



**WAIKATO RAUPATU RIVER TRUST AND WAIKATO DISTRICT COUNCIL
CO-GOVERNANCE JOINT COMMITTEE**

NOTICE is hereby given that a meeting of the Waikato Raupatu River Trust and Waikato District Council Co-Governance Joint Committee will be held on **FRIDAY, 14 APRIL 2023 at 9.30am** at Waikato-Tainui Endowment College, Taupiri Boardroom, Old Taupiri Road, Ngaaruawaahia.

MEMBERS

Waikato Raupatu River Trust

Trustee Hinerangi Raumati-Tu'ua (Co-Chair)
Trustee Huirama Matatahi
Trustee Rangitamoana Wilson
Trustee Donald Turner

Waikato District Council

Mayor Jacqui Church (Co-chair)
Cr Carolyn Eyre
Cr Janet Gibb
Cr Kandi Ngataki

STAFF

Waikato Raupatu River Trust

Marae Tukere (Acting Chief Executive)
Manaaki Nepia (Manager, Strategy)
Taroï Rawiri (Manager, Environment)

Waikato District Council

Gavin Ion (Chief Executive)
Tony Whittaker (Chief Operating Officer)
Emma Edgar (Communications, Marketing & Engagement Manager)
Elizabeth Saunders (Democracy Advisor)

AGENDA**1. OPENING KARAKIA****2. APOLOGIES AND LEAVE OF ABSENCE****3. CONFIRMATION OF STATUS OF AGENDA****4. DISCLOSURES OF INTEREST****5. CONFIRMATION OF MINUTES**

Meeting held on Wednesday, 10 August 2022.

Y

6. ACTIONS REGISTER/MATTERS ARISING**7. REPORTS**

7.1 Strategic Work Programmes Update Joint Report

Y

a. Ngaaruawahia/Hopuhopu/Taupiri Structure Plan

b. Waikato District Plan – Forward Work Programme

c. Mana Whenua Forum Update

Verbal

7.2 Three Waters Reform Project Update – March 2023

Y

7.3 Waikato District Council Water & Wastewater Capital Delivery Update

Y

7.4 Waikato-Tainui All of Council Hui Presentation

Y

7.5 Update from Maaori Ward Councillors (Tai Raro Takiwaa & Tai Runga Takiwaa)

Verbal

7.6 General Business

*Verbal***8. CLOSING KARAKIA**

GJ Ion
CHIEF EXECUTIVE

To	Waikato Raupatu River Trust
Report title	Confirmation of Minutes
Date:	Thursday, 6 April 2023
Report Author:	Elizabeth Saunders, 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 Waikato Raupatu River Trust and Waikato District Council Co-Governance Joint Committee held on Wednesday 10 August 2022.

2. Staff recommendations

Tuutohu-aa-kaimahi

THAT the minutes for the meeting of the Waikato Raupatu River Trust and Waikato District Council Co-Governance Joint Committee held on Wednesday, 10 August 2022 be confirmed as a true and correct record.

3. Attachments

Ngaa taapirihanga

Attachment 1 – JMA Minutes – Wednesday, 10 August 2022.

Minutes for a meeting of the Waikato Raupatu River Trust and Waikato District Council Co-Governance Joint Committee held via Audio Visual Conference on **WEDNESDAY, 10 AUGUST 2022** at **10.00am.**

Present:

Cr A Bech (Co-Chair)
Cr J Church (alternate)
Cr J Gibb
Cr L Thomson

Trustee Hinerangi Raumati–Tu’ua (Co-Chair)
Trustee Huirama Matatahi
Trustee Glenda Taituha
Trustee Donald Turner

Attending:

Mr Brendon Green (Maangai Maaori - WDC)

Waikato District Council

Mr GJ Ion (Chief Executive)
Mr TG Whittaker (Chief Operating Officer)
Mr S Toka (Iwi & Community Partnerships Manager)
Mr E Whangaparita (Procurement Manager)
Mr V Ramduny (Strategic Projects Manager)
Mr J Ebenhoh (Policy & Planning Manager)
Mrs GJ Kanawa (Democracy Manager)

Waikato Tainui

Ms M Tukere (Acting Chief Executive)
Ms M Nepia (Strategy Manager)
Mr B Croad (Planning Manager)
Mr M Toka
Ms R Wilson
Ms K Flavell (Taiao Intern Oranga)

Huirama opened the hui with a karakia.

APOLOGIES AND LEAVE OF ABSENCE

Resolved: (Crs Thomson/Gibb)

THAT the:

- a. apology for non-attendance from Mayor, AM Sanson be accepted; and Maxine Moana-Tuwhangai (Maangai Maaori) be accepted.

CARRIED

JMA2208/01

CONFIRMATION OF STATUS OF AGENDA ITEMS

Resolved: (Crs Bech/Thomson)

THAT the agenda for the meeting of the Waikato Raupatu River Trust and Waikato District Council Co-Governance Joint Committee held on Wednesday, 13 April 2022 be confirmed and all items therein be considered in open meeting.

CARRIED

JMA2208/02

DISCLOSURES OF INTEREST

There were no disclosures of interest.

CONFIRMATION OF MINUTES

Resolved: (Crs Gibb/Thomson)

THAT the minutes of the meeting of the Waikato Raupatu River Trust and Waikato District Council Co-Governance Joint Committee held on Wednesday, 13 April 2022 be confirmed as a true and correct record.

CARRIED

JMA2208/03

ACTIONS REGISTER/MATTERS ARISING

The report was received [JMA2208/02] and no further discussion was held.

Mr GJ Ion, Waikato District Council Chief Executive entered the meeting during discussion on the below item.

REPORTS

Strategic Work Programmes Joint Report Agenda Item 6.1

The report was taken as read, and the following matters were discussed:

- Elections, Land Use Planning, Social Procurement.
- Members were pleased to see what has been captured and a true joint work programme.
- Taurikura – WT supported and WDC provided relevant information as well as support by Matua Sam.
- Mihi to staff captured everything the committee have been looking for.
- Enabling Marae and hapuu to allow development moving forward and engagement/consultation.
- New staff induction – look to WT to develop in this space and working with Ngaati Naho – programmes for new staff, tikanga, protocols etc.

Resolved: (Cr Bech/Mr Matatahi)

THAT the Joint Management Agreement Committee approves the Waikato-Tainui | Waikato District Council Joint Management Agreement Committee Strategic Work Programme for 2022-2023.

CARRIED

JMA2208/04

ACTION: WDC – ensure consultation/communication with mana whenua has consistent strategy/approach – different types of tonu currently coming from each department.

Strategic Project & Initiatives Update
Agenda Item 6.2

The Procurement Manager provided a verbal report as follows:

- Raahui Pookeka train station building – scheduled for completion in September. Museum display and toilet facilities will be included in the building.
- Additional return services provided by Te Huia between Hamilton and Auckland.
- Hamilton City/Waipā DC – legislative deadline 20 August – another month or so before we can flesh out the forward work programme.
- Variation 3 – WT have significant parcels of land in the rohe – some not in correct designation – cross reference where these might be.
- Adherence with Te Turi Whaimana principles critical.

ACTION: Policy & Planning Manager to meet with Huirama to discuss land zoning issues for rural Māori land.

ACTION: WDC staff to work with WT staff to ensure Taiao Strategy communicated to marae and hapū.

- Social procurement – what collaboration do we have going with WT? One workshop with hapū. Scheduled to meet with ELT and strategy will be going to Council in September for approval.
- Procurement Manager met with Marae Tukere and continued to develop strategy observing WT progress – met with Deputy Mayor & Cr Gibb (Chair of S&F) to co-design.
- Supplier relationship management – part of the social procurement strategy as it creates supplier diversity.
- Try and align processes for whole region as we are working with all these partners.
- With regards to identifying new stations – how can WT participate in that? Paper went to Te Huia Sub-committee which included Te Kauwhata station.
- Population criteria of 5,000 plus – some smaller areas of intensification of housing – how do our whānau have input as they want to come into rural land lots – papakainga housing provisions enable this.
- Meaningful input – WDC feels same way. Scrambling, trying to give something effect that Government failed to give us input into.

Northern Hamilton-Waikato Metropolitan Wastewater Detailed Business Case
Agenda Item 6.3

The Strategic Projects Manager for WDC spoke to the report and the following matters were discussed:

- Projects endorsed – WDC 4 July – Te Aratura and HCC endorsed also.
- Testing will confirm if desludging would work.
- Shine light on these schemes for social procurement – opportunities created.

ACTION: Timeline for next three years would be useful.

Resolved: (Ms Raumati-Tu'ua/Cr Gibb)

THAT the Waikato-Tainui - Waikato District Council Joint Management Agreement Committee notes:

- Option A - centralisation of wastewater treatment at the Pukete Wastewater Treatment Plant to service Taupiri, Hopuhopu, Ngaruawahia, Te Kowhai, Horotiu and northern Hamilton - is the preferred option that is being refined by staff for the completion of the Northern Hamilton-Waikato Metropolitan Wastewater Detailed Business Case.**
- On completion of the Northern Hamilton-Waikato Metropolitan Wastewater Detailed Business Case the relevant councils will need to integrate the findings of the northern and southern DBCs, including further consideration of the wastewater system investment timing and triggers, and development and implementation of the sub-regional wastewater consenting strategy.**

CARRIED

JMA2208/05

Update on the establishment of the Mana Whenua forum
Agenda Item 6.4

The Iwi & Cultural Partnerships Manager for WDC spoke to the report and the following matters were discussed:

- Contacted most of marae – to advise this is the proposed approach – two marae have provided mandate letters for their representatives.
- WT would still like to see a Terms of Reference for the Mana Whenua forum prior to signing off.

ACTION: Iwi & Cultural Partnerships Manager to provide the finalised Terms of Reference to Waikato Tainui members for approval.

Better Off Funding

Agenda Item 6.5

The Waters Manager and Project Manager for WDC spoke to the report and the following matters were discussed:

- Applications to the panel close on 19 August – with hui happening both online and in person.
- Staff would help little brother applications across the line if there was merit in the project for the wider community.
- WT talked about this for funding marae water systems and trying to coordinate the approach – would not be able to achieve as a collective due to short timeframe.
- Next round we will ensure we are in a better position to support marae groups and WT noted there were at least six (6) marae and one (1) Kohanga Reo that required upgrades of their water systems.
- Assessments being carried out by WT – checking to see what is required to supply potable drinking water standards.

ACTION: WDC to provide early information and engage with Maraes and Kohanga Reo to assist with early and robust applications are submitted for consideration.

Ngaati Naho aspirations for Marae in Pookeno

Agenda Item 6.6

The Iwi & Cultural Partnerships Manager for WDC spoke to the report and the following matters were discussed:

- Encouraged kaumatua to have a discussion with the tribe as they have already presented to WDC.
- Council have discussed options of marae spaces – nothing concrete at the moment.
- Use of word “marae” important as tikanga that goes with the name – views within whanau, hapuu and Iwi. King’s office – Tribe office etc.
- The approach needs to come from Ngaati Ngaho to WT.

ACTION: Iwi & Cultural Partnerships Manager to contact Ngaati Naho representatives with feedback from JMA.

Update from Maangai Maaori

Agenda Item 6.7

Mr Green discussed the following:

- Making some really meaningful progress with WT and work programmes.
- Mana whenua forums – critical piece of the connection.
- Work around social procurement as it has been a joint programme and welcomed input.
- Better off advisory panel – co leadership/governance – commend members of Council and staff that have pulled this together.
- Are we expecting to continue with Maangai Maaori – different Council – this decision has been left to the incoming council.
- Look at contracts to see where they are aligned to.
- Governance space – Maangai Maaori did provide operational advice – number of alternatives to achieve – could be employed by WDC not appointed as governance.
- Need to look outside what we are doing – as an organisation we have moved quite a lot regarding co-governance.

General Business

Agenda Item 6.8

Raglan Airfield

- Talking to mana whenua around parcels of land in Raglan – entered into in-depth discussions with mana whenua around possible return of land to the rightful owners.
- Three parties we are discussing with – WDC did not want to get caught up in argument and report going to Council on Monday recommending facilitating the return of the land to the rightful owners.
- Mana whenua aware of this and will be in attendance at the Council – WT should be in attendance also.
- Obtained under PWA for defence purposes – not utilising for that – Council legal owner – return to Crown then to rightful owners.
- Maaori land blocks complex – two blocks of land Papahua and Papahua I – 1923 – toku whenua.
- Undermined relations through airfield issues – positive step forward – overwhelming support with hapū and whanau members
- Hui – at last Te Whakakitenga hui – whenua policy accepted – applaud efforts and Kaupapa happening on behalf of the whanau. Offer up Iwi to support with transfer.

Reo Policy

- Taupiri sign – reo – NZTA/WDC – NZTA undertaking a review of their process to change their signs.

CLOSING COMMENTS FROM CO-CHAIRS

Trustee Hinerangi Raumati–Tu’ua:

- Need to set a programme of work that is more about the sustainability of WDC not so much centred around the political arena.
- Challenging and difficult time when you put yourself out there – best of luck.
- Thanks to co chair – figured it out together and working well.

Cr Bech:

- Happy with progress made – a lot of work for all marae.
- Lock in momentum to carry over after elections.
- Whether same parties or not need to continue to navigate our way through these issues and work programme.

Closing Karakia

Don Turner closed the meeting with a karakia.

There being no further business the meeting was declared closed at 12.15pm.

Minutes approved and confirmed this _____ day of _____ 2022

AM Sanson
HIS WORSHIP THE MAYOR

Ms H Raumati-Tu’ua
CO-CHAIR AND TRUSTEE

To	Waikato-Tainui - Waikato District Council Joint Management Committee
Report title	Update on the implementation of the Waikato-Tainui - Waikato District Council Joint Management Agreement Committee Strategic Work Programme 2022-2023
Date:	14 April 2023
Report Author:	Vishal Ramduny, Strategic Projects Manager, Waikato District Council Manaaki Nepia, Strategy and Relationship Manager, Waikato-Tainui
Authorised by:	Gavin Ion, Chief Executive

1. Purpose of the report

Te Take moo te puurongo

For the Joint Management Agreement Committee (JMAC) to receive the progress update on the Waikato-Tainui | Waikato District Council JMAC Strategic Work Programme for 2022-2023.

2. Report

Puurongo

The update on each of the initiatives/projects is attached (attachment 1). These initiatives/ projects are as follows:

- **Institutional matters:**
 - Local body elections 2022
 - Establishment of mana whenua forums
- **Government reforms:**
 - Local government reform
 - Resource Management Act reform
 - Three Waters Better Off Funding (see separate report)
- **Landuse planning:**
 - Ngaaruawaahia | Hopuhopu | Taupiri Structure Plan (more detail on this is contained in attachment 2)
 - Waikato District Plan (appeals resolution and the district plan forward work programme) (more detail on this is contained in attachment 3)
 - Growth and development opportunities (Ruakura Superhub and Meremere A industrial zone)

- **Strategic focus areas**
 - Social procurement and
 - Education and employment

Subject Matter Experts will be in attendance to talk to the updates and answer questions.

3. Staff recommendations

Tuutohu-aa-kaimahi

THAT the Joint Management Agreement Committee receives the report.

4. Attachments

Ngaa taapirihanga

- Attachment 1 – Update on the implementation of the Waikato-Tainui | Waikato District Council Joint Management Agreement Committee Strategic Work Programme 2022-2023.
 - Attachment 2 - Ngaaruawaahia | Hopuhopu | Taupiri Structure Plan
 - Attachment 3 - Waikato District Plan (appeals resolution and the District Plan Forward Work Programme)
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ATTACHMENT 1



Waikato-Tainui | Waikato District Council Joint Management Agreement Committee

Strategic Work Programme

July 2022 to June 2023

Update on Progress for JMA Hui of 14 April 2023

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WDC Agreement:

Preamble:

The Waikato Raupatu Claims Settlement Act 1995 gave effect to certain provisions of the deed of settlement between Her Majesty the Queen in right New Zealand (The Crown) and Waikato dated 22 May 1995 and settled certain Raupatu claims made to the Waitangi Tribunal by Robert Te Kotahi Mahuta, the Tainui Maaori Trust Board and Ngaa Marae Toopu on behalf of Waikato-Tainui (wai 30). The 1995 Act expressly excluded certain historical claims, including the claim to the Waikato River.

The Provisions of the Waikato-Tainui Raupatu Claims (Waikato River) Settlement Act 2010 (The Settlement) applies to this agreement.

This agreement affirms the commitment between Waikato-Tainui and Waikato District Council to:

- Enter into a new era of co-management over the Waikato River
- Achieve the overarching purpose of the settlement to restore and protect the health and well being of the Waikato River for future generations;
and
- To provide an enhanced relationship between Waikato-Tainui and the Waikato District Council on areas of common interest

The Principles: Principles by which our strategy will be guided include;

- Te Mana o te Awa/Wai
- Mana Whakahaere
- Health and wellbeing
- Co-Management

ATTACHMENT 1

Joint Management Agreement:

Background:

On 14 January 2011, the Waikato-Tainui Raupatu Claims (Waikato River) Settlement Act 2010 (Waikato River Settlement Act) came into effect. The spirit, intent and relevant provisions of the settlement apply to this Joint Management Agreement (Agreement).

This Agreement affirms the commitment between Waikato-Tainui and the Council to:

- (a) enter into a new era of co-management over the Waikato River;
- (b) achieve the overarching purpose of the Waikato River Settlement Act to restore and protect the health and wellbeing of the Waikato River for future generations;
- (c) provide an enhanced relationship between Waikato-Tainui and the Council on areas of common interest; and
- (d) recognise the relationship underpinning this Agreement is an evolving one whereby Waikato Tainui and the Council will continue to explore the potential for transfers, delegations and sharing of relevant powers and functions under the Resource Management Act 1991 (RMA) and Local Government Act 2002 (LGA 2002).

As stated above, the following Principles will guide this strategy and will require that our Waikato Tainui and Waikato District Joint Management Agreement Committee to; work together under this agreement, the Parties must act in a manner that is consistent with the following;

- (a) promote the overarching purpose of the settlement being to restore and protect the health and wellbeing of the Waikato River for future generations;

ATTACHMENT 1

- (b) recognise and give effect to Te Ture Whaimana o te Awa o Waikato (the Vision and Strategy) as the primary policy setting direction document for the Waikato River;
- (c) recognise the statutory functions, powers and duties of the Council, including legislation such as the LGA 2002 and the RMA;
- (d) respect the mana whakahaere rights and responsibilities of Waikato-Tainui in accordance with tikanga to ensure the balance and mauri of the Waikato River is maintained;
- (e) act in a manner consistent with the principles of Te Tiriti o Waitangi/Treaty of Waitangi;
- (f) take into account the relevant components of the Waikato-Tainui Environmental Plan and the Integrated Management Plan as they relate to the Waikato River within the geographic jurisdiction of the Council;
- (g) commit to working together in good faith and with a spirit of co-operation;
- (h) commit to open, honest and transparent communication;
- (i) promote the principle of co-management and commit to participate effectively in co-management;
- (j) recognise and acknowledge that the Parties will benefit from working together by sharing their respective vision, knowledge and expertise;
- (k) ensure early engagement and a 'no surprises' approach;
- (l) recognise that the relationship between the Parties will evolve;
- (m) respect the independence of the Parties and their individual mandates, roles and responsibilities in relation to the Waikato River;
- (n) recognise that co-management sometimes operates within statutory frameworks that must be complied with; and
- (o) commit to meeting statutory timeframes, and minimising delays and costs associated within those statutory frameworks.

ATTACHMENT 1

PROGRAMME/PROJECT/ INITIATIVE	RESPONSIBLE GOVERNANCE ENTITY	ACTIONS	PROGRESS UPDATE
INSTITUTIONAL MATTERS			
Local Body Elections 2022 <ul style="list-style-type: none"> - Maangai Taunaki (Waikato-Tainui) - Preparations as per Electoral Act (Waikato District Council) 	WT/WDC	<ul style="list-style-type: none"> ▪ Candidate information booklet available by June 2022 ▪ Candidate information briefings (one at Hopuhopu) – 17-30 June 2022. ▪ Nominations open on Friday 15 July 2022 and close at 12 noon Friday 12 August 2022. ▪ Provisional results announced on 9 October 2022 and results announced on 13 October 2022. 	COMPLETED The local body elections took place in October 2022. The Waikato district elected a new mayor and 13 councillors (including two councillors for each of the two Maaori Wards).
Establishment of mana whenua forums In 2021 Council approved the establishment of mana whenua forums and has since been working with Waikato-Tainui and other iwi groups on its establishment, including a term of reference. The forums will help Council lift its level of engagement with mana whenua, provide a solid foundation for an ongoing relationship, and to help Council connect with an important part of our community.	WT WDC	<ul style="list-style-type: none"> ▪ Terms of Reference (with mana whenua entities identified and representation confirmed) finalised by August 2022. ▪ Formal establishment of Mana Whenua Forums – August 2022 (TBC). 	IN PROGRESS Cr Tilly Turner will provide a verbal update on this at the JMAC hui on 14 April.

