

## A13 RAGLAN

TRANSPORT	GROWTH	COMMUNITY/ SOCIAL	TOWN CENTRE	EMPLOYMENT	ENVIRONMENT	CULTURAL
Bypass to Rangitahi	Sea level rise	Isolation for the elderly, elderly moving out	Wharf area developed for everybody, winter and summer, needs management and able to be used by all	Employment for youth, entry level	Recycling	Embrace history
Bike trail and walkway to Whale Bay	Define character areas	Avoid gentrification, minority groups having to leave	Bank in town	Training and skills development	Environmental issues that need to be addressed	The diversity of the community is an opportunity
Two-way bridge	Affordable housing - guidelines for AirBnB (poor balance between permanent and visitors)	Need more education	Parking regulation	Businesses want to set up here	Encouraging self-sufficiency in power and local food production	Include signs in Te Reo, TOW education
Access into Raglan - Greenslade Rd is a dangerous corner	Plan growth, how much and where, currently poor planning	Need a youth hub	Parking by the wharf	Tourism	Spray-free - alternative	Support a strong Maori culture
Safety around schools	Areas under special character	Improve social capital	Narrow streets	There is diversity in skills in the area - new businesses	Food / seed and tool banks, building resilience	Respect Tangata Whenua
Traffic problems especially on market days	Different energy codes and building codes for new development	How to integrate new people into the community culture 'about the way things are done in Raglan'	Re-use heritage buildings	High retail rates - money off tourists	Waste as a resource	Cultural Centre
More cycling opportunities	Sewerage and stormwater infrastructure needs improving	Consult with community before making changes in town, DP is complicated to make a submission, some don't feel comfortable in formal setting (Maori, youth)	Town is vibrant through compactness	Global businesses in Raglan	GE free	
Boardwalks on coast	Speed of growth and poor planning	Sports centre, all sports together in one place	Underground parking (see map)	Not just relying on tourism		
Bridle paths	Concern about Rangitahi development, impact on traffic	Lack of accountability for decisions, Community Board needs more authority	Wi Neera Street area belongs to the public, nothing happening	Hospitality		
Parking issue		Lack of policing and emergency services		Local contracts - jobs to locals		
		Gang patches, youth getting involved		Good wifi is needed		
		Lots of the community commute which reduces cohesion		Eco-tourism		
		Co-operative housing		Un-affordable commercial property		
		Inequality, social housing needed, iwi partnerships				
		Living wage				
		Lack of venues				

## A14 TAMAHERE

TRANSPORT	GROWTH	COMMUNITY/ SOCIAL	TOWN CENTRE	EMPLOYMENT	ENVIRONMENT	CULTURAL
Connect communities, lack of transport facilities, public transport	Sustainable land use, high density areas - need to be smart about using the land. Not huge development, but some spaces	No places to get together - form more of a community. School - but if you don't have small children, hard to get to know people in the community	Restaurants art galleries, markets (in St Stephens grounds) and festivals	Restaurants art galleries, markets	Pest eradication	Historical sites - pa sites
User-friendly cycleways - healthy lifestyles as a goals - tie in walking cycling to transport, footpaths underpass bridges, safety, connect walks, walkway/cycleway to Hamilton and to schools - safe way to commute	Arable land not being used - blocks too big. Restricted by zoning for subdivisions and growth	Recreational opportunities - parks, tracks through gullies, playgrounds, there are some, but some need their own. Woodcocks Rd doesn't have a playground	Limited space	Boat cruises	Gully restoration project	Good iwi connections maintained
Southern links urgently needed	Adequate infrastructure, sewerage system, water inadequate	Sport, multisport facilities	The right size, don't need a supermarket	Close to mystery creek	Zero-waste	
Congestion at Hillcrest	Get rid of power poles	Arts centre, library		Airport close by	Protect significant natural areas	
Lots of traffic through village	Why do we have to grow? Not the right area - people here want the large sections	Range of council services needed locally, better alignment between HCC and WDC facilities		Tourism - historical sites, BnBs	Tree planting policies	
Train to Auckland	Hamilton is encroaching on Tamahere - keep a separate area	Lack of school space - middle school needed		Need an i-site on the internet - book accommodation, activities, access maps, cycleways		
Traffic safety around school	Intensification needs to be quality	Severance from SH1		Retail provision		
More footpaths	Levels of service don't reflect rates	Plan for green belts				
Limited access into areas of the community	Retain productive farmland	Great security needed				
Severance - don't want Tamahere cut in half, east - west severance	Retain character and high amenity	Retirement village accessibility				
Park and ride at bus stops	Tainui owns a lot of land but hasn't decided on use					

## A15 MATANGI

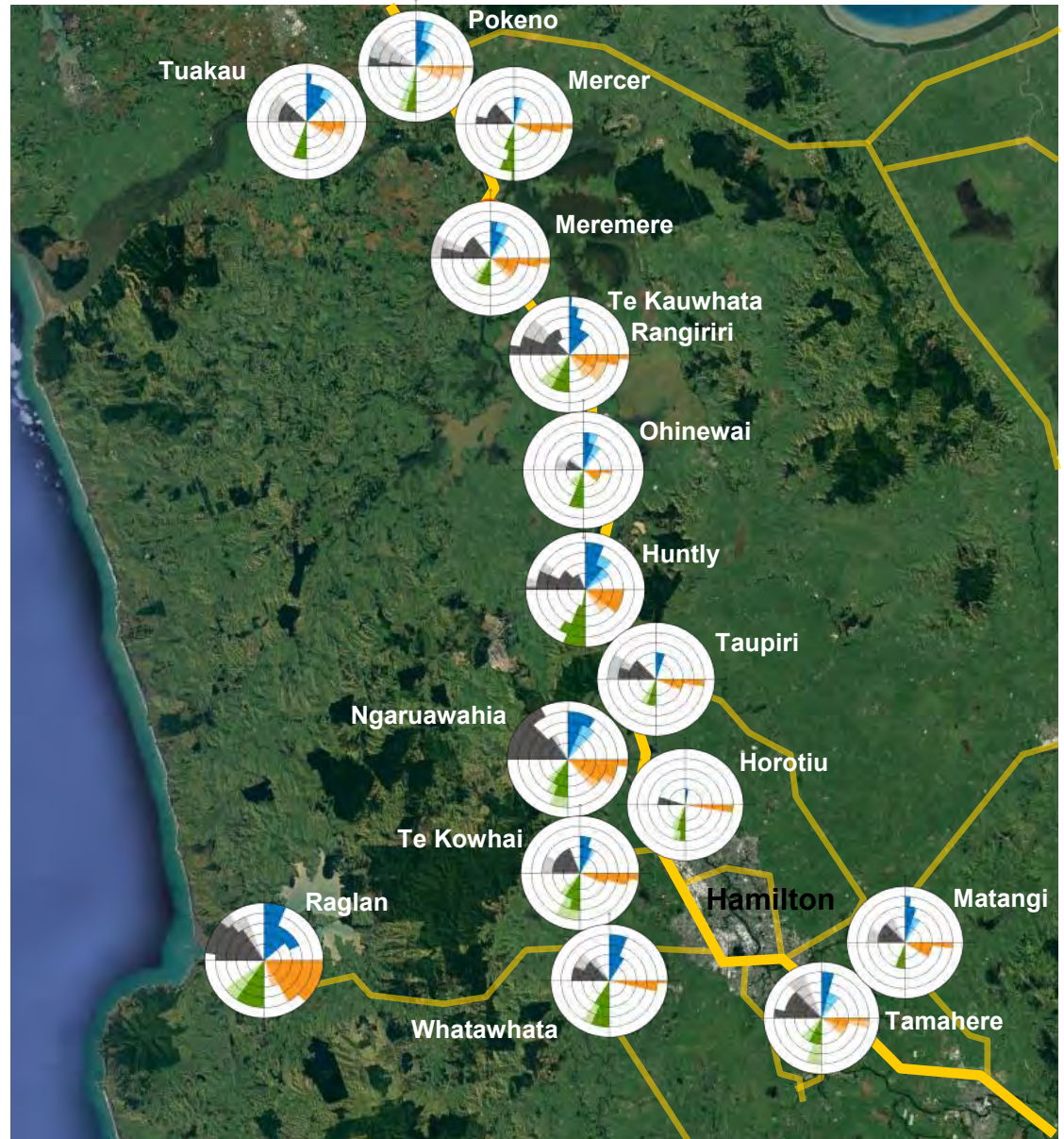
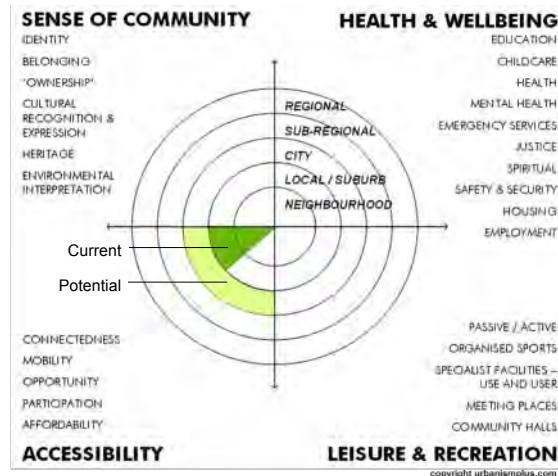
TRANSPORT	GROWTH	COMMUNITY/ SOCIAL	TOWN CENTRE	EMPLOYMENT	ENVIRONMENT	CULTURAL
Connecting to city and other towns - buses and cycleways	Large areas being cut up into smaller blocks.		Highly identified village, but also rabbit run for traffic	Factory, limited parking and safety issues with trucks next to shops		Support development of village history
Safety, flow, some come through to avoid the SH traffic - expressway should alleviate, but people still will come through as no on-ramp at Morrinsville	Wastewater and sewerage system only serves the part of village existing, but at capacity - would need more infrastructure			Livestock improvement centre, agricultural research		
Want loop bus service through Matangi and Newstead	Restricted by zoning for subdivisions and growth					
Keep pedestrian crossing.	Connect sewerage to Hamilton city					
	Limit subdivision on productive land					
	Comment related to Newstead: Certainty and awareness for locals					

## APPENDIX B - WAIKATO DISTRICT COUNCIL LOCAL AREA WORKSHOPS COMMUNITY WELLBEING OUTCOMES

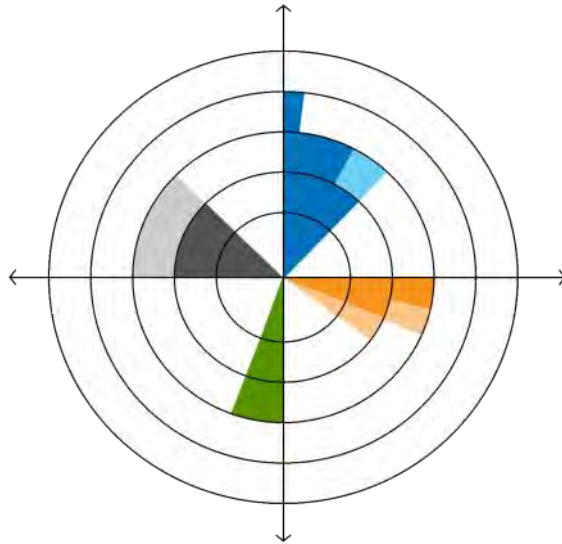
Community wellbeing includes a wide variety of tangible and non-tangible factors. A place-based review of each local settlement was undertaken in the LAB workshops to assess the social infrastructure and wellbeing of communities relative to each other. The community circles set out on the following pages show the outcome, considering quantitative and qualitative aspects of each place under four headings:

- Health and Wellbeing
- Leisure and Recreation
- Accessibility
- Sense of Community

The graphic representation aims to show both the existing situation (solid colour), based on a number of sub-factors, and ideas for the ready potential for that location based on proposed plans, strategies or other developments in the area (translucent colour), as well as the situation at different scales, from the neighbourhood (centre of the circle) to the regional scale (edge of the circle). The wider the wedge, the greater the wellbeing in that particular aspect (see example below).

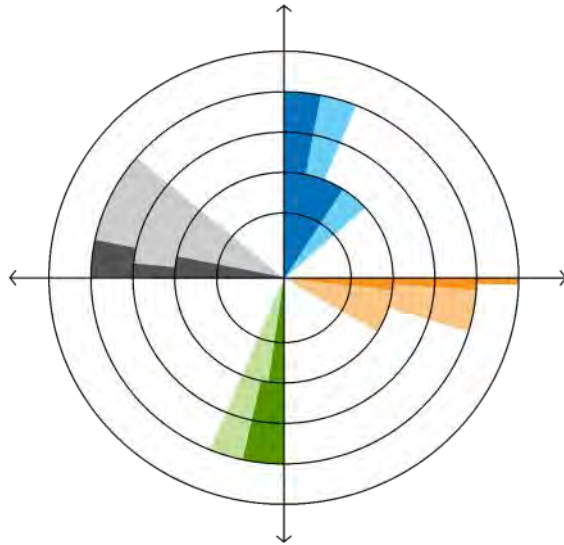


B1 TUAKAU



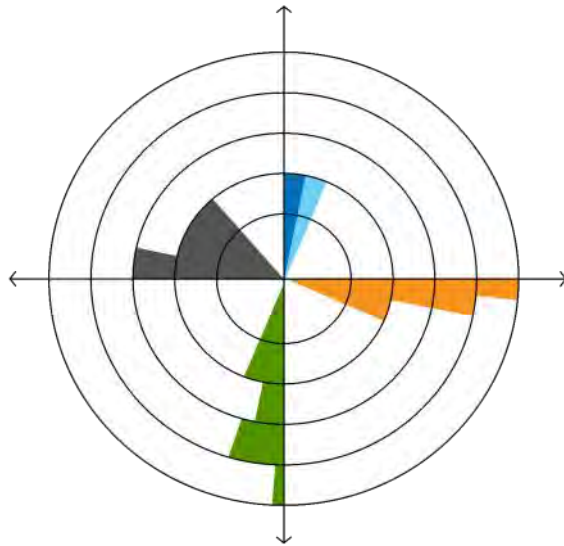
	Existing	Ready potential
<b>Health and wellbeing</b>	<ul style="list-style-type: none"> <li>• Education: one primary school, two colleges</li> <li>• Childcare available</li> <li>• Health centre, no after hours</li> <li>• All emergency services</li> <li>• Churches</li> <li>• Several marae</li> <li>• Few safety and security issues</li> <li>• Housing available</li> <li>• Employment mostly outside Tuakau</li> </ul>	
<b>Leisure and recreation</b>	<ul style="list-style-type: none"> <li>• Several large parks</li> <li>• Sports clubs, including rugby club and leisure centre buildings</li> <li>• Community hall in town centre</li> <li>• Library in town centre, no longer adequate</li> </ul>	<ul style="list-style-type: none"> <li>• Council service centre and library under consideration</li> <li>• Community plan underway for new/ upgraded leisure centre in J. Lightbody Reserve</li> <li>• Recreational routes along river</li> </ul>
<b>Accessibility</b>	<ul style="list-style-type: none"> <li>• Lack of connectivity and pedestrian access on neighbourhood level</li> <li>• Lack of bus services and frequency</li> <li>• Town centre accessible</li> <li>• Harder to access state highways</li> </ul>	<ul style="list-style-type: none"> <li>• Railway line and station present</li> </ul>
<b>Sense of community</b>	<ul style="list-style-type: none"> <li>• National level: place Edmund Hillary grew up</li> <li>• Local shops, schools, churches, marae bringing community together</li> <li>• High level of social deprivation (9 on the index)</li> <li>• Alexandra Redoubt</li> <li>• Lack of employment -commuter town</li> <li>• Community representation review: call from the community to split Onewhero / Tuakau Community Board</li> </ul>	

