

Agenda for a meeting of the Performance & Strategy Committee to be held in the Council Chambers, District Office, 15 Galileo Street, Ngaruawahia on **MONDAY, 4 DECEMBER 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.

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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:	Thursday, 9 November 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 a meeting of the Performance & Strategy Committee held on Tuesday, 24 October 2023.

2. Staff recommendations

Tuutohu-aa-kaimahi

THAT the Performance & Strategy Committee confirms the minutes as a true and correct record for meeting held on Tuesday, 24 October 2023.

3. Attachments

Ngaa taapirihanga

Attachment 1 – P&S Minutes – 24 October 2023

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

Present:

Cr J Gibb (Chairperson)
Cr M Raumati (Deputy Chairperson)
Cr C Beavis
Her Worship the Mayor, Mrs JA Church
Cr CA Eyre
Cr M Keir
Cr P Matatahi-Poutapu
Cr K Ngataki
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)
Ms A Diaz (Chief Financial Officer)
Mr W Gauntlett (Acting General Manager Community Growth)
Mr C Bailey (Finance Manager)
Mr J Ebenhoh (Policy & Planning Manager)
Ms N Hubbard (Corporate Planning Team Leader)
Mr R Turner (Customer Experience Manager)
Ms E Saunders (Senior Democracy Advisor)

The meeting was opened with a karakia.

APOLOGIES AND LEAVE OF ABSENCE

Resolved: (Crs Ngataki/Patterson)

That the apology for:

- a. lateness from Cr Reeve be accepted.**

CARRIED

P&S2310/01

CONFIRMATION OF STATUS OF AGENDA ITEMS

Resolved: (Crs Ngataki/Patterson)

THAT the agenda for a meeting of the Performance & Strategy Committee held on Tuesday, 24 October 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&S2310/02

DISCLOSURES OF INTEREST

There were no disclosures of interest.

CONFIRMATION OF MINUTES

Resolved: (Crs Raumati/P Thomson)

THAT the Performance & Strategy Committee confirms:

- a. the minutes for a meeting held on Monday, 11 September 2023 be confirmed as a true and correct record, and
- b. the minutes for a meeting (to recommend to Council to adopt the Annual Report) held on Monday, 9 October 2023 be confirmed as a true and correct record.

CARRIED

P&S2310/03

REPORTS

Actions Register

Agenda Item 5

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

- It was confirmed that there are no elected members of the working group for the residents survey.

ACTION: Finance Manager to provide information offline in relation to Item 10 on Page 23.

STRATEGY REPORTS

Long Term Plan 2024-2034 Work Update Agenda Item 6.1

The report was received [*P&S23/0/02 refers*] and the Corporate Planning Team Leader spoke to the report. The following discussion was held:

- It was noted that a Risk Assessment had been undertaken since the report was written.
- An update was provided on the Long Term Plan workshops that were conducted last week and it was noted that work was being done around consultation with our communities how the story of the LTP could be told.
- The Committee were pleased to hear that suggestions from the Community Consultation have been taken on board, particularly since the rates increases.
- It was noted in relation to the Key Project Risks that this report was written prior to the LTP workshops that were undertaken last week and Councillor feedback for mitigations would be taken into account moving forward.
- The Committee agreed that a consultation period with a six week timeframe would be good as Council do not want to leave things until the last minute, however it was noted that the process is audited so consultation could not be undertaken until sign-off from Audit NZ was received.
- It was noted that in relation to the financial strategy and the Executive Leadership Team and staff are working hard and are confident in the process going ahead. There was a brief discussion around rate increases and property valuations and the possibility of having a Rates 101 workshop for elected members to get a good understanding of the needs in our communities was suggested.

ACTION: Rates 101 Workshop to be organised for elected members along with Community Board and Community Committee Chairpersons.

- Page 28 - It was noted that whilst it would be tight timeframes for Consultations, the Hearings and Deliberations it was the usual timeframe and Council were comfortable that these could be met.
- Page 29 – It was queried what are the costs for the contractor resourcing for delivery of the LTP? The Chief Operating Officer provided some context to the consultant fees and what the goal was for staff (the creation of an LTP project manager) and the LTP process moving forward.
- It was further queried what the overall costs of Consultants are to the business? This conversation would be taken offline and further information to be provided.

ACTION: Consultant fees from across the business for all general services to be provided offline to elected members.

Timing of the next 2070 Waikato Review

Agenda Item 6.2

The report was received [P&S2310/02 refers] and the Policy & Planning Manager spoke to the report. The following discussion was held:

- It was queried what the costs were for producing this report from the Consultant BECA? It was noted that the initial document was done in a format that Council could not edit so moving forward the document could now be updated and edited by Council staff and work could be done internally.
- It was queried whether staff were confident that the risk to the business was less than minor? There is still so much to come in the pipeline like Proposed District Plan (PDP) appeals and future zoning – cannot be completely confident.
- It was noted that Council needed to be aware as we go through the Long Term Plan (LTP) that we have the right staff to not only manage but implement any changes. Elected members would like to be kept informed as the process moves forward.
- The resolution was discussed and it was decided to change the wording slightly from “at least” to “until early” 2025 – this allows for better timeframes and the opportunities for workshops to occur throughout 2024.
- It was noted that the biggest opportunity for our district is growth but is also our biggest risk and staff need to ensure that we have navigated the risks of not keeping this document updated.

ACTION: Workshops to take place throughout 2024 in preparation for the formal review in early 2025

Resolved: (Crs Keir/Patterson)

THAT the Performance and Strategy Committee:

- a. approves the deferral of the review of Waikato 2070 until early 2025.