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PROGRAMME/PROJECT/ INITIATIVE	RESPONSIBLE GOVERNANCE ENTITY	ACTIONS	PROGRESS UPDATE
REFORMS			
<p>Local Government Reform A government-initiated process tasked to an independent review panel (Future for Local Government Panel) to make recommendations to reform the local governance system.</p>	WT WDC	<ul style="list-style-type: none"> ▪ Individual entity submissions by 30 June 2022 to inform the Panel's draft report and recommendations to the Minister of Local Government (informal engagement). ▪ Formal consultation on the draft report (late 2022 or first quarter of 2023) with sharing of submissions between Council and Waikato-Tainui to help inform each other's submission. 	<p>COMPLETED</p> <p>Council made its submission on <i>He mata whāriki, he matawhānui</i> (the local government reform discussion document) on 24 February 2023.</p> <p>Some of the key points from Council's submission include:</p> <ul style="list-style-type: none"> • Support for a more Te Tiriti-centric approach to local government which recognises Te Tiriti as a partnership between Tangata Whenua and Tangata Tiriti. • Recognising and strengthening Council's Joint Management Agreement partnerships with Waikato-Tainui and Ngāti Maniapoto in any future local government structure. • A proposed a high-level structure for local governance in the Waikato that builds on the success of the Future Proof partnership model between local councils, iwi and central government. • Not proposing changes to existing territorial authority boundaries either for the Waikato district or for the region. • Calling for recognition of our soon-to-be established mana whenua forums. • Addressing high compliance costs associated with funding or consenting processes. • A more equitable funding solution that is not ratepayer-based – non-contestable funding model (partnership deal between central government and local councils) • Advocacy for a four-year term for local government and central government. • Retaining the current First-Past-the-Post electoral system. • Advocating that the Electoral Commission run local government elections rather than leaving it to each council.

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PROGRAMME/PROJECT/ INITIATIVE	RESPONSIBLE GOVERNANCE ENTITY	ACTIONS	PROGRESS UPDATE
			<ul style="list-style-type: none"> Retaining the current voting age until central government initiates a civic education programme to build young people's understanding of local government and addressing voter apathy. Expressing our concern with the current approach to government's reform agenda with Resource Management Act, Three Waters, Emergency Management preceding local government reform. We have called for government to be open to making legislative changes to legislation to enable better alignment if local government reform provides an opportunity to simplify processes and remove unnecessary bureaucratic red tape and facilitate the outcomes sought.
<p>Resource Management Reform Reform of the Resource Management Act which will create three separate pieces of legislation: the Natural and Built Environments Act, the Strategic Planning Act and the Climate Adaptation Act.</p>	WT WDC	<ul style="list-style-type: none"> Inform the development of the Natural and Built Environments Act (NBEA), the Strategic Planning Act (SPA) and the Climate Change Adaptation Act (CAA) through submissions and/or Select Committee hearings as appropriate. Note: NBEA and SPA drafts out later 2022, CAA draft out early 2023. 	<p>COMPLETED</p> <p>WDC submitted on the Natural and Built Environment Bill and Spatial Planning Bill in February 2023 and spoke to its submission in March 2023. Key submission points aligned with LGNZ and Future Proof Council submission points, including concerns about loss of local voice, funding constraints, and the need for adequate status to be given to Te Ture Whaimana.</p> <p>IN PROGRESS</p> <p>The Climate Adaptation Bill / Act is still expected later in 2023.</p>

ATTACHMENT 1

PROGRAMME/PROJECT/ INITIATIVE	RESPONSIBLE GOVERNANCE ENTITY	ACTIONS	PROGRESS UPDATE
THREE WATERS			
Three Waters Better Off Funding Application	WDC	<ul style="list-style-type: none"> ▪ Completion of engagement between Waikato District Council and iwi – June/July 2022 ▪ Better Off Funding application finalised for lodgement by July 2022 	COMPLETED (SEE ATTACHMENT FOR ADDITIONAL DETAIL) <ul style="list-style-type: none"> - Engagement has happened between Waikato District Council and iwi to inform the application. - Better Off Funding application finalised and lodged with DIA in September 2023.
		<ul style="list-style-type: none"> ▪ Detailed Business Cases for successful projects developed (2022/2023) 	IN PROGRESS <ul style="list-style-type: none"> ▪ The puutea has been approved and committed by the DIA. It is currently sitting in the grant management system, ready to be claimed. However, Council cannot claim the funds just yet because the entity monitoring Council against the DIA funding criteria, Crown Infrastructure Partners, has not developed the reporting template. ▪ This reporting template is a crucial document for the Council as it forms the reporting obligations that Council will have to transfer onto our community applicants, which will form part of the funding agreement to ensure Council, and other applicants, are not jeopardized from receiving the funding. ▪ A more detailed update is contained in an attached report form the Three Waters Reform Project Manager.
LANDUSE PLANNING			
Ngaaruawaahia Hopuhopu Taupiri Structure Plan A review of the existing structure plan to incorporate Waikato-Tainui's redevelopment of Hopuhopu, the rejuvenation of	WDC	<ul style="list-style-type: none"> ▪ Structure Plan reviewed by June 2023. 	IN PROGRESS (SEE ATTACHMENT 3 FOR MORE DETAIL) With the completion of the gap analysis, a reference group was established (consisting of representatives from Waikato Tainui, Taupiri Marae, Ngaaruawaahia Marae, Ngaati Tamainupoo, Community Boards, Councillors and WDC staff) to help guide the project.

ATTACHMENT 1

PROGRAMME/PROJECT/ INITIATIVE	RESPONSIBLE GOVERNANCE ENTITY	ACTIONS	PROGRESS UPDATE
<p>the Taupiri commercial area (Te Putu Street); the rejuvenation of the Ngaaruawaahia central business district and improved connections between all these settlements.</p>			<p>Following, consultants were appointed to update several supporting technical documents which inform the structure plan and town centre plan, and a survey was undertaken to gain inputs from mana whenua first, followed by the wider community to understand the issues and opportunities related to the study area. A total of 48 mana whenua responses were received and 165 community responses (134 submissions from the Ngaaruawaahia community, 19 from the Taupiri community, and 12 others). The surveys were undertaken during the months of September 2022 (mana whenua survey) and October 2022 (wider community survey). The WDC project team attended the Waikato Tainui games and received supplementary inputs. The survey information was assessed, and the findings were collated in a survey report which was shared with the councillors, reference group and wider community (Feb-March 2023). Please use this link to access the full survey results document: https://www.waikatodistrict.govt.nz/your-council/plans-policies-and-bylaws/plans/structure-plans/ngaruawahia-hopuhopu-taupiri-structure-plan-2023</p> <p>To lock in and close out the issues and opportunities part of the structure plan and town centre plan assessment and to provide feedback to mana whenua and the community on the initial survey findings, community drop-in sessions were held at Tainui Games (11 February), Taupiri (6 March 2023), Hopuhopu (7 March 2023) and Ngaaruawaahia (8 March 2023). A follow-up session was held at the Turangawaewae Regatta (18 March 2023).</p> <p>Moving forward the drop-in session feedback will be captured and shared with the project team and wider public. The consultant teams will progress with the technical document updates. The project team anticipates holding a second round of drop-in sessions during June/July 2023 seeking inputs/feedback on options/recommendations developed.</p>

ATTACHMENT 1

PROGRAMME/PROJECT/ INITIATIVE	RESPONSIBLE GOVERNANCE ENTITY	ACTIONS	PROGRESS UPDATE
<p>Waikato District Plan (Appeals and future work programme) Resolving the sixty-seven appeals to the Proposed Waikato District Plan (PDP) whilst simultaneously undertaking any necessary variations/plan changes to address other issues not dealt with in the PDP. Council staff will work with Waikato-Tainui staff to align the future District Plan work programme with iwi priorities.</p>	WDC	<ul style="list-style-type: none"> Progress the resolution of the PDP appeals noting that there may be appeals that would need to be resolved through the Environment Court. 	<p>IN PROGRESS</p> <p><u>PDP Appeals</u> A total of 66 appeals each with many appeal points, and over 89 parties joining the appeals. To manage the process, the appeals were ordered into twenty topic areas. The team have been working with appellants to resolve appeals. As an appeal point is resolved, where we've agreed on certain points, then consent orders are made, and the PDP is programmed to be updated at the next opportunity.</p> <p>All initial meetings are almost complete. We will soon be moving into the court assisted mediation stage. There are 60 appeals still to be resolved.</p> <p><u>District Plan Forward Work Programme (FWP) (See attachment 4 for more detail)</u> The 2023 FWP is attached to this report. The FWP lists future projects that the policy team will commence to update the District Plan. The projects are listed in a priority order of 1-4. The programme will be presented to the Council, seeking endorsement of these priorities, after engaging with Waikato Tainui environment team to discuss priorities.</p> <p>The FWP projects and draft priorities were determined based on a WDC planning roadmap prepared in 2021. The roadmap identified strategic work, national directives, Future Proof initiatives, and other activities that had not been captured in PDP. The identified priorities are subject to change, dependant on several factors including engagement, direction from central government, and related work priorities.</p>

ATTACHMENT 1

PROGRAMME/PROJECT/ INITIATIVE	RESPONSIBLE GOVERNANCE ENTITY	ACTIONS	PROGRESS UPDATE
<p>Growth & Development Opportunities</p> <p>Continue to engage with Tainui Group Holdings to identify growth and development opportunities within the WDC area i.e. Ruakura Super hub Development, Meremere A Industrial Zoning</p>	<p>WT/TGH/ WDC/HCC</p>	<ul style="list-style-type: none"> Update JMAs on progress on growth opportunities 	<p>IN PROGRESS</p> <p><u>Ruakura</u> WDC and HCC were part of a visit to Ruakura by MP Chris Bishop and MP Tama Potaka on 10 March 2023 to take stock of progress and understand challenges especially with regards to the proposed Eastern Transport Corridor access route.</p> <p>With regards to Ruakura East (WDC side of the boundary), this is being considered through the Future Proof Future Development Strategy (FDS). Should the FDS support the development of this land (at a strategic level) then a future change to the Waikato District Plan will need to be initiated to guide any development in this area. Ruakura East is underpinned by the Tuumata residential plan change that will be notified by HCC in April 2023 (it is also part of the Future Proof Priority Development Area). If it is deemed that Ruakura East is best located within Hamilton city, a strategic agreement for will need to be developed between WDC and HCC at the appropriate time.</p> <p><u>Meremere</u> The strategic issue at Meremere for TGH is eventually unlocking the development of Meremere A for a major recycling centre of excellence notwithstanding the infrastructure challenges. This is the long-term outcome that TGH aspires to.</p> <p>TGH and WDC have held joint meetings with Waka Kotahi to explore options for the short term and long-term access to the Waikato Expressway from Meremere A.</p> <p>Waka Kotahi has advised TGH that resource consent will be required as a restricted discretionary activity under Rule TRPT-R4 (Traffic Generation) of the Proposed Waikato District Plan- Decisions Version, due to the number of heavy vehicles proposed for access in and out of the site.</p>

ATTACHMENT 1

PROGRAMME/PROJECT/ INITIATIVE	RESPONSIBLE GOVERNANCE ENTITY	ACTIONS	PROGRESS UPDATE
			<p>There are currently safety challenges at the Island Block Road/State Highway 1 intersection. Specifically, in relation to HCV's using the left turn slip lane into Island Block Road as this will obscure visibility to those trying to exit Island Block Road.</p> <p>Going forward, Waka Kotahi would want to understand the adverse effects on the Island Block Road/State Highway 1 intersection because of the additional heavy vehicle movements. This would best be done in the form of an Integrated Transport Assessment (ITA). Once a traffic engineer has been engaged by TGH, Waka Kotahi will organise a meeting prior to an ITA being undertaken to discuss the scope/methodology of the ITA contents.</p>
STRATEGIC FOCUS AREAS			
<p>Social Procurement Using procurement as a tool for achieving social objectives. It is a process which links the social, environmental, and economic aspects of supply and demand, which can be a powerful tool for social inclusion, environmental sustainability, and economic development.</p>	WT WDC	<ul style="list-style-type: none"> ▪ WDC Social Procurement Strategy approved by Council by June 2022. ▪ Small, Medium Enterprise (SME) Business Panel established to include iwi, mana whenua and Pacifica representatives by 31 March 2023. 	<p>COMPLETED</p> <ul style="list-style-type: none"> ▪ WDC approved a Procurement Strategy (which includes a Sustainable Procurement Framework) in June 2022. <ul style="list-style-type: none"> - A \$1M KPI has been added to the CEO's actions for the new financial year. ▪ Small, Medium Enterprise (SME) Business Panel established to include iwi, mana whenua and Pacifica representatives by 31 March 2023.
		<ul style="list-style-type: none"> ▪ WDC/Waikato-Tainui to engage on alignment of Social Procurement Strategies across both entities. ▪ Implement the Sustainable Procurement Framework by 31 December 2022. 	<p>IN PROGRESS</p> <ul style="list-style-type: none"> ▪ WDC/Waikato-Tainui to engage on alignment of Social Procurement Strategies across both entities. <ul style="list-style-type: none"> ○ The procurement team has been working with the procurement lead for Waikato-Tainui since the last session. WDC will continue to work with WT staff to align outcomes where able. ▪ Implement the Sustainable Procurement Framework by 31 December 2022.

ATTACHMENT 1

PROGRAMME/PROJECT/ INITIATIVE	RESPONSIBLE GOVERNANCE ENTITY	ACTIONS	PROGRESS UPDATE
		<ul style="list-style-type: none"> ▪ Build the capacity of our communities and talk to key contractors. 	<ul style="list-style-type: none"> ○ This is still in action. New goal is by the start of the new Financial Year. ▪ Build the capacity of our communities and talk to key contractors. <ul style="list-style-type: none"> ○ This is still in action. Creating the SME (Contractors / Consultants) will be an evolving process. Capability issues with small businesses and demand requirements means we must build the capability across the district. Aligned to the Council's Chief Executive's KPI of \$1M for the new financial year we must ensure that the SMEs can provide services to the required standards. ○ Council will take a risk-based approach to involving SMEs. ○ Current focus for SME work is: <ul style="list-style-type: none"> ▪ Electrical work ▪ Building work <ul style="list-style-type: none"> • Recladding ▪ Cleaning Services <ul style="list-style-type: none"> • Offices • Public Toilets • Bus Stops ▪ Painting
<p>Education & Employment Supporting Waikato Tainui Marae/Hapu/Iwi and the wider community of Waikato District Council to engage in meaningful and sustainable career and education pathways</p>	WT WDC	<ul style="list-style-type: none"> ▪ Waikato-Tainui Tribal Members/Marae and the wider WDC community access to opportunities initiatives, employment, and skills development pathways. ▪ Support summer internship programmes across both the WDC Council and Waikato-Tainui for Tribal 	<p>IN PROGRESS</p> <ul style="list-style-type: none"> ▪ Contact has been made with the Ngatiriti Eparaima-Hautapu (Waikato-Tainui's HR Manager) to explore current initiatives and the development of new initiatives.

ATTACHMENT 1

PROGRAMME/PROJECT/ INITIATIVE	RESPONSIBLE GOVERNANCE ENTITY	ACTIONS	PROGRESS UPDATE
		<p>Members/Marae and the wider WDC community.</p> <ul style="list-style-type: none"> ▪ Alignment of this programme of work with the Social Procurement strategies across both organisations. 	

Ngaaruawaahia, Hopuhopu and Taupiri Structure Plan Review and Ngaaruawaahia Town Centre Plan Project Update

Fletcher Bell & Donna Tracey

14/04/2023



1

Setting the scene...

Technical Update

- Structure Plan - Gap analysis and technical document updates
- Town Centre Plan

Engagement Update

- Early engagement (Mana Whenua, Community boards, Councillors) and establishment of a reference group
- High-Level Surveys feedback (from Mana Whenua and Wider Community)

Way forward

- Next steps

2

Why are we updating the structure plan so soon....

- The Structure plan encompasses the home of the Kiingitanga, Hopuhopu (HQ for Waikato Tainui), & Taupiri Maunga (Culturally significant).
- The existing structure plan document was completed in 2017 and accompanying technical inputs from as early as 2014.
- Review of the technical inputs/existing information to see if they're still fit for purpose; Market assessment, Transportation, Urban Design, Archaeology, Heritage, Geotech, Ground contamination, 3 Waters, Landscapes, Open spaces, & Community facilities.
- The Gap analysis informs the new structure plan.
 - **Existing 2017 structure plan spatial area:** Ngaaruawaahia, Taupiri, Hopuhopu, Horotiu, Glen Massey, & Te Kowhai.
 - **Proposed structure plan spatial area:** Ngaaruawaahia, Hopuhopu & Taupiri.
- Various technical updates will also inform components of the Ngaaruawaahia Town Centre Plan (Transport, Urban Design, Market, Open Spaces, & Community facilities).

3

Key Changes within the townships - Population

Ngaaruawaahia:

- Population originally predicted to grow to approximately 5600 by 2040.
- Population is currently 7000 and expected to grow to approximately 10,500 by 2070.

Taupiri:

- Population originally predicted to grow to approximately 640 by 2040
- Population is currently 500 and expected to grow to approximately 4000 by 2070

Hopuhopu:

- Approximately 135, expected to grow to around 675 over the next 4-5 years.



4

Key Changes within the townships – Zoning & Growth cells (Waikato 2070)

Ngaaruawaahia:

- New residential Growth cells (Greenfield) – North (to Starr Road), North East (River Road), & South (Saulbrey & Rangimarie Road).
 - All of these growth cells have been zoned (through the PDP) to match Waikato 2070.
- New medium density zoning in the town centre to enable re-development.

Taupiri:

- New residential growth cell (Greenfield) – South (to Kainui Road).
 - This growth cell has been partially zoned (through the PDP) to match Waikato 2070.
- New industrial growth cells (Greenfield) – South/ South east (Kainui and Kerie Road)

Hopuhopu:

- Zoned (Precinct) as per Waikato Tainui’s submission. Plans to start physical works 2025.

5


Current technical documents – Fit for purpose Summary

	Fit for Purpose	Addendum Update	Update	Notes
Landscapes & visual amenities	✔			Existing Document is fit for purpose
Geotech	✔			Existing Document is fit for purpose
Ground Contamination	✔			Existing Document is fit for purpose
Heritage		✔		Heritage list needs to be updated
Archaeology		✔		Archaeology list needs to be updated
3 Waters			💡	New assessment needed
Community facilities			💡	New assessment needed
Parks & recreational opportunities			💡	New assessment needed
Transportation Assessment			💡	New assessment needed - Appointed
Urban Design Assessment			💡	New assessment needed - Appointed
New – Cultural Assessment			💡	New Assessment needed - Appointed
Market Assessment			💡	New assessment needed - Appointed

6




7



Part 1: Site Context and Analysis


Ngaaruawaahia Structure Plan

- Transport Assessment
- Cultural Assessment
- Urban Design Framework
- Market Assessment




Regional Context

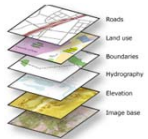
- Waikato 2070 and PDP
- Future Proof (Metro Spatial Plan and H2A Corridor Plan, 2021)
- Hamilton-Waikato Metropolitan Transport PBC, 2022



Ngaaruawaahia Township

- Local Area Blueprints Initiatives
- Structure Plan 2014 and supporting technical papers (to be updated)
- Population Growth (UoW – higher projections)





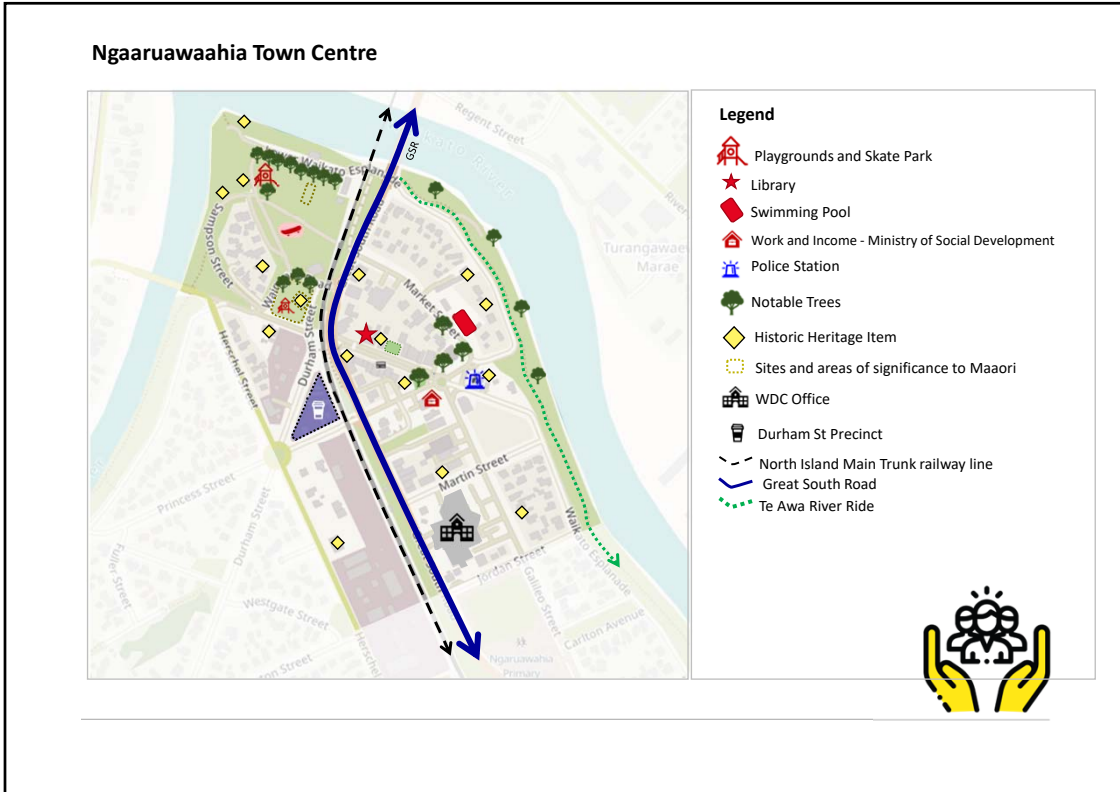
Ngaaruawaahia Town Centre (*Urban environment and Community*)

- Spatial Structure (roads, rail, river, etc.)
- Accessibility / Connectivity (road, PT, Micro-mobility, etc.)
- Land use / Zoning (PDP)
- Community facilities / Heritage Items / Sites of Significance
- Open space and river network
- Etc...