B2 POKENO



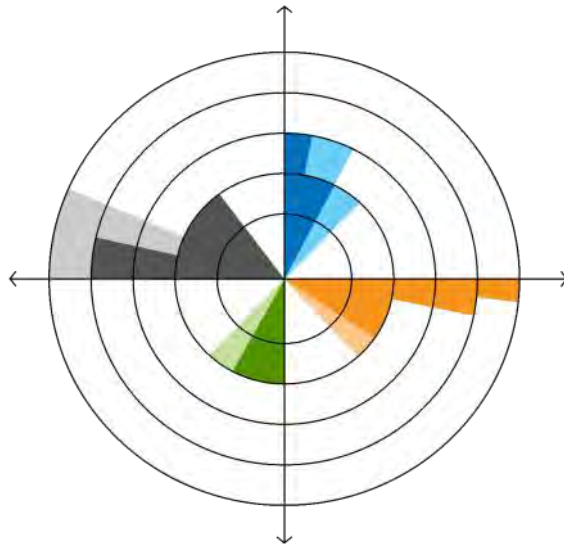
	Existing	Ready potential
<b>Health and wellbeing</b>	<ul style="list-style-type: none"> <li>• Employment - variety, including large factories, need more industrial land</li> <li>• Emergency - fire station, police (traffic)</li> <li>• Health - health centre, hospital at Middlemore, afterhours and ambulance at Pukekohe</li> <li>• Education - primary school with volume double in recent years, playcentre on schools grounds told to leave, ECE centre</li> <li>• No major safety and security problems, perception from outside can be negative</li> </ul>	<ul style="list-style-type: none"> <li>• New ECE centre consented</li> <li>• New factories consented and being constructed</li> </ul>
<b>Leisure and recreation</b>	<ul style="list-style-type: none"> <li>• Hall</li> <li>• Dog exercise park</li> <li>• Passive tourism activities - food and beverage</li> </ul>	<ul style="list-style-type: none"> <li>• Proposed 12ha wetlands, walkway</li> <li>• Proposed sportsgrounds</li> <li>• Limited open spaces</li> </ul>
<b>Accessibility</b>	<ul style="list-style-type: none"> <li>• Residential areas are far from TC</li> <li>• Truck stop creates an impediment with trucks travelling through the TC</li> <li>• Inefficient to get on / off motorway</li> <li>• Less affordable with private vehicles as long distances and high petrol prices</li> <li>• Public transport to Tuakau and Pukekohe</li> <li>• Tourist accessibility through Intercity stop</li> </ul>	<ul style="list-style-type: none"> <li>• Footpaths are lacking</li> <li>• Potential underpass to connect west and east</li> <li>• Land has been identified for potential Park and Ride (but how feasible with rail in Drury - a high level assessment is required?)</li> </ul>
<b>Sense of community</b>	<ul style="list-style-type: none"> <li>• Existing residents have a sense of community</li> <li>• Queen's Redoubt</li> <li>• Strong local Iwi</li> <li>• Historically significant as start of the NZ wars on Pokeno Rd</li> <li>• Sunday market</li> <li>• Known for ice cream, bacon, and Possum Bourne</li> <li>• Three identity components of tourism, business / industry, and residents</li> </ul>	<ul style="list-style-type: none"> <li>• New residents will require community building, ownership, will likely commute to Auckland</li> </ul>

B3 MERCER



	Existing	Ready potential
<b>Health and wellbeing</b>	<ul style="list-style-type: none"> <li>• Education: Primary, increasing in numbers (43 to 80)</li> <li>• Health: Nothing local, through Pokeno</li> <li>• Emergency: Fire station moving</li> <li>• Church</li> <li>• Safe and secure neighbourhood</li> <li>• Older housing, no new housing</li> <li>• Employment: service station, Pokeno bacon, cheese, McDonalds</li> <li>• Stopbanks, flooding issues, DOC land floods northern part of reserve and TC</li> </ul>	
<b>Leisure and recreation</b>	<ul style="list-style-type: none"> <li>• Te Araroa trail</li> <li>• Motocross, rowing club, skydiving</li> <li>• Meeting places: airfield café, winery (far), rowing club pub</li> <li>• Mainline Steam Heritage Trust engines</li> </ul>	<ul style="list-style-type: none"> <li>• Sports fields</li> </ul>
<b>Accessibility</b>	<ul style="list-style-type: none"> <li>• Freedom camping happening but not legal, no facilities</li> <li>• Slip on Koheroa Road (east link) which won't be fixed until 2024 so trucks can't access</li> <li>• Interchange</li> <li>• Often used as truck stop</li> </ul>	
<b>Sense of community</b>	<ul style="list-style-type: none"> <li>• Mercer ratepayers association</li> <li>• Positive, strong, good turnout</li> <li>• Heritage buildings</li> <li>• Museum</li> </ul>	<ul style="list-style-type: none"> <li>• Possibility for a better link between the marae site and the river</li> <li>• Heritage sites</li> </ul>

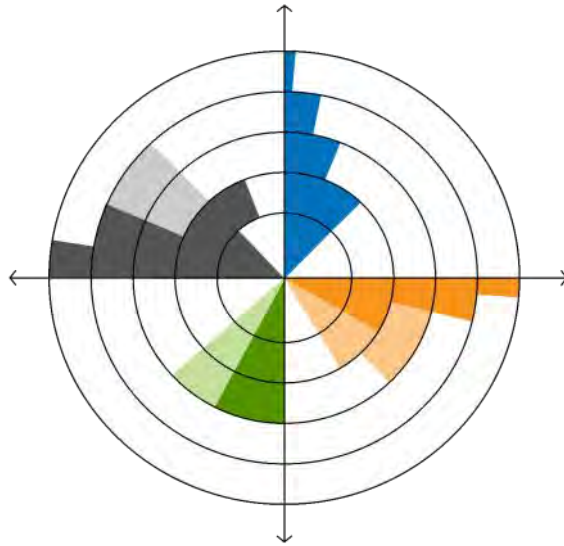
B4 MEREMERE



	Existing	Ready potential
<b>Health and wellbeing</b>	<ul style="list-style-type: none"> <li>• Social audit needed</li> <li>• Primary School with recreation facilities – Principal - social barrier</li> <li>• Kohanga Reo run from school and community centre</li> <li>• Social services and high school serviced by Te Kauwhata</li> <li>• DHB/MSD funded services available</li> <li>• District Nurse based in Ngaruawahia</li> <li>• Limited hours doctor</li> <li>• No emergency services in Meremere</li> <li>• Te Kauwhata police presence</li> <li>• Church/es (based in home)</li> <li>• Gang presence, perceived and real safety issues - lack of through traffic</li> <li>• 15 empty dwellings, empty lots, several new build homes, majority of houses from the power station era (approx. 70s, brick, solid and dry)</li> <li>• Low employment                             <ul style="list-style-type: none"> <li>- Closest opportunities - Springhill Prison, landfill and transfer station, Hampton Downs</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Employment potential on industrial land - eg high temp waste incineration</li> </ul>
<b>Leisure and recreation</b>	<ul style="list-style-type: none"> <li>• Waikato River walking trail/Te Araroa (difficult access)</li> <li>• Weekly basketball</li> <li>• Library (limited hours)</li> <li>• Community centre</li> <li>• Sport Waikato (presence and programmes unknown)</li> </ul>	<ul style="list-style-type: none"> <li>• New library building to be built behind community centre</li> </ul>
<b>Accessibility</b>	<ul style="list-style-type: none"> <li>• Lack access to public transport</li> <li>• Inadequate access from highway to Meremere</li> <li>• No through traffic</li> <li>• Long distance to hospital</li> <li>• Rural women's car pool services</li> <li>• Neighbourhood steep topography</li> <li>• Use and hire of community centre has increased</li> </ul>	
<b>Sense of community</b>	<ul style="list-style-type: none"> <li>• Services northward, identity southward</li> <li>• Increased stability and retention of residents within 5 years</li> <li>• Increased confidence and sense of community</li> <li>• Negative outside perception</li> <li>• Several active community committees</li> <li>• Pa site, redoubt</li> <li>• Connection to river and wetlands</li> </ul>	

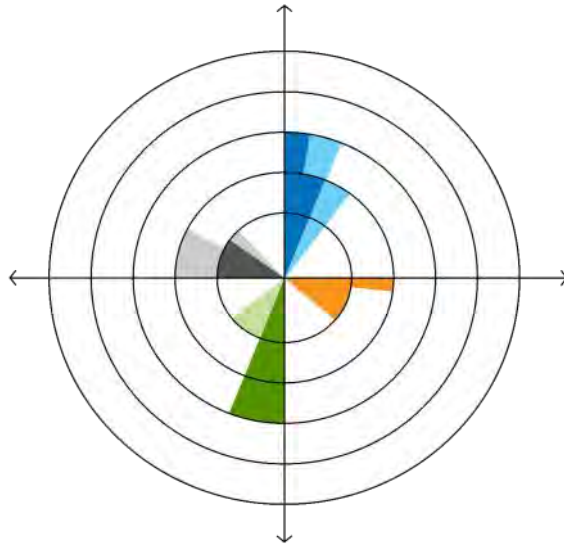


B5 TE KAUWHATA



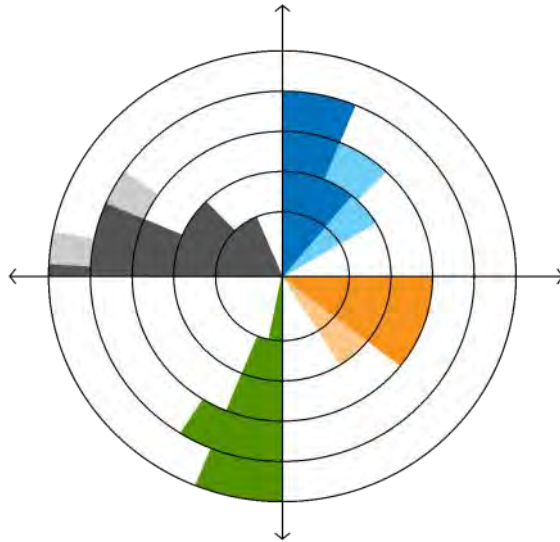
	Existing	Ready potential
<b>Health and wellbeing</b>	<ul style="list-style-type: none"> <li>• Education: one college, one primary school, and a small school in Rangiriri</li> <li>• Childcare centres</li> <li>• Adequate basic health facilities</li> <li>• No mental health centre</li> <li>• Emergency services: fire, police, St Johns</li> <li>• Several churches</li> <li>• One marae</li> <li>• No serious safety and security issues</li> <li>• Little diversity in housing</li> <li>• Local employment in farming, Spring Hill Prison, Hampton Downs</li> <li>• National level refuse centre near Hampton Downs</li> </ul>	<ul style="list-style-type: none"> <li>• More diverse housing to be constructed in Lakeview development, including retirement village</li> </ul>
<b>Leisure and recreation</b>	<ul style="list-style-type: none"> <li>• Long distance cycling</li> <li>• Hampton Downs racing</li> <li>• Wetlands</li> <li>• Sports facilities at domain - rugby, squash court, and equestrian, pool at college, bowls club</li> <li>• Community facilities: hall, Te Kauwhata House</li> </ul>	<ul style="list-style-type: none"> <li>• Recreational routes and bridle paths to be constructed at Lakeview development</li> </ul>
<b>Accessibility</b>	<ul style="list-style-type: none"> <li>• Location on expressway</li> <li>• Reasonable affordability</li> <li>• Easy to get around entire town and key destinations</li> <li>• Most people have car</li> <li>• People get involved in community</li> <li>• Reasonable quality streetscape in neighbourhoods</li> </ul>	<ul style="list-style-type: none"> <li>• Likely more affordable housing in Lakeside development</li> <li>• Improved bus services to be implemented</li> <li>• Train station for possible future train services</li> </ul>
<b>Sense of community</b>	<ul style="list-style-type: none"> <li>• Strong sense of community</li> <li>• Has its own newspaper</li> <li>• 'Village feel'</li> <li>• Rangiriri:                             <ul style="list-style-type: none"> <li>• Rangiriri paa site at</li> <li>• Te Wheoro's Redoubt</li> <li>• WW1 Memorial Gates</li> </ul> </li> <li>• Awareness of issues with Lake Waikare</li> </ul>	<ul style="list-style-type: none"> <li>• Plans for walkways around wetlands, opportunity for interpretation</li> </ul>

B6 OHINEWAI



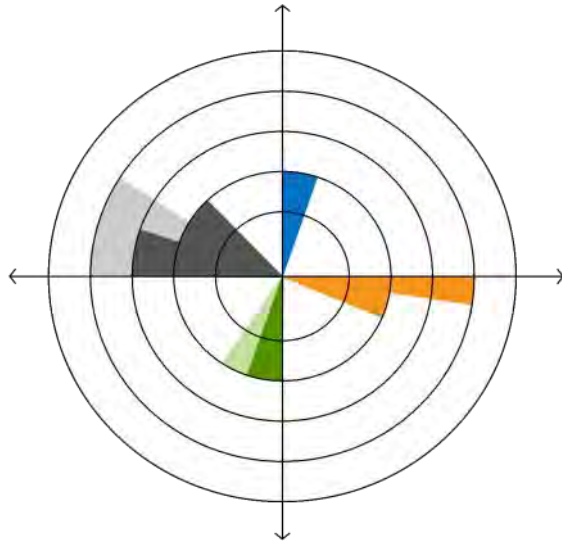
	Existing	Ready potential
<b>Health and wellbeing</b>	<ul style="list-style-type: none"> <li>• 1 primary school</li> <li>• No childcare</li> <li>• No health or mental health facilities</li> <li>• No emergency services (currently travel from Huntly with concerns around response times - evaluate against future, faster access to Huntly - is there a management response to improve conditions?)</li> <li>• No justice services - Prison (Dept of Corrections) run courses at the hall often</li> <li>• Church group services held at the hall</li> <li>• Sense of a safe community</li> <li>• Large lots, limited mix of housing</li> <li>• Minimal employment</li> </ul>	<ul style="list-style-type: none"> <li>• Primary school has room to expand onsite</li> </ul>
<b>Leisure and recreation</b>	<ul style="list-style-type: none"> <li>• Tennis courts</li> <li>• Indoor bowls (in hall)</li> <li>• Community hall</li> <li>• Women's Institute</li> <li>• Badminton (in hall)</li> <li>• Tourist campervan club that stay three times per year</li> <li>• Bird Club come once each year</li> <li>• Frequent private hire of the hall (4-5 times per week)</li> <li>• Two lakes, but both are fenced off. Used for duck shooting</li> </ul>	
<b>Accessibility</b>	<ul style="list-style-type: none"> <li>• Great access to the Waikato Expressway</li> <li>• No footpaths around the village</li> <li>• Limited access East/west and over the railway line and SH1</li> <li>• No footpaths around lake or reserve</li> </ul>	
<b>Sense of community</b>	<ul style="list-style-type: none"> <li>• Quite a few long term residents</li> <li>• Aging population</li> <li>• Good sense of belonging</li> <li>• No clear cultural identity</li> <li>• Community locals often clean up rubbish</li> </ul>	<ul style="list-style-type: none"> <li>• Increase of community feel and communication within the community</li> </ul>