CARRIED

P&S2310/04

PERFORMANCE REPORTS

Resident Satisfaction Survey – Quarter 1 Results Agenda Item 7.1

The report was received [*P&S2310/02 refers*] and the Customer Experience Manager spoke to the report. The following discussion was held:

- It was noted by the elected members that it would be good to have a highlight in the report of the changes that have occurred since the last update – to make it easier to navigate.
- It was noted that the sample number of participants in this survey reflect the fact this is the first quarter and the numbers will increase as the year goes on.
- There was surprise noted at the response to the Civil Defence question considering all the work that had been done in this space.
- It was queried what the difference was for dissatisfied customers between each survey and this was clarified by the Customer Experience Manager. The full breakdown would be supplied to the elected members offline via email.

ACTION: Microsoft Excel Spreadsheet to be circulated by the Customer Experience Manager to the elected members for their review and they can send any questions directly to the Customer Experience Manager to answer in the next report to the Committee.

Financial Performance Summary – September Quarter Agenda Item 7.2

The report was received [*P&S2310/02 refers*] and the Finance Manager spoke to the report. The following discussion was held:

- It was noted that some of the figures in the report were subject to final audit clearance.
- It was confirmed by the Finance Manager that changes to the formatting of the report were still being worked through and there would be updated reports and dashboards soon.
- It was noted that assets are typically vested at the end of the financial year. It was further noted that the figures on Page 114 are a snapshot in time and that the borrowings are there but are in the balance sheet as part of the Annual Report.
- The Finance Manager provided an overview of the surplus from the first three (3) months that was supposed to come from the surplus of the previous financial year and provided the details around this.
- It was confirmed that Council are awaiting on the Annual Report to confirm the depreciation schedules.

- It was advised that the mileage figures had increased and it would be good to get an understanding on this figure along with some of the other figures in the report.
- It was queried how efficient and robust the vesting process is? The Finance Manager advised that Finance picks up the assets that are vested at valuation time at the end of the financial year and the Chief Financial Officer gave an overview of the vesting process, noting that it is a very challenging area as you have to show your assets as income.

ACTION: Elected members to frame up questions for the different figures and results in the report and send through to the Chief Financial Officer for collation and response.

Treasury Risk Management Policy Compliance – September Quarter Agenda Item 7.3

The report was received [*P&S2310/02 refers*] and the Finance Manager spoke to the report. The following discussion was held:

- An overview of the forecasted debt and the figures on Page 122 was provided by the Chief Operating Officer and the maximum and minimum policy lines.
- A query around the Liquidity ratio and the percentages noted was raised and it was noted by the Finance Manager that these figures were normal for this time of year.
- The Chief Financial Officer provided detail on what the Tamahere Community Loan was for the elected members.

Non-Financial Performance Results – September Quarter Agenda Item 7.4

The report was received [*P&S2310/02 refers*] and the Corporate Planning Team Leader spoke to the report. The following discussion was held:

- It was queried when and what was the process that would be formulated to ensure we were not on the back foot at Long Term Plan (LTP) time? The Corporate Planning Team Leader provided an overview of the process moving forward and what steps would be taken.
- It was noted in years past that there might be one or two measures that are not achieved all the way through the last triennium which could mean they are not achieved at all for the coming year – are there any measures in this situation? The Corporate Planning Team Leader provided an overview and stated that there are no measures to date that are absolutely not achieved.
- It was noted that in regards to the Noise Complaint Key Performance Indicator (KPI) on Page 133 that there could be a narrative around Contractor issues.

- It was queried whether these results go through to the Risk & Assurance Committee for their information, particularly in case there is any organisational risks?
- It was queried further as to the graph on Page 129 and whether these results were monitored for any potential organisational risks?
- The graph on Page 129 was explained by the Corporate Planning Team Leader and what each figure represents.

ACTION: Further information to be provided by the Corporate Planning Team Leader in relation to the results as noted on Page 129 and whether these are submitted through to the Risk & Assurance Committee and what monitoring of the results are undertaken to negate any potential organisational risk.

Chief Executive Business Plan Update – October 2023 Agenda Item 7.5

The report was received [*P&S2310/02 refers*] and the Chief Executive Officer spoke to the report. The following discussion was held:

- It was noted that there was one change to make in the report – the Three Waters item (1.2A) – the target to complete for Capital Project Delivery was \$48 million which had been agreed to by the Waters Governance Board.
- It was queried whether there was any concern that if staff brought forward any projects for completion that it could impact on targeted rates? It was confirmed that there will be no impact on targeted rates and the \$48 million figure is from a much larger number that was already budgeted.
- A query was raised in relation to Point 4.2B on Page 148 and the meeting held with Ironduke in September. A brief discussion was held in relation the meeting and the outcomes from that.
- A query was raised in relation to the Better Off Funding and it was confirmed that there is a Better Off Funding report being presented at the next Sustainability & Wellbeing Committee meeting.
- A query was raised in relation to Community resilience and connectivity (point 3.1B) however the Chief Executive advised he would come back to the Committee with further information.

ACTION: Further detail and information to be provided to the Elected Members in regards to Community Resilience & Connectivity (point 3.1B).

- A brief discussion around Electric Vehicle Emissions was held by the Committee and no further questions were had.

EXCLUSION OF THE PUBLIC

Resolved: (Crs Patterson/Raumati)

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 Abandoned Land & Rating 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 Abandoned Land & Rating Sales	7(2)(a)	To protect a persons privacy

CARRIED

P&S2310/05

Resolutions P&S2310/06 – P&S2310/08 are contained in the public excluded section of these minutes.