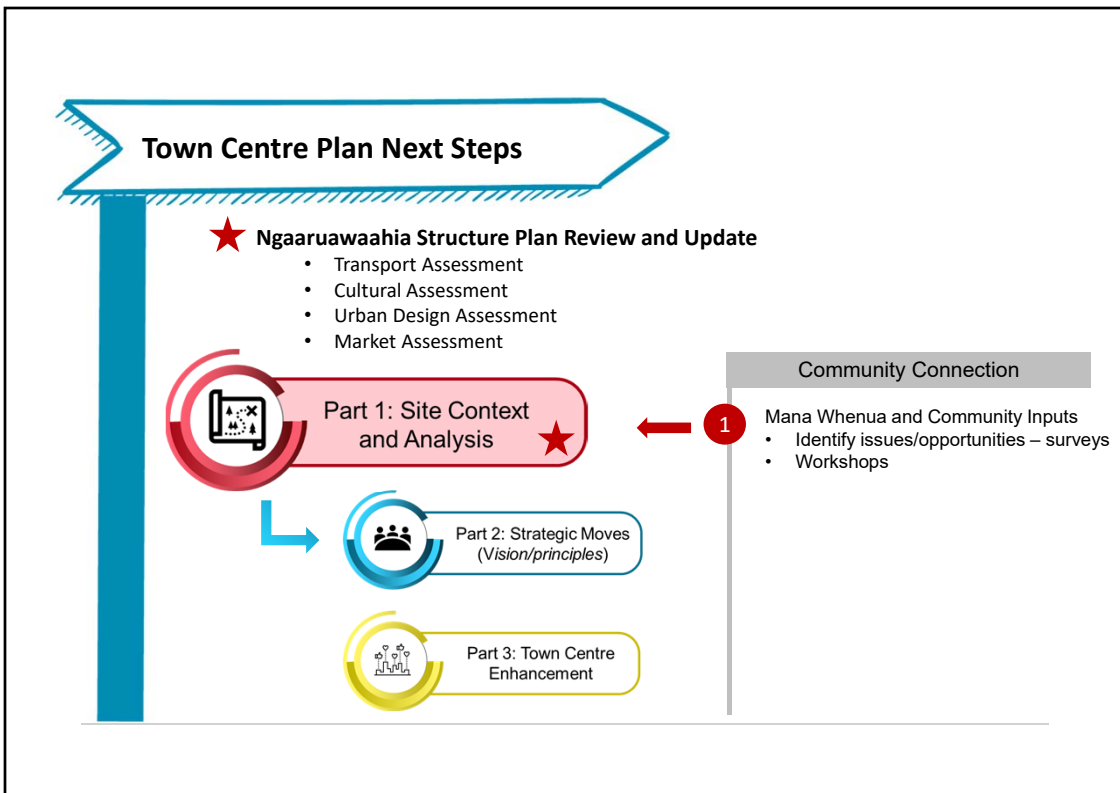
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Version: 1, Version Date: 03/04/2023

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Engagement Update

- Early engagement (Mana Whenua, Community boards, Councillors) and establishment of a reference group
- High-Level Surveys feedback (from Mana Whenua and Wider Community)
- Tainui Games
- Community Workshops (Ngaaruawaahia, Hopuhopu & Taupiri)
- Turangawaewae Regatta

11

Early engagement (Mana Whenua, Community Boards, Councillors) and establishment of a reference group

Mana Whenua First point of engagement

- Meeting with Mana whenua early in the piece
- Mana Whenua was engaged first – Mana Whenua survey **48 responses**, with 1 in Te Reo Māori
- Suggestion for Cultural Assessment
- Requested to provide feedback on how Te Ture Whaimana (Vision and Strategy of the Waikato River) and Tai Tumu, Tai Pari, Tai Ao (Waikato Tainui Environmental Plan) will be incorporated into the Structure Plan and Town Centre Plan – we developed matrix assessment and received very **positive feedback from Waikato Tainui**.
- Attended Waikato Tainui games – very good engagement

Community boards Second point of engagement

- Met with community boards individually
- Undertook the wider community survey and received **165 responses** (134 submissions from the Ngaaruawaahia community, 19 from the Taupiri community, and 12 other)

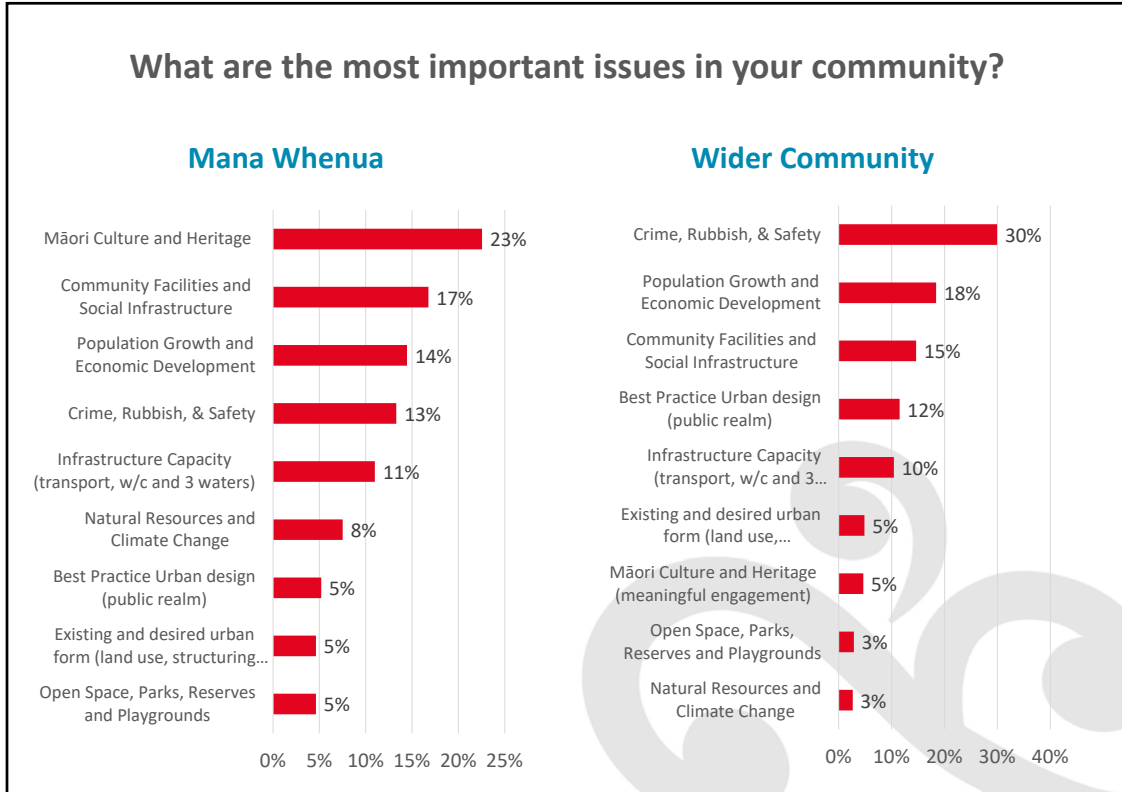
Councillors Conversation throughout

- We met with the councillors early on in the process and they have supported us though out the process.

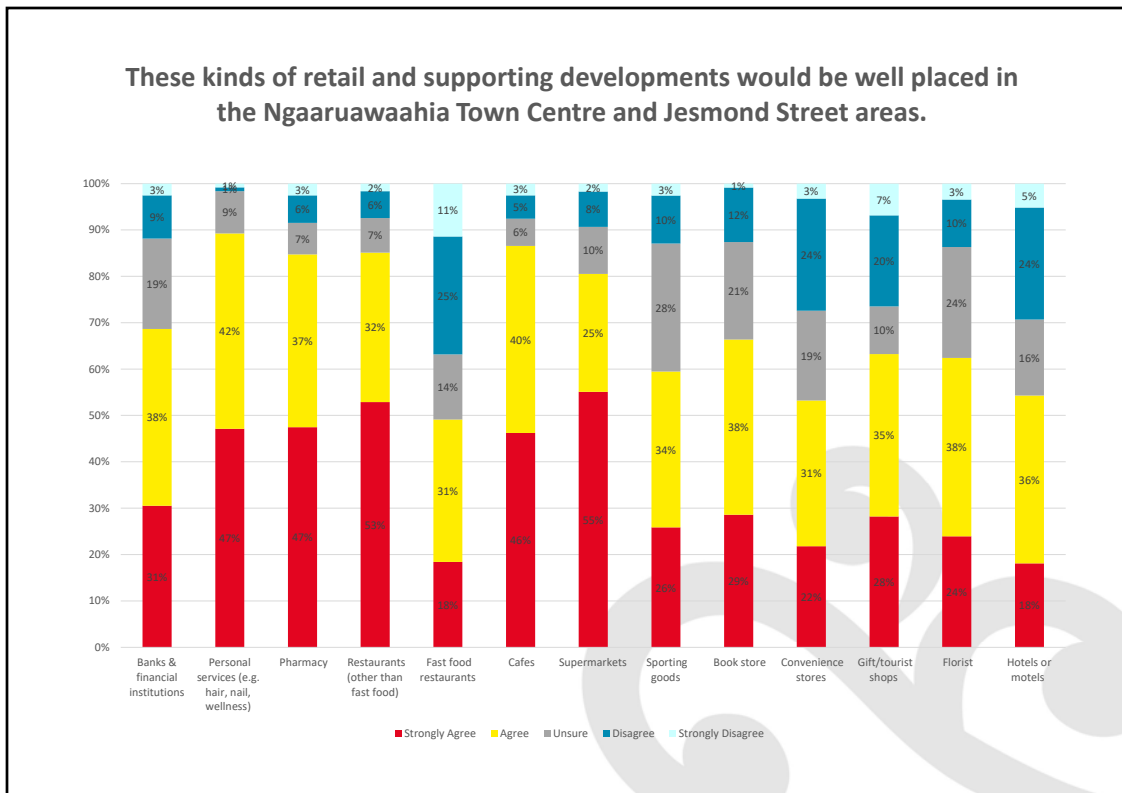
Other stakeholders

- Kainga Ora / NZ Police / Fire and Emergency

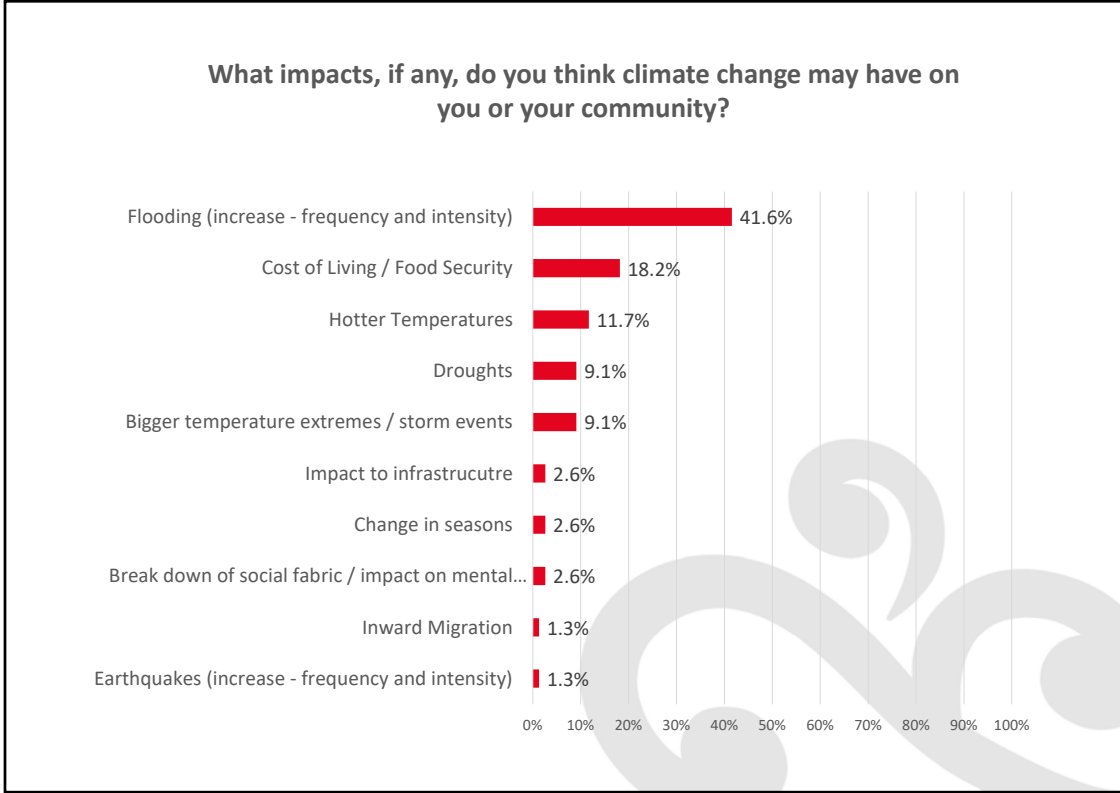
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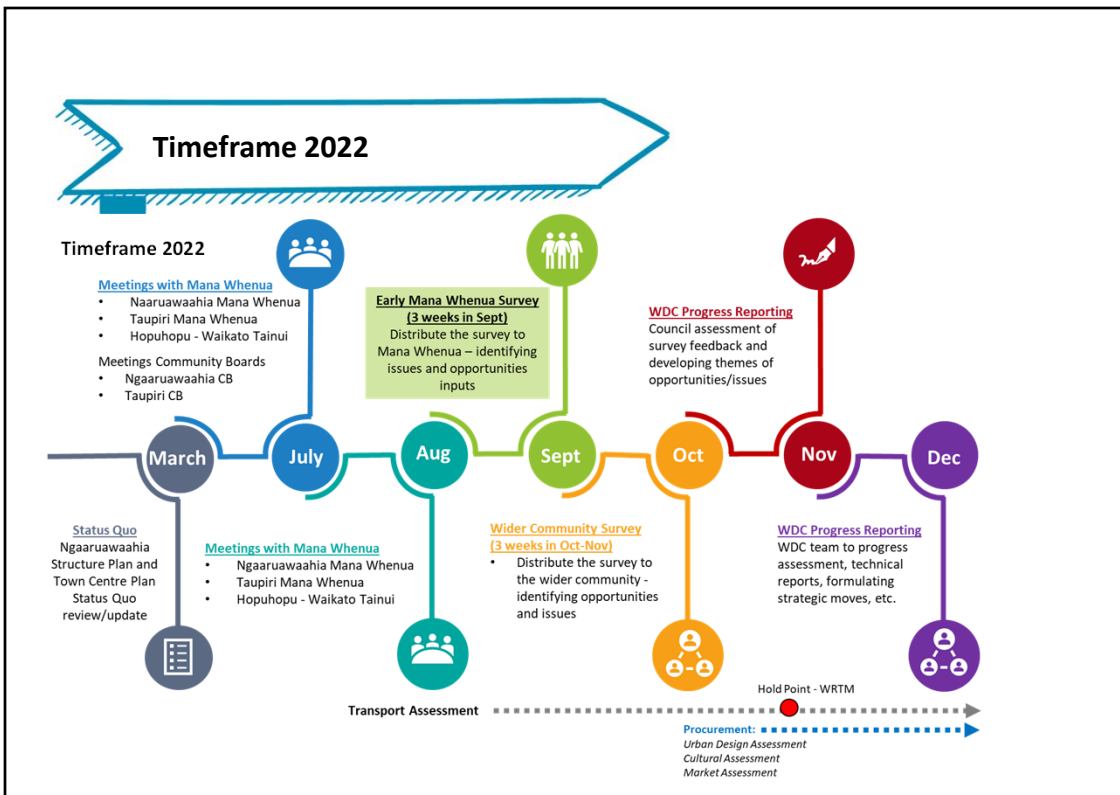
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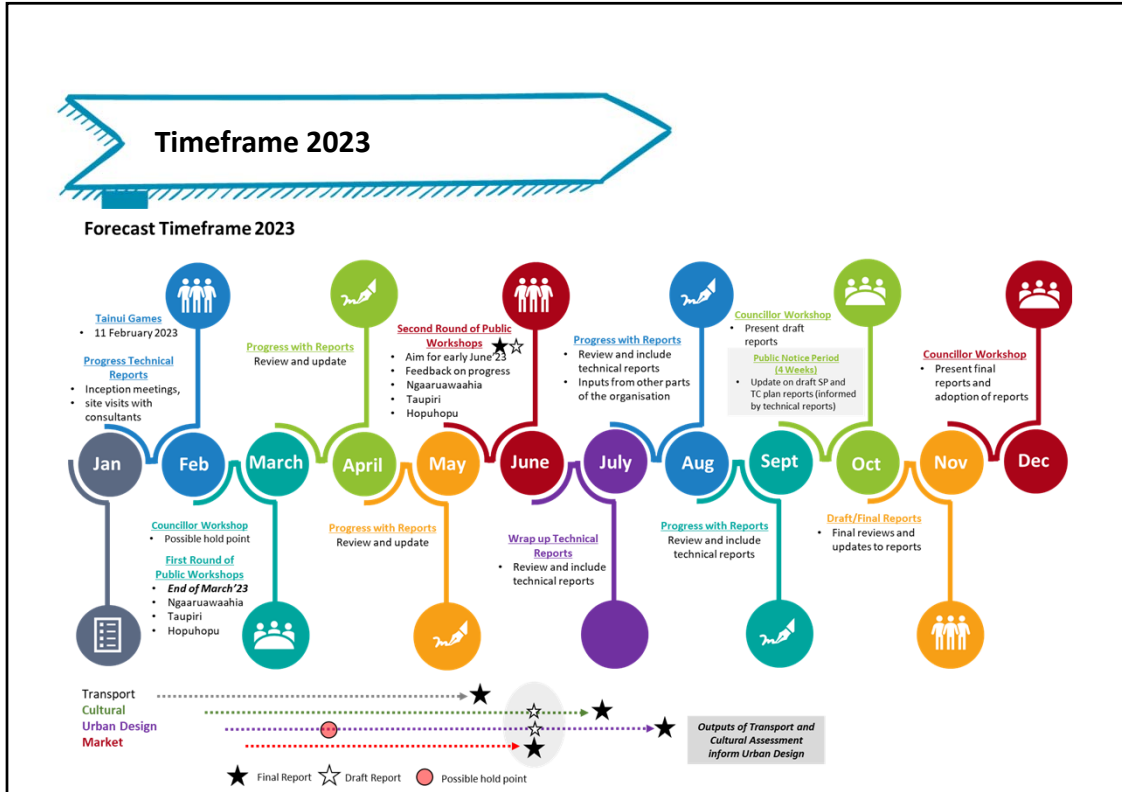
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ATTACHMENT 4

Forward Work Programme Variations and Plan Changes to the District Plan

Priority	Item	Why	Indicative Timeframe
1	Respond to JMA Priorities	Work with Waikato Tainui, and JMA lead, to understand Waikato-Tainui priorities.	April 2023 onwards
1	Minimum housing targets	Inserted into the Operative District Plan to meet the NPS-Urban Development (non-statutory) November Policy and Regulatory. These targets are to be included into PDP.	October 2023 - six months work.
1	Clause 16 updates	Correct minor errors in the plan.	5/1/2023, 1/2 yearly 3 times per year
1	Pokeno Town Centre expansion - Variation to DP	To ensure DP provisions are effective and deliver on the Pokeno Public Realm Concept Plan.	2023/2024 - two years' work
1	Technical 'mop-up', post the PDP decision	Variation required to resolve consistency, 'gaps', and unintended consequences arising from PDP Hearings decisions. Variation for rules/obs/policies not eligible for clause 16 amendments.	June 2023 - June 2024. Ongoing work.
1	Re-zone DP land identified for development in Waikato 2070	Plan Change/Variation - Land that has been identified as a growth cell in Waikato 2070 - beyond ten years, namely rural zoned land, needs to be incorporated into the plan for residential/employment or future urban zone. This includes places like north Ohinewai, northeast Pokeno, Maramarua employment cell, Horotiu west. First action is to undertake ground truthing.	2024 - 2026

ATTACHMENT 4

2	Review Urban Design controls	To deliver on the policies in the NPS-Urban Development Incorporation of the design controls into the District Plan, following review as no urban controls made it into the decisions version of the PDP.	March 2023 One year to complete.
2	Amendments to business and industrial zones spatial extents	Ensure adequate employment land supply is located in proximity to residential land. This is dependent on Future Proof work for industrial land and the NPS-UD Housing and Business assessment update.	Two years' work.
2	Implement the new NPS Highly Productive Land	A P C / Variation to implement the new NPS-HPL. It will also need to consider if we must rezone undeveloped urban land to rural.	Reliant on regional mapping.
2	Indicative road layer - district wide	PC / Variation to identify indicative road layout for each of the growth cells and undeveloped urban land.	Reliant on completion of roading team. PC/V will take two years.
3	Ohinewai Variation	Variation The Ohinewai provisions are not in the NPS format. This needs to be completed by 2024	July 2023 - three months' work.
3	Telecommunication and Water/Wastewater reticulation connection	DP / Variation assessment of requirement to be undertaken.	Not programmed
3	Mapping of sight lines for Marae	PC / Variation.	2023 - 2025
3	Update various zones	PC / Variation. Update to Business Town Centre Zone, Commercial Zone, Local Services Zone provisions to manage desired employment outcomes.	Not programmed
3	Review walking and cycling (micro mobility)	PC / Variation. Walking and cycling layer in DP requires review. The operative plan layer and rules were rolled over in the proposed plan.	Not programmed

ATTACHMENT 4

4	Open spaces and Reserves zoning to be reviewed	PC/Variation required. Some Council reserves are not mapped appropriately. WAIDC have one zone in the plan that is expected to cover neighbourhood parks and open space. These spaces have very different functions. The first task is to undertake an audit of the existing zoning.	2024 - six months work
4	Ngaruawahia, Hopuhopu and Taupiri Structure Plan	Required to implement the structure plan once it is adopted.	2024
4	RMA reform analysis	Implementation of any required changes. Known requirements but work currently unprogrammed. Included here for future programme awareness.	Not programmed.
4	Climate response - Variation to DP	Climate strategy. Awaiting progress within Cabinet.	Not programmed.
4	Solid Waste -Variation	P/C Variation potentially required to identify waste/recycling bin locations for ROW or Private Ways dwellings.	Not programmed.
4	Inclusionary zoning / Affordable Housing	David Mead study completed September 2021. Council workshop in 2022.	Not programmed.