B7 HUNTLY



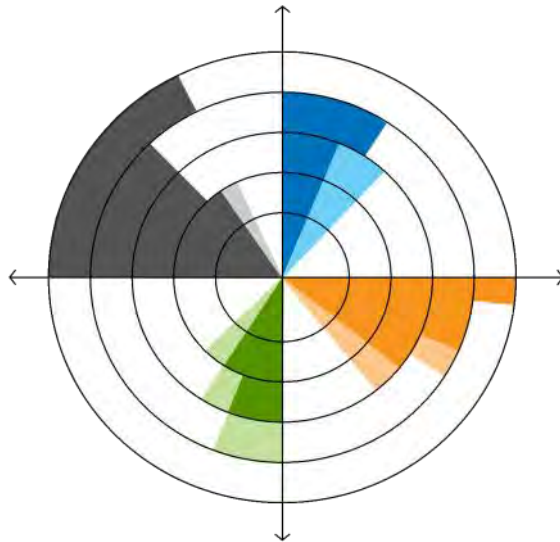
	Existing	Ready potential
<b>Health and wellbeing</b>	<ul style="list-style-type: none"> <li>• One college and several primary schools</li> <li>• Inadequate number of childcare facilities (check up)</li> <li>• Health facilities available (not after hours)</li> <li>• Many mental health services</li> <li>• Friendship House, men's sheds</li> <li>• Needs social audit</li> <li>• Fire, police, and St John's Ambulance services present</li> <li>• Court house, and periodic detention</li> <li>• Several churches</li> <li>• Marae</li> <li>• Lack of police presence</li> <li>• '3/10' real and perceived safety</li> <li>• Petty crime concentrated in the western area</li> <li>• Many state houses of poor quality</li> <li>• Clusters of high value housing in the hills on the eastern side</li> <li>• Employment opportunities in quarries, manufacturing, retail/services, farming</li> <li>• Commute for work (more than TK)</li> </ul>	<ul style="list-style-type: none"> <li>• CCTV cameras to be installed</li> </ul>
<b>Leisure and recreation</b>	<ul style="list-style-type: none"> <li>• Rugby, league, football</li> <li>• Recreation around lake</li> <li>• Small gym</li> <li>• RSA</li> <li>• Men's shed</li> <li>• Conference centre</li> <li>• Memorial Hall (being repaired)</li> <li>• Public open spaces</li> </ul>	<ul style="list-style-type: none"> <li>• Memorial Hall once repairs completed</li> </ul>
<b>Accessibility</b>	<ul style="list-style-type: none"> <li>• River creates division</li> <li>• Lack of private vehicle ownership, no WOF/registration</li> <li>• Many walk</li> <li>• Bridge over rail line often closed, and alternative bridge is unsafe</li> <li>• Steep terrain, and footpaths particularly difficult for elderly</li> <li>• Transport to facilities and services available for particular groups</li> <li>• Social and community initiatives (non-profits) mainly run by same person</li> <li>• High level of social deprivation, many receiving government benefits</li> <li>• House prices are low, but increasing</li> </ul>	
<b>Sense of community</b>	<ul style="list-style-type: none"> <li>• Ethnically diverse community</li> <li>• Negative outside perception</li> <li>• Shift towards staying, hard working</li> <li>• Volunteering</li> <li>• Multi-generational families staying</li> <li>• Waahi Pa, Rakaumangamanga (note environmental understanding and initiatives for the lake/river)</li> <li>• Less ownership</li> <li>• Grassroots music, kappa haka, performing arts, hip hop</li> <li>• Arts scene growing, wearable arts</li> </ul>	

B8 TAUPIRI



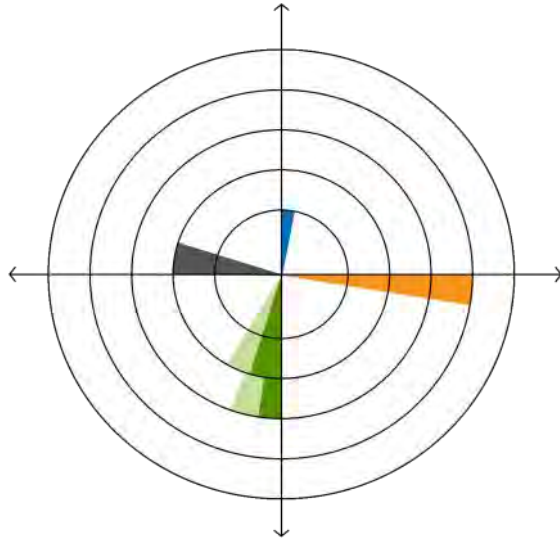
	Existing	Ready potential
<b>Health and wellbeing</b>	<ul style="list-style-type: none"> <li>• Education: Primary, no Secondary, daycare, playcentre</li> <li>• No health services</li> <li>• No emergency services</li> <li>• Church (service is in Te Reo so some don't attend)</li> <li>• New subdivision going in, mostly residential, generally older houses, affordable housing available (and price is good)</li> <li>• Employment: Farm source, vet services, hopinstopin, recycled clothing shop, water pump shop, mechanics</li> <li>• Safety and Security is mostly good</li> </ul>	
<b>Leisure and recreation</b>	<ul style="list-style-type: none"> <li>• Bowling club, rugby fields, playground, club tennis, netball courts, skate park</li> <li>• Taupiri Setters Hall and Taupiri Memorial Hall</li> <li>• Taupiri Tavern</li> <li>• Bob Byrne Park, needs second toilet, playground, more planting</li> </ul>	<ul style="list-style-type: none"> <li>• Toilet at Bob Byrne Park</li> </ul>
<b>Accessibility</b>	<ul style="list-style-type: none"> <li>• Connectedness: Buses are fantastic, most patronised regional bus route</li> <li>• Mobility: Footpaths okay, motorway a bit of an issue as it splits the town. There is an underpass.</li> <li>• Opportunity: 6/10</li> <li>• Participation 6/10 - community board is quite active, Taupiri youth group</li> <li>• Affordability: buses are useful but no proper services in the village</li> </ul>	<ul style="list-style-type: none"> <li>• Wattsgrove Bridge to be completed</li> <li>• BP consented (service centre)</li> <li>• Could be improvements in opportunity and participation</li> </ul>
<b>Sense of community</b>	<ul style="list-style-type: none"> <li>• Identity: high</li> <li>• Heritage: Taupiri Maunga, youth group, Marae, many heritage sites, Urupa and walkway</li> <li>• Expression: Opportunity, not often taken up</li> <li>• Environmental: restoration work occurring on Maunga, Waikato River and the red River (Mangaura)</li> <li>• Taupiri Cemetery</li> </ul>	<ul style="list-style-type: none"> <li>• Restoration work on Maunga, Rivers</li> </ul>

B9 NGARUAWAHIA



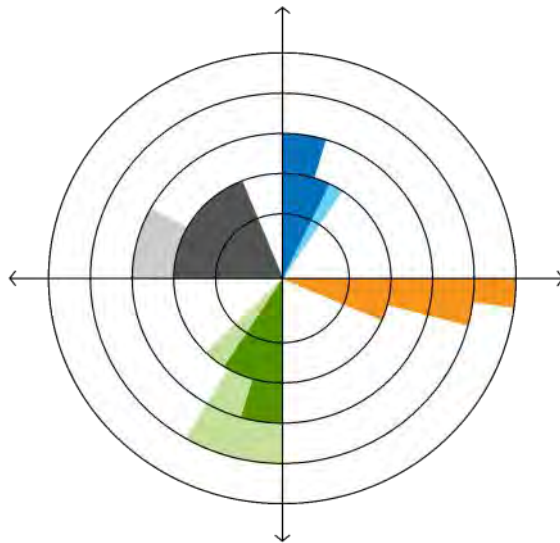
	Existing	Ready potential
<b>Health and wellbeing</b>	<ul style="list-style-type: none"> <li>• Education: 4 primary schools (1 Kura), 1 high school, 5 daycare centres (1 in progress), 1 playcentre, 3 Kindies</li> <li>• Health: 1 medical centre, 1 medical clinic, No mental health facilities, Tu Tangata (social workers), 2 pharmacies</li> <li>• Emergency: Fire</li> <li>• Worship - 6 churches</li> <li>• Safety and Security - Internal perception fine, external perception different</li> <li>• Housing: Housing NZ, pensioner flats (WDC), Papakainga at Te Waewae Marae</li> <li>• Employment - WINZ, WDC, AFFCO, Tainui, New World (high employment)</li> </ul>	<ul style="list-style-type: none"> <li>• Emergency</li> <li>• Pending police station</li> <li>• St Johns (building pending?)</li> <li>• Safety and Security</li> <li>• Improve external perception</li> </ul>
<b>Leisure and recreation</b>	<ul style="list-style-type: none"> <li>• 1 golf course, 3 rugby club, Waka Ama Sports, Squash Club, Bowling Club, Soccer Club</li> <li>• River Fitness Stations</li> <li>• Te Awa Cycleway</li> <li>• 2 Reserves and Point Reserve with playgrounds</li> <li>• Hakarimata Ranges / Walk</li> <li>• 1 Gym (Te Waewae Marae)</li> <li>• Art Centre Twin Rivers (pending building being built)</li> <li>• Dance groups / martial arts</li> <li>• Halls (includes School Halls)</li> <li>• Kapa Haka / Performing Arts / culture</li> </ul>	
<b>Accessibility</b>	<ul style="list-style-type: none"> <li>• Mobility - not enough footpaths to access Ngaruawahia fully (especially wheelchair and prams)</li> <li>• Connectedness - loud voices in the community are very loud so can cause disconnections. Some annual events are well attended (Koroneihana Regatta)</li> <li>• Affordability - isn't really a barrier in the community. Sports clubs are very supportive with fees, transportation for struggling whanau</li> </ul>	<ul style="list-style-type: none"> <li>• More footpaths</li> </ul>
<b>Sense of community</b>	<ul style="list-style-type: none"> <li>• Identity: Gang presence, Kingitanga, Two rivers meet at the Point Reserve. Great social support within the community e.g. free food pantry</li> <li>• Ownership: Ngaruawahia Community Board - Twin River Arts, Knitting Groups, Wine Group, Walking Group</li> <li>• Cultural: Koroneihana Regatta, Split decision on cultural tourism, display Kingitanga, knowledge history, significant sites, annual events - marae (some people) want to open to tourism others believe it is tapu and too special</li> <li>• History: See above, Tourism group ready, mana whenua want to develop their significant sites</li> <li>• Environmental: 1080 peaceful protesters very active, community very protective</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement relationship between WDC and Board</li> <li>• Cultural tourism</li> </ul>

B10 HOROTIU



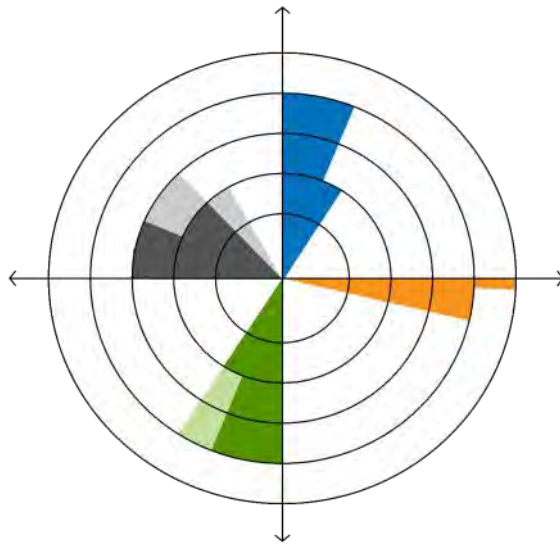
	Existing	Ready potential
<b>Health and wellbeing</b>	<ul style="list-style-type: none"> <li>• Education: Primary School - out of zone; daycare which is a playcentre</li> <li>• No health services</li> <li>• No emergency services</li> <li>• No church</li> <li>• New areas to be subdivided - older housing</li> <li>• Digger sections out of Horotiu</li> <li>• Close to Northgate for employment and also AFFCO (odour)</li> </ul>	
<b>Leisure and recreation</b>	<ul style="list-style-type: none"> <li>• New Te Awa walkway</li> <li>• Dog park</li> <li>• Splashy arts</li> <li>• School grounds</li> <li>• School hall</li> </ul>	<ul style="list-style-type: none"> <li>• Walking and cycling connections to Te Kowhai and Horsham Downs</li> <li>• Walking and cycling routes along Waikato River</li> </ul>
<b>Accessibility</b>	<ul style="list-style-type: none"> <li>• Footpaths safety to be improved</li> <li>• Not easy for elderly, prams</li> <li>• Intersection a barrier, crossing from to west issues</li> <li>• Public transport option</li> <li>• Te Awa walkway popular</li> </ul>	
<b>Sense of community</b>	<ul style="list-style-type: none"> <li>• Identity - strong school connection, farming community, community connection limited</li> <li>• Heritage buildings</li> <li>• Splashy - Horotiu Hall</li> <li>• Kernot Rd</li> <li>• Maori Gardens</li> <li>• River Corridor</li> </ul>	

B11 TE KOWHAI



	Existing	Ready potential
<b>Health and wellbeing</b>	<ul style="list-style-type: none"> <li>• Primary school (Year 1-8)</li> <li>• Many services obtained nearby in Ngaruawahia or Hamilton</li> <li>• Day care services available</li> <li>• St Stephen's Anglican Church</li> <li>• Housing - older housing stock in the village, larger country living lots being constructed, Perrin Park retirement housing</li> <li>• Over 600 home businesses based in Te Kowhai</li> </ul>	
<b>Leisure and recreation</b>	<ul style="list-style-type: none"> <li>• Airpark (use locally and wider, has hosted international events)</li> <li>• Regional rugby</li> <li>• Market</li> <li>• New Te Otamanui walkway from village centre to Waipa River</li> <li>• Reserve with playground, skate park, and dog exercise park</li> <li>• School facilities including hard courts, playground and pool</li> <li>• Te Kowhai Hall</li> </ul>	
<b>Accessibility</b>	<ul style="list-style-type: none"> <li>• Footpaths are well connected within Te Kowhai village (but not within and to new subdivisions)</li> <li>• Good vehicle access to nearby settlements</li> <li>• No public transport</li> <li>• School bus available</li> <li>• Air access - airpark</li> <li>• Opportunities for community engagement - active participation</li> <li>• Largely affordable for demographic</li> </ul>	<ul style="list-style-type: none"> <li>• Development of a new inner relief road</li> <li>• Completion of the Te Otamanui Walkway</li> </ul>
<b>Sense of community</b>	<ul style="list-style-type: none"> <li>• Strong community and identity</li> <li>• Long standing families and ties</li> <li>• Recent installation of signage along Te Otamanui walkway describing local history</li> <li>• Community groups active - eg walkway construction and working bees</li> </ul>	