It was resolved [Resolution No. P&S2310/07] during the public excluded section of the meeting that the following resolution be released into open meeting but the report remain confidential and unavailable to the public:

Abandoned Land & Rating Sales

Agenda Item PEX 2.1

Resolved: (Crs Patterson/Eyre)

THAT the Performance and Strategy Committee recommends that Council approves:

- a. the sale of the following properties to recover outstanding rates:
 - i. Property 2013696: 140B Bluff Road Pookeno
 - ii. Property 2013698: 140C Bluff Road Pookeno
 - iii. Property 2018906: McGill Road Pookeno
 - iv. Property 2011143: Wrights Road Te Uku
 - v. Property 2009909: 1A Princess Street Ngaaruawaahia
 - vi. Property 1010970: 7 Uenuku Street Ngaaruawaahia
- b. the release of these resolutions into the Open meeting, but the report remain confidential and unavailable to the public.

CARRIED

There being no further business the meeting was declared closed at 12.01pm.

Minutes approved and confirmed this day of 2023.

Cr J Gibb
CHAIRPERSON

To	Performance & Strategy Committee
Report title	Actions Register – December 2023
Date:	4 December 2023
Report Author:	Ashleigh Fairhead, Executive Assistant 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 Performance and Strategy Committee receives the Actions Register for December 2023.

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 Roothing projects.</p>	<p>Megan May, Acting General Manager Service Delivery</p>	<p>The levels of service, along with the reseals and rehabilitation programme have been circulated to Elected Members.</p>
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>	<p>Reece Turner, Customer Experience Manager</p>	<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>	<p>Colin Bailey, Finance Manager</p>	<p>Noted.</p>

	Action	Responsible to 16 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>	<p>Alison Diaz, Chief Financial Officer</p>	<p>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.</p>
5.	<p><u>Non-financial performance results</u></p> <p>Further discussions to be held offline with the Corporate Planning Manager, the Customer Experience Manager and Elected Members in regard to the Governance results and the current KPI standard.</p>	<p>Nicole Hubbard, Corporate Planning Manager</p>	<p>Noted. This will be undertaken in line with the development of LTP KPIs.</p>
6.	<p><u>Non-financial performance results</u></p> <p>Request to highlight mandated legislative results versus non-legislative for future reporting.</p>	<p>Nicole Hubbard, Corporate Planning Manager</p>	<p>Completed.</p>
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>	<p>Alison Diaz, Chief Financial Officer</p>	<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 17 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 to provide further clarification on the carry-forwards.</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 18 Action	Status/Update/Response
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>
11.	<p><u>Actions Register</u></p> <p>Finance Manager to provide information offline in relation to Item 10 on Page 23.</p>	Colin Bailey, Finance Manager	Information provided offline and included in 10 above.
12.	<p><u>Long Term Plan 2024-2034 Work Update</u></p> <p>Rates 101 Workshop to be organised for elected members along with community Board and Community Committee Chairpersons.</p> <p>Consultant Fees from across the business for LTP delivery to be provided offline to elected members.</p>	Colin Bailey, Finance Manager	<p>Rates 101 Workshop will be arranged to coincide with LTP workshop in the new calendar year.</p> <p>Information being collated and will be available at LTP workshop in the new calendar year.</p>
13.	<p><u>Timeline of the next 2070 Waikato Review</u></p> <p>Workshops to take place throughout 2024 in preparation for the formal review in early 2025.</p>	Donna Tracey, Strategic Planning Manager	Noted.

	Action	Responsible to 19 Action	Status/Update/Response
14.	<p><u>Resident Satisfaction Survey – Quarter 1 Results</u></p> <p>Microsoft Excel Spreadsheet to be circulated by the Customer Experience Manager to the elected members for their review and they can send any questions directly to the Customer Experience Manager to answer in the next report to the Committee.</p>	Reece Turner, Customer Experience Manager	Complete.
15.	<p><u>Financial Performance Summary – September Quarter</u></p> <p>Elected members to frame up questions for the different figures and results in the report and send through to the Chief Financial Officer for collation and response.</p>	Elected Members	A small number of questions have been received. Finance staff will facilitate an in-person session with interested councillors and provide feedback to the wider Committee.
16.	<p><u>Non-Financial Performance Results – September Quarter</u></p> <p>Further information to be provided by the Corporate Planning Manager in relation to the results as noted on Page 129 and whether these are submitted through the Risk and Assurance Committee and what monitoring of the results are undertaken to negate any potential organisational risk.</p>	Nicole Hubbard, Corporate Planning Manager	<p>The performance and strategy committee is delegated to monitor Council’s performance, and does so through the reporting provided to the committee.</p> <p>Any strategic risk will be reported through to Risk and Assurance.</p>
17.	<p><u>Chief Executive Business Plan Update</u></p> <p>Further detail and information to be provided to the Elected Members regarding the Community Resilience and Connectivity.</p>	Kurt Abbot, Executive Manager Projects and Innovation	Detailed updates on community resilience and connectivity are provided to the Sustainability and Wellbeing Committee.



To	Performance and Strategy Committee
Report title	2024-2034 Long-Term Plan Work Programme Update
Date:	04 December 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

- 1.1** 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

Whakaraapopotanga matua

- 2.1** 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 Long-Term Plan Work Programme Update report.

4. Background

Koorero whaimaarama

4.1 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

4.2 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

4.3 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.