To	Waikato-Tainui - Waikato District Council Joint Management Committee
Report title	Three Waters Reform Project Update – March 2023
Date:	29 March 2023
Report Author:	Deron Sharma - Three Waters Reform Project Manager
Authorised by:	Gavin Ion - Chief Executive

1. Purpose of the report

Te Take moo te puurongo

To update the Waters Governance Board of current workstreams, activities, and key matters under the Three Waters Reform Project.

2. Executive summary

Whakaraapopototanga matua

Governance Arrangements

Each water service entity will have its own two-tier governance arrangements, which has been legislated through the Water Services Entities Act 2022. Staff have assessed that Council's Waters Governance Board will likely cease to exist once the Water Services Entities become operational on 1 July 2024.

Risk Register

Staff have undertaken a risk assessment of the waters reform project to be presented to the Waters Governance Board for discussion. Twenty-five key risks have been identified.

Better off Funding

While the funding has been released to Council, Crown Infrastructure Partners (CIP) is still due to deliver the reporting template. Further progress is conditional on this document.

Debt Settlement Process

The National Transition Unit's Finance and Corporate workstream has provided Council's Chief Financial Officer with debt settlement funding strategies and options for feedback. Staff will be meeting with representatives from the local transition team to understand the potential financial implications of the proposed high-level debt settlement strategy at the Entity B level before meeting with the Department of Internal Affairs.

Water Services Legislation Bill

Council made a submission to the Finance and Expenditure Select Committee on 3 March 2023, following approval by Council resolution on 24 February 2023.

Legal Transfer Questionnaire

Staff have convened directly with the National Transition Unit's Legal and Commercial workstream to seek clarification on the level of detail required at this juncture. Following this discussion, staff are confident that a response can be provided by 31 March 2023, thereto.

3. Staff recommendations Tuutohu-aa-kaimahi

THAT the Waters Governance Board:

- a. receives the report; and
- b. notes that the project management for three waters reform is ongoing.

4. Discussion Matapaki

4.1 Governance Arrangements

The Water Services Entities Act 2022 establishes the ownership, governance, and accountability arrangements for each water service entity (**Attachment A**).

At the strategic level, regional representative groups will provide regional and local level direction and oversight, including joint monitoring of the water services entities based on a co-governance model. The constitution will be between 12 to 14 members, with half of its members appointed from mana whenua of the region, and half from territorial authorities.

Regional advisory panels may be established by the regional representative groups to counsel on how to perform or exercise their duties, functions, and powers.

At the operational level, the water services entities will appoint independent, skills based, professional boards. These independent boards, which will not have a requirement for co-governance, will manage the entities' daily operations and oversee the maintenance and renewal of water infrastructure (**Figure 1**).

The National Transition Unit has not made any indications that an interface will exist between the water service entity's governance structure and the Waters Governance Board.

Instead, the Department of Internal Affairs envisages Council's views to be represented at the regional representation group through the shareholdings model. Thus, staff believe that the functions of the Waters Governance Board will cease to exist upon establishment of the water service entity's regional representation group.

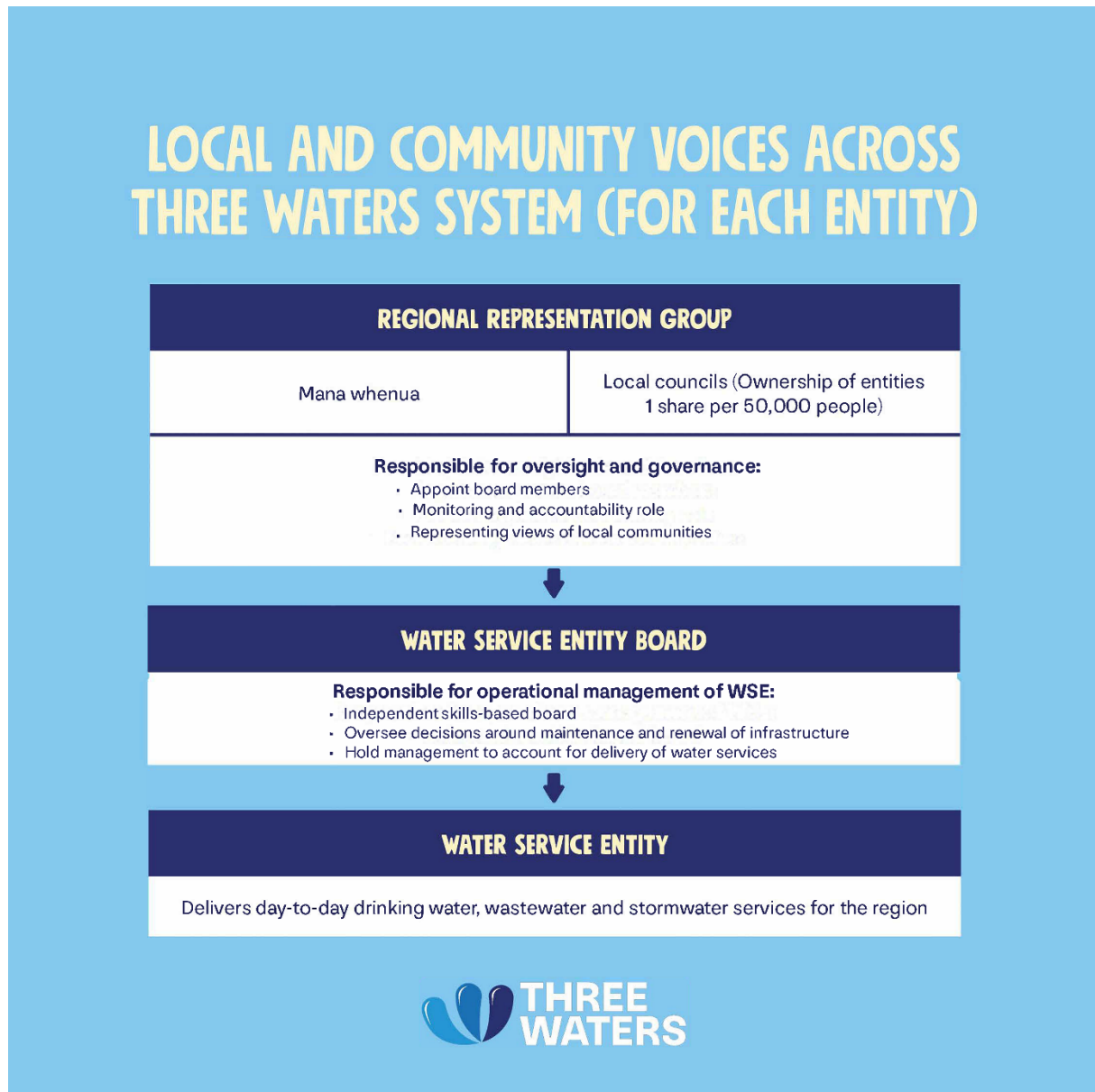


Figure 1: High-level water service entity governance structure

4.2 Better off Funding

The Three Waters Reform Better Off Package (Tranche 1) Funding Agreement that Council signed with the Department of Internal Affairs poses a financial risk to Council and other applicants if the reporting requirements are not met. For example, if one applicant does not adhere to the Department of Internal Affairs' reporting requirements, other applicants could be at risk of not receiving the funds.

Staff had anticipated this risk in running a contestable-funding application process for the better off funding and requested that CIP should provide Council with a reporting template in fulfilling its function as monitor of the funding arrangement.

While the funds have been committed to Council and is ready to be claimed, staff have not sought to claim the fund until the reporting template is made available. This is because the reporting requirements will have to be mirrored in the back-to-back funding agreements between Council and the successful applicants to minimize the financial risk.

4.3 Risk Register

Staff have prepared a draft risk register for the Waters Governance Board to consider and provide feedback on **(Attachment B)**. Being centrally driven, most of the risk treatments are outside of Council control which means Council needs to be adaptive to steep pivots in the planned program.

4.4 Debt Settlement Process

The debt settlement funding strategy and options has been attached for the Waters Governance Board's consideration **(Attachment C)**. At the Local Transition Team meeting held in Ngāruawāhia in December 2022, it was decided that the councils that will constitute Entity B will convene to review and outline any issues with the high-level debt settlement process.

4.5 Water Services Legislation Bill

The Finance and Expenditure Select Committee had initially set a closing date for submissions of 17 February 2023, but granted Council an extension up to 6 March 2023 upon request, owing to the impacts of the Auckland Anniversary weather event and Cyclone Gabrielle. Upon receiving Council approval on 24 February 2023, a submission was made on 3 March 2023 **(Attachment D)**.

The submission was congruent with a previous submission made on the Water Services Bill 2021. The submission illustrated that Council has already undertaken a journey to improve the delivery of water services to our communities through the Operations and Maintenance contract with Watercare Services Limited.

It was articulated that, while Council welcomes the opportunity to improve three waters service provision through the benefits the water service entities can unlock, the current contract should remain in place until the water service entities are fully operational.

5. Next steps Ahu whakamua

5.1 Governance Arrangements

Staff have considered the loss of local, arms-length governance as a risk and will continue to monitor this.

5.2 Better off Funding

CIP is due to provide the reporting template by the end of March **(Attachment E)**.

5.3 Risk Register

Staff will continue to report on the risks to the Waters Governance Board every six months or at a frequency determined by the Waters Governance Board.

5.4 Debt Settlement Process

Based on the feedback Council provides on the draft high-level settlement process, the National Transition Unit will report back on a detailed process in April 2023, as outlined in the Finance and Commercial 90-day plan (**Attachment F**).

5.5 Water Services Legislation Bill

The Finance and Expenditure Select Committee is due to report on the Bill to the Parliament House by 25 May 2023.

5.6 Legal Transfer Questionnaire

Staff are on track to submit this to the National Transition Unit by 31 March 2023.

6. Attachments

Ngaa taapirihanga

Attachment A	Water Service Entity Governance Structure
Attachment B	PR-23172 20230215 DRAFT Three Waters Reform Risk Register
Attachment C	Debt Settlement Funding Strategy & Options
Attachment D	Waikato District Council Signed Water Services Legislation Bill Submission
Attachment E	DIA Better Off Fund - CIP Update Feb 2023
Attachment F	Finance and Commercial 90-Day Plan Feb-May 2023

1. A CASE FOR CHANGE

This Government has ambitions to significantly improve the safety, quality, resilience, accessibility, and performance of three waters services, in a way that is efficient and affordable for New Zealanders. This is critical for:

- public health and wellbeing;
- environmental outcomes;
- economic growth and employment;
- housing and urban development;
- adapting to the impacts of climate change;
- mitigating the effects of natural hazards.

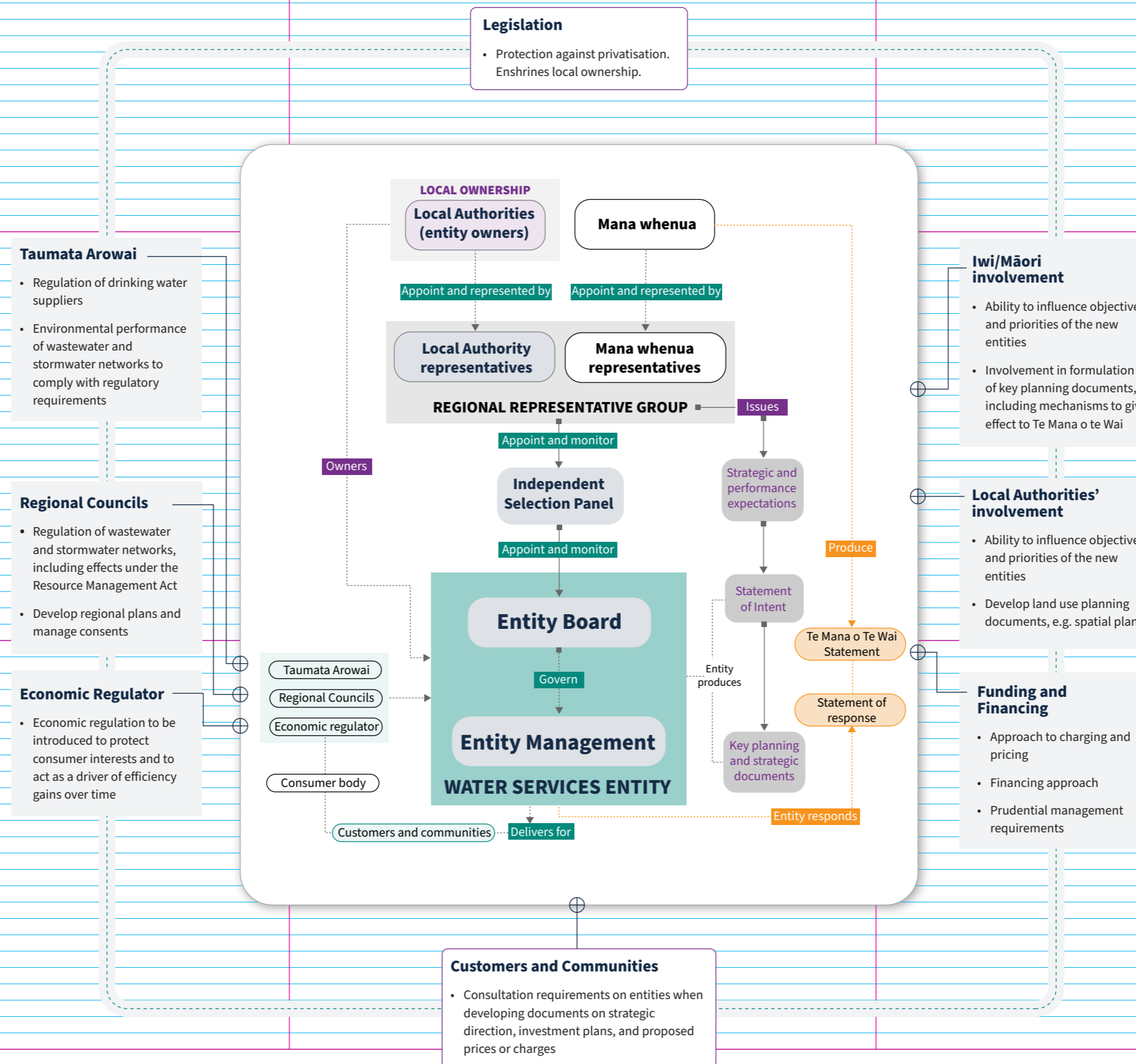
Government also wants to ensure it delivers on Treaty-related obligations, including by improving outcomes for iwi/Māori in relation to three waters service delivery.

Integral to this is effective infrastructure delivery, underpinned by an efficient, high-performing, financially-sustainable, and transparent three waters system.

2. KEY DESIGN FEATURES

- Maintaining local authority ownership of water services entities;
- Protecting against privatisation;
- Retaining influence of local authorities and mana whenua over strategic and performance expectations;
- Providing the necessary balance sheet separations from local authorities; and
- An integrated regulatory system.

3. A NEW WATER SERVICES SYSTEM



4. OBJECTIVES FOR THE CROWN/MĀORI RELATIONSHIP

Enabling greater strategic influence to exercise rangatiratanga over water services delivery.

- A Integration of iwi/Māori rights and interests within a wider system.
- B Reflection of a holistic te ao Māori perspective.
- C Supporting clear account and ensure roles, responsibilities, and accountability for the relationship with the Treaty partner.
- D Improving outcomes at a local level to enable a step change improvement in delivery of water services for iwi/Māori.

5. A PARTNERSHIP-BASED REFORM

- Government will continue to work in partnership with iwi/Māori and local authorities.
- A large scale communication effort is required to ensure local government support reform.
- Further decisions are yet to be taken by Cabinet on the arrangement for transition to, and implementing, the new system.

Customers and Communities

- Consultation requirements on entities when developing documents on strategic direction, investment plans, and proposed prices or charges

A new system for three waters service delivery⁴⁶

The number and boundary of entities needs to balance scale with other factors

1. FACTORS CONSIDERED TO DETERMINE NUMBER AND BOUNDARIES

A range of factors have been analysed to help determine how many entities there should be, and their boundaries:

- A** Potential to achieve scale benefits from a larger water service delivery entity to a broader population/customer base.
- B** Alignment of geographical boundaries to encompass natural communities of interest, belonging and identity including rohe/takiwā.
- C** Relationship with relevant regulatory boundaries including to enable water to be managed from source to the sea - ki uta ki tai.

Applied economic analysis, informed by international evidence, provides further confidence that each entity would need to serve a connected population of at least 600,000 to 800,000 to achieve the desired level of scale.

The preferred approach is to create four new water services entities, and to enable all communities to benefit from reform.

2. PROPOSED BOUNDARIES

Government has agreed to a preferred set of entity boundaries. However, the Government remains interested in continuing discussion with local government and iwi/Māori most affected by the proposed boundary choices. In particular:

- 2 Taranaki region**
Which entity would include the Taranaki region, taking into account ki uta ki tai, whakapapa connections, and economic geography/community of interests.
- 1 South Island entity**
Whether there should be a single entity covering the whole of the South Island, or instead take an approach that uses the Ngāi Tahu takiwā.
- 3 Hauraki Gulf**
Whether to include other districts surrounding the Hauraki Gulf, enabling a more integrated approach to the management of the Hauraki Gulf marine catchment.

The map highlights the recommended boundaries.