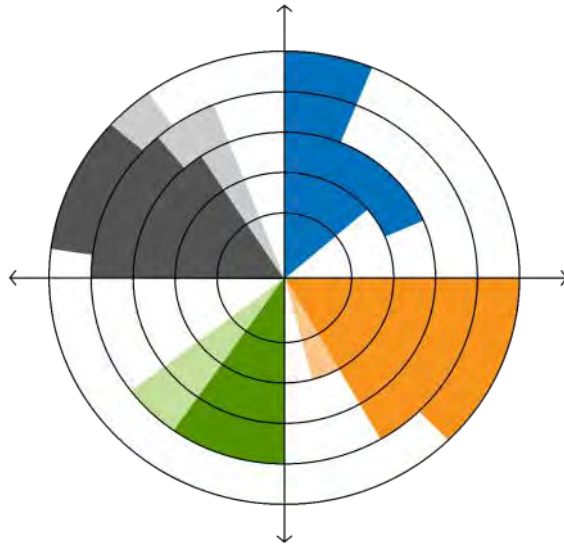
B12 WHATAWHATA



	Existing	Ready potential
<b>Health and wellbeing</b>	<ul style="list-style-type: none"> <li>• Primary school (Year 1-8)</li> <li>• Childcare (also services Raglan through commuter use to/from Hamilton)</li> <li>• Many services accessed nearby in Hamilton</li> <li>• Lack doctor</li> <li>• Church</li> <li>• Housing - older housing stock in the village, new large lot countryside living, two marae</li> <li>• Employment - school, ITM, local shops (cafes, petrol station)</li> </ul>	<ul style="list-style-type: none"> <li>• Plans for new meeting space have traction</li> </ul>
<b>Leisure and recreation</b>	<ul style="list-style-type: none"> <li>• Tennis courts, golf course, rugby club (widely utilised through marae connections)</li> <li>• Various fitness and recreational groups, but lack of recreational facilities makes them hard to run, promote, and find venues</li> <li>• Te Araroa trail runs through Whatawhata on SH23</li> <li>• Dog exercise park</li> <li>• Pick your own berry farm attraction</li> </ul>	<ul style="list-style-type: none"> <li>• More shops and employment uses</li> </ul>
<b>Accessibility</b>	<ul style="list-style-type: none"> <li>• Congestion, severance and safety issues due to the intersection of SH23 and SH39</li> <li>• Public bus service provides connection to several locations</li> <li>• No footpaths or cycle paths connecting outer suburbs</li> <li>• Affordability issues - wide demographic range</li> </ul>	
<b>Sense of community</b>	<ul style="list-style-type: none"> <li>• Strong identity and history</li> <li>• History celebrated inside community, comes from outside through whakapapa</li> <li>• Cultural and economic divide (diverse range)</li> <li>• Two marae: Omaero, and Te Papaorotu</li> </ul>	

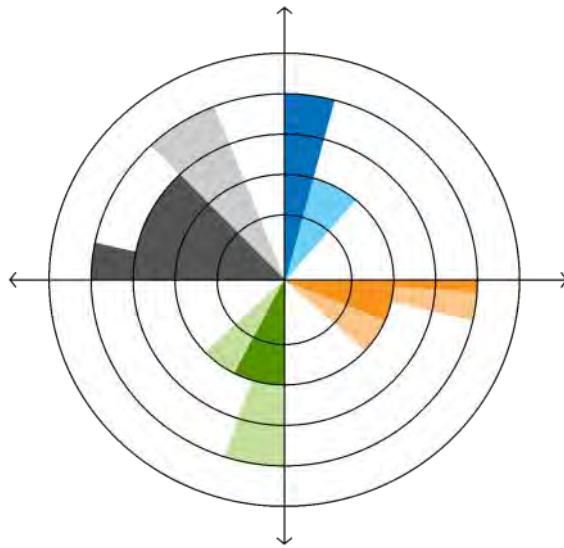


B13 RAGLAN



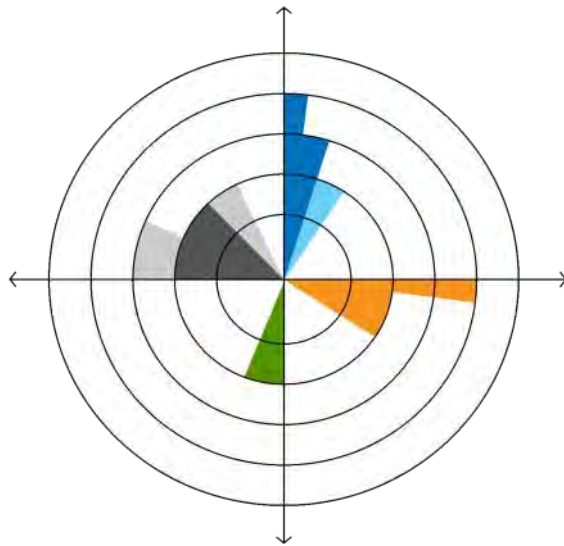
	Existing	Ready potential
<b>Health and wellbeing</b>	<ul style="list-style-type: none"> <li>• Education - various options covering a wide age and skill level. Early childhood (many available), kura kaupapa, primary, kohanga reo (Kokiri centre - needs support), marae based, adult education, Maori immersion, gardening programme</li> <li>• Daycare (many available)</li> <li>• Plunket</li> <li>• Health and mental health - natural healthcare, retreats (including Bryant home - fragile mums retreat), fitness, West Coast Health, Community House, approximately 6 GPs, practice nurses, rest home with hospital facilities, lacking mental health support - usually sourced outside of Raglan,</li> <li>• Emergency services, safety and security - ambulance (Mon-Fri, not after-hours), coastguard, policing is not every night, and increased over summer, neighbourhood support, community night patrol, Maori wardens (not so visible now), no court. Increased issues with safety over summer, and issues with gangs.</li> <li>• Spiritual - many churches and spaces for a wide range of beliefs, and catering for all ages.</li> <li>• Housing - wide range, but affordability issues increasing with rising land and house prices (particularly for elderly, low decile, young families) Small residential in town, lifestyle properties, papakainga, tiny houses, Stuart St housing for the elderly, holiday homes, Airbnb rentals, empty homes.</li> </ul>	More papakainga housing to be constructed
<b>Leisure and recreation</b>	<ul style="list-style-type: none"> <li>• Passive/active recreation - wide range of sports available, with clubs/teams</li> <li>• Natural environment, reserves, and beach for outdoor recreation</li> <li>• Specialist facilities - Golf course, soccer fields, bmx track and skate park, mountain bike trails, rugby club, tennis courts, bowling club, school facilities, playgrounds</li> <li>• No dedicated multisports facility</li> <li>• Campground</li> <li>• Many galleries, arts trail, Raglan Arts facility and Raglan Arts Council, market, museum</li> <li>• Youth movement</li> <li>• Exercise and craft groups (but no dedicated space)</li> <li>• Raglan Town Hall</li> </ul>	Theatre being built - a clay shed for performing arts
<b>Accessibility</b>	<ul style="list-style-type: none"> <li>• Well connected to Hamilton by road, with public bus services available</li> <li>• Challenges around topography, needs around understanding disability, traffic safety, and improved footpaths and cycling infrastructure</li> <li>• Active and involved community, with community groups such as Raglan Naturally</li> <li>• Events well attended</li> <li>• Affordability - financial issues lead to some community members unable to attend and participate in some activities</li> </ul>	
<b>Sense of community</b>	<ul style="list-style-type: none"> <li>• Strong base for the sense of community, but stronger connections required.</li> <li>• Diverse community</li> <li>• Two active marae. Tangata whenua and heritage of national significance</li> <li>• Strong environmental focus</li> <li>• Challenges - tension with tourism, iwi feeling left out of growing community, isolation of youth and elderly, high percentage of high needs people, poverty, mental health issues (depression, suicide, addiction)</li> </ul>	

B14 TAMAHERE



	Existing	Ready potential
<b>Health and wellbeing</b>	<ul style="list-style-type: none"> <li>• Education - High decile primary school, Montessori school, several daycare centres</li> <li>• Eventide retirement village (with dementia care)</li> <li>• Home-based employment common, and close proximity to Hamilton for other employment</li> <li>• St Stephens Anglican</li> <li>• Little housing diversity - majority large lot (countryside living). Some 6-bed rental houses</li> </ul>	<ul style="list-style-type: none"> <li>• Fosters Hub under construction - includes several health and wellbeing services</li> <li>• New extension to Eventide retirement village (hospital wing)</li> <li>• Further employment opportunities coming with Fosters Hub and retirement village extension</li> <li>• New Sanderson Retirement Village</li> </ul>
<b>Leisure and recreation</b>	<ul style="list-style-type: none"> <li>• Primary school pool with community access</li> <li>• Lacrosse and junior soccer</li> <li>• Monthly market in the church grounds</li> <li>• Community Hall (half owned by the school, half by WDC)</li> <li>• Some walkways / cycleways (piecemeal)</li> </ul>	<ul style="list-style-type: none"> <li>• Playground and skate park</li> <li>• Further walkways and cycleways planned, including the Te Awa cycleway</li> </ul>
<b>Accessibility</b>	<ul style="list-style-type: none"> <li>• SH1 creates severance through Tamahere</li> <li>• Bus access is limited and not useful for the general public. Vehicles are usually required for transport. School buses are available</li> <li>• Social connection provided through markets, school, hall, and café. Noted school is the greatest opportunity for connection, so it can be difficult for those without children</li> <li>• Residents are generally affluent, with disposable income, so affordability of accessibility is not typically an issue</li> <li>• Residents are considered well educated and engaged</li> </ul>	<ul style="list-style-type: none"> <li>• Planned walkways and cycleways will increase accessibility</li> <li>• East-west link will decrease the impact of the severance created by SH1</li> </ul>
<b>Sense of community</b>	<ul style="list-style-type: none"> <li>• Countryside living environment creates an identity, as people choose to live in Tamahere for this lifestyle</li> <li>• Can be a challenge to meet people other than neighbours - insular, large lot environment</li> <li>• Working professionals</li> <li>• Street party, market</li> <li>• Culture of helping neighbours or when spotting someone who needs assistance</li> <li>• Community groups with high level of engagement and action - Council supported Tamahere Community Committee, and other committees for purposes such as hall, gully</li> <li>• Heritage and cultural recognition - homogenous 'white' community trying to embrace history. Only ward without a marae, although come under Tauwhare Pa (Ngati Hoa). Good relationship with iwi</li> </ul>	<ul style="list-style-type: none"> <li>• Concerned about being engulfed by Hamilton</li> <li>• Gully restoration including Titoki Pa and historical recognition. Make Mahingarangi-Tamahere stories more visible</li> <li>• Construction of the hub will increase the sense of community</li> </ul>

B15 MATANGI



	Existing	Ready potential
<b>Health and wellbeing</b>	<ul style="list-style-type: none"> <li>• Education - Matangi Primary School, several childcare options</li> <li>• Assisi retirement village</li> <li>• St David's church (active), and a chapel at Assisi</li> <li>• Main employment is sourced from dairy, the factory (has 25 businesses in premises), school, local shops</li> <li>• Diversity in housing - smaller residential lots, larger lifestyle blocks, approximately 1000 farms, papakainga housing</li> </ul>	
<b>Leisure and recreation</b>	<ul style="list-style-type: none"> <li>• Small playground</li> <li>• Rugby club with playground</li> <li>• Primary school has a playground and a pool</li> <li>• Squash club</li> <li>• Bowls</li> <li>• Local hall is open for community activities</li> <li>• Tourist attraction - pick your own berries, icecream</li> </ul>	
<b>Accessibility</b>	<ul style="list-style-type: none"> <li>• Rail line has historical use and doesn't sever town</li> <li>• Footpaths are limited (in town and Matangi Rd only)</li> <li>• Allan Turner walkway connects across gully</li> <li>• Interest and participation in community issues</li> </ul>	<ul style="list-style-type: none"> <li>• Road reserves, especially Matangi Road, allow for new footpaths</li> <li>• Plans for the development of more mixed use and retail areas</li> </ul>
<b>Sense of community</b>	<ul style="list-style-type: none"> <li>• Identity based on factory, history, farming and rural lifestyle</li> <li>• Sense of pride in the settlement and community</li> <li>• Long history with families and land ownership</li> <li>• Factory has famous history with inventions and company origins</li> <li>• Active marae - Tauwhare</li> <li>• Matangi community group</li> <li>• Interested in gully restoration</li> </ul>	

# HUNTLY

## LOCAL AREA BLUEPRINT

### WHAT ARE YOUR TOP THREE PRIORITIES?

We came to your town in 2018 to hear what was important to you and what you wanted to see in your community in the future.

We heard lots of great ideas and have listed lots of them below. We would now like to hear what your top three priorities for your town are. These top priorities will then be used by Council when they're making decisions. It's important to note that just because it might be in the Blueprint, it doesn't mean an idea or project will happen straight away, or even at all. If it does happen, the project may not necessarily be Council funded. Instead it might be led and funded by other agencies but just needs Council's support.

It's important that we hear from you, even if we've got it right and you have no other suggestions.

The Waikato District Blueprint will work to achieve the overall vision established by the Council for the district, which is to create Liveable, Thriving and Connected Communities – *He noohanga aahuru, he iwi whai ora, he hapori tuuhono tahi.*

Have your say by visiting [waikatodistrict.govt.nz/blueprints](http://waikatodistrict.govt.nz/blueprints)



#### IDENTITY

- Build a strong identity based on the river corridor, and the unique qualities of the local area.
- For Huntly, consider the lakes, power, mining, bricks, arts, and promote as a strong rugby league centre.



#### COMMUNITIES

- Prepare a reputational strategy that builds on local pride.
- Promote waka ama on the Waikato River and lakes.



#### NATURE

- Prepare a strategy for the clean-up of the lakes and addressing any other environmental issues resulting from mining activity.



#### GROWTH

There are no specific priorities relating to this topic for your town. Refer to Appendix A for ideas from the Huntly Area Workshop.

For district-wide priorities on this theme, visit: [waikatodistrict.govt.nz/blueprints](http://waikatodistrict.govt.nz/blueprints)



#### IWI

There are no specific priorities relating to this topic for your town. Refer to Appendix A for ideas from the Huntly Area Workshop.

