Sustainable Growth (We plan for growth in a sustainable and responsible way, ensuring we embrace our local heritage and sense of community)	5.1	a) Develop a sustainable growth funding strategy by 31 March 2024. b) Implement the approved plan and demonstrate agreed targeted benefits by 30 June 2024.	<p>Sustainable growth funding strategy – project not started. Next step to confirm scope with Chief Executive and Mayor. Scoping to be completed in November 2023.</p> <p>Funding plan to be developed based on strategy development.</p>
		a) Demonstrate progress in making the	

Key project/priority	Key deliverables/KPIs		Update & Delivery Comments
		<p>Proposed District Plan operable:</p> <p>(i) Make the uncontested parts of the Proposed District Plan operative by 31 December 2023.</p> <p>(ii) Prepare an action plan to advance the appeals by 31 December 2023.</p> <p>(iii) Report regularly on progress with outstanding appeals.</p>	<p>(i) The breadth of outstanding appeals (some refer broadly to the General Rural Zone) means many chapters cannot be treated as operative. We continue to assess, and when appropriate will collate several chapters to make operative, rather than a piecemeal approach. This could realistically occur in third quarter of 2024.</p> <p>(ii) The Action Plan is effective. Just under 20% of appeals resolved. Fifteen consent orders will be drafted, for Courts to approve, by 31 October 2023.</p> <p>(iii) An update will be provided to Council in November.</p>
6. Staff and Culture (including leadership, engagement, and retention)	6.1	<p>a) Outline what initiatives have been undertaken to strengthen the internal culture and leadership of the organisation and provide staff survey results to indicate whether these have been successful or not.</p> <p>b) Provide evidence on recruitment strategies being used to attract new talent, and retention strategies in place, including an assessment of effectiveness (retention rate, staff turnover, open jobs).</p>	<p>ELT have worked on several actions in response to the deep dive feedback and are now holding focus groups to test ideas with staff.</p> <p>Takitaki leadership program of 2023 will be completed at graduation on Friday 13th October. Gateway for next year's cohort opens soon.</p> <p>Mental health awareness week including guest speaker was a success with high engagement during the week of 18-24 September with the entire organisation involvement (including Councillors).</p> <p>We are in market for a new Talent Acquisition role as part of recruitment strategy to upskill people leaders/focus on our Employee value Proposition.</p> <p>While roles in some cases are taking longer to fill, we are attracting strong applicants.</p> <p>Internal promotions and succession planning is in place and evident e.g., GM Customer Support & GM Service Delivery which will have flow on internal</p>

Key project/priority	Key deliverables/KPIs		Update & Delivery Comments
			<p>opportunities and appointments.</p> <p>Current open vacancies: 29 (various stages of the process)</p> <p>12 new hires last month and 7 resignations.</p> <p>Labour turnover (LTO) 19.42%</p>
	6.2	Develop and implement a diversity strategy, starting with a Te Tiriti strategy which will uphold the principles of Te Tiriti o Waitangi.	<p>Appointment of Executive Manager Maaori Partnerships is ongoing with round two interviews this month. Te Tiriti training and Te Reo learning has great support and uptake. Recent successful completion of first level 2 cohort.</p> <p>Key support partner “Diversity Works” in place and supporting learning through Takitaki and strategy development support.</p> <p>Capability Team Leader is in place and uplifts capacity in the Capability team to deliver on strategy.</p>
7. Zero Harm (Work Safe, Home Safe)	7.1	Complete the Strategic Plan work for 2023/2024 by 30 June 2024.	Working with Dangerous Animals Risk Review complete. Development of Mental Wellbeing Bowtie progressing. Action plan developed from ISO45001 audit recommendations. Good progress is being made at present.

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 considered. Delivery will also be subject to factors within the control of the Chief Executive.
2. Each deliverable including subcategories (e.g. (a), (b) etc.) will be assessed and scored.

To	Performance & Strategy Committee
Report title	Exclusion of the Public
Date:	Wednesday, 18 October 2023
Report Author:	Elizabeth Saunders, Senior Democracy Advisor
Authorised by:	Gaylene Kanawa, Democracy Manager

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

THAT the public be excluded from the following parts of the proceedings of this meeting.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
Item PEX 1.1 Minutes from the meeting held on Monday, 7 August 2023	Good reason to withhold exists under Section 6 or Section 7 Local Government Official Information and Meetings Act 1987	Section 48(1)(a)
Item PEX 2.1 Abandoned Land & Rating Sales		

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public, as follows:

Item No.	Section	Interest
Item PEX 1 Minutes from the meeting held on Monday, 7 August 2023		Refer to the previous Public Excluded reason in the agenda for this meeting.
Item PEX 2.1 Abandoned Land & Rating Sales	7(2)(a)	To protect a persons privacy

2. Attachments Ngaa taapirihanga

There are no attachments for this report.