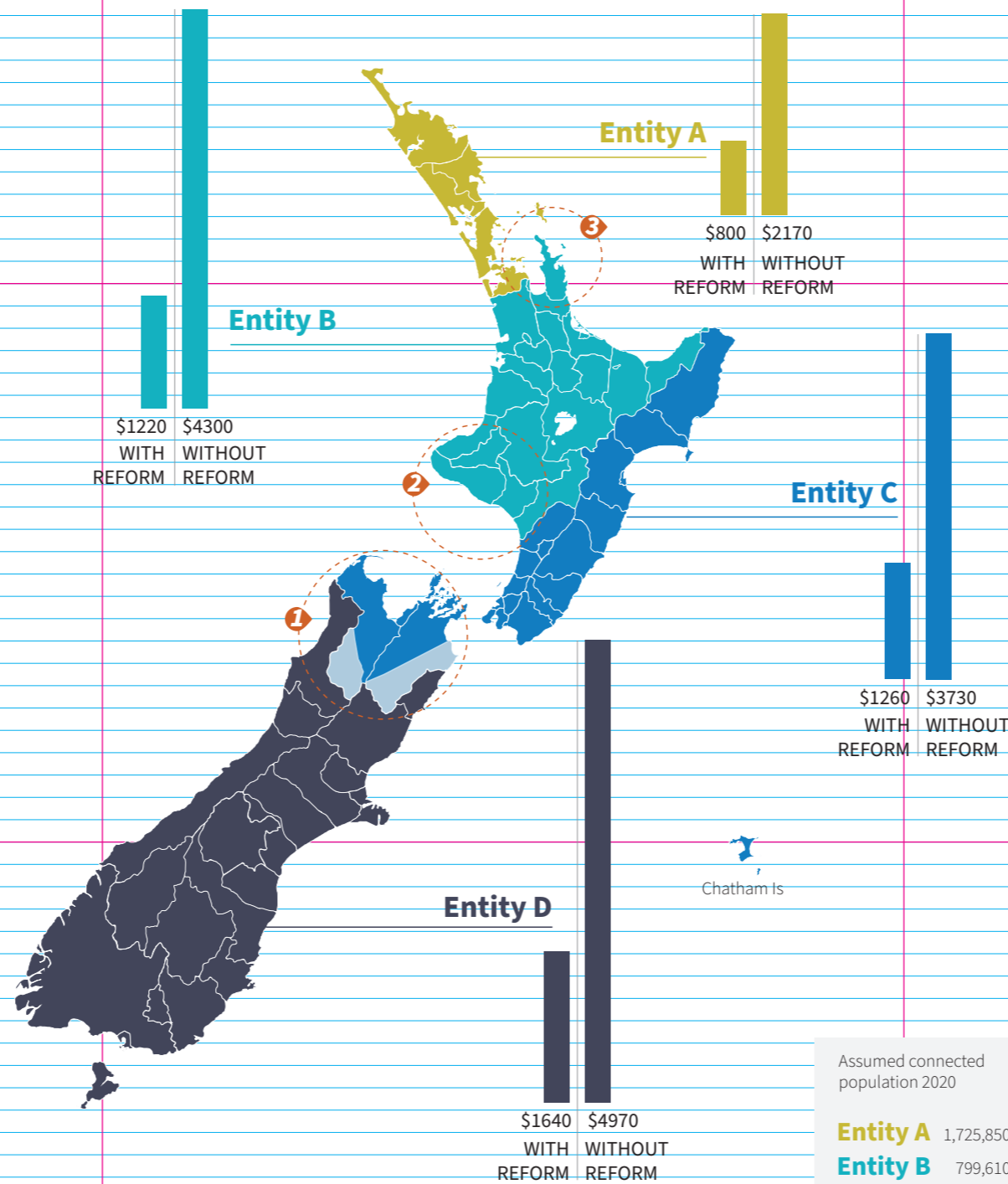
3. OUR INTENTION IS THAT ALL COMMUNITIES BENEFIT FROM REFORM

Latest estimates indicate that the amount of investment required to:

- provide for future population growth
- replace and refurbish existing infrastructure
- upgrade three waters assets to meet drinking water and environmental standards

Is in the order of
\$120 billion to \$185 billion
over the next 30 to 40 years.

4. PROJECTED HOUSEHOLD COSTS 2051



The figures presented above for household bills with and without reform set out what an average household would be likely to pay for three waters services in 2051, in today's dollars, based on analysis by the Water Industry Commission for Scotland.

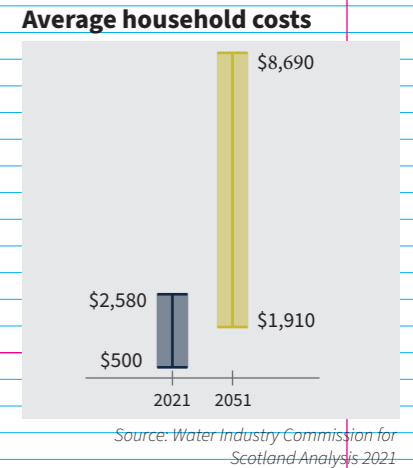
A weighted average figure is presented for household bill estimates without reform, to account for the wide variance between council pricing policies. This weighted average figure reflects the proportion of the connected population that resides in each council area relative to neighbouring councils within the relevant water services entity.

5. POTENTIAL IMPACTS

Difference in household costs

Average household costs for most councils on a standalone basis in 2051 are likely to range from between \$1,910 to \$8,690.

The scale of investment required between now and 2051, would require average household costs to increase by between three to 13 times in real terms for rural councils, between two and eight times for provincial councils and between 1.5 and seven times for metropolitan councils.



Current household costs

Currently there are a wide range of current (2019) average household costs.

	LOW	HIGH	MEDIAN	MEAN
Metro	\$500	\$1,920	\$1,050	\$1,120
Provincial	\$610	\$2,550	\$1,120	\$1,300
Rural	\$210	\$2,580	\$1,340	\$1,390

Source: Water Industry Commission for Scotland Analysis 2021

Current costs are not necessarily a good reflection of what funding is required to meet the full costs of economic depreciation (that is, to provide resources for asset maintenance and renewal).

Potential economic impact of reform

The economic impact assessment estimates the impact of a material step up in investment in connection with reform, relative to the level of investment that might be expected in the absence of reform.


Change relative to counter-factual, 2022-2051

Net change in GDP p.a. over 30 years	▲	0.3% to 0.5%
Present value increase in GDP	▲	\$14b to 23b
Average increase in FTEs	▲	5,850 to 9,260
Increase in average wages	▲	0.2% to 0.3%
Present value increase in taxes	▲	\$4b to \$6b

Source: Deloitte Three Waters Reform Economic Impact Assessment 2021

Risk Register 15/02/23																			
Team / Project Name:		Three Waters Reform Transition																	
Project Number (if applicable):		PR-21372																	
Risk Ref	Risk Statement			Inherent Risk		Risk Treatment		Residual Risk		Contingency		Risk Owner		Business Objective		Monitoring/ Reporting		Monitoring timeframe	
	Cause Because of...	Risk There might be...	Consequence Resulting in...	Likelihood	Consequence Factor	Treatment to Cause	Treatment to Consequence	Likelihood	Consequence Factor	If the risk becomes reality... what action(s) will we implement?	Who will take responsibility for this risk? (One person)	Which Business objectives are impacted by this risk? (See next sheet)	Who will monitor and report on this risk?	What is the frequency for monitoring					
1	The legislation clearly foresees the water service entities having their own governance arrangements.	Council's Waters Governance Board will cease to exist after 1 July 2024.	Council losing a governance oversight arm on the waters operations that serves the district.	5	4	Extreme	Outside of Council control.	5	3	High	Allocate an internal risk owner within Council that can consider governance issues from a distance. There is an opportunity for Council to be involved in the Regional Representative Groups which can act as a vehicle for fulfilling governance oversight arrangements.	COO	Political & Strategic	Waters Reform PM	6-Monthly Risk Reporting				
14	Cross-boundary service provision.	Watercare unable to provide appropriate LOS leading up to transition due to staff movement or changes to business.	Loss of service levels.	4	5	Extreme	Council to stay abreast of status of CCOs in the waters reform program. NTU and relevant entity chief executives are aware of our arrangements.	3	5	High	Ensure that the Watercare O&M contract avoids this.	Waters Manager	Business Continuity	Waters Reform PM	6-Monthly Risk Reporting				
15	Transition of capital project delivery, budgets, and staff.	Time critical projects and other, important capital projects delayed due to transitional issues, lack of resourcing, unclear decision-making and other teething issues with the water service entities.	Delays to CAPEX projects required by Council's communities.	5	5	Extreme	Review from service delivery team on what projects will be impacted by transition. Change in scope of projects, acceleration, or reprioritisation of projects may be required. Ensuring that critical projects are represented in asset management plans, long-term plans, and highlighting the importance of these in executive discussions with the water service entity.	5	4	Extreme	Outside of Council control. Council will need to establish a channel of communication with the water service entity.	Waters Manager GM Service Delivery	Business Continuity	Waters Reform PM	6-Monthly Risk Reporting				
16	The water service entity's programme of works does not align with Council's priorities.	Time critical projects and other, important capital projects delayed due to transitional issues, lack of resourcing, unclear decision-making and other teething issues with the water service entities.	Delays to CAPEX projects required by Council's communities.	5	5	Extreme	Review from service delivery team on what projects will be impacted by transition. Change in scope of projects, acceleration, or reprioritisation of projects may be required. Ensuring that critical projects are represented in asset management plans, long-term plans, and highlighting the importance of these in executive discussions with the water service entity.	5	4	Extreme	Outside of Council control. Council will need to establish a channel of communication with the water service entity.	Waters Manager GM Service Delivery	Business Continuity	Waters Reform PM	6-Monthly Risk Reporting				
17	Water Services Legislation Bill stipulates a Monitoring and Guidance process requiring Council to obtain prior approval from the DIA regarding significant decisions.	Council's investments and decisions being overturned by the DIA.	Delays to CAPEX projects required by Council's communities.	5	5	Extreme	ELT oversight over project to aid with reprioritisation as required.	5	4	Extreme	Make a case for appeal to the DIA for reconsideration of their decision.	Waters Reform PM	Business Continuity	Waters Reform PM	6-Monthly Risk Reporting				
18	Separation of water infrastructure planning and other functions that will continue to reside within Council.	Urban growth, land development, resource consents, and renewals disjointed from water infrastructure planning.	Threats: Tier 1 Growth requirements not met meaning housing supply falls short of housing demand in the district. Resource consents not aligned with water service entity activities meaning plans and equipment operate without appropriate authorization. Buildover applications overlooked or improperly processed. Reduced levels of service due to renewals funding gap or incorrectly prioritized maintenance program. Opportunities: Water service entity may have the capability and capacity to integrate strategic growth and water infrastructure planning more efficiently.	4	5	Extreme	Ensuring that there is a clear owner of this process or interfacial manager either within Council or within the water service entity.	5	4	Extreme	Council to advocate for its communities and hold the water service entities accountable for their responsibilities to public health and wellbeing.	GM Growth	Political & Strategic	Waters Reform PM	6-Monthly Risk Reporting				
19	Assets and liabilities transferred to the water service entities.	Council's credit rating or ability to borrow potentially impacted.	Decreased level of service to communities.	4	5	Extreme	There is funding from the DIA to offset the impacts of this.	4	3	High	Council may need to undertake an exercise to assign a dollar amount to this. If the funding provided by the DIA is insufficient to cover these costs, more can be requested.	CFO	Financial	Waters Reform PM	6-Monthly Risk Reporting				
20	Change in Parliament	Three waters reform cancelled or significant change in direction	More uncertainty for staff, communities, and Council at a strategic level. Creates more work stop BAU.	4	4	High	Outside of Council control.	4	3	High	MDC adopting an approach not to be reliant on the reform. The three waters operations has been designed to continue regardless of reform. Communicate to relevant stakeholders. Plan future steps with ELT.	Waters Manager	Political & Strategic	Waters Reform PM	6-Monthly Risk Reporting				
21	Public scrutiny and political pressures opposing the reform.	Increased uncertainty or dissonance in the community	Community Boards, staff, and Councillors being subject to antagonized customers in public forums. Staff asked to answer questions that Council does not have control over.	4	4	High	Regular updates to public via public forums. Education on the fact that this is Centrally driven and Council is legally obliged to comply under New Zealand's democratic delegations.	3	2	Moderate	Utilize communications channels to run education campaigns. Council website will be a critical tool.	Waters Reform PM	Reputation / Image	Waters Reform PM	6-Monthly Risk Reporting				
22	Poor communication from Central Government.	Council not fully informed or engaged on the reform.	Ability to plan ahead impacted. Staff having to reprioritize between LTP projects, BAU, and reform. Council's ability to engage with the program requirements impeded.	4	3	High	Proactively engage with the NTU. Obtain signoff from ELT for project and create a communications pool within project workstreams to ensure oversight.	4	2	Moderate	Shared knowledge within Council and via the LTT.	Waters Reform PM	People	Waters Reform PM	6-Monthly Risk Reporting				
23	Significant uncertainty on the direction the Government is taking.	Establishment date extended.	Council continues to deliver ancillary water functions.	4	3	High	Outside of Council control.	4	2	Moderate	Enter into agreement with the water service agreement to establish clear processes and responsibilities.	ELT	People	Waters Reform PM	6-Monthly Risk Reporting				
24	The water service entities will compress for other Council staff, beyond waters staff, once stood up.	Council may lose other staff from core areas of the business.	Business continuity impacted, IP lost, and key personnel leave projects mid-flight.	4	4	High	Fortify Council's staff retention strategies.	4	3	High	Council will need to prepare for a mass exodus scenario.	P&C Manager	People	Waters Reform PM	6-Monthly Risk Reporting				
25	Data and digital workstream has not been communicating the data transfer mechanisms.	Council will not be adequately resourced to partake in data migration activities.	Increased workload in short timeframes. Availability of consultants may be limited.	3	4	High	Largely outside of Council control.	3	3	Moderate	Outsource resources from three waters funding or at the cost of NTU's data and digital workstream.	CIO	People	Waters Reform PM	6-Monthly Risk Reporting				
26	Multiple Government-driven reforms that require input from iwi and mana whenua without adequate compensation for money, time, or capacity.	Iwi and mana whenua unable or unwilling to meaningfully contribute to the design and planning of the water service entities. Iwi and mana whenua have opposing viewpoints or priorities related to wai and/or awa.	Council may suffer reputational damage. Council's activities that require collaboration with mana whenua or iwi impacted due to over-engagement from Government activities. Council may be found in contravention of treaty or JMA obligations due to undermining of Maori rights or interests in wai.	4	4	High	DAI does have funding buckets to assist with this. Council can redirect iwi representatives to this by increasing awareness. The public website would be a good forum to achieve this. Further training will be given to customer delivery staff to assist customers in accessing this information.	4	3	High	Transparent messaging from Council. Clear and consistent messaging will be required to customers.	Waters Manager	Compliance Regulatory	Waters Reform PM	6-Monthly Risk Reporting				
27	Water service entity renegotiating contracts and suppliers to capitalize on larger economy scale.	Council loses access to local and/or smaller contractors. Informal arrangements between Council and contractors not captured. Loss of local knowledge and years of technical expertise of the network. Levels of service reduced as a result.	Council's Procurement objectives not met.	4	3	High	Outside of Council control. Council can recommend to the water service entity to maintain certain contracts for business continuity as done for the Watercare Operations and Maintenance Contract.	4	3	High	Outside of Council control.	Waters Manager	Technical	Waters Reform PM	6-Monthly Risk Reporting				
28	Overestimation of infrastructure renewal requirements and/or ability for water service entities to fund these due to flawed financial modelling by the DIA.	Large margins of error in funding and pricing plans.	Possibility for significant rates increases due to affordability issues or communities not better off in terms of funding the required investments.	3	4	High	Largely outside of Council control, but Council can provide feedback on these based on funding impact statements once the water service entity's funding and pricing plans are published.	3	4	High	Council will be legislatively limited in courses of actions.	CFO	Financial	Waters Reform PM	6-Monthly Risk Reporting				

Risk Register 15/02/23

 Team / Project Name: Three Waters Reform Transition Project Number (if applicable): PR-21372																
Risk Ref #	Risk Statement			Inherent Risk		Risk Treatment		Residual Risk score		Contingency action(s)	Risk Owner	Business Objective	Monitoring/ Reporting	Monitoring timeframe		
	Cause Because of...	Risk There might be...	Consequence Resulting in ...	Likelihood	Consequence Factor	Treatment to Cause	Treatment to Consequence	Likelihood	Consequence Factor	If the risk becomes reality... what action(s) will we implement?	Who will take responsibility for this risk? (One person)	Which Business objectives are impacted by this risk? (See next sheet)	Who will monitor and report on this risk?	What is the frequency for monitoring		
21	Local Government Act places certain obligations on Council during civil defence emergencies.	New entity may be unprepared for emergency management functions after transition. Uncertainty on water service entity's role in Civil Defence.	Council may be required to undertake these functions with less control, recalling that water is a lifeline utility. Council staff that would otherwise assist with Civil Defence and Emergency Management efforts are transferred to the water service entities and unavailable to assist in the future.	3	5	High	Council's civil defence emergency management team may be required to prepare for this scenario. To be proactive, Council's incident management team can work with the water service entity to develop a plan of action for these events.	Council's civil defence emergency management team may be required to prepare for this scenario. Training other staff that likely will not transfer to the water service entities. To be proactive, Council's incident management team can work with the water service entity to develop a plan of action for these events.	3	1	Low	Council's civil defence emergency management team may be required to prepare for this scenario. To be proactive, Council's incident management team can work with the water service entity to develop a plan of action for these events.	CDEM Manager	Business Continuity	CDEM Manager Waters Reform PM	6-Monthly Risk Reporting
24	Development Agreements not captured adequately within transitional arrangements.	Development Agreements do not get transitioned to the water service entities for continuation of management i.e. no ownership from water service entity.	Council's social and economic objectives jeopardized. Council finds it difficult to attract businesses to the district due to infrastructure deficits.	3	5	High	Ensuring that there is a clear owner of this process or interfacial manager either within Council or within the water service entity.	Discussions regarding economic development, to recognize the impacts of three waters reform. Notify the DIA of future projects via the monitoring and guidance process. Formalize arrangements via agreements or through Council's planning documents so they can be easily novated to the water service entities.	3	3	Moderate	The legislation and process is currently unclear on this matter. If this risk was to eventuate, Council will have to carry out its statutory obligations under the LGA 2002 and hold the water service entity accountable for delivering.	GM Growth	Political & Strategic	Waters Reform PM	6-Monthly Risk Reporting
26	Misinformation and inconsistent messaging leads to public unrest, establishment of CALD and protests.	Council's position is not aligned with the communities.	Potential for relationship strains with other entities that Council partners with.	3	3	Moderate	Clear and consistent messaging from Council.	Clear and consistent messaging from Council.	3	2	Moderate	Fortify community education. Run more community hui. Council needs to ensure that the NTU and DIA are following the documented procedures from Archives NZ.	Waters Reform PM	Reputation / Image	Waters Reform PM	6-Monthly Risk Reporting
28	Lack of planning on records transfer.	Council will be required to retain records and feed into WSEs on adhoc basis.	Increased workload on records team.	3	3	Moderate	Archives New Zealand dictates certain procedures that need to be undertaken during administrative change.	Archives NZ provide resources to backfill positions.	3	2	Moderate	Clear and consistent messaging will be required to customers.	Waters Reform PM	Compliance Regulatory	Waters Reform PM	6-Monthly Risk Reporting
11	WDC has responsibility to collect payments during the establishment period and five years beyond 1 July 2024.	Water service entities require Council to continue collecting rates. Threat: Council still seen as the face of three waters from community perspective. Community confusion regarding waters service provider. Opportunity: Community see us as advocates for them to central government and appreciate us more.	Council has made a submission on the Water Services Legislation Bill to require the water service entities to charge themselves and align the pricing to current Council standards for the first three years of operation.	3	2	Moderate	Council will need to reevaluate strategic planning process in accordance with the new legislative planning process. Interface with the water service entity will likely be required.	Council will have to comply with these requirements if directed to do so as it is legislated.	3	2	Moderate	Clear and consistent messaging will be required to customers.	CFO	Financial	Waters Reform PM	6-Monthly Risk Reporting
22	Three waters reform is taking many aspects of Council functions and creating a national model e.g. RITS, AMP, Growth Plans.	Council's strategic planning is impacted.	Council's ability to adapt strategic plans for communities and prioritization framework is adversely impacted due to entities' needing to prioritize the competing needs of 22 councils.	3	3	Moderate	Council will need to reevaluate strategic planning process in accordance with the new legislative planning process. Interface with the water service entity will likely be required.	Council will need to establish a channel of communication with the water service entity.	3	3	Moderate	Council will need to work closely with the water service entity to map out what this looks like.	ELT	Political & Strategic	Waters Reform PM	6-Monthly Risk Reporting
23	Changing legislative drivers in the waters reform programmes.	New, unforeseen legal obligations on Council.	Increased workloads on Council staff or raises on communities.	3	3	Moderate	Largely outside of Council control, but Council can monitor changes to voice concerns in appropriate forums and remain agile.	Largely outside of Council control, but Council can monitor changes to voice concerns in appropriate forums and remain agile.	3	2	Moderate	Largely outside of Council control, but Council can monitor changes to voice concerns in appropriate forums and remain agile.	CFO Legal Counsel	Compliance Regulatory	Waters Reform PM	6-Monthly Risk Reporting
25	Council has contracts which has touchpoints with waters.	Existing contracts where part of the scope (Waters) will be handed over to new entities.	Requiring renegotiation or novation of entire contract to the water service entities.	3	2	Moderate	Council may be required to enter into service level agreements.	Where appropriate, the entire contract should be novated to the water service entities.	3	1	Low	Outside of Council control.	Waters Manager	Business Continuity	Waters Reform PM	6-Monthly Risk Reporting
27	Many Council-owned assets are mixed-use assets administered by different teams.	Other WDC BAU functions are compromised.	Unclear demarcation of departmental jurisdiction to undertake works.	2	2	Low	Request for information from DIA to capture all land areas and assets that are mixed use.	Ensure DIA is clearly delineating responsibilities via the Water Services Legislation Bill.	2	2	Low	Council's internal teams will need to delineate responsibilities.	Waters Manager	Business Continuity	Waters Reform PM	6-Monthly Risk Reporting

Consequence Category / Portfolio	Description
Business Continuity	Business continuity risks impacting the day to day business function and level of service delivery. These can be from inadequate or failed internal processes, activities and systems (recruitment, training, change management), or from unforeseen external events (such as a natural disaster) that disrupt normal business operations.
People (Zero Harm)	Risks associated with health and safety, or the capacity and capability of staff, elected members or partnerships; the behavioural and/or performance of staff, elected members or partnerships; and supplier confidence. People risks typically result from staff constraints (cannot fill critical open positions), incompetence (employees, partners or suppliers lack the necessary skill & knowledge to do jobs correctly), dishonesty (theft, fraud) or a corporate culture that does not cultivate risk awareness (i.e. lack of regard for Health & safety processes, risk management processes)
Financial	Risks related to the financial management of WDC and the ability to fund Council activities and operations now, and into the future. Risks related to the management of operational and or project budgets (potential for loss). External economic factors related to changes in the prevailing market conditions that impact on the organisations financial capability.
Reputation/Image	Risks related to the impact of organisational actions (business undertakings). Reputational risks typically result when public perception of Council actions and/or Council personnel are deemed to be inappropriate.
Compliance Regulatory	Risks related to WDC exposure to liability (legal action, fines, non-compliance against consent conditions, codes etc.)
Environmental	Potential or actual negative environmental or ecological impacts, regardless of whether these are reversible or irreversible in nature. Risks can arise from; - Natural hazards e.g. landslides - Waste & Refuse, emissions, resource depletion etc. - Emergency/ Disaster management - Growth & Development
Political/Strategic	Risks that may impact on the organisations ability to achieve its strategic objectives created by political conditions. This may be due to internal factors (actions of politicians) and or external conditions e.g. events or decisions that could have effect on the achievement of strategic objectives.