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#### WAIKATO DISTRICT BLUEPRINTS

More information on your Local Area Blueprint plus other towns and areas in the district is available on our website. You can also have your say and view the district-wide Blueprint at [waikatodistrict.govt.nz/blueprints](http://waikatodistrict.govt.nz/blueprints)

# HUNTLY

## LOCAL AREA BLUEPRINT



### ECONOMY

- Promote a Puketirini Employment, Skills and Technology Cluster that builds on existing uses.
- Promote a Puketirini building fabrication construction cluster.
- Develop a youth strategy to tie in with the development of the Puketirini Cluster.
- Support the Huntly Wearable Arts event. Consider increasing its frequency and creating more economic spinoff (e.g. skills development).
- Determine key town centre strategy and management needs.
- Identify if, how much, and where, possible additional employment land for office development is needed beyond the zoning in the Proposed District Plan.
- Identify if, how much, and where, possible additional employment land for retail development is needed beyond the zoning in the Proposed District Plan.



### TRANSPORT

- Support the central interchange off the Waikato Expressway.
- Support the production of a cycle/walking strategy that links the lakes, river and town centre.
- Promote a new pedestrian river bridge.
- Promotion of passenger transport services, including opportunities for commuters.



### INFRASTRUCTURE

- Resolve waste water and water reticulation issues.



### GOVERNANCE

There are no specific priorities relating to this topic for your town. Refer to Appendix A for ideas from the Huntly Area Workshop.

For district-wide priorities on this theme, visit:  
[waikatodistrict.govt.nz/blueprints](http://waikatodistrict.govt.nz/blueprints)



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**PROPOSED DROP-IN SESSIONS****Pokeno and Mercer**

Pokeno Hall – **Tuesday 12 March**, 5pm-8.30pm

**Meremere, Te Kauwhata, Rangiriri**

TK Rugby Club -**Wednesday 13 March**, 5.30pm-7.30pm

**Tuakau**

Tuakau Library late night – **Thursday 14 March**, 5-8pm

**Ngaruawahia, Horotiu and Taupiri**

Stall at Turangawaewae Regatta **Saturday 16 March**

**Te Kowhai and Whatawhata**

Te Kowhai Hall evening drop-in session - **Tuesday 19 March**, 5.30pm-7.30pm

**Raglan**

Raglan library late night – **Wednesday 20 March**, 5-8pm

**Huntly and Ohinewai**

Huntly library late night - **Thursday 21<sup>st</sup> March**, 5-8pm

**Tamahere and Matangi**

School pick up session – **Tuesday 26th March**, 2pm-6pm

**Ngaruawahia, Horotiu and Taupiri**

Ngaruawahia library late night - **Wednesday 27 March**, 5-8pm

### **Open Meeting**

<b>To</b>	Strategy & Finance Committee
<b>From</b>	Clive Morgan General Manager Community Growth
<b>Date</b>	15 February 2019
<b>Prepared by</b>	Jim Ebenhoh Planning and Policy Manager
<b>Chief Executive Approved</b>	Y
<b>Reference #</b>	GOV1318 / 2154421 / 2173970 / 2173973 / 2173971 / 2173972
<b>Report Title</b>	Housing and Urban Development Authority

## **I. EXECUTIVE SUMMARY**

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The purpose of this report is to inform the Committee of the Government's decision to create a national Housing and Urban Development Authority (UDA), and the implications of this for Council.

In addition to consolidating the development activities of Housing New Zealand and KiwiBuild, the UDA will lead small- and large-scale urban development projects in areas throughout the country where the Government considers there is a need for coordinated action and certain powers to achieve urban development goals such as housing affordability and integrated land use and infrastructure planning. It will have its own staff and can exercise its powers independently but will work in partnership with other agencies, local government, iwi and private partners. Its powers will include shortened planning and consenting processes; funding, building and changing infrastructure; bringing together parcels of land; and reconfiguring reserves.

It is not yet known where the UDA will focus its efforts, but given the growth pressures in the Waikato District (and the work being undertaken as part of the Hamilton to Auckland Corridor Plan), Council needs to be open to the possibility of having the UDA operating within the district.

There are no direct funding implications for Council, though the Council will need to be resourced to engage with the UDA so that the district's interests are adequately and convincingly represented. It will be important to ensure that the UDA does not focus solely on increasing development capacity, without considering the impact on and potential opportunities for existing communities, as well as the quality of new development itself and environmental impacts.

## 2. RECOMMENDATION

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**THAT the report from the General Manager Community Growth be received.**

## 3. BACKGROUND

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The Government announced on 24 November 2018 that it will be creating a Housing and Urban Development Authority (UDA). This UDA, according to the Minister for Housing and Urban Development, will have “cut-through powers to build quality state and affordable homes and create thriving master-planned communities.” The Minister stated that the UDA will “transform the way New Zealanders live, work and play by building communities with a mix of public, affordable, and market housing, as well as the jobs, transport links, open spaces and facilities people need – it will do this at scale and pace so we can build our way out of the national housing crisis.”

The authority will lead a range of large and small urban development projects throughout the country in partnership with local government, iwi and the private sector.

For some large-scale complex development projects, the UDA will have access to a range of statutory powers, most of which currently exist in a decentralised form across multiple agencies and levels of government. These include:

- shortened planning and consenting processes;
- building and changing infrastructure;
- funding infrastructure and development;
- bringing together parcels of land; and
- reconfiguring reserves.

New legislation to establish the UDA will be introduced to Parliament in 2019, with the first projects expected to be up and running in early 2020.

The factsheet attached as Appendix I has more information on the planned UDA.

## 4. DISCUSSION AND ANALYSIS OF OPTIONS

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### 4.1 DISCUSSION

The Government’s decision has been made, and there is really no decision for Council to make at this time. Council may, however, want to consider how it positions itself with respect to working with the UDA in the future. While Council is unable to demand or prevent the UDA’s involvement in the Waikato District, it can advocate for the UDA to become involved in certain areas, or not. The Council can also take a relatively passive role and let the UDA do its work, or it can provide resource to work alongside the UDA, the Waikato Regional Council and other agencies to the extent it is able.

The rationale for a UDA, as spelled out in a number of discussion documents and Cabinet papers in recent years, is sound. Particularly with second generation or “brownfields”



development, the difficulties and risks involved with poor quality, aging or at-capacity infrastructure and disparate and fragmented land ownership means the private sector struggles to undertake these developments alone. On this basis, there is no reason why Council should oppose the creation of a UDA, or the potential for it to become involved in the Waikato District.

At the same time, the statutory powers listed above are wide-ranging and have the potential to over-ride local community participation and local government decision-making. See Appendix 2, “Summary of enabling development powers for specified projects.” To mitigate the risk of those powers being used unnecessarily, they are intended to apply only to “specified development projects.” Such projects would be identified through an “establishment phase” that would seek territorial authority agreement and involve public consultation before the Minister makes a decision to establish the project.

Once the project was established as a “specified development project,” it would have access to the shortened consenting process referred to above, but this would still involve a public consultation stage, in addition to formal submissions and consideration by independent commissioners, before a development plan could be approved. The main differences with current Resource Management Act processes would be that Elected Members could not be commissioners, and no appeals to the Environment Court would be permitted other than on points of law.

Only once a development plan was approved would the “specified development projects” be able to proceed with the other statutory powers above relating to funding, infrastructure, land assembly, etc. In addition, the UDA would become the resource consenting authority for the project area for any further individual consents required.

See Appendix 3, “Establishing a Specified Development Project,” and Appendix 4, “Overall checks and balances for UDA projects” for more detail on this process.

## 4.2 OPTIONS

As discussed above, there are limited options for Council at this stage, and no decision is necessary. However the Council may wish to discuss and consider how it wishes to engage with the UDA in the future.

As stated above, the rationale for a UDA is sound, and there is no obvious reason why Council should choose a position of resistance or confrontation with respect to the UDA’s creation or potential involvement in the Waikato District. Council will likely, however, want to keep its options open with respect to the stance it takes on the establishment of a ‘specified development project’ or the content of any proposed development plan for those specified projects. Regardless of whether it supports a project or not, proactive engagement with the UDA is likely to result in the most community benefit.

In a general sense, proactive engagement with the UDA can be assessed as follows:

### Benefits:

- Council can nominate certain projects for UDA involvement if it thinks that the UDA is best-placed with its powers and expertise to deliver benefits to the community.

- A strong relationship from the early stages will assist with communication and collaboration at later stages when the UDA might become more intensively involved in the district.
- Council staff can learn more about the UDA, rounding out their awareness of the planning system.

**Disadvantages:**

- Staff time would be required to engage with the UDA
- There could be a perception that Council is too close with the UDA, particularly if the UDA works on projects that are unpopular within the district, or ultimately unsuccessful.

**Risks:**

- As above, there is a reputational risk to Council if the UDA projects are unpopular or unsuccessful.
- The UDA will need to be resourced. Council staff could potentially be targeted to help with resourcing it. This could result in Council experiencing resourcing issues of its own.

**Stakeholder impact:**

- The intention is that Council engagement with the UDA would result in net benefits for stakeholders. However, actual outcomes remain to be seen.
- There is also potential for Council relationships with stakeholders to suffer collateral damage from any breakdown in the UDA's relationships with these parties; conversely, Council's relationships could benefit from any strong partnerships the UDA establishes.

**Costs**

- As above, staff time would be required to engage with the UDA. This can be calibrated to meet the perceived needs for discussion on any particular topic, and the availability of Council staff.

## **5. CONSIDERATION**

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### **5.1 FINANCIAL**

There are no financial implications to this report, or to eventual Council engagement with the UDA other than staff time.

### **5.2 LEGAL**

There are no legal considerations, as the UDA will be created directly by government legislation. Council's engagement with the UDA would fit within the purpose of local government as per Section 10 of the Local Government Act, as the UDA's work would include meeting the current and future needs of communities for good-quality local infrastructure. With regard to the performance of regulatory functions, the UDA would override some of the Council's functions, but with the goal of maintaining appropriate controls in a cost-effective way.

### 5.3 STRATEGY, PLANS, POLICY AND PARTNERSHIP ALIGNMENT

The UDA will not itself change Council's strategies, plans, policies or partnerships. However, key strategic documents such as the District Development Strategy, the District Plan (operative and proposed), the District-wide Blueprint and Local Area Blueprints were not written with a UDA in mind. Those documents may need to be revised to include UDA involvement as another implementation method, to reference the UDA as a key partner / stakeholder, and to acknowledge the possibility of the UDA overriding the Council's strategic goals and/or regulatory frameworks. Proactive measures to ensure that UDA involvement is positive and appropriate could be incorporated into these documents. The Hamilton to Auckland Corridor Plan however is being prepared with having a tool like the UDA to help with progressing implementation.

The Joint Management Agreement with Waikato-Tainui (JMA) is not directly affected by the UDA, but unless the UDA itself establishes and maintains a strong partnership with Waikato-Tainui, the JMA could be seen as being devalued because of Council's decreased role in urban development.

### 5.4 ASSESSMENT OF SIGNIFICANCE AND ENGAGEMENT POLICY AND OF EXTERNAL STAKEHOLDERS

Council's Significance and Engagement Policy is not triggered by today's decision, which is only to receive this report. It may be appropriate to eventually supplement central government's own communication about the UDA with Council-provided information about the UDA concept, the possible applicability to the district, and how Council expects it and the community to be involved.

Highest levels of engagement	Inform	Consult	Involve	Collaborate	Empower
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Tick the appropriate box/boxes and specify what it involves by providing a brief explanation of the tools which will be used to engage (refer to the project engagement plan if applicable).</i>	This report is to inform Council about the UDA. Once legislation is passed, and details are known on where the UDA is likely to be applied, engagement can occur with Waikato-Tainui, the relevant community boards / committees, and other stakeholders.				

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

Planned	In Progress	Complete	
	X		Internal (has been discussed among some staff in different groups / departments)
X			Community Boards/Community Committees
X			Waikato-Tainui/Local iwi
X			Households
X			Business
			Other Please Specify

Council is not required to engage with any parties on this matter, which is a central government decision and initiative. However, Council may wish to increase awareness of the UDA and its implications across the district. This can be done in a staged manner, as details of the UDA's formation and potential involvement in the district become known.

## **6. CONCLUSION**

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The government's formation of a UDA has implications for how Council is involved in future land use and infrastructure planning and development in the district. While Council has no significant options at this stage other than to receive this report or not, it can consider its positioning with respect to working with the UDA in the future. A proactive, well-resourced approach with adequate communication internally and externally can potentially leverage significant benefits for the community.

## **7. ATTACHMENTS**

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Appendix 1: UDA Factsheet, Ministry of Housing and Urban Development, November 2018.

Appendix 2: "Summary of enabling development powers for specified projects," from "Housing and Urban Development authority: overview of proposals," PowerPoint presentation by Ministry of Housing and Urban Development, November 2018.

Appendix 3: "Establishing a specified development project," from "Housing and Urban Development authority: overview of proposals," PowerPoint presentation by Ministry of Housing and Urban Development, November 2018.

Appendix 4: "Overall checks and balances for UDA projects," from "Housing and Urban Development authority: overview of proposals," PowerPoint presentation by Ministry of Housing and Urban Development, November 2018.

## Factsheet

# Establishing the Housing and Urban Development Authority

The Government is taking a hands-on approach to tackling homelessness, unaffordable housing, and ensuring much needed urban development, housing and infrastructure is delivered at scale and pace. To do this, Government is creating a Housing and Urban Development Authority to work across the housing and urban development system to build healthy, secure and affordable homes within thriving communities for New Zealanders.

Today's announcement is the first step in this process. We will continue to communicate progress on our KiwiBuild and state house build programmes and detail how the authority will operate.

Cabinet will make further decisions on how we operationalise the authority, ensure public good outcomes from developments and finalise the structure of the Crown agency.

### Why create a Housing and Urban Development Authority?

New Zealand is becoming more urban with more people living in cities and towns than ever before. Traditionally New Zealand's towns and cities have grown by turning neighbouring rural land into suburban homes. Second generation or "brownfields" development is often difficult and risky with poor quality, aging or at-capacity infrastructure and disparate and fragmented land ownership. This means it's often too risky and difficult for the private sector to do alone.

The authority is a new way of planning large-scale and complex development so we can achieve scale and pace, coordinate different aspects of urban development and master-plan projects, assemble large or strategically placed parcels in developments and ensure quality intensification, great urban design and affordable housing.

### What is the Housing and Urban Development Authority?

The authority will be a powerful new Crown agency with two key roles - leading small and large-scale urban development projects, and being a world class public landlord. It will consolidate all three essential centres of development capability – Housing New Zealand and its subsidiary HLC, and KiwiBuild.

### Why have you chosen to incorporate Housing New Zealand within the authority?

We believe public and affordable housing should be at the heart of our ambitious plan to build our way out of the national housing crisis and undertake large-scale master-planned development projects.

Housing New Zealand is building an impressive not-for-profit developer capability and building state, KiwiBuild and market homes across New Zealand. It is no coincidence that the first authority projects are being undertaken by Housing New Zealand now.

The authority will be the Government's housing delivery arm – right across the housing continuum.

You can read more about this decision in the "*Establishing the national urban development authority*" Cabinet paper that has been proactively released.