4.4 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 Activity Management Plan workshops. The GOA structure will be formally adopted in early 2024.	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.	On track

Key Building Blocks	Where it's at/what's the plan	Status
	A light review of the assumptions and a risk assessment were completed during September to ensure the assumptions are as up to date as possible leading into budgeting workshops and identify those that are most likely to change when Government is formed. Another review will be done in early 2024 to retest and confirm the assumptions	
4	<p>Significance and Engagement Policy</p> <p>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. Staff have done a high-level review of the document and at this point no changes have been identified. The policy was endorsed by the Policy and Regulatory committee on 14 November, and will go to the next council meeting for adoption.</p>	On Track
5	<p>Budgeting Process</p> <p>The budgeting process will set CAPEX and OPEX for each of the 10 years of the LTP. Budget managers have now start inputting budgets which are expected to be completed by 30 November.</p> <p>Elected members have fed into the budgeting process through the asset and activity management plans workshops and will receive full budget information in early 2024. The team are working with a new budget system which may place additional timing pressure on delivery.</p>	Monitor
6	<p>Financial and Funding Policies</p> <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. 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>	On track

Key Building Blocks		Where it's at/what's the plan	Status
		The individual survey on the Revenue and Financing Policy was circulated to councillors in September 2023 and a council workshop was held on 9 October 2023.	
7	Financial Strategy	<p>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.</p> <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, delivering existing levels of service will cost more than anticipated (due to inflation, increased in asset values etc.).</p>	On track
8	Infrastructure Strategy	<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 is nearly completed, and elected members had their first opportunity to input into this at a workshop on 15 May 2023, alongside the financial strategy. Capital and operating expenditure relating to the infrastructure assets is currently being collated.</p>	On track
9	Development contributions policy	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.	On track

Key Building Blocks	Where it's at/what's the plan	Status
	<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. 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>Following the approval of the scope of the review in August 2023 by the P&R committee, the team have researched these matters and presented a workshop with the Development Agreements Committee in October 2023. Two of the three matters were supported, with a request for some further clarification on the deferral of the timing of payment of DCs for retirement villas. A paper is being taken to the Development Agreement Committee on 27 November to discuss this, anticipating support from the committee for inclusion in the Policy.</p> <p>The draft Policy is being prepared now with the milestone of the drafted policy commencing external legal review prior to Christmas 2023.</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>Several council workshops have been held on asset and activities.</p> <p>Staff are now completing <i>Part C: Budgets and work programmes and levels of service</i>. The full budget will be brought to Council in the new year.</p>	On track

Key Building Blocks		Where it's at/what's the plan	Status
11	Consultation and Engagement	<p>Formal Consultation</p> <p>Formal consultation on the LTP's consultation document will be undertaken in March-April 2024. 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>Government Elections - There is a risk that due to the change in government there could a change in policy direction as indicated by the National Party pre-election; 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 once a government has been formed and policy direction has been confirmed.</p>
<p>District Rating Valuations</p> <p>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 this update, elected members are scheduled for a Development Contributions Policy Review workshop on 27 November.

Looking ahead to the new year, a Council workshop is planned for 31 January 2024, to review the full budget details and levels of service.

Staff will continue to report on the progress of the 2024-2034 Long-Term Plan (LTP) at each Performance and Strategy meeting, focusing on the key building blocks.

To	Performance & Strategy Committee
Report title	NZ Mutual Liability Riskpool Fund Call
Date:	4 December 2023
Report Author:	Alison Diaz, Chief Financial Officer
Authorised by:	Gavin Ion, Chief Executive

1. Purpose of the report

Te Take moo te puurongo

To inform the Committee of a pending payment to Riskpool of \$179,000 to cover deficit positions in particular fund years. This payment has not been budgeted for and will be funded from the General Accounting Reserve Fund.

2. Executive summary

Whakaraapopotanga matua

Riskpool offered public liability and professional indemnity cover to its member councils from 1 July 1997 to 30 June 2017, a total of twenty years. At its peak, Riskpool was providing cover to 82 out of a possible 85 district, unitary and regional councils. Over those twenty years, Riskpool collected \$128.6 million in member contributions (including additional contributions) and as of 30 June 2021 it had paid its member councils \$170.1 million in claims.

Members made an initial contribution to cover estimated claims and expenses arising from the Fund Year, with any deficits to be funded by further calls upon Members in proportion to their initial contribution. Waikato District Council opted out of Riskpool in 2013 but now that the mutual fund is in run off, any remaining deficits for the years that Council was part of the scheme will need to be covered by way of call. A contribution for years 7,10,11 and 12 will be paid in December 2023.

Further contributions will be required but have not yet been quantified. The attached letter outlines the process for finalising each fund year.

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

THAT the Performance & Strategy Committee:

- a. receives the New Zealand Mutual Liability Riskpool Fund Call report, and**
- b. notes the payment of \$178,681 (excl. GST) is unbudgeted and will be funded out of the General Accounting Reserve Fund.**

4. Attachments **Ngaa taapirihanga**

Attachment 1 – Letter from Riskpool



10 November 2023

Gavin Ion
 Waikato District Council
 Private Bag 544
 NGARUAWAHIA 3742 gavin.ion@waidc.govt.nz

Riskpool: Update on Winding Up

Dear Gavin

On 2 August and 5 September 2023, we advised that we were still working through a complex pathway to understand what the future liability will be for Members following the Supreme Court's dismissal of Riskpool's appeal in the Napier Waterfront Apartments claim.

Since then, Riskpool has been able to quantify its liability in relation to that claim and has a better understanding of its potential liability in relation to other similar mixed defect claims. As previously advised, some of those claims involve late notification issues which have yet to be resolved. We are still waiting on confirmation from reinsurers that they will provide reinsurance cover for any of these claims.