Prompt questions

What is the risk due to inadequate or failed internal processes, activities and systems (recruitment, training, change programmes, natural disasters?)

Are there risks related to health and safety, capacity and capability of staff, behavioural and or performance issues, supplier delivery confidence

What is the risk that there is inadequate funding provided for this activity/project (either by Council and/or external funders) and/or that the final activity/project cost is >10% of the budget?

What is the risk to Council's reputation / image? Potential for negative media coverage and/or negative experiences/perceptions of the activity/project by stakeholders and the community?

What is the risk of exposure to liability (legal action, fines, non-compliance against consent conditions)?

What is the risk to the environment (ecology, soil contamination, water quality, noise levels, odour, dust, etc.?)

What is the risk at the Political and or Corporate level due to possible impact to Council's core business objectives?

Technical (Cyber Security & IT Dependence)	Risks affecting the ability of WDC to complete or have confidence in the function or completion of a task, activity, project, operation. These are quality risks e.g. failure due to lack of technical capability or certainty in; <ul style="list-style-type: none">- Existing equipment, tools, technology, software, hardware etc.- Design surety, manufacturing competency, technical performance etc.
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Are there risks due to specific critical technologies and or the overall technical complexity of an activity/project (has it been done successfully before? Design and or implementation complexity? Specialised technical skill required? Speed of technology change, etc.)

RISK CONSEQUENCE CATEGORIES

Questions	Business Continuity	People	Financial	Reputation / Image	Compliance Regulatory	Environmental	Political & Strategic	Technical
	What is the risk due to inadequate or failed internal processes, activities and systems (recruitment, training, change programmes, natural disasters?)	Are there risks related to health and safety, capacity and capability of staff, behavioural and or performance issues, supplier delivery confidence	What is the risk that there is inadequate funding provided for this activity/project (either by Council and/or external funders) and/or that the final activity/project cost is >10% of the budget?	What is the risk to Council's reputation / image? Potential for negative media coverage and/or negative experiences/ perceptions of the activity/project by stakeholders and the community?	What is the risk of exposure to liability (legal action, fines, non-compliance against consent conditions)?	What is the risk to the environment (ecology, soil contamination, water quality, noise levels, odour, dust, etc.?)	What is the risk at the Political and or Corporate level due to possible impact to Council's core business objectives?	Are there risks due to specific critical technologies and or the overall technical complexity of an activity/project (has it been done successfully before? Design and or implementation complexity? Specialised technical skill required? Speed of technology change, etc.)

Likelihood

Likelihood	Likelihood	Probability	Frequency	Description	Rating
	Almost Certain	> 80%	Regular or frequently occurrence	Expected; Almost certain occurrence in the foreseeable future	5
	Likely	50 - 80%	1 - 5 times per year	Strong probability of occurrence in the foreseeable future / History of frequent occurrence	4
	Possible	20% - 50%	Once a year	Feasible; a possibility of occurrence / History of casual occurrence	3
	Unlikely	< 20%	Once every 2 -5 years	Not expected but there is a slight chance of occurrence at some time	2
	Rare	< 1%	Less than once every 5 years	Highly unlikely but may occur in exceptional circumstances	1

Consequences

Consequence	Descriptor	Business Continuity	People	Financial	Reputation / Image	Compliance Regulatory	Environmental	Political & Strategic	Technical	Rating
	Catastrophic	Essential services are unavailable causing customer disruption (> 1 day)	Life threatening injury/fatality (Severity 1) or potential to cause life threatening injury/fatality. Significant or prolonged resourcing deficit (trained/skilled specialist roles).	Financial exposure ≥ \$1.5M in any 12 month period	Sustained (in excess of one week) high profile adverse national media campaign or sustained (in excess of 4 weeks) cumulative adverse local media campaign or irreversible loss of community confidence or initiation of government tribunal of inquiry	Breach of policy, process or legislation requiring external investigation and resulting in significant tangible loss through civil or criminal prosecution and or significant damage to reputation.	Significant environmental disaster or natural hazard or unplanned population growth causing wide spread environmental degradation/damage and/or irreversible pollution or long term effects affecting future generations or uncontained, long term serious environmental degradation.	Significant and prolonged political attention with non-achievement of LTP objectives across multiple years.	Significant and prolonged effect to levels of service, business function or resource capacity as the result of malfunction/failure of technology, tools, equipment and or design/manufacturing competency.	5
	Major	Essential services are unavailable causing customer disruption (< 1 day) or non-essential services are unavailable (<7 days)	A WorkSafe NZ notifiable injury or illness (Severity 2) or potential to cause notifiable illness or injury. Major but short term resourcing deficit (trained/skilled specialist roles).	Financial exposure ≥ \$500k but <\$1.5M in any 12 month period	High profile adverse national media attention (less than one week) or sustained (in excess of 2 weeks) cumulative adverse local media attention or loss of confidence from significant portion of community sector.	Breach of policy, process or legislation requiring external investigation and resulting in a tangible loss through civil or criminal prosecution and some damage to reputation.	Major but localised environmental degradation/damage/pollution with long term effects or major off site release caused by either a natural disaster or unplanned population growth.	Significant but short term political attention with major impact to timing or deliverables associated with with LTP objectives within one given year.	Major but short term effects to levels of service, business function or resource capacity as the result of malfunction/failure of technology, tools, equipment and or design/manufacturing competency.	4
	Moderate	Essential services are unavailable causing customer disruption (< 4 hours) or non-essential services are unavailable (<3 days)	Lost time injury (Severity 4). Moderate and short term resourcing deficit (trained/skilled specialist roles).	Financial exposure ≥ \$100k but < \$500k in any 12 month period	Adverse local media coverage that if repeated over time will adversely affect Council or negatively perceived business practice leading to widespread resident/ratepayer complaints or prolonged unresolved dispute requiring legal oversight	Breach of policy, process or legislation requiring internal investigation including moderate treatment for the purpose of damage control	Moderate localised environmental degradation/damage/pollution at a localised level caused by either a natural disaster or unplanned population growth with medium term effect or off site release contained.	Short term political attention with moderate impact to deliverables associated with LTP objectives.	Moderate short term effects to levels of service, business function or resource capacity as the result of malfunction/failure of technology, tools, equipment and or design/manufacturing competency.	3
	Minor	Non-essential services maybe impacted causing customer disruption (< 1 day)	Restricted work injury or medical treatment injury or potential for medical treatment is required (Severity 5). Temporary resourcing deficit (trained/skilled specialist roles) <7days.	Financial exposure ≥ \$10k but < \$100k in any 12 month period	Adverse local media coverage or adverse social media comment or short-term issue leading to localised complaints	Breach of policy, process or legislation requiring internal investigation but requiring only minor treatment for the purpose of damage control.	Minor localised environmental damage/pollution caused by either a natural disaster or unplanned population growth.	Short term political interest with negligible impact to LTP objectives.	Minor effects to day to day business function as the result of malfunction/failure of technology, tools, equipment and or design/manufacturing competency.	2
	Insignificant	No tangible impact on services to customer but monitoring maybe required.	First aid injury or potential for a person to seek first aid (Severity 6). Temporary resourcing deficit (trained/skilled specialist roles) <1day.	Financial exposure < \$10k in any 12 month period.	Minor adverse social media comment/questions but no subsequent public interest or event affecting an individual or small group only	Minor breach of policy or process requiring no investigation and only an approval or variance to prevent any damage control requirement.	Negligible localised environmental damage caused by either a natural disaster or unplanned population growth.	Negligible political interest with no impact on LTP objectives.	Negligible effects to day to day business function as the result of malfunction/failure of technology, tools, equipment and or design/manufacturing competency.	1



Debt Settlement Funding Strategy & Options February 2023

Background

The NTU worked closely with key stakeholders before Christmas to explore a suite of options for settling a council's water-related debt (henceforth abbreviated to "debt"). These ranged from full repayment on Day 1 to deferral of debt repayment.

The evaluation identified the preferred option as a deferred repayment over a period of several years. The exact period is yet to be determined and depends on a range of factors including credit rating considerations. The team is also working through several technical challenges before being able to definitively confirm the deferred payment option. This option's key benefits are as follows:

1. **Market:** Avoids market disruption from having to raise circa \$10b of debt on Day 1.
2. **Cost:** Avoids a situation where WSEs must borrow to repay councils, who are then long on cash, resulting in a net interest spread cost to the sector.
3. **Alignment:** Provides guidance ahead of settlement to assist councils in making necessary changes to their treasury policy for debt and hedging.

Under the deferred repayment option:

1. The WSEs will enter into a back-to-back loan arrangement with all councils with an agreed debt level above a \$20m de minimis.
2. Councils whose debt is below the \$20m de minimus will be repaid in full once the council has completed the settlement process post 1 July 2024.
3. The WSEs will meet the councils' debt maturity and interest payments (net of hedges) for a period being the shorter of (i) ideally 5 years but still tbc, or (ii) the point at which that council's water-related debt falls below \$20m.

During the transition period through 30 June 2024, councils are expected to continue raising and hedging debt (including Three Waters debt) in accordance with the maturities and hedging levels set out in their Treasury policies, as they would have done were the Three Waters reform not happening.

Next Steps

1. **Feb/Mar 2023:** The NTU seek to agree a settlement amount of debt with councils during, or shortly after, the NTU/council meetings to work through Version 1 of the Settlement Accounts.
2. **Apr/Jun 2023:** The NTU will work with councils to agree the specific tranches of debt and swaps which "transfer". Our starting principle is, if X% of a council's debt is attributable to Three Waters, then X% proportion of each debt tranche and swap will be attributed to Three Waters.
3. **Jun 2023 onwards:** The first assessment will be based on councils' 30 June 2022 debt. This will be updated post councils' 30 June 2023 Financial Statements. For the year ending 30 June 2024, we will make an initial assessment in March 2024 with a wash-up post-completion of councils' 30 June 2024 Financial Statements.

This methodology takes account of fixed/floating debt, maturities, interest rates, and swap hedging to align payment terms as closely as possible with debt falling due. However, we recognise that the "devil is in the details" and we will need to work through this with councils.

We trust the above makes sense. Please direct any questions to john.forster@dia.govt.nz.

Friday, 3 March 2023

Secretariat
Finance and Expenditure Committee
Select Committee Services
Parliament Building
WELLINGTON 6160

RE: SUBMISSION FROM THE WAIKATO DISTRICT COUNCIL ON THE WATER SERVICES LEGISLATION BILL

INTRODUCTION AND BACKGROUND

Waikato District Council (“**the Council**”) welcomes the opportunity to provide a submission on the Water Services Legislation Bill (“**the Bill**”).

The Council wishes to thank the Finance and Expenditure Committee (“**the Committee**”) for granting an extension until 6 March 2023 in light of the flooding events during Auckland Anniversary weekend and the effects of Cyclone Gabrielle. The Council acknowledges the efforts of staff, the community, incident management coordinators, and local marae in responding to these events and laments the tragic loss of life.

Waikato District Council, classified as a tier 1 Growth Council, is located in the heart of an area referred to as ‘the golden triangle’ of Auckland, Hamilton, and Tauranga. The district, home to around 89,000 residents, covers an area of more than 400,000 hectares. The Council owns seven water treatment plants, nine wastewater treatment plants, and services approximately 1,185 kilometres of pipes.

The Council’s vision is that we work together as a district to build “liveable, thriving, and connected communities” as our townships grow. Liveable communities reflect what is important to our residents and support a shared sense of belonging, both to the local community and the wider district. Thriving communities participate in Council decision-making and community-led projects, provide input into the management of their local assets, and sustain the local business sector by providing local employment. People in connected

communities have access to fit for purpose services, amenities, and infrastructure that meet their social, health, education, and employment needs.

Waikato-Tainui are tangata whenua of the Waikato region, wherein thirty-nine of the sixty-eight Waikato-Tainui marae reside within the Council's boundaries. Following the Waikato-Tainui Raupatu Claims (Waikato River) Act 2010, a Joint Management Agreement ("**the JMA**") between Waikato-Tainui and the Council was signed in March 2010. The JMA affirms the commitment between Waikato-Tainui and the Council to co-manage the Waikato River; to restore and protect the health and wellbeing of the river, and to provide an enhanced relationship between the parties on areas of common interest. The Council's District Plan and waters service delivery gives effect to Te Ture Whaimana o Te Awa o Waikato ("**Te Ture Whaimana**"), recognising that the Waikato River is tūpuna awa to Waikato-Tainui.

The Nga Wai o Maniapoto (Waipa River) Act 2012 was enacted on 5 April 2012. Under this Act, there is a requirement for the Council to enter into a Joint Management agreement with Ngāti Maniapoto. The purpose of the Act is to "...restore and maintain the quality and integrity of the waters that flow into and form part of the Waipa River for present and future generations..." Waikato District Council, alongside Waipā District Council, Waitomo District Council, Ōtorohanga District Council, and the Waikato Regional Council signed the Waipā River Joint Management Agreement with the Maniapoto Māori Trust Board on 3 April 2013.

From 1 October 2019, the Council contracted the provision of three waters to Watercare Services Limited ("**Watercare**"), which saw all previous three waters staff transition to Watercare. Whilst the three waters assets and resource consents are owned by the Council, the Operations and Maintenance Contract between Watercare and the Council allows Watercare to deliver three waters services to the district. The outsourcing of water services to Watercare was consulted upon by Waikato District Council as part of the 2018-2028 Long-Term Plan process. This agreement between the two parties has been arranged to encourage the production of better environmental outcomes and more affordable water services for the community. The Council has previously written to the National Transition Unit Board to request that the Watercare Operations and Maintenance Contract continue for a further five years beyond the formation of the Water Service Entities ("**the WSEs**") to ensure continuity of services and successful completion of large, capital projects.

The Council welcomes change for improved health outcomes and supports the overall intent and direction for the Bill. This is evidenced by the journey already undertaken by Council, in transitioning to Watercare, to fortify environmental outcomes and create more affordable

water services for the community. However, the Council remains concerned about the lack of clarity and specificity required to precisely contemplate the details of transition within the specified timeframes.

The Council supports the technical feedback provided by Water New Zealand and the policy considerations highlighted in Taituarā's draft submission to the Committee.

STORMWATER

The Council appreciates that stormwater systems often suffer from underinvestment and, out of the three waters, has the most regional variability owing to complex histories. Currently, stormwater services are delivered by multiple owners as these assets service multiple functions, leading to overlaps with roading corridors, parks and reserves, and urban drainage schemes, to name a few.

Assuming that stormwater services are transferred to the WSEs, the Council supports the WSEs obligations to prepare stormwater management plans. However, Council recommends that the Bill provide clarity on whether the WSEs will develop a "strategic framework for stormwater network management" or provide a basis for long-term planning.

It is evident that the Bill contemplates collaboration between the Council's stormwater service providers and the WSEs, however, clause 257(2) is unclear in stipulating the specific obligations on Council and its transport corridor managers to collaborate with the WSEs. The Council recommends that the Bill provide clearer guidance on the roles of these stakeholders and the extent to which collaboration would be required. To this end, the definitions of, and interface between, "transport stormwater system" and "stormwater network" needs clarification to avoid ownership disputes that currently exist for most territorial authorities.

Owing to the ambiguity of stormwater asset ownership, the Council has previously undertaken an exercise to demarcate stormwater assets, illustrating which assets the Council would be responsible for. In the Bill, the current definition of stormwater infrastructure indicates that the Council may be responsible for managing rural and transport stormwater systems. To this effect, the Council requests the Committee to recommend that the Bill defines how the different aspects of stormwater systems will be managed and clearly delineate overlapping responsibilities for mixed-use stormwater assets.

The Council notes that the Spatial Planning Bill and Natural and Built Environments Bill do not

define a stormwater system or network. Given the interconnected nature of concurrent, legislative reforms, the Council recommends that the Committee advocate for consistency between these bills and other legislation to come.

ACCESS TO LAND

The Council notes that the Bill can be strengthened in providing the WSEs with land access powers. As water service providers, the WSEs need to have appropriate mechanisms to lawfully access infrastructure, irrespective of location, for the maintenance of assets, emergency responses, and safeguarding of levels of service.

The Council supports Water New Zealand's recommendations to remove the landowner's ability to impose conditions in sections 200(2), 200(3), and 202. The Council further recommends that land access rights for the WSEs match that of territorial authorities under section 181 and schedule 12 of the Local Government Act 2002 ("**the LGA**"). For example, sometimes, Council requires access to adjacent land to carry out works when it is impractical to carry out works on or under land that the asset resides within. Council recommends that the Bill clarify that access can be obtained to adjoining land for the purposes of undertaking works.

Furthermore, it seems that the Bill envisages the WSEs obtaining prior, written consent from the owner or a court order before it can construct or place water services infrastructure on or under land. This is a material change from the LGA, seemingly making the process much more onerous. Particularly in light of Council's experience with Cyclone Gabrielle, Council firmly urges the Committee to remedy this deficiency in the Bill.

PRICING AND CHARGING

The Council supports charges from establishment day to 1 July 2027 being aligned to current Council charging mechanisms. The Council also supports the obligation of the WSEs to prepare and adopt funding and pricing plans as this is congruent with the financial management requirements of territorial authorities. However, the Council recommends to the Committee that the WSEs set charges in accordance with the current funding and pricing plans, as there is currently no obligation to do so.

Moreover, the Council requests that the Committee advocate for the WSEs to have greater flexibility in setting charges as the WSEs will need autonomy to achieve their objectives and

respond to the needs of their communities, for this generation and the ones to come. Specifically, Council foresees a risk with the charging principles in clause 331: restricting the WSEs board from setting charges based on affordability and equity could be the causative agent for steep changes to water bills for our communities.

The Bill contemplates that the Council may be required to collect charges on behalf of the WSEs up to 1 July 2029. Council recommends that the WSEs collect charges to keep balance sheets separated, thereby avoiding confusion for the consumer.

The Council does not agree with section 348 that the Crown be exempt from paying infrastructure contribution charges as Crown agencies often require the construction of significant public infrastructure.

Furthermore, the Council seeks justification for clause 341(4), which postulates that an owner of non-rateable land would be charged 50% of stormwater services, when the properties would be receiving stormwater services. The Council also recommends that the Bill provide a mechanism for adjusting stormwater charges based on type of land use.

The Council agrees with the intent of the Bill that successful delivery of three waters services will be contingent upon collaboration and information sharing with the WSEs, as per clauses 319-320. However, the Council believes that the use of this information by the WSE should be limited to carrying out statutory functions. Furthermore, the costs associated with preparing rating information should be shared. The Council's view is that section 43 of the Rating Valuations Act 1998 should be used as a guide if no other mechanism is developed for cost-sharing.

MANA WHENUA

The Council supports the Government's commitment to the Partnership/Pātuitanga principle of The Treaty/Te Tiriti, acknowledging the principles of Te Ture Whaimana. The Council recognises that Mātauranga Māori will be crucial for the WSEs to revive the mana in our waters and supports the inclusion of Te Mana o Te Wai statements as a strategic driver. To this effect, the Council would like to see the Bill set out how it will engage with mana whenua, beyond the stipulations made in section 13.

The Council recommends that mana whenua be empowered and resourced to be involved with the three waters reform programme during the establishment period.

Furthermore, the Council seeks clarity on the entity that monitors and regulates Te Mana o Te Wai obligations.

CLIMATE CHANGE

The unprecedented climate events that Aotearoa New Zealand has faced in the first two months of 2023 provide tragic examples of the effects of climate change and the pressures that it places on the waters industry. Just as the three waters reform programme is an intergenerational programme, so are the challenges of climate change.

In view of this, the Council is not adequately satisfied that the Bill challenges the status quo regarding climate change and resilience. The Council recommends that the WSEs be required to dedicate funding to climate change initiatives, publish a climate change response plan, carbon accounting statements, and other, appropriate climate related reporting.

ENGAGEMENT PRINCIPLES

The Council recognises the role it will continue to play in assisting the WSEs with effective delivery of three waters services and looks forward to the opportunities to create better outcomes for the district. A majority of the decision-making functions conferred on the WSEs require engagement with the Council, but there is no feedback loop which allows the Council to influence any decision-making on matters that involve or impact the Council.