### **What will the authority do?**

The authority will act as the Government's lead developer and drive the delivery of KiwiBuild. It will deliver urban development projects of all sizes that result in:

- new public, KiwiBuild and market housing
- transport links
- commercial and industrial buildings
- new infrastructure
- parks and open spaces
- supporting facilities (such as schools, libraries and swimming pools).

It will also be a world-class public housing landlord.

### **How will the authority work?**

The authority will work in partnership with local government, iwi and the private sector to deliver new communities.

The authority will drive change and urban renewal through transformational urban development. New public housing will be built alongside affordable and market rental housing, KiwiBuild, and open market housing.

You can read more about this in the attached PowerPoint summary.

### **What powers will the authority have?**

The authority will use standard development powers for most of these projects. It will have access to a range of statutory powers that better enable development when undertaking complex projects at scale and pace.

These 'specified development projects' will go through a comprehensive establishment process that includes public consultation.

You can read more about these powers in the "*Legislation to empower complex urban development projects: powers relating to resource management planning and consenting*" and "*Urban Development Authority Legislation: Powers Relating to Land Assembly, Reserves, Infrastructure and Funding*" Cabinet papers that have been proactively released.

### **What will the authority aim to achieve?**

The authority will drive the Government's urban renewal programme by:

- delivering quality urban development that connects homes with jobs, open spaces and transport links
- accelerating developments and the availability of build-ready land
- building a variety of housing (including state, affordable and market housing of different types, sizes and tenure).

### **What public housing services will the authority provide?**

The authority will be the Government's public housing landlord. It will provide public houses and manage the tenancies of those living in them. A key focus of this work will be ensuring the wellbeing of its current and future tenants.

The new powers will enable the authority to build greater numbers of public housing for those in greatest need.

### **How will current state housing tenants be affected by the authority?**

There will be no change to the tenancy or the services they receive. This Government is committed to ensuring Housing New Zealand and the authority is a world class landlord.

### **Will the Government's new social objectives for Housing New Zealand apply to the authority?**

Yes. Housing NZ's new social objectives to provide decent housing, be a fair and compassionate landlord and to help sustain tenancies will be enshrined in legislation. You can read more about these objectives [here](#).

### **What's the difference between the authority and the Ministry of Housing and Urban Development?**

The authority and the Ministry will have complementary roles. While they both work across the housing and urban development system, they will have different responsibilities.

The Ministry of Housing and Urban Development will be responsible for policy, monitoring and advising the government on strategic direction, while the authority will be focused on delivery of the Government's urban development and housing agenda, including KiwiBuild.

### **How will the authority partner with Māori?**

Urban Development should recognise and be consistent with Māori aspirations. The authority will partner with iwi and other Māori organisations, who can propose projects to the authority, be development partners and develop their own land in a project area and take advantage the authority's enabling powers.

The Crown has a duty to actively protect Māori rights and interests, including the use of their lands. You can read more about how this duty applies to the authority in the "*Urban development legislation: Māori interests and Māori Crown relationships*" Cabinet paper that has been proactively released.

### **How will the authority work with local government?**

The authority will partner with local authorities to build large-scale master-planned developments. The authority has to seek a local authority's agreement to undertake large-scale developments and may enter into agreements with local authorities concerning infrastructure and public amenities.

Local authorities will have the right to appoint at least one representative to the Board of large-scale developments.

### **What will happen now?**

The transition will be overseen by a joint Chief Executives group from the Ministry of Housing and Urban Development, Housing New Zealand and HLC. With the State Services Commission, they will prepare a clear transition plan that will ensure:

- progress can continue to be made in identifying and coordinating large-scale urban development projects
- HNZ's existing build programme continues to gather momentum

- affected agencies can start planning towards the new organisational arrangements, to ensure a smooth transition and minimal disruption.
- HNZ's tenants, and key stakeholders, such as Māori, are well informed about the changes and new organisational arrangements.
- staff and stakeholders have confidence and security about the transition path.

The joint Chief Executives group will report to the Minister of Housing and Urban Development with the detailed transition plan in 2019.

Meanwhile we will continue to identify and plan the first round of large-scale UDA projects and accelerate our state house and KiwiBuild build programmes.

### **What work is still to be undertaken on the authority?**

In the next few months the Ministry of Housing and Urban Development will report back to Cabinet on a framework ensuring projects meet public good outcomes such as requirements for public and KiwiBuild homes in developments. It will also provide advice on implementing Cabinet's clear direction to enhance Housing New Zealand's state housing stock within the authority.

### **When will the authority start working?**

The authority is expected to be created by 2020, depending on the progress of the legislation to establish it through Parliament.

The integral agencies will be working to continue the government's developments and ramp up for when the authority is established.

### **For more information and updates on the authority**

- **Visit:** Ministry of Housing and Urban Development website – [www.hud.govt.nz](http://www.hud.govt.nz)
- **Email:** [info@hud.govt.nz](mailto:info@hud.govt.nz)



# Summary of enabling development powers for specified projects

## Land Assembly

- Crown-owned land can be repurposed for a development project
- The UDA can compulsorily acquire private land (except sensitive Māori land), including for transfer to a third party
- Legislation will list works for which the UDA can acquire land
- Land owners may be compensated with an equity share in the development project
- Decisions on acquiring Crown agent land will be made by Ministers
- Offer back obligations won't apply to most land transfers by the UDA (except former Māori land)
- The UDA may 'resume' land transferred to a private developer, if it doesn't deliver what is agreed

## Infrastructure

- Power to build, alter or remove any building or infrastructure in the project area
- Same powers as Auckland transport related to land transport (with exceptions, including state highways)
- Same powers as a territorial authority related to three waters / drainage infrastructure and services
- Power to suspend, make or amend bylaws
- Power to enter onto private land

## Funding

- Buy, sell and lease land/buildings in the project area
- Auction off development rights for project land
- Set a targeted rate inside the project area (arrangements being finalised but there will not be taxation without representation)
- Charge development contributions or enter development agreements
- Require betterment payment from landowners for transport projects
- Charge connection fees to UDA infrastructure

## Reserves

- The UDA can seek approval from the Minister of Conservation and the HUD Minister to use Government, local purpose, recreational, scenic and historic reserves for development purposes, but not natural or scientific reserves.
- Special provisions will apply to reserves related to Treaty settlement.

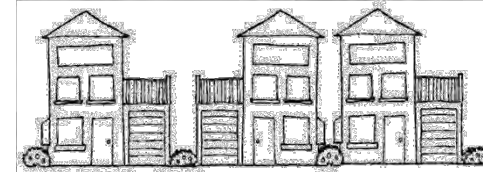
## Planning and Consenting

- Provisions that can override, add to, or suspend provisions in existing RMA planning documents
- UDA is the resource consenting authority for project area
- May alter, remove, amend or replace designations

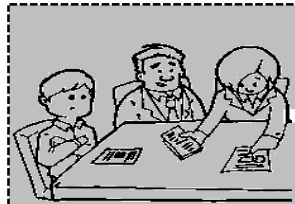


# Establishing a specified development project

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## Establishment phase



### 1. Project identified

Any party (e.g. iwi or territorial authority) can recommend that the authority consider a particular development project.

### 2. Initial assessment

The authority prepares an assessment of the development proposal and seeks information.

### 3. Public consultation

The authority seeks public feedback on the **strategic objectives** and the proposed project area.

Territorial authority agreement sought

## Development plan phase

### 8. Plan published

Recommended plan published for public review.

### 7. Revise development plan

Development plan revised following feedback.

### 6. Public consultation

Draft development plan issued for public consultation.

### 5. Development plan prepared

The authority produces detailed draft development plan, collaborating with other partners.

### 4. Decision to establish

The authority recommends to establish the project to the authority's Minister.

Territorial authority agreement sought

### 9. Submissions

Submissions to the recommended development plan are lodged (if any).

### 10. Development plan approved

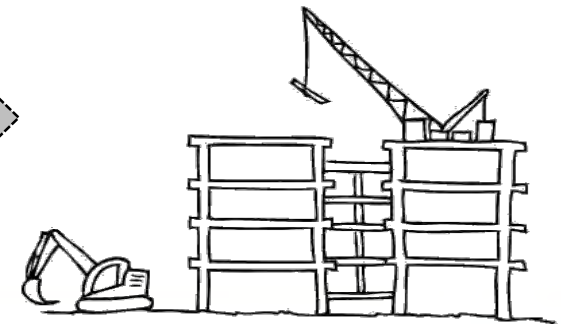
Minister responsible for the authority reviews and makes final decision on approving the development plan.

## Submissions process

Development plan submissions sent to independent commissioners

Commissioners consider plan and submissions

Commissioners make recommendation to Ministers



# Overall checks and balances for UDA projects

UDA powers	Checks and balances
Stage 1: Project identification	<p>The UDA must:</p> <ul style="list-style-type: none"> <li>• assess existing Treaty settlement commitments</li> <li>• assess mana whenua interests</li> <li>• identify Māori Land</li> <li>• consult with Office of Treaty Settlements to identify land required for future settlements</li> <li>• Work closely with Māori to establish arrangements for Māori to participate in decision making.</li> </ul>
Stages 3 and 6: Public consultation	<p>There are two rounds of public consultation. The UDA must seek public feedback on:</p> <ul style="list-style-type: none"> <li>• the project's strategic objectives</li> <li>• the boundaries of the proposed project area</li> <li>• the identified public benefits expected of the project</li> <li>• the development plan.</li> </ul>
Stage 4: Decision to establish	<p>The UDA recommends to establish the project to UDA Minister. The Minister must consult with the Minister for Treaty of Waitangi Negotiations. An Order in Council establishes the UDA project.</p>
Stage 8: Submissions and independent hearings process	<p>The UDA's recommended plan published for public review. The public can lodge submissions on the plan which are considered by a panel of independent commissioners, one of whom must be a current or former Environment Court judge. The commissioners can make recommendations on any changes to the development plan and provide advice to the UDA Minister.</p>
Stage 9: Approval of the development plan	<p>The UDA Minister reviews the development plan and makes the final decision on approval of the development plan. The development plan cannot be approved unless:</p> <ul style="list-style-type: none"> <li>• The Minister for Māori-Crown Te Arawhiti agrees it complies with Treaty settlement obligations.</li> <li>• The Minister for Māori Development agrees it provides for Māori rights and interests, including those in Te Ture Whenua Māori Act.</li> </ul>
<p>There are also a range of power-specific checks and balances where the UDA must seek Ministerial approval or undertake specific consultation.</p>	

### **Open Meeting**

<b>To</b>	Strategy & Finance Committee
<b>From</b>	Clive Morgan General Manager Community Development
<b>Date</b>	12 February 2019
<b>Prepared by</b>	Alison Diaz - Chief Financial Officer and Vishal Ramduny - Strategic Projects Manager
<b>Chief Executive Approved</b>	Y
<b>Reference #</b>	GOV1301 / 2176709
<b>Report Title</b>	Submission on the Local Government Funding and Financing Issues Paper

## **I. EXECUTIVE SUMMARY**

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The Government has asked the Productivity Commission (“the Commission”) to undertake an inquiry into local government funding and financing and, where shortcomings in the current system are identified, to examine options and approaches for improving the system. This inquiry is about the cost of services provided by local government and how they are paid for. It will examine the adequacy and efficiency of the current local government funding and financing framework.

The Commission will investigate the factors that drive local government costs now and in the foreseeable future.

The Commission is mindful of the need to consider the range of circumstances across local authorities, and to understand the underlying drivers of costs in these different situations. The inquiry will therefore seek to explore some of these situations in depth and the range of options for funding services.

This inquiry follows on from the work previously undertaken by the Commission being:

- An assessment of local government regulatory performance (2013)
- An assessment of local government processes surrounding the supply of land for housing in high growth areas (2015)
- Review of the urban planning system (2017)

This inquiry is being conducted within the context of existing government work programmes. In particular, the Urban Growth Agenda, which is a programme of work to improve housing affordability by removing undue constraints to land supply, development capacity and infrastructure provision. At the same time, the Department of Internal Affairs (DIA) is reviewing how to improve the management, service delivery, funding and regulatory arrangements for of drinking water, stormwater and wastewater (three waters).

The submission period closed on 15 February 2019. The submission is attached to this report for retrospective approval.

## **2. RECOMMENDATION**

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**THAT the report from the Chief Executive be received;**

**AND THAT the Committee recommends to Council that the submission on the Productivity Commission's Local Government Funding and Financing Issues Paper be approved retrospectively.**

## **3. ATTACHMENTS**

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Submission on the Local Government Funding and Financing Issues Paper

## ATTACHMENT

**14 February 2019**

Local Government Funding and Financing Inquiry  
New Zealand Productivity Commission  
PO Box 8036  
The Terrace  
WELLINGTON 6143

[info@productivity.govt.nz](mailto:info@productivity.govt.nz)

Dear Sir/Madam,

**RE: Submission from the Waikato District Council on the Local Government Funding and Financing Issues Paper**

The Waikato District Council (WDC) welcomes the opportunity to make a submission on the Productivity Commission's ("the Commission) Local Government Funding and Financing Issues Paper.

The Waikato district is one of the fastest growing territorial authority areas in New Zealand. The district's current population is 74,000 and is projected to reach 116,000 by 2045. Its location – being sandwiched between Auckland and Hamilton (and at the heart of the golden triangle between these two cities and Tauranga) - is a key factor contributing to the district's appeal as a place to invest, work and live.

The district is also a key focus of government's Urban Growth Agenda initiative through the Hamilton to Auckland Corridor Plan. We are heartened by the level of interest that government is placing on this corridor (the longest portion of which is within the Waikato district).

Ours is a very diverse district with communities that are growing rapidly and those which are not expected to grow. Our district also has a very diverse socio-economic profile due to its history, its geographical expanse and its location.

### **Submission**

Waikato District Council supports the sector submissions from Local Government New Zealand (LGNZ) and the Society of Local Government Managers (SOLGM). Rather than re-answering the questions, and to ensure we are not being unproductive with our time, we have submitted to provide context around the specific pressure points for our high growth provincial council.

#### Sustainable communities, both in growth and decline, is about people not bureaucracy

As mentioned previously, Waikato district has experienced high growth for a number of years and being situated between two major cities of Hamilton and Auckland we expect this to continue. One of the biggest challenges we have faced as a council is how to meet the demands of the people who settle in our towns and villages who want opportunities for employment, connectivity to health services, good schools and so forth.

Our council is focused on delivery of what we term "Liveable Thriving and Connected Communities". It's clear that providing infrastructure in itself does not create liveable thriving and connected communities. Putting a road, drainage, water connection, neighbourhood park and community hall in place does not address the social, economic, environmental and cultural aspects of creating functional communities.

Central government agencies and local councils in a democratic society exist to serve the people yet too much of what gets delivered on the ground boils down to legislative process rather than priorities for providing a sustainable standard of living for people. This gives an impression that local government lurches from one regulatory hurdle to the next rather than concentrating on the delivery, and the cost of compliance (or not) is high.