In the meantime, Riskpool has carried out a review of its current and future liabilities, which has involved considering the deficits for previous Fund years.

By way of background, cover under the Riskpool Scheme was arranged on a Fund Year basis from 1 July to 30 June. Members made an initial contribution to cover estimated claims and expenses arising from the Fund Year, with any deficits to be funded by further calls upon Members in proportion to their initial contribution. Any surplus can either be returned to Members or rolled into a future Fund Year.

In aggregate, over all Fund years, Riskpool has incurred more in claims and expenses (before allowing for claims provisions) than has been received as contributions and calls from Members. This has been funded by a loan from Civic Financial Services. In addition, there is more to be paid in respect of currently open claims (including the Napier Waterfront Apartments claim) spread across a few different Fund Years.

The Board has resolved to make a call on Members to pay a contribution to fund the deficits for Fund years 7, 10, 11 and 12, being:-

- Fund Year 7 - \$6.166 million
 - Fund Year 10 - \$3.051 million
 - Fund Year 11 - \$1.126 million
 - Fund Year 12 - \$2.541 million
- Total \$12.884 million¹**

¹ Deficits have been calculated based on the deficit before allowance for claims provisions.

Riskpool's actuaries, Melville Jessup Weaver have calculated the required contribution from each Member for those Fund years.

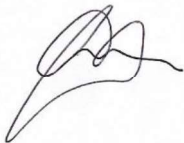
The amount of the call for Waikato District Council will be \$178,681.00 (excl GST) as calculated in the table attached to this letter. This is payable on 20 December 2023 (or earlier if you wish). An invoice from Riskpool for this amount is attached.

Once Riskpool has met the short-term needs noted above there will be a process of finalising each Fund Year. This will entail:

- Continuing to operate Riskpool until all claims are settled.
- Issuing further calls upon members for Fund Years still in deficit. The quantum of future calls will depend on the outcome of the late notification issues in respect of outstanding mixed defect claims and reinsurers' position.
- For Fund Years in surplus either:
 - Returning funds to members, or
 - Offsetting against later Fund Years in deficit.

If you have any questions, please contact Charlie Howe, phone (04) 978 1257.

Yours sincerely



Charlie Howe
CEO Civic Financial Services Ltd



Marty Grenfell
Chair of LGMFT (Riskpool)

To	Performance and Strategy Committee
Report Title	Resident Satisfaction Survey Quarter One 23/24 Analysis
Date:	15 November 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 of the insights gained from the data collected from the Quarter one Resident Satisfaction Survey for July – September 2023.

Although a full copy of the results have not been appended to this report, they can be viewed using the following link to the dashboard [here](#).

The report also provides the committee with the corrective actions that council have in place to respond to the dissatisfaction to provide better community outcomes.

2. Executive summary

Whakaraapopotanga matua

The Resident Satisfaction Survey is undertaken quarterly by Key Research.

The survey is reviewed by the Resident’s Survey Action Team – which is a cross organisational group of 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 if there are actions that can be put in place to improve what we do to reduce negative feedback.

This report outlines the insights from the survey on:

- a) What we are doing well – areas of significant improvement: and
 - b) What we need to work on – areas of significant decrease in resident satisfaction and what we are doing to address it.
-

3. Staff recommendations Tuutohu-aa-kaimahi

THAT the Policy and Regulatory Committee receives the Resident Satisfaction Survey Quarter One report.

4. Discussion Matapaki

Performance Snapshot

Results	Significant Differences in satisfactions	Actions	Results	Significant Differences in satisfactions	Actions
Refuse transfer stations	Increase in satisfaction		Effort	Decreased effort	
The sealed roading network	Decrease in satisfaction	Explore additional funding	Easy to make request	Increase in satisfaction	
The safety of the roads	Decrease in satisfaction		Time to resolve matter	Increase in satisfaction	
Invoicing is clear	Increase in satisfaction		Accuracy of information	Increase in satisfaction	
Consultation options	Increase in satisfaction		Understand of what was wanted	Increase in satisfaction	
Public toilets	Decrease in satisfaction	installation of new toilets in high growth area are being prioritised	Overall service received when contacting council	Decrease in satisfaction	Discussions with People and Capability are occurring to improve internal secondment & external recruitment to increase the speed of recruit across Customer Delivery
Public Facilities	Decrease in satisfaction				

Sealed roading network and the safety of the roads

Our residents are generally unhappy with the state of our sealed roading network and the safety of our roads.

In relation to the sealed roading network, the roading Team have requested an increased level of funding in the Long-Term Plan (LTP) to improve our level of maintenance on the sealed network, including, resurfacing and rehabilitation.

Regarding the safety of the roads, there has been significant investment in specific roads/intersections across the district as part of Waka Kotahi's Road to Zero. The programme is targeted on accident prevention. Council is also consulting on and implementing its speed management plan, with particular attention being given to speed limits around schools and marae. Additional investment in safety initiatives is being carefully considered for the next LTP.

Customer effort

There has been improved satisfaction across five of the six customer service-related performance measures. These improvements are around ease to making a request, time to resolve a matter, accuracy of information and understanding of what the customer wanted. This increased level of satisfaction appears to be linked to Council's ongoing efforts to improve its customer service request system with the introduction of Antenna and alignment of back of house responses to the level of service expected, and more timely processing of building consents.