Furthermore, sections 461 and 462 of the Bill do not adequately define what is meant by 'consult.' The Bill does not require the WSEs to respond to councils, mana whenua, consumers, or other stakeholders.

In closing, the Council recommends that the Bill provide more clarity on how the WSEs would engage with its stakeholders and impose clear timeframes and processes on WSEs to respond to its stakeholders.

The Council wishes to thank the Committee for the opportunity to provide comments on the Bill and extends its gratitude for the extension to enable this.

Should the Select Committee require any clarification from Waikato District Council, please contact Deron Sharma – Three Waters Reform Project Manager or Keith Martin – Waters Manager.

Nгаа mihi



Jacqui Church
Mayor

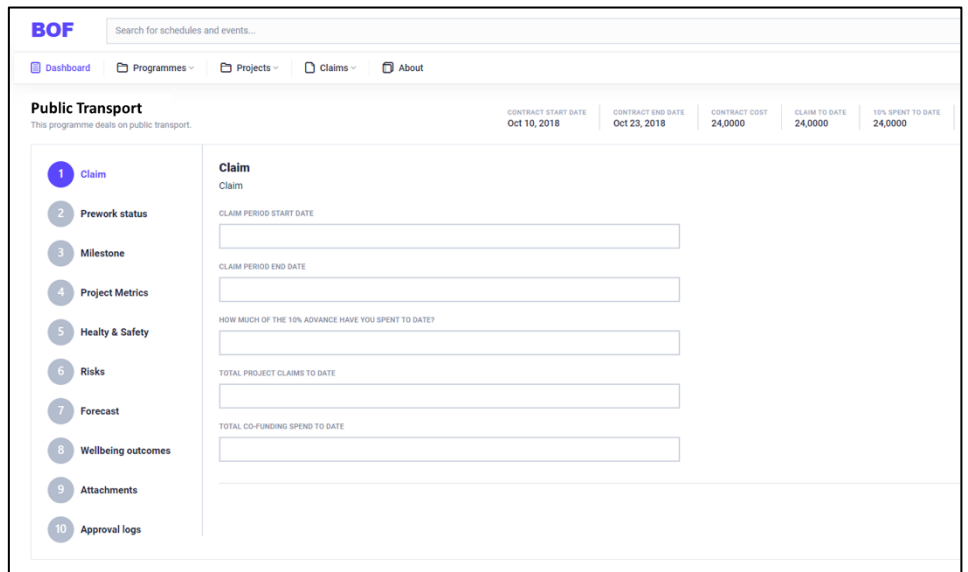
Reporting system and CIP portal

The DIA Grant Management System (GMS) does not have the level of functionality necessary for DIA’s reporting requirements on the Better Off Fund programme. Matters such as project expenditure (actual and forecasting), health and safety reporting, and managing project substitution/change requests, have not been able to be incorporated into GMS.

CIP have an existing system that is used for the Infrastructure Reference Group (IRG – *shovel ready*) projects; the IRG project owners access the system through the CIP website. CIP are ‘re-skinning’ and enhancing this system for the Better Off Fund reporting system.

The CIP Better Off Fund system will be reviewed and tested by the CIP Relationship Manager and Monitor team 8 March 2023, piloted, and refined over the following fortnight, targeting a roll-out to all Councils by the end of March 2023.

We will give an update on what Councils reporting inputs are likely to look like earlier in March 2023.



Progress claims

The DIA Funding Agreements allow for Councils to make progress claims as regularly as monthly or multiples of monthly periods thereafter, up to a maximum period of six-monthly.

Given our recent experiences with the Three Waters Stimulus Fund programme, it is generally expected three-monthly claims would be appropriate, and efficient, for all parties. The final call is however up to each Council to decide.

Further guidance will be given to Councils round what appropriate supporting information is required to accompany each claim. This will be included in the next CIP update in March 2023.

Reporting frequencies

Throughout the Three Waters Stimulus Fund programme 109 Project Substitution Requests (PSR) were approved with each PSR typically withdrawing, amending and/or introducing multiple new projects. Given the scope of the Better Off Fund programme is wider and over a longer period the same level of PSR activity is expected.

With the six-monthly Better Off Fund reporting period, it is expected that each six-monthly Report should be a full restatement of each Council’s Funding Proposal at that time including new expenditure forecasts, timeline and milestone adjustments and an overview of PSRs approved in the period showing all the adjustments between projects that have been made, any new projects that have been introduced and any projects that have been abandoned. This comprehensive restatement

of Council's position will be necessary to ensure all parties are clear and agree on the progress that has been made and what is expected. The CIP system will facilitate this reporting.

Reporting 'worker' hours and FTE determination

With the Three Waters Stimulus Fund programme, a myriad of methodologies were used to determine project worker hours. For the Better Off Fund the intention is to have a more consistent national methodology applied.

CIP will ask for all 'worker' hours in the month to be reported by project/programme. This will be, for example, all on and off-site hours for construction projects including all main and subcontractors plus consultants (design, construction supervision, health and safety etc) and/or other service providers directly supporting the project; or for a capacity building initiative all stakeholder direct involvement hours including project management time and facilitators and/or trainers.

For a given month, CIP will calculate FTE by dividing total reported hours worked by standard hours in a month (assuming 8 hours a day, excluding weekends and public holidays). This is also how FTE are determined from worker hours on IRG projects.

CIP will also report an indicative FTE using the total project value, in conjunction with the primary project category classification to assess the project's labour component, and a typical average labour wage rate for the category, plus overall percentage and hourly rates for e.g. design and contract supervision for consultant/project management input.

Reporting programmes of work of value greater than \$250k

To assist with reporting efficiencies the Council projects approved in the Better Off Funding proposals have been reviewed with recommendations suggested on combining similar project types, where possible, to a minimum combined-project value of \$250,000. The Relationship Managers will be in touch with each Council in the next week or two to: check the BOF crown amount per project (excluding co-funding), project summations to the Council total crown allocation, confirm any project roll-ups, and the project categorisations.

Contestable project funds

Several Councils have projects with components of contestable funds. In most cases the frameworks through which applications will be made for the contestable funds are still to be developed by the Council, including the way that CIP will be involved in the process to ensure the applications being evaluated by Councils comply with the DIA criteria for the Better Off Fund.

Please keep your CIP Relationship Manager informed on the development of the Council or partner frameworks so that all parties, including CIP, are efficiently involved in application processing once the local systems are open for applicants.

Finance & Commercial Workstream 90-Day Plan February – May 2023

Note that tasks in:

- Bold Red** require significant work from councils;
- Bold Black** are smaller tasks for optional review, feedback or noting; and
- Blue** do not require any council input and are FYI only.

Workstream	Tasks	Timeline
Financial & Settlement	Review Settlement Accounts & Agree Plan <ul style="list-style-type: none"> ▪ Review Meeting: Review meetings have been scheduled for mid-February through March. ▪ Approach: Two weeks prior to the meeting, the team will provide CFOs with a set of settlement accounts and items to be discussed. ▪ On the day, we envisage the process will work along the following lines: <ul style="list-style-type: none"> ○ ~1 hour jointly review settlement accounts and issues. Resolve items where able and agree action plan to close items that cannot be immediately resolved. ○ ~ 1 hour break for NTU team to write up plan. ○ ~ 1 hour reconvene to review and confirm plan. 	Feb/Mar 2023
	Debt Confirmation Letters <ul style="list-style-type: none"> ▪ Once we have agreed a debt figure, we will provide a formal confirmation letter. This will also cover the associated settlement account matters such as debt roll forward process, confirmation of water revenue figures, settlement process, etc. 	Apr 2023 onwards
	Review & Provide Feedback on Draft <u>High-Level Settlement Process</u> <ul style="list-style-type: none"> ▪ The draft high-level settlement process outlines the timeline and tasks for items such as valuation, audit, debt settlement, wash up, etc. ▪ We are seeking feedback on two questions: <ol style="list-style-type: none"> 1. Are there any material, macro-level omissions? 2. What questions/issues at the detailed level does the process need to address? 	To be emailed by end of February <i>Feedback due mid-Mar 2023</i>

	<p>Detailed Settlement Process Version 1</p> <ul style="list-style-type: none"> We will use the feedback from the High-Level Settlement Process to draft the Detailed Settlement Process version 1. This will include detailed guidelines on each of the areas noted above. We will then work with each council on the workplan to undertake the tasks required by the Detailed Settlement Process. 	April 2023
Planning, Pricing & Funding	<p>FYI only: Draft WSE Funding & Pricing Plans</p> <ul style="list-style-type: none"> The team have shared a prototype Entity A plan with the key regulatory stakeholders and incoming CEs. By the end of March, the team will use the feedback provided by these stakeholders to help complete draft plans for the 4 WSEs. The team are also working on an initial analysis of price vs debt vs investment. 	Feb-Mar 2023
Capital Structure	<p>Identify Transferring Debt – Tranches & SWAPS</p> <ul style="list-style-type: none"> Once we have agreed a debt figure, we will work with councils to determine the specific tranches of debt and swaps which “transfer”. Our starting point is likely to be, if X% of a council’s debt is attributable to three waters, then X% of each debt tranche and swap will be attributed to three waters. However, we recognise that the “devil is in the details” and will need to work through this with councils. 	Apr-Jun 2023
	<p>FYI only: Debt Settlement Funding Strategy & Options</p>	Emailed 22 Feb 2023 with Feb update
Legal & Insurance	<p>Complete Transfer Questionnaire & Principles</p> <ul style="list-style-type: none"> This questionnaire asks councils for information to populate each WSE’s Allocation Schedule, which will then be shared in draft with councils. A draft of the Transfer Principles has been shared for your comment. 	DUE 31 Mar 2023 Emailed 19 Dec 2022
	<p>Review Draft Relationship & Master Service Agreement Term Sheets</p> <ul style="list-style-type: none"> The team are working on the term sheets for these two agreements, including tranche 1 service descriptions (for low-complexity services). We will share these with “prototype” council teams for review before sharing more widely. Template Relationship and Master Service Agreements will be prototyped with 4 volunteer councils. We will continue to share refined versions of contract documents (and tranche 2 service descriptions for more complex services) thereafter. 	<p>~ Mar 2023 (prototype councils)</p> <p>~ Apr 2023 (prototype councils)</p> <p>May onwards</p>
	<p>FYI only: Status of legislation</p> <ul style="list-style-type: none"> The Water Services Entities Act 2022 is now (partially) in force. 	Feb 2023

- The Water Services Legislation Bill (Bill 2) has been referred to the Finance & Expenditure Committee for submissions. More information can be found on the [Parliament website](#).

FYI only: Insurance Strategy

Feb/Mar 2023

- Team is currently working on the insurance strategy for the WSEs. Based on the advice we have received, councils should work to ensure that their three waters insurances run through to midnight on 30 June 2024. The WSEs will then be placing their cover to commence on 1 July 24.

Requests from other NTU teams that may potentially arrive on CFOs' desks

Asset Management & Operations Team

Jan-Feb 2023

- Operations stocktake – have completed 50/67 councils. Covers key operational matters e.g., contracts, suppliers, development agreements.
- AMP clarifications – the AMP team are working with various Councils to clarify aspects of their AMP. In some cases, they may be accompanied by one of the Planning Team's analysts with them

Feb/Mar 2023

People & Workforce Team

Feb/Mar 2023

- May be a request for payroll information for some of transferring staff.

Customer & Digital Team

- Team is working with CIOs/IT managers to identify the best person with whom to have a readiness conversation. This conversation, taking less than 30 minutes, is to understand:
 - whether your teams are ready to start the asset data migration activity,
 - what you would need in place prior to starting,
 - what support you need from the
 - NTU, and
 - an indication of planned start dates.
- For Customer & Digital queries (regarding IT systems, including funding, for instance), please contact them via their [Customer & Digital webpage](#).

To	Waikato-Tainui Waikato District Council Joint Management Committee
Report title	Water and Wastewater Capital Delivery Update
Date:	14 April 2023
Report Author	Keith Martin, Waters Manager
Authorised by:	Gavin Ion, Chief Executive

1. Purpose of the report

Te take moo te puurongo

For the Joint Management Agreement Committee (JMAC) to receive an update on the water and wastewater capital projects.

2. Staff recommendations

Tuutohu-aa-kaimahi

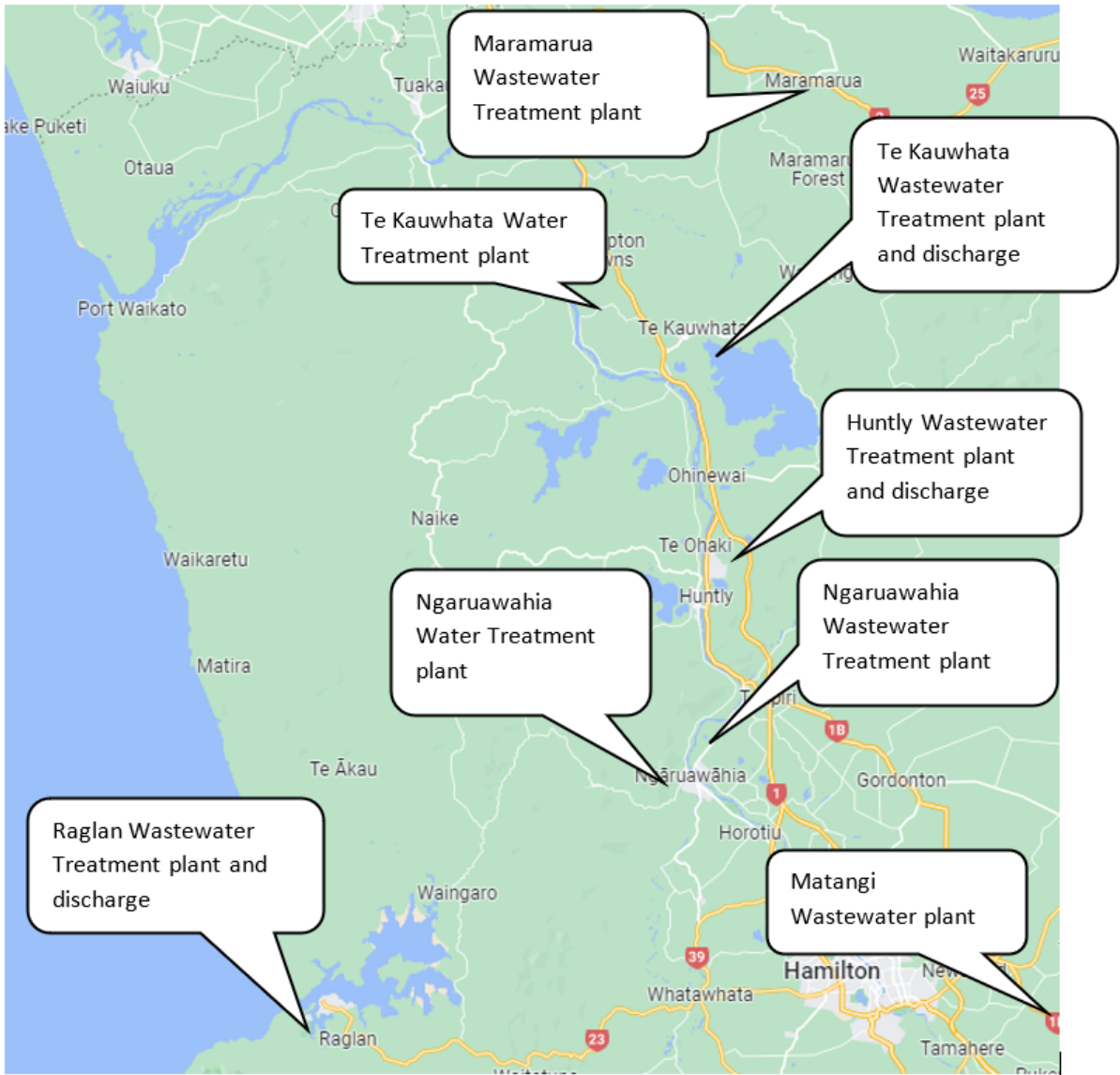
THAT the Joint Management Agreement Committee receives the report on WDC Water and Wastewater Capital Delivery update.

3. Report

Puurongo

A request was made at the JMAC meeting of 10 August 2022 for Council to provide an update on the delivery of water and wastewater capital projects.

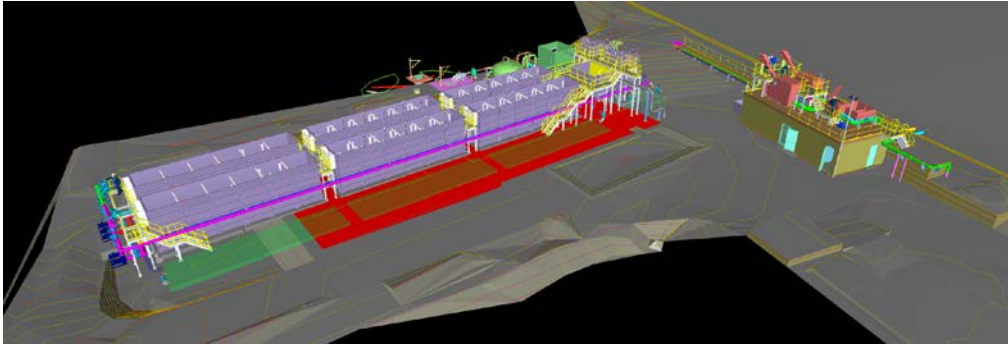
The projects planned and/or underway are shown in the map below:



Wastewater Treatment Plant (WWTP) Projects

Te Kauwhata WWTP Upgrade

The Te Kauwhata WWTP upgrade commenced in October 2022, with completion due in November 2023. The renewal of the discharge consent is progressing. This will determine the discharge location and will drive a subsequent conveyance discharge project. The discharge uncertainty is expected to be resolved. However, the delivery of the conveyance section is now scheduled for the next LTP period.



Te Kauwhata WWTP – Phase2 Model - MABR and Inlet Screens



Raglan WWTP Upgrade project

The Raglan WWTP Upgrade project secured Waters Governance Board and Waikato District Council approval in November 2022. This installs a new Membrane Bioreactor for which the biological processes will utilise one of the existing ponds with others being used for wet weather flow storage. The reference design for a design-build of the plant upgrade is now underway and the conveyance concept-design has commenced.

Negotiations are underway with a landowner for the land disposal component of this project, the preliminary conveyance design is progressing in parallel. The plant upgrade will bring us into compliance with the current consent condition at the existing marine outfall. The Raglan WWTP upgrade is expected to be completed by June 2025.



Huntly WWTP Upgrade

The Huntly WWTP upgrade concept design work for the MBR upgrade is underway, this project was proposed in the 2021-2031 LTP to be implemented between 2025 and 2028 however the need to have a compliant discharge for the Sleepyhead development to connect to has brought funding for the design and consenting component forward.

Initial costings and design have now been received by Council. The design and options are currently being workshopped by the Waters Governance Board and Council staff to determine the most appropriate course of action. Costs have significantly risen, and the Council is considering the most appropriate upgrading sequence in light of Sleepyhead's announcement of a slowdown in development at the Ohinewai site.



Ngaruawaahia WWTP

The Ngaruawaahia WWTP headworks is progressing.



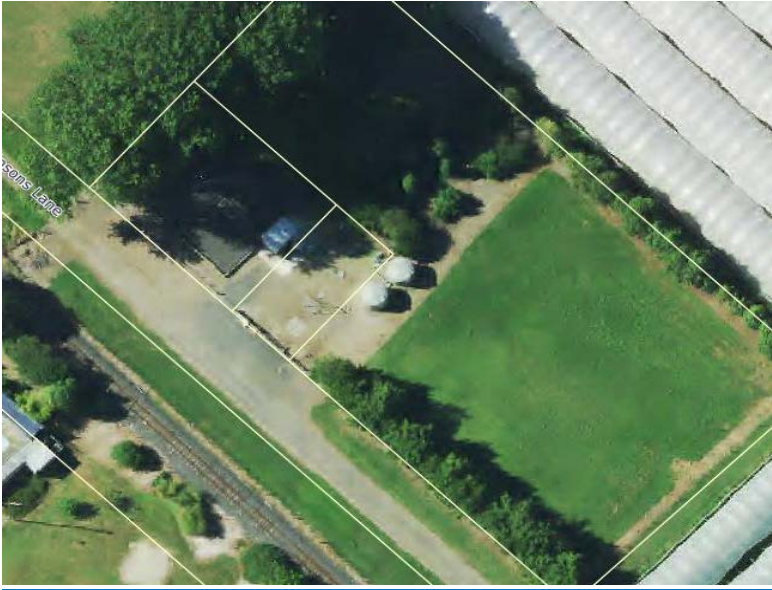
Maramarua WWTP

Soakage field replacement underway and is due for completion by December 2023.



Matangi WWTP Upgrade

Minor upgrades to plant process and disposal field, currently underway, project should be complete mid-2023.



Water Treatment Plant Projects

Ngaruawahia WTP - UV installation

This project also includes a back wash holding tank, the project will be completed early 2023



Ngaruawahia WTP Upgrade – Run to waste horizontal directional drill installation



Te Kauwhata WTP Upgrade

This project upgrades the water treatment plants capacity from 3MLD to 4.5MLD and improved sludge management at the plant. The project will be completed in the first half of 2023.