In line with the agility aspects raised by the LGNZ submission we believe local government funding and financing tools must be flexible enough to allow for the uniqueness of the communities we serve. Having too many constraints limits our ability to think innovatively which is an unsustainable position, particularly where the rate of growth is high.

#### Appropriate national to localised funding mix

The key to determining which local government funding mechanisms need to be looked at, requires us to take a step back and decide what infrastructure, services and risk mitigations apply to the nation as a whole or are truly localised. This is what will help us to keep focus on the priorities for our country and collaboratively deliver the best solutions. The delivery and management may continue to be administered locally to account for the vast differences in communities, but addressing nation-wide issues should not be solely funded at the local level.

The transportation system has been administered in this collaborative fashion for a number of years and it works well as it recognises the importance of roading as a nation-wide core piece of infrastructure and the subsidy to local government from the New Zealand Transport Agency (NZTA) results in an optimised central to local government funding mix. In fact, this programme has been so successful for provincial and rural councils that sometimes it has felt like we were a roading company at the expense of having concentrated on three waters services, which are essential services but less affordable for councils with smaller communities.

Climate change, civil defence (including the need to build more resilient communities), and water quality are three such services that need a review of the funding mechanisms to get the national to local equation right.

We have recently taken advantage of co-funding opportunities through the Tourism Infrastructure Fund and the Housing Infrastructure Fund and while these opportunities are fantastic for our communities, the cost and amount of red tape to work collaboratively with government is onerous. The business case process seems to be tailored for large city council structures and funding capabilities, with smaller councils or smaller requests subject to the same rigour. We just don't have the same resources financially or staff wise. This type of funding mechanism should be risk based and the associated administration appropriate to the situation.

Greenfield development costs are high and while provincial and rural councils have opportunities to ease the housing shortage by releasing additional land, we lack the critical mass and economies of scale to fund the infrastructure required without central government assistance. Developers are in it for the money; we are in it for communities.

#### **Local attempts to collaborate not entirely supported by legislation**

Waikato District Council is fortunate to have a group of elected members who work well together and display alignment on the strategic issues our district faces. This has been evident through the work we have been taking across the sub-region to find a solution for providing better quality and more effective water services to our communities. Our councillors unanimously supported the establishment of a Waters Council Controlled Organisation (CCO) partnering to the south with Hamilton and Waipa due to the critical nature of this service and the benefits that would

come through economies of scale. However, this has been incredibly time consuming and expensive, and while the recommendation from the business case was to support the creation of a sub-regional CCO, the individual councils, and in some instances factions within the councils, could not agree – politics rather than priorities.

We have had success working with Watercare and contract negotiations are underway for services to be provided in partnership with them. The Local Government Act 2002 is an enabler in most areas but is a constraint from a funding perspective, in relation to the ability to roll this partnership out in full by the 1 July 2019.

While our council has taken proactive steps to resolve the challenges we face around the increasing compliance of water services, we fundamentally believe that this is a national issue and that these services need to be co-funded between central and local government. Our council previously took advantage of the subsidies provided by the Ministry of Health for wastewater schemes, but with the withdrawal of this funding (some of our schemes had 80% of the costs subsidised) and the expectations of infrastructure provision remaining our communities have struggled to fund these projects.

When it comes to development in key towns, much of the land identified for growth is held by multiple landowners. This can ultimately mean that council is expected to take the lead on infrastructure that is local in nature (serves the development area only) which takes up valuable debt capacity and adds further to the administration of our development contributions regime. It has been much easier to deal with single large landowners to progress development at pace and scale, a good example of which is in Pokeno where the infrastructure costs have been borne upfront by the developer which has provided half of the 2200 houses planned for over 30 years in only 6 years. Government assistance for smaller landowners to release their land through subdivision could be an incentive programme worth investigating further in terms of bringing more affordable housing to the market.

We would also like to highlight that unfunded and under-funded mandates from central to local government can be greatly challenging for WDC (and other Territorial Local Authorities). A lot of these pressures are experienced in the regulatory area in particular where implementation needs go unidentified or unaddressed; costs are not identified; and funding is not often considered by central government. A good example of this is the requirement for councils to comply with the NPS-UDC requirements without any financial support from central government to help with its implementation.

### **Summary**

- Waikato District Council supports the sector submissions from Local Government New Zealand (LGNZ) and the Society of Local Government Managers (SOLGM).
- The cost of legislative compliance in local government is high
- Creating sustainable communities is about people not bureaucracy
- An appropriate national to localised funding mix is required
- Climate change, civil defence, three waters and greenfield development should receive national funding assistance
- New or improved funding and financing mechanisms should be agile – not same size fits all

WDC would like to thank the Commission for the opportunity to make a submission. The Council will speak to this submission if required and are willing to be part of any discussion on new planning, funding and financing tools.



Yours sincerely,

Allan Sanson

**MAYOR**

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### **Open Meeting**

<b>To</b>	Strategy & Finance Committee
<b>From</b>	Clive Morgan General Manager Community Growth
<b>Date</b>	15 February 2019
<b>Prepared by</b>	Vishal Ramduny Strategic Projects Manager
<b>Chief Executive Approved</b>	Y
<b>Reference #</b>	GOV1318 / 2171903 / 2171904 / 2171902
<b>Report Title</b>	Submission on WEL Energy Trust Draft Annual Plan 2019/2010

## **I. EXECUTIVE SUMMARY**

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The purpose of this report is to seek Council approval on a submission on the WEL Energy Trust Draft Annual Plan 2019/2020 (the “Annual Plan”).

The Annual Plan provides an overview of the Trust’s objectives, intentions and expected outcomes over the next 12 months within the framework of the 2017-21 Strategic Plan. This will be year three of the Strategic Plan.

## **2. RECOMMENDATION**

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**THAT the report from the General Manager Strategy & Support be received;**

**AND THAT Council approves the submission on the WEL Energy Trust Draft Annual Plan 2019/2020.**

## **3. BACKGROUND**

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WEL Energy Trust was formed in 1993 for the purpose of holding shares in the newly created lines company WEL Energy Group. The Trust is now a 100% shareholder of WEL Networks Ltd (as the group is now known) and owns these shares on behalf of the community. The Trust invests about \$2.5 million each year into the community through grants. The Trust was established for a period of 80 years.

The Trust has four categories of beneficiary :

1. Electricity customers connected to the WEL Networks power lines network and located within the Trust's area.
2. The community located within the Trust's area.
3. The three councils (Hamilton City Council, Waikato District Council and Waipa District Council).
4. WEL Networks.

The capital beneficiaries are Hamilton City Council (63%), Waikato District Council (35%) and Waipa District Council (2%). When the Trust is wound up these three councils will receive the capital in the percentages outlined.

Income beneficiaries are those electricity customers connected to the WEL Networks power lines network. Since its inception, the Trust has supported the return of \$273 million to WEL Networks customers through discounts on individual electricity accounts and investments over \$60 million in community and energy efficiency grants.

#### **4. SUMMARY OF ANNUAL PLAN 2018-2019**

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Last year the Trust introduced a new Mission as part of the WEL Energy Trust's five-year strategic plan. It's Mission refers to both the Trust's financial investments (including the Trust's core investment as 100% shareholder of WEL Networks Ltd), as well as investment in the community through grants and other investments.

The Trust's intentions are simple:

1. To be responsive to its community,
2. To maximise long term impact by being strategic, and
3. To leverage grants through partnerships and collaboration, expanding support beyond grantmaking.

The Trust has developed a General Theory of Change, which recognises that change on a community level requires systemic change, and that there is a need to look at new and innovative ideas to achieve this:

- Moving away from funding categories and focussing instead on outcomes-based funding; funding and measuring outcomes, not activities.
- Partnering to achieve global, national and regional priorities through the Sustainable Development Goals (SDGs).
- Offering a 'blended-finance' model to link capital with purpose, driving grants and investments to work together to support change makers and to achieve the Trust's Mission.

## Discount Programme Replaced

Technological disruption to the electricity industry will see changes for the WEL Electricity Lines Discount Programme from 2019. These changes will create reduced prices for electricity customers, and greater balance of returns to the community overall.

Because the electricity lines discount has not been an effective mechanism for lowering electricity prices overall over time it has been discontinued. Although the discount has finished, the approximate \$7M price reduction for residential electricity customers will continue.

The residual of approximately \$7M is being used to continue to invest in new systems which significantly challenge the way the electricity system is managed and delivered in the Waikato, giving electricity customers a new choice in the market. OurPower, a low-cost electricity retailer currently under trial by WEL Networks Ltd, is an example of the innovation that will make an impact on electricity prices, especially for the most vulnerable.

The Trust is expecting that the net result will, over time, be positive for the company, electricity customers and the community.

In 2018/19 around \$2.5M was distributed in grants. In 2019/20 the Trust intends to increase this to around \$4.5M.

The Trust also has \$10M available for social and impact investments in 2019/20, meaning there is over \$14M available in this next financial year for community investment.

## Summary of Action Priorities for 2019/2020

### Outcome Area: Investment and Finance

- Ensure growth, income and performance expectations are clear and are being met.
  - \$77,500 for consultants to complete review and valuation.
- Identify investment opportunities where we can work with others to impact on regional priority areas, returning a balance of social and financial dividends to the Trust.
  - \$20,000 sponsorship of National Advisory Board for Impact Investment.
  - \$50,000 independent advisors on finance and investments.

### Outcome Area: Working with WEL Networks Ltd.

- Work with WEL Networks Ltd to implement the provisions of the Owner's Expectation Manual (OEM), including the calendar of planning and reporting, and transition towards the Dividend Policy.
- Support WEL Networks Ltd to develop agreed impact measures and targets based on the SDGs.

- Support a structure for OurPower that gives the greatest chance of success to disrupt and reduce electricity prices across the region.

#### Outcome area : Working with our Capital Beneficiaries

- Engage with Capital Beneficiaries around suitable projects for application to the Trust's Community Support Rounds (March, June September).
- Consult on the development of the Trust's draft Annual Plan and budget and take submissions on this.
- Establish a shared understanding of the Capital Growth value expectations for the WEL Group over time.

#### Outcome area : Communications & Relationships

- Develop and implement a plan to ensure stakeholders understand how our activities relate to our purpose, and how we add value to the community.
  - *\$20,000 Communications and Community Engagement budget.*
- Use effective storytelling and impact reporting to share examples of learning, and to celebrate the success of those leading change in our community.

#### Outcome area : Effective Community Investment

- Grants and community investments are made with an outcome focus, based on the priorities in the 2019–2022 Community Investment Strategy.
  - *\$3.7M grants budget (\$1M for Quick Response, \$2.7M for Community Support).*
- Offer a 'blended-finance' model to link capital with purpose, driving grants and investments to work together.
  - *\$500,000 Vital Impact grants budget.*
- Select and evaluate high impact innovative investments for investment.
  - *Up to \$10M in potential investments.*
- Partner to achieve global, national and regional priorities through the Sustainable Development Goals (SDGs).
  - *\$50,000 Research budget*
- Change makers in the community are identified and supported.
  - *\$300,000 Convening and Organisational Development grants budget*
  - *Up to 40% of grants budget in multi-year grants.*

The Annual Plan reflects the third year of the Five-Year Strategic Plan and builds on the groundwork done in 2017/18 in terms of reviewing business structures, establishing the Trust as a diligent shareholder as well as a guardian of significant community assets.

### **Budget & Costs**

All the costs associated with achieving the goals and actions in the Annual Plan are included in the draft budget (see Annual Plan attached). The draft budget provides details of all the key initiatives and a comparison with 2018/19 actuals.

Total income for 2019/2020 is expected to be \$7,396,700. This includes a portfolio return variance of \$1,403,506 and a dividend variance of \$3,650,000 on the 2018/19 figures.

Total Expenditure for 2019/2020 is expected to be \$1,196,453 (a variance of \$345,368 on the 2018/2019 figure).

## **5. COUNCIL'S SUBMISSION**

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(see attached)

## **6. ATTACHMENTS**

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- A Waikato District Council's Submission on the WEL Energy Trust Draft Annual Plan 2019/2020
- B WEL Energy Trust Draft Annual Plan 2019/2020

8 February 2019

**Attention: Ms Shelley Halpin**  
**WEL Energy Trust**  
**Perry House**  
**360 Tristram Street**  
**Hamilton**  
**3204**

**Email: [shelley@welenergytrust.co.nz](mailto:shelley@welenergytrust.co.nz)**

Dear Ms Halpin,

**SUBMISSION FROM WAIKATO DISTRICT COUNCIL ON THE WEL ENERGY TRUST DRAFT 2019/2020 ANNUAL PLAN**

The Waikato District Council (“Council”) welcomes the opportunity to provide feedback on the WEL Energy Trust’s (“the Trust”) draft Annual Plan for 2019/2020.

Council would like to acknowledge the value of the Trust and the important work that it enables through the investment it makes in our community.

Council supports the Trust’s direction for the 2019/2020 financial year through the outcomes sought and the associated action priorities identified for the year.

Specifically, our support relates to the following:

- The use of residual funds from the replacement of the discount programme – We sympathise with the fact that the electricity lines discount has not been an effective mechanism for lowering electricity prices overall. We support using the approximate residual of \$7M from the discontinuation of the programme to provide innovative solutions and more affordable solutions for customers.
- The increase in grants from \$2.5M in 2018/19 to around \$4.5M in 2019/20 and making \$10M available for social and impact investments in 2019/20. We believe that this level of community investment has the potential to make a real difference in some of our communities if it is appropriately channelled.

We would also like to use this opportunity to inform you that Council has recently appointed Nick Johnston as our Funding and Partnership Manager. Mr Johnston is a valuable resource in helping both Council and the Trust with their respective community investment priorities. We are therefore supportive of the Trust’s approach of looking at new and innovative ideas which drive systemic change at a community level and partnering with key stakeholders in achieving its Sustainable Development Goals.

Thank you again for the opportunity for Council to make a submission.

**Allan Sanson**  
**MAYOR**

# 2019-20 Annual Plan - DRAFT



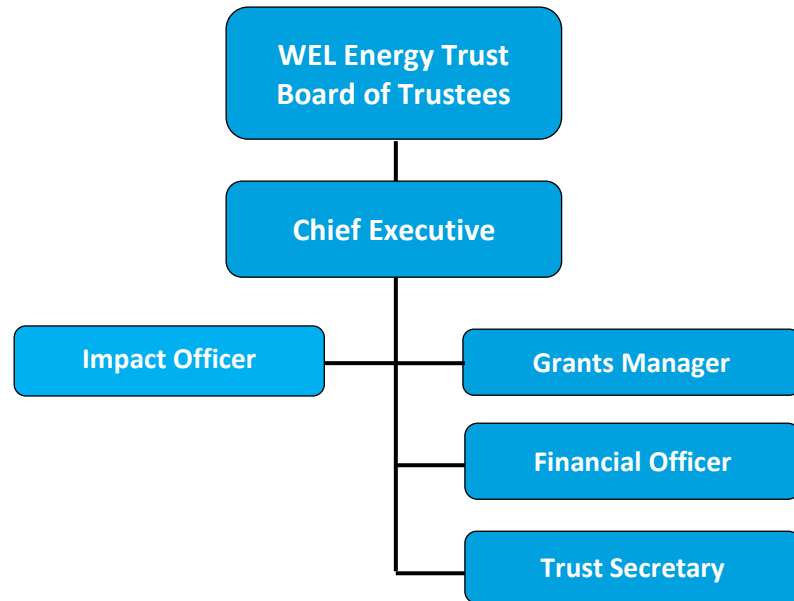
*'Here for the Community'*



## About the Trust

WEL Energy Trust (WET) is proud to be the 100% shareholder of WEL Networks Ltd (WELNET), and our seven Trustees, who are publicly elected every three years, hold these shares on behalf of the community. The Trust’s intention is to be an active and responsible asset owner, adopting investment strategies to sustain and grow assets for people today and for future generations. We are pleased to present this Annual Plan, outlining our intentions, and expected outcomes and measures for the next 12 months.