Overall service received when contacting the council

The level of satisfaction for customers when contacting the council has unfortunately decreased over this quarter, possibly due to the call abandonment rate and longer than usual wait times. On review, a higher than usual call abandonment rates combined with staff shortages due to sickness and inability to fill vacancies have contributed to this result. To address these matters, the Customer Delivery leadership team are in discussions with People and Capability to increase the speed of internal secondment and external recruitment.

Furthermore, additional training is being implemented for Contact Centre staff to enhance their varied knowledge levels necessary for success in this role.

Consultation options

There was an equal increase in the percentage of residents satisfied (up from 29% to 32%) and dissatisfied (up from 36% to 39%) with the things the Council consulted with them on.

If respondents were dissatisfied with councils' engagement, they were asked to provide comments on what they felt were the issues the public should be consulted on. Ten responses were received, two commented on the rising costs of rates, three commented on generally being informed, and/or that the Council should consult on all decisions, five commented on decisions in relation to core Council services e.g., roading upgrades and parking, public transport, fluoridation of the water supply, lighting, CCTV, flooding, upgrading town centres, sports and recreation facilities, and disaster management.

Public toilets

Satisfaction with public toilets has decreased in this quarter. This is disappointing given the amount of work done by the Council's Facilities Team and our contractor OCS to ensure a high standard of maintenance is achieved. To further improve our level of service in this area, the installation of new toilets in areas of high growth is being prioritised.

Public Facilities

Community expectations on the type and quality of public facilities available to them appears to be increasing, which can result in a decreased level of satisfaction with the facilities currently available in their community. These community expectations are being carefully considered during the LTP process to ensure these needs and expectations are met wherever possible and appropriate.

5. Next steps **Ahu whakamua**

Customer Service

Given the results of the survey, staff will continue to focus on improving Service Request performance, ensuring prompt response times and effective issue resolution. Maintaining and increasing levels of service around key infrastructure such as the sealed roading network, public toilets and other public facilities will continue to be a priority and will be carefully considered during the development of the LTP.

6. Attachments **Ngaa taapirihanga**

There are no attachments for this report.

To	Performance & Strategy Committee
Report title	Chief Executive’s Business Plan
Date:	4 December 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

Whakaraapopototanga 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 Chief Executive’s Business Plan update.

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:

- a. Keeping councillors informed of progress;
- b. 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
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The report and recommendations are consistent with Council's plans and policies (<i>Section 5.4</i>).	Confirmed
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The report and recommendations comply with Council's legal duties and responsibilities (<i>Section 5.3</i>).	Confirmed
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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 well. All known projects in the pipeline (proposal phase) have a procurement, contract and delivery approach identified. The November infrastructure committee received a detailed and visual representation of the capex portfolio. The December report will include clear forecasting across our Capital Works Portfolio. Communication to stakeholders using multiple channels including site signage and timely project updates on our website is the current improvement focus for project managers.</p>
		<p>a) Three Waters (projects managed and delivered via Watercare).</p>	<p>The year-to-date expenditure is \$15.604 million against a forecast of \$13.466 million. Approval to commit \$21.68 million to install Te Kauwhata #2, Whaingaroa Raglan, and Tamahere reservoirs to accommodate growth and maintain the security of supply being sought. Te Kauwhata second reservoir proposed to be brought forward - \$3 million in FY23/24 and \$2 million in FY24/25. Pookeno reservoir deferred. Seeking to redirect \$1.15 million out of this project budget into a Pookeno bulk water supply pipeline extension. In</p>

		<p>b) Roading (projects predominantly delivered through the Waikato District Alliance)</p>	<p>addition, site acquisition and design of a booster pumpstation is being proposed, costed at \$0.25 million.</p> <p>Have requested WGB support to proceed with the design stage of the Te Kauwhata Road watermain upgrade by reallocating \$150,000 of unutilised funds from the Rangiriri (Mid-Waikato) new watermain project.</p> <p>Looking to complete SCADA telemetry upgrades by year end. Council has approved an additional \$3.587 million.</p> <p>Council has approved an additional \$12.05 million towards Whaingaroa Raglan WWTP upgrade, looking to tender soon.</p> <p>YTD capital spend is \$8.848M.</p> <p>Projects are progressing well with majority of designs complete or well underway. Anticipating an increased level of delivery as we progress into construction season.</p> <p>Still unable to progress the Revocation projects for Old State Highway one which impacts budget delivery (\$10M)</p> <p>Festival Way project tendered and awarded - due to commence 21st November 2023</p>
		<p>c) Sustainable communities (including community aspirational projects, blueprints, economic development incorporating social & community related projects).</p>	<p>A Hikoi hosted by Ngati Naho for the Community Growth group took place in November. The Hikoi was the next phase of the economic and community led development partnership work with Ngati Naho for Te Paina (Mercer)</p> <p>Two major business events were hosted by the Economic Development Team this quarter. In partnership with Amotai (a Maaori and Pacifica business mentor programme), Council hosted 130 Maaori and Pacifica business owners. Six businesses were linked with the Council's Projects, Assets, and Infrastructure teams for future potential work contracts.</p> <p>A second event, in partnership with Hampton Downs was held for existing Waikato District business owners at Hampton Downs raceway, where 58</p>