New BAC Filter Te Kauwhata WTP



4. Attachments Ngaa taapirihanga

Nil.



**AGENDA AND PAPERS FOR
ALL COUNCIL HUI
3 MARCH 2023**

To be held at
Te Whakakitenga Chambers
Hopuhopu, Ngaaruawaahia

INTRODUCTION

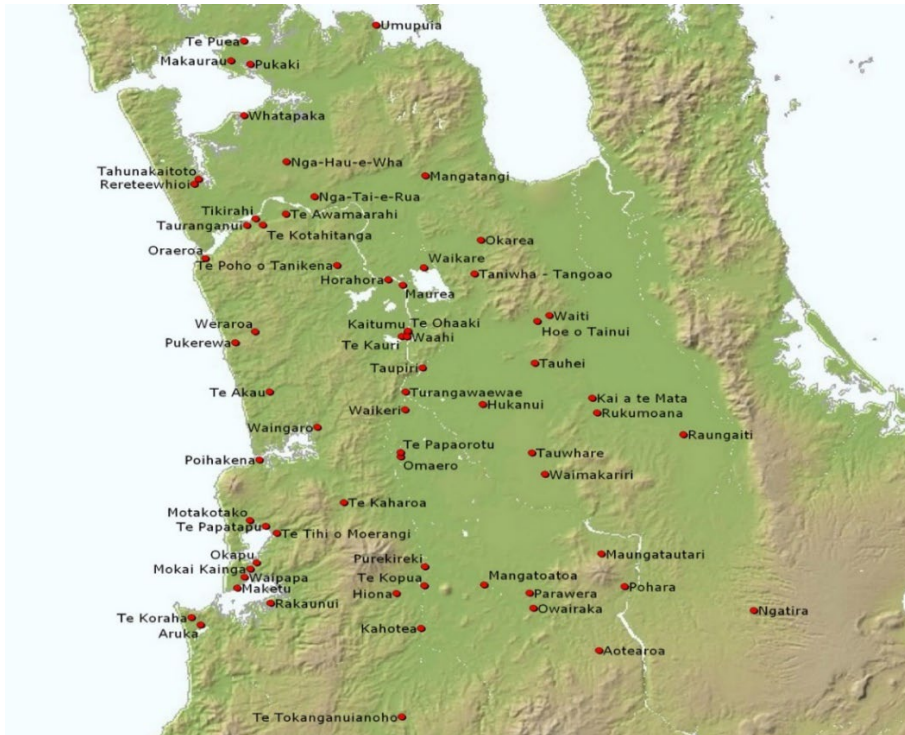
1. We are pleased once again to host Mayors, Councillors and Senior Staff from our partner councils; Waikato Regional Council, Waikato District Council, Hamilton City Council, Waipaa District Council and Auckland Council.

BACKGROUND TO WAIKATO-TAINUI

2. Te Whakakitenga o Waikato Incorporated (Waikato-Tainui) is the post-settlement governance entity for the Waikato iwi, consisting of the 33 hapuu and 68 marae of Waikato-Tainui and managing the assets of Waikato-Tainui for the benefit of over 80,000 registered tribal members. It is also:
 - the trustee of the Waikato Raupatu Lands Trust, the post-settlement governance entity for Waikato-Tainui for the purposes of the Waikato Raupatu Lands Deed of Settlement 1995 and the Waikato Raupatu Claims Settlement Act 1995;
 - the trustee of the Waikato Raupatu River Trust, the post-settlement governance entity for Waikato-Tainui for the purposes of the Waikato-Tainui River Deed of Settlement 2009 and the Waikato Raupatu Claims (Waikato River) Settlement Act 2010;
 - the mandated iwi organisation for Waikato-Tainui for the purposes of the Māori Fisheries Act 2004; and
 - the iwi aquaculture organisation for Waikato-Tainui for the purposes of the Māori Commercial Aquaculture Claims Settlement Act 2004.

Waikato-Tainui and the Waikato rohe

3. Waikato are the tangata whenua of the Waikato rohe.
4. Our iwi comprises more than 80,000 registered members who affiliate to Waikato, connected to 33 Waikato hapuu and represented by 68 marae, as shown in the map below.
5. The rohe (tribal region) of Waikato is bounded by Auckland in the north and Te Rohe Potae (King Country) in the south and extends from the west coast to the mountain ranges of Hapuakohe and Kaimai in the east.
6. Significant landmarks within the rohe of Waikato include the Waikato and Waipaa Rivers, the sacred mountains of Taupiri, Karioi, Pirongia and Maungatautari, and the west coast Whaingaroa (Raglan), Manukau, Aotea and Kawhia moana.



7. Waikato-Tainui has a range of rights and interests including, but not limited to, those that arise from the following:
 - (a) The 1995 Waikato Raupatu Lands Settlement (and the Waikato Raupatu Settlement Act 1995), the 2008 Settlement and Settlement Act;
 - (b) Tikanga and customary law;
 - (c) Common law (including the common law relating to aboriginal title and customary law); and
 - (d) The Treaty of Waitangi and its principles.
8. As part of the 2008 Settlement, we also signed the Kiingitanga Accord. A cornerstone of the settlement is that both Waikato-Tainui and the Crown have committed to enter into a new era of co-management.
9. The intention of the 1995 and 2008 Settlements were that the Crown would respect and work with Waikato-Tainui in good faith, as a Treaty partner. As set out in the Kiingitanga Accord, this requires the Crown to engage with Waikato-Tainui at an early stage when developing any legislation or policies, or making any decisions, affecting (or potentially affecting) settlement rights.
10. This obligation extends to Local Government and is demonstrated through our Joint Management Agreements with the local authorities in our rohe, which were established as one of the outcomes of our River Settlement.

AGENDA FOR THE ALL COUNCIL HUI

10.30 Mihi Whakatau

1. Whakawhanaungatanga (name / role / organisation)
2. Acknowledgement of newly elected Mayors/ Chairs and Councillors.
3. Acknowledgement of Maaori Ward councillors / Retention of Maangai Maaori
4. Role of iwi and Marae in Civil Defence emergencies
5. Social procurement – update and actions
6. Three Waters : update / introductions
7. Waikato-Tainui perspective on Local Government reforms
8. Tainui Group Holdings update and key issues

12.30 Karakia whakamutunga / Kai

Acknowledgement of newly elected representatives

11. Waikato-Tainui acknowledges the election and re-election of representatives across all our partner councils and acknowledge in particular Chair Pamela Storey (Waikato Regional Council), Mayor Paula Southgate (Hamilton City Council), Mayor Jacqui Church (Waikato District Council), Mayor Susan O'Regan (Waipaa DC) and Mayor Wayne Brown (Auckland) and their deputies.

12. Waikato-Tainui acknowledges the election of Maaori ward councillors across our rohe and offer our sincere congratulations. We look forward to working closely with all the Maaori ward councillors and offer our support to you all.

Waikato Regional Council: Tipa Mahuta and Kataraina Hodge

Hamilton City Council: Melaina Huaki and Moko Tauariki

Waikato District Council: Paaniora Matatahi-Poutapu and Tilly Turner (along with Kandi Ngataki, Marlene Raumati and Lisa Thomson who won general seats)

Waipaa District Council: Takena Stirling

13. Waikato-Tainui further acknowledge those of our tribal members who were appointed to the roles of Maangai Maaori across our partner councils.

14. We seek from all our partner councils support for the following actions: **That Maangai Maaori are re-confirmed for the new council term and that councils consider how they can embed the role of Maangai Maaori into the future.**

Role of iwi and Marae in Civil Defence emergencies

15. We have all been profoundly impacted by the extreme weather events of the past few weeks and the long terms impacts of these events on whaanau, communities, marae, iwi and Aotearoa in general.

13. Our team has been compiling data on climate change and its impacts for a number of years and discussing with marae that are most likely to be affected mitigation and possible retreat options. We have also participated in various hui, waananga, meetings, conferences and summits to hear and give perspective on the impacts of climate change on our Taiao and hapori.

14. Following the extreme weather events in Taamaki and North Waikato, we have been involved in the response and recovery efforts alongside our marae, hapuu, whanau, agencies and local authorities. Feedback from our whaanau is that they were not properly prepared and the response was varies.
15. Waikato-Tainui would like to propose **the development of a joint preparedness strategy for te rohe o Waikato including planning for mitigation and possible retreat plans for our affected Marae.**
16. **Given the key role marae continue to play in crisis events, covid and the flooding being key examples, we would also like to discuss how Civil Defence can support our marae with resourcing for planning and preparedness.**

Social Procurement

17. As we have shared previously with our partner councils; our Social Procurement strategy was developed in 2022 and is now being implemented. Our key focus at this stage of the implementation is creating opportunities for tribal businesses.
18. In this forum, we seek our partner council's commitment to social procurement and to share with Waikato-Tainui what that looks like.
19. **We seek these specific actions from our partner councils in relation to social procurement:**
 - (a) Councils to review your procurement policies to improve access for iwi/Maaori business
 - (b) Councils to work with Waikato-Tainui to lift the capability of iwi / Maaori business
 - (c) Councils to provide data on baseline procurement spend on iwi / Maaori business with a view to creating a strategy to increase that spend.

Three Waters

20. Waikato-Tainui wishes to record its disappointment at the Crown's failure to consider and address the Waikato River settlement framework, including Te Ture Whaimana - the Vision and Strategy for the Waikato River (Te Ture Whaimana), in developing and progressing the Three Waters reforms.
21. In particular, there has been a complete failure to refer to Te Ture Whaimana in the WSL or EECF Bills (and also in the three water services statutes already enacted), which is a breach of the express obligations in the Kiingitanga Accord between Waikato-Tainui and the Crown.
22. In very simple terms, the Waikato River Settlement and the Waikato Raupatu Claims (Waikato River) Settlement Act 2010 substantively modified the application of the RMA and a large number of other natural resources statutes to the extent they applied to the Waikato River and activities within its catchment affecting the Waikato River. Any changes to that unique statutory regime – which

comprises Tiriti settlement redress for Waikato-Tainui – must therefore be negotiated and agreed between Waikato-Tainui and the Crown.

23. A copy of our submission has been provided as part of this agenda package.

Local Government Reforms

24. Waikato-Tainui has been in established Joint Management Agreements (JMAs) with local authorities for over a decade. Though not limited to a particular kaupapa, the focus of these JMAs has been the appropriate management of the health and wellbeing of the Waikato River, as well as certain lands held in co-management. However, these agreements are also an important and useful tool to provide for better community outcomes.
25. Joint Management Agreements form a key pillar in Waikato-Tainui's exercise of its mana whakahaere within its rohe. **As such, Waikato-Tainui expects that all existing Joint Management Agreements and accords with local authorities will be maintained and strengthened in any reform to local government.**
26. Waikato-Tainui maintains that the legal weighting of 'give effect to' is the appropriate tool to ensure that Treaty principles are truly given effect to and those with such responsibilities may be held to account.
27. A copy of our submission has been provided as part of this agenda package.

Tainui Group Holdings Update

28. TGH continues to work collaboratively with councils to both sustainably manage the whenua and generate improved returns from progressing development aspirations. Most of this activity is in and around Kirikiriroa with a key focus on the Ruakura inland port and logistics area.
29. Development of the Ruakura estate continues with significant tenants in place including Kmart distribution centre anchoring the precinct. Construction is progressing well notwithstanding challenging weather conditions. A significant private plan change has been accepted by HCC for notification in April to rezone industrial land at Ruakura to residential for approximately 1200 homes and a small commercial centre to assist the cities housing supply challenge. Investment continues in the CBD with the soon to be opened ACC building setting a high standard and master planning the redevelopment of centre place mall with Kiwi Property. TGH are also continuing to progress value add opportunities at Meremere with a focus on sustainability and creating a circular economy. A recycling theme has merit to turn waste into valuable material if infrastructure challenges can be met.
30. Ensuring TGH develops and maintains effective relationships with councils in the policy and regulatory space continues to be a priority. The development of private developer agreements and regular hui to address issues of common concern are cornerstones of this approach.

Conclusion

31. We look forward to ongoing discussions on these matters at our JMA and other hui through-out this term.



pp. Donna Flavell
Chief Executive Officer, Waikato-Tainui

Friday 3 March 2023: All Council Hui

Waikato-Tainui

Nau mai haere mai ki te whare o Te Whakakitenga o Waikato



Vision

*Maaku anoo e hanga tooku nei whare
Ko ngaa pou oo roto he maahoe, he Patatee
Ko te taahuhu, he Hiinau
Me whakatupu ki te hua o te rengarenga
Me whakapakari ki te hua o te kawariki*

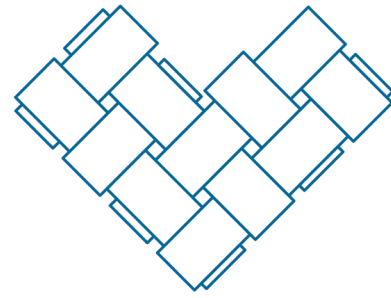
I shall fashion my own house
The support posts shall be of maahoe, Patatee
The ridgepole of Hiinau
The inhabitants shall be raised on rengarenga
Nurtured on kawariki

Mission

Kia tupu, kia hua, kia puaawai

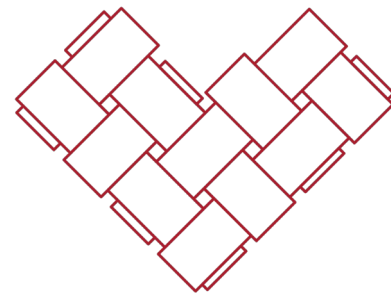
To grow, prosper and sustain





Parekawhia McLean

Chair of Te Whakakitenga o Waikato

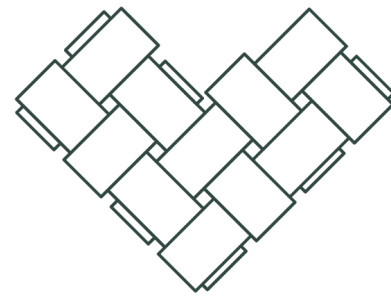


Tukoroirangi Morgan

Chair of Te Arataura

Donna Flavell

Chief Executive of Te Whakakitenga O Waikato



Hinerangi Raumati-Tu'ua

Chair of Tainui Group Holdings

Chris Joblin

Chief Executive of Tainui Group Holdings

Treaty Settlements

- Waikato Raupatu Lands Settlement 1995 (Waikato Raupatu Claims Settlement Act 1995).
- Waikato River Settlement 2008/2009 (Waikato-Tainui Raupatu Claims (Waikato River) Settlement Act) 2010.
- Currently in negotiation of Waikato-Tainui's remaining historical claims, including West Coast harbours (Kaawhia, Aotea, Whaingaroa and Manukau).
- Relationship between Waikato-Tainui and local authorities is a key part of the recognition and implementation of Treaty Settlements at a regional and local level.
- Upholding the Crown's Treaty Settlement obligations to Waikato-Tainui and maintaining an effective regional and local voice, centred on the health and wellbeing of Te Taiao and the interrelated health and wellbeing of iwi, hapuu and all communities of the Waikato, must be a fundamental of any Government law reform processes affecting the Waikato Region.

Maaori Wards/ Maangai Maaori

- Acknowledge the new Maaori Ward Councillors
- Waikato Tainui strongly support the retention of Maangai Maaori at all councils.

ACTIONS SOUGHT:

1. That Maangai Maaori roles are reconfirmed at all partner councils for the new Council term.
2. That Councils consider how they can embed the role of Maangai Maaori into the future.

Iwi / Marae and Civil Defence

- Extreme weather events
- Iwi / Marae tautoko to the community

ACTIONS SOUGHT:

1. Joint Preparedness Strategy for the next event including recognising and resourcing marae
2. Mitigation and possible retreat for affected Marae

Social Procurement

- Key Focus: creating opportunities for tribal businesses
- Seeking Council's commitment to SP and to share with WT what that looks like

ACTIONS

1. Councils to review procurement policies to improve access
2. Partnering with WT to lift the capability of businesses
3. Council provide data on baseline procurement spend on Maaori business

Cultural Awareness & Footprint Initiatives

- Key Focus: “Waikato the World”
- Value proposition: cultural narrative and Mana Whenua support
- Mana whenua need adequate lead-in time
- Importance of mandated representation

ACTIONS

1. Councils commitment to increasing cultural awareness
2. Access to long-term cultural narrative strategy to enable planning



Waikato River Settlement⁹²



- Centred on Te Ture Whaimana, the vision and strategy for the Waikato River:
Our vision is for a future where a healthy Waikato River sustains abundant life and prosperous communities who, in turn, are all responsible for restoring and protecting the health and wellbeing of the Waikato River, and all it embraces, for generations to come.
- Framework founded on the principles in the Kiingitanga Accord: Te Mana o te Awa, mana whakahaere, health and wellbeing, co-management, integration, Treaty of Waitangi and honour and integrity.
- Co-management mechanisms include:
 - Waikato River Authority (including appointments by Waikato River iwi and local authorities);
 - Joint management agreements (JMAs) between Waikato-Tainui and local authorities (including planning processes and decision-making);
 - Accords with Cro
 - Provision for development of integrated river management plan.
- Te Ture Whaimana is part of RPS, must be given effect to in regional and district plans, and overrides inconsistent national policy statements.
- River Settlement ensures that health and wellbeing of the River and regional/local voice takes precedence, with Waikato-Tainui and local government working collaboratively for the benefit of the region and all its communities.
- Critical to uphold these arrangements under the Crown's current resource management and Three Waters reforms.

Resource Management Reforms

- Natural and Built Environment (NBE) and Spatial Planning (SP) Bills.
- Increased central government direction (National Planning Framework) and new ‘independent’ regional planning committees proposed.
- Positive elements : recognition of Te Oranga o te Taiao and Te Tiriti o Waitangi.
- Waikato-Tainui concerns:
 - Failure – to date – to uphold Treaty settlements, including Waikato River arrangements;
 - Reduction in local/regional voice;
 - Complexity of planning processes, including mechanisms for iwi/hapuu participation;
 - Cost of new system.
- Crown is currently engaged with Waikato-Tainui on amendments to ensure that Waikato River Settlement arrangements are upheld
- Important opportunity therefore exists to ensure that there are bespoke mechanisms within the Waikato Region which uphold the current Waikato River arrangements and ensure:
 - Ongoing collaborative processes between Waikato-Tainui and local authorities; and
 - Strong regional and local voice, centred on the health and wellbeing of Te Taiao and the interrelated health and wellbeing of iwi, hapuu and all communities of the Waikato.

Local Government Reforms

- Existing partnership agreements between iwi/hapuu and local government must be maintained and strengthened.
- The mana whakahaere and decision-making authority of iwi/hapuu must be given effect to under a new Tiriti-based partnership framework.
- A more concerted effort is required by both local and central government in building capacity for iwi/hapuu to participate in local governance.
- Maaori should be given an equal voice in decision-making at the council table.

ACTIONS

1. JMA Councils continue working with Waikato Tainui to ensure the Waikato River Settlement and the Waikato Raupatu Claims (Waikato River) Settlement Act 2010 is upheld including Te Ture Whaimana within the new regime of the various reforms

Three Waters

- Waikato-Tainui is an active member of:
 - **Waipuna aa Rangi**, the iwi collective for water services **entity A**; and
 - **Te Manawa o Ngaa Wai**, the iwi collective for water services **entity B**
- Settlement Protection

ACTIONS

1. JMA Councils continue to 'Give Effect to Te Ture Whaimana' and working alongside the River Iwi to ensure its implementation
2. JMA Councils continue working with Waikato Tainui to ensure the Waikato River Settlement and the Waikato Raupatu Claims (Waikato River) Settlement Act 2010 is upheld include Te Ture Whaimana within the new regime of the various water reforms

Tainui Group Holdings

- Commercial arm of Waikato-Tainui
- Kaitiaki of 4,000ha, including 13ha in Hamilton central
- Focus is to activate whenua to create long-term value
- Regulatory settings and alignment with councils matter

ACTIONS

1. We seek effective working relationships with Councils
2. Alignment between elected members and Council executives is critical



Te Rauputiputi farm, Whatawhata

Tainui Group Holdings

- Current Kirikiriroa development opportunities
 - Ruakura Superhub
 - ACC regional headquarters: opening April 2023
 - Centre Place: long-term redevelopment

ACTIONS

1. Council support and priority for Ruakura zone changes and future property developments
2. Joint approach on funding strategy for critical infrastructure eg Spine Rd extension



Ruakura Superhub

Tainui Group Holdings

- Hamilton to Auckland corridor opportunities
 - Strategic whenua holdings at:
 - Meremere
 - Huntly
 - Rotowaro
 - Hopuhopu



Meremere

ACTION

1. Emerging area of focus is Meremere – multiple development possibilities which will require Council support/partnership

Tainui Group Holdings

KEY TAKE AWAYS

1. Highly effective council relationships help realise aspirations for whenua
2. Many council and TGH outcomes and policies are well aligned
3. Ensuring council regulatory responses are as enabling as possible is an ongoing expectation
4. TGH will continue to deliver quality and sustainable development outcomes which benefit our iwi, city, rohe and country.
5. When iwi succeed, everyone succeeds

Paatai / Koorero