### Trust Structure



### Values

#### OUR VALUES

- 1 PURPOSE DRIVEN**  
 Our actions deliver a clear, positive outcome.
- 2 RESPECTFUL**  
 We openly and fairly listen to and consider the opinions of each other and stakeholders.
- 3 EMBRACE POSITIVE CHANGE AND SEEK CONSTANT IMPROVEMENT**  
 We are willing to challenge the status quo and strive to achieve improved outcomes.
- 4 INTEGRITY AND HONESTY**  
 We act in good faith and are prepared to be held accountable.
- 5 CLEAR, CONSTRUCTIVE COMMUNICATION**  
 We create understanding through open and informative engagement.

#### OUR VISION

A forward thinking, vibrant, connected community

#### OUR CORE PURPOSE

Growing investment for our Community

#### OUR STAKEHOLDERS

The people and communities of the WEL Energy Region in the Waikato

## Strategic Direction

Last year we introduced a new Mission as part of the WEL Energy Trust's five-year strategic plan.

Our Mission refers to both the Trust's financial investments (including the Trust's core investment as 100% shareholder of WEL Networks Ltd), as well as investment in the community through grants and other investments.

Our intentions are simple:

1. To be responsive to our community,
2. To maximise long term impact by being strategic, and
3. To leverage grants through partnerships and collaboration, expanding support beyond Grantmaking.

*These things haven't changed.*

The Trust has developed a General Theory of Change, which can be found below. It recognises that change on a community level requires systemic change, and that there is a need to look at new and innovative ideas to achieve this:

- We are moving away from funding categories and are instead focussing on outcomes-based funding; funding and measuring outcomes, not activities.
- We're partnering to achieve global, national and regional priorities through the Sustainable Development Goals (SDGs).
- We offer a 'blended-finance' model to link capital with purpose, driving grants and investments to work together to support change makers and to achieve the Trust's Mission.

**OUR GENERAL THEORY OF CHANGE:**  
If we make coordinated use of different forms of financial capital and non-financial resources to support innovation and the wider innovation ecosystem, THEN we will begin to see the systemic change required for impact at scale.

We invite you to read our new **2019-22 Community Investment Strategy** to understand these changes, and to talk with us about how we might work with you and your organisation to 'unlock the powerful possibilities of our community, now and into the future.'

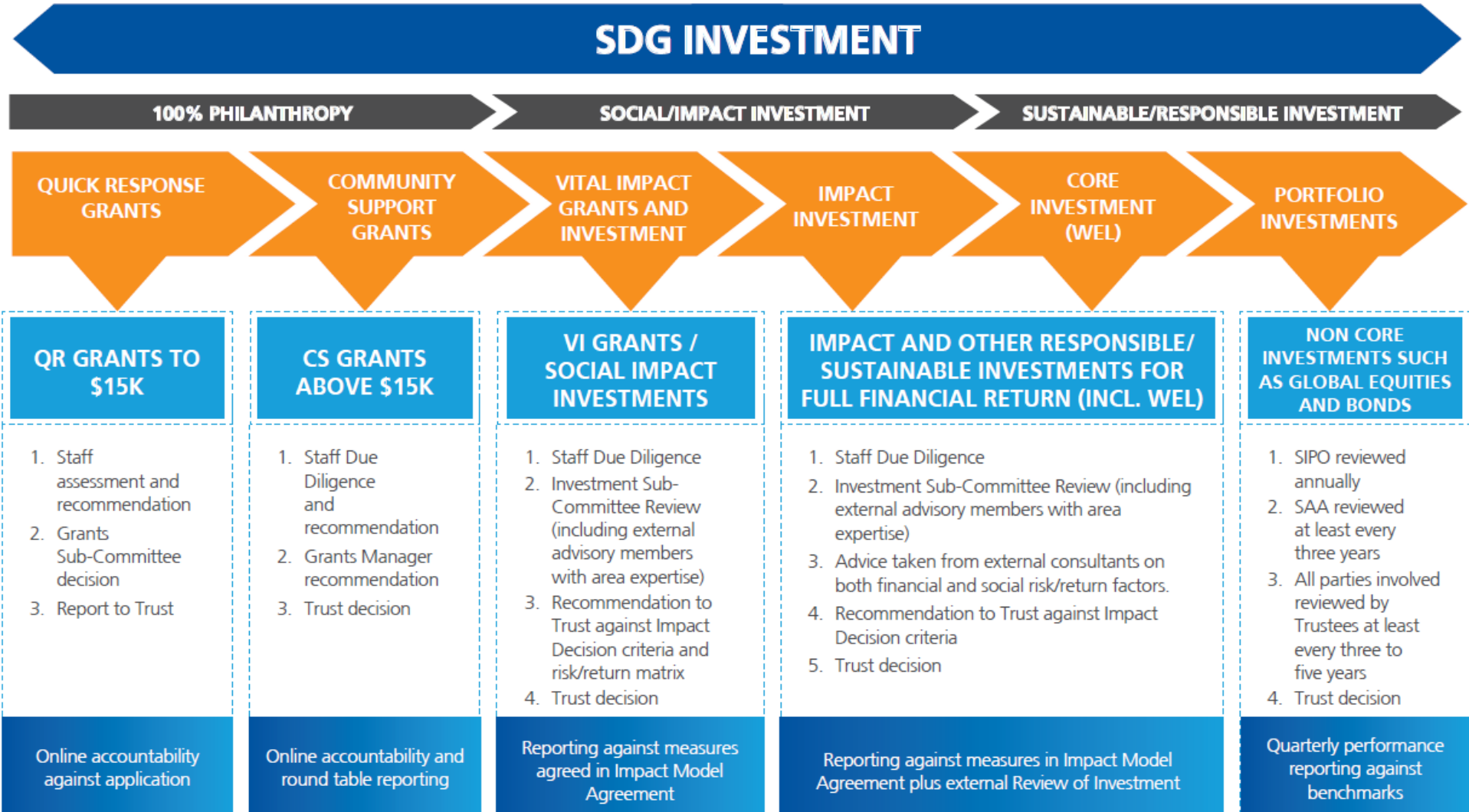
### OUR MISSION:

Working together, working smarter, to grow investment and to unlock the powerful possibilities of our Community, now and into the future.



# WEL ENERGY TRUST COMMUNITY INVESTMENT STRATEGY 2019-2022

Using our Theory of Change to connect capital with purpose, driving grants and investments to work together to achieve the Trust's Mission



## Discount Programme Replaced – All of Community Benefits

*Technological disruption to the electricity industry will see changes for the WEL Electricity Lines Discount Programme from 2019.*

*These changes will create reduced prices for electricity customers, and greater balance of returns to the community overall.*

- It is clear the electricity lines discount has not been an effective mechanism for lowering electricity prices overall over time. There is a need to further develop ways to disrupt the sector so total power charges are reduced. Although the discount has finished, the approximate \$7M price reduction for residential electricity customers will continue.
- The residual of approximately \$7M is being used to continue to invest in new systems which significantly challenge the way the electricity system is managed and delivered in the Waikato, giving electricity customers a new choice in the market. OurPower, a low-cost electricity retailer currently under trial by WEL Networks Ltd, is an example of the game changing innovation that will make a genuine impact on electricity prices, especially for the most vulnerable.
- The net result over time will be a positive outcome for the Company, electricity customers, and the wider community, and will balance priorities now with the need to plan for future generations. We will track the outcomes we are looking for in terms of better pricing overall, including the approximate 25% of the bill that is WEL lines charges (excluding Transpower charges). We'll also be looking to see increased investment in the community and will adjust things if our targets are not being met.
- **More benefit to the whole community, now and in the future: The Trust's community grants programme will increase three-fold over the next three years.**

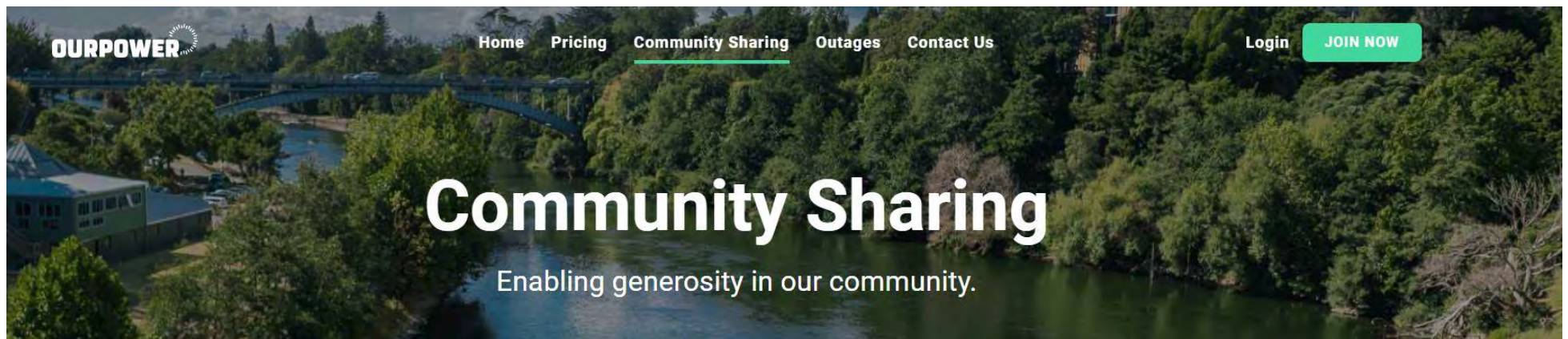
*In 2018/19 around \$2.5M was distributed in grants. In 2019/20 we intend that this will increase to around \$4.5M. At the same time, we are also looking at other ways to invest in the community.*

*We have \$10M available for social and impact investments in 2019/20, meaning there is over \$14M available in this next financial year for community investment.*

## 1 Year Action Priorities

Outcome Area	Investments and Finance	
<p><b>Objective: A portfolio of investments that is aligned with the Trust's purpose and strategic intent, and that is performing well against specified targets, including both financial and socially-oriented goals.</b></p>		
Key Actions	Resources	Key Performance Measures
<p><b>Ensure growth, income and performance expectations are clear and are being met.</b></p>	<p><i>\$77,500 for consultants to complete review and valuation</i></p>	<ul style="list-style-type: none"> <li>• <i>Return on financial investment portfolio of 4.5%-5.5% plus inflation, including capital growth is achieved</i></li> <li>• <i>Review of Investment in WEL Networks and Valuation completed (October 2019)</i></li> <li>• <i>Policy documents in place, including review of the Statement of Investment Policies and Objectives (SIPO) (November 2019)</i></li> </ul>
<p><b>Identify investment opportunities where we can work with others to impact on regional priority areas, returning a balance of social and financial dividends to the Trust.</b></p>	<p><i>\$20,000 sponsorship of National Advisory Board for Impact Investment</i></p> <p><i>\$50,000 independent advisors on finance and investments</i></p>	<ul style="list-style-type: none"> <li>• <i>Successful impact investment networks developed (throughout 2019)</i></li> <li>• <i>The Trust has access to relevant skills and resources to implement strategic intent (by April 2019)</i></li> <li>• <i>Due Diligence has been completed on impact investment opportunities in the region, totaling at least \$10M in potential investment (by February 2020)</i></li> </ul>
<p><b>Research and develop rigorous measurement and assessment tools for impact risk and return.</b></p>	<p><i>Staff</i></p>	<ul style="list-style-type: none"> <li>• <i>Impact measurement tools implemented with all social/impact investments</i></li> <li>• <i>Quarterly reports are provided on impact risk and return</i></li> </ul>

Outcome Area	<b>Working with WEL Networks Ltd</b>	
<b>Objective: WEL Networks Ltd is both operating as a successful company and delivering competitive returns to the Trust, thereby adding value to consumers and the wider community</b>		
Key Actions	Resources	Key Performance Measures
<b>Work with WEL Networks Ltd to implement the provisions of the Owner’s Expectation Manual (OEM), including the calendar of planning and reporting, and transition towards the Dividend Policy.</b>	Staff/Trustees/WEL Networks	<ul style="list-style-type: none"> <li>Provisions in the Owners Expectation Manual are met, Letter of Expectation sent to WELNET (August 2019)</li> <li>First year of transition to Dividend Policy with WELNET is implemented (subject to WELNET budgets and actual results achieved), including repayment of part of the Convertible Note (June/July 2019)</li> </ul>
<b>Support WEL Networks Ltd to develop agreed impact measures and targets based on the SDGs.</b>	Staff/Trustees/WEL Networks	<ul style="list-style-type: none"> <li>Baseline reporting based on SDGs is initiated and included in the Strategic Directions Document (SDD) by end of March 2019</li> </ul>
<b>Support a structure for OurPower that gives the greatest chance of success to disrupt and reduce electricity prices across the region.</b>	Staff/Trustees/WEL Networks	<ul style="list-style-type: none"> <li>The overall impact of cost of power in the region is measured and reported on, quarterly from June 2019</li> </ul>



**Outcome Area****Working with our Capital Beneficiaries**

**Objective: WEL Energy Trust and our respective Capital Beneficiary Councils (HCC 63%, Waikato DC 35%, and Waipa DC 2%) enjoy a culture of mutual trust, respect and understanding**

<b>Key Actions</b>	<b>Resources</b>	<b>Key Performance Measures</b>
<b>Engage with Capital Beneficiaries around suitable projects for application to the Trust's Community Support Rounds (March, June September).</b>	<i>Staff</i>	<ul style="list-style-type: none"> <li>• Trust Management regularly collaborates with appropriate members of the Councils' management teams</li> </ul>
<b>Consult on the development of the Trust's draft Annual Plan and budget and take submissions on this.</b>	<i>Staff/Trustees</i>	<ul style="list-style-type: none"> <li>• Capital Beneficiary leaders invited to early consultation with Trustees on draft Annual Plan and budget each year in December</li> <li>• Submissions received and considered by February</li> </ul>
<b>Establish a shared understanding of the Capital Growth value expectations for the WEL Group over time.</b>	<i>Staff/Trustees</i>	<ul style="list-style-type: none"> <li>• Report presented on WEL Group Capital Growth value expectations by 31 July 2019 as part of Annual Reporting process</li> </ul>



<b>Outcome