		<p>d) Solid waste – complete agreed implementation plan by 30 June 2024.</p>	<p>business owners were introduced to business support agencies. The Council’s Strategic Planning team and the Growth and Analytics team presented to the business owners.</p> <p>A role to support Community Boards and Committees has been established within the Economic and Community Led Development team. The purpose of this role is to support Community Boards and Committees to develop their own plans and to refocus their activities to lead on community outcomes.</p> <p>The Waste Assessment is still in draft and will be completed and sent to the Officer of Health before Christmas, or latest in January. This is due to our new Waste Services Manager adding more content into the future needs and gap analysis. We are still tracking in good time get this to Council before the MfE deadline for compliance with the timeline to review the Waste Minimisation and Management Plan (31st of May 2024 is the date MfE need us to present this Waste Assessment to Council and make a decision to review/or not the WMMP)</p> <p><u>Tuakau resource recovery centre:</u> Project underway. Consultants will be starting on the operational model work, after some modelling on food waste which was needed for LTP budgeting. A meeting has been set with MfE to discuss funding.</p> <p><u>Capital works:</u> Roading and drainage is complete at the Huntly transfer station. Raglan roading and drainage is complete, but there is need for some barrier protection around the new drain that is being investigated. Road marking is still to come. Both sites are happy with the works and having the sites looking so good for summer. There is further work to be done at the Raglan site around barrier protection around the rubbish skips to stop any cars accidentally backing right off, this will be a more complex and costly fix, so we are working with them on this.</p>
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	1.3	The 2024-2034 LTP document is complete by 30 June 2024.	LTP Project is progressing as expected. Key workshops with Councillors on Asset and Activity Management Plans and supporting business cases are complete. Detailed budgeting has commenced with Councillors workshops on these late January. Updates provided to each Performance & Strategy meeting, including risk assessment.
2. Council Responsiveness (Council will improve its responsiveness and communication to communities and customers).	2.1	a) Complete the review of the Service Request system by 31 December 2023 (all service requests logged in property and rating).	Work progressing with staff on the 'Ways of Working' changes to ensure all Service Requests are accurately tracked within TechOne Property & Rating. On target for 31-Dec-23.
		b) Complete priority improvements (partner two way and automated email or text to customer) by 31 March 2024.	Antenno, Automated Email to customers on receipt of request, & Alert Notifications to staff implemented. Integration in place with Watercare. Automated Status update emails & notification when work completed due for Dec-23 & Mar-24 respectively. Amourguard & Citycare integration due Mar-24 & Jul-24 respectively.
		c) System fully operational (including training) by 30 June 2024.	On schedule to have system fully operational by 30-June-24, with exception of Citycare integration which will be one month later.
	2.2	a) Review and update the strategic communications plan. The revised plan to be approved by council by 31 March 2024.	The review of the Communication Strategy has commenced and due to be complete by 30 November. This will be informed by stakeholder engagement and deliver an action plan and resourcing plan. Workshop with Council late November.
		b) Implement the agreed plan and report on progress quarterly.	An action plan is being prepared as part of the Strategy, including resourcing, processes, and systems.

<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 explore, and communities are connected and well informed).</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>Work is continuing to support the Community Response Planning. We are still experiencing a high level of participation in the process with 17 plans active at various levels of completion. Te Kauwhata is completed and moving into sustainability activity. Raglan and Onewhero are expected to be complete before the end of December with Tuakau and Port Waikato early next year. We have a further 13 in various stages of development. We are supporting these groups with recovery funding from DIA which is providing initial resources to support plan development.</p> <p>Many Marae and community groups have been engaged over the past quarter since the piloting of Mangatangi Marae.</p> <p>We have hosted the Waikato Maaori Hui Agency Network. This has consolidated support across agencies who support the marae resilience approach and Waikato-Tainui will support and promote the strategy across the tribe.</p> <p>Huakina Marae Forum is scheduled for 21st November in Tuakau. There will be five agencies sharing first responder's presentations. This is intended to be a waananga to identify the Marae immediate requirements.</p> <p>Waikato-Tainui have agreed to the following.</p> <ul style="list-style-type: none"> • Promote the strategy across the tribe. • Host Marae Workshops and for an agency symposium. • Provide a letter of support to WDC for Marae Resilience funding applications. <p>We have created a web landing page with further detail of strategy and a pathway for Marae to make contact and initiate the conversation directly with the community resilience team. We will formally launch this page in alignment with our communication strategy and joint media statement with Waikato-Tainui before the end of the year.</p> <p>WDC have secured funding from MSD and will be applying for further funding from Trust Waikato and Wel Energy. This funding will be aligned with the Marae's immediate requirements within their CDEM Marae Plan.</p>
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	3.2	Achieve an emission reduction target of 16% relative to 2023 emissions for the year ended 30 June 2024.	<p>This target includes replacement of the Huntly aquatic gas boiler which is planned for December 2023. We expect over a 14% reduction in Co2e emissions. Other emission reductions are expected to come from transition to hybrids and EV in fleet and LED office light replacement. These targets will not be realised until 2024.</p> <p>Council's operational Greenhouse Gas Inventory is currently being collated and a report will be available before the end of November. We have included more operation activities in this inventory as data becomes available.</p> <p>In addition, our new Climate Response and Resilience Strategy has been approved and resources and support will be provided to key units to upskill and assist in identifying emission reductions.</p>
	3.3	Develop a community connectivity plan by 31 March 2024, and commence implementing agreed actions.	Still to be scoped.
<p>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).</p>	4.1	<p>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</p>	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.
		<p>b) Demonstrate progress on delivering at least three of the strategic initiatives of the Waikato-Tainui JMA workplan.</p>	The workplan was confirmed and adopted at the September JMA meeting. Progress reporting at each JMA meeting.
	4.2	<p>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.</p>	<p>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.</p> <p>Following central government elections we are waiting to understand what the incoming government will do around the existing reform process. As things stand, council must continue to plan for life in a water service entity until there are changes/repeal of the current legislation.</p>

		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>An advocacy approach with central government was provided in a recent council briefing. This largely involves utilising staff and supplementing this when needed by external advisers.</p>
	4.3	a) Design and implement a Developers Forum focused on building relationships and improvements in customer service by 30 June 2024.	Customer Support and Community Growth to co-lead. General Managers meeting with Mayor to clarify expectations. Initial Developer engagement (which may be virtual or email) this calendar year to scope up.
	4.4	<p>a) Develop and implement a Rural Economic Advisory Panel (REAP) incorporating key representatives from the rural sector.</p> <p>b) Establish the forum and commence meetings by 31 December 2023.</p>	<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	<p>a) Develop a sustainable growth funding strategy by 31 March 2024.</p> <p>b) Implement the approved plan and demonstrate agreed targeted benefits by 30 June 2024.</p>	<p>Next step to confirm scope with Chief Executive and Mayor. Scoping to be completed in November 2023. It is important to ensure that effort is not duplicated.</p> <p>Council's Financial Strategy must identify its position on funding sustainable growth and provide context for consultation by "making transparent the overall effects of proposals on ...services, rates, debt, and investments." Measures of financial prudence (under regulation) must also be adhered to. To date Council has managed to operate within its debt limits and borrowing capacity, has successfully sought government co-funding, investigated partnership opportunities, and was included in the Hamilton to Auckland Corridor Infrastructure Funding & Financing Implementation pilot.</p> <p>https://www.dia.govt.nz/diawebpage.nsf/Files/Local-Government-IFF-Implementation-Pilots/\$file/IFF-Implementation-Pilots-Hamilton-to-Auckland-</p>

			<p>Corridor.pdf</p> <p>Council’s Revenue & Financing Policy sets how operational and capital expenditure will be funded, and Council’s Development Contributions Policy supports the ability to fund capital works directly attributable to growth.</p> <p>The LTP specifies the funding plan at an individual project/activity and is actioned throughout the year as expenditure occurs.</p>
		<p>a) Demonstrate progress in making the 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 December 2023. As of March 2024 there will likely be opportunity to make operative parts of plan that do not relate to V3 (MDRS) or are impacted by other appeals progressing to Environment Court later in 2024.</p> <p>(iii) An update was 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>ELT have worked through half of the focus group feedback sessions in response to the deep dive feedback. These have been well attended with high engagement. Requests have been received for further sessions by staff due to the value.</p> <p>Gateway for next year’s Takitaki cohort is open and closes Wednesday 22nd November. Following an interview process we will select the next 30 participants who will begin their leadership journey in February 2024.</p> <p>Movember had high engagement with thousands raised by staff followed by a Mo off of staffs’ moustaches.</p>

		<p>ELT and social club supported Diwali with an event and kai. We followed a consistent approach as per our support of Matariki. Staff contributed to kai costs. These initiatives are in line with our diversity equity and inclusion strategy.</p> <p>End of year celebration planning is underway with each group tailoring a celebration to recognise the years achievements but also in response to the staff survey, allow personal connection opportunity. All offices will close for half a day to enable participation of all staff. We have three new General Managers so this will enable their closer connection into their wider teams.</p> <p>Work safe home safe, our annual return to work safety initiative is planned for February 2024 and will next year also connect into our staff values with a focus on 'do it RIGHT'. This means our staff are aware of the things they need to know and do to keep themselves safe e.g., policies and processes like bullying and harassment, protected disclosures etc. This is also in responses to our staff survey feedback where we want to improve staff's knowledge in these areas.</p> <p>A full staff 'Team up' is planned for late March 2024. The theme/purpose/key messages are currently being confirmed.</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>Our new Talent Acquisition Business Partner has started as part of our 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 Community Growth & GM Service Delivery which will have flow on internal opportunities and appointments.</p> <p>Current open roles: 35 (various stages of the process)</p> <p>11 new hires started last month and 2 employee exits.</p> <p>Labour turnover (LTO) 18.31%</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>The sourcing of the Executive Manager Maaori Partnerships is ongoing with round two interviews completed. The preferred applicant is being reference checked and undergoing preemployment screening.</p> <p>Te Tiriti training and Te Reo learning has great support and uptake. We have had the successful completion of the 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> <p>Staff engagement group (The Pulse) is coming together with a new brand in conjunction with our unions and key identified staff. Representatives are being appointed with the purpose being a key communication channel to ELT (voice of staff), policy feedback, solution finding for issues etc.</p>
7. Zero Harm (Work Safe, Home Safe)	7.1	Complete the Strategic Plan work for 2023/2024 by 30 June 2024.	<p>First audit of critical control effectiveness for the risk of Working with Dangerous Animals has been completed and improvement actions assigned. Development of Mental Wellbeing Bowtie is still progressing in conjunction with People & Capability. A deep dive is currently being undertaken on the risk control plans for Workplace Violence and On Road Driving. An external consultant has been engaged to undertake a security risk assessment on all our Council office/library sites in December. Action plan developed from ISO45001 audit recommendations. Good progress is being made at present. Project team including Safety Action Team (SAT) reps is progressing the organisation of our Work Safe Home Safe event for 2024.</p>

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:	Monday, 27 November 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 Minutes from meeting held on Tuesday, 24 October 2023	Good reason to withhold exists under Section 6 or Section 7 Local Government Official Information and Meetings Act 1987	Section 48(1)(a)

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, 24 October 2023		Refer to the previous Public Excluded reason in the agenda for this meeting.

2. Attachments Ngaa taapirihanga

There are no attachments for this report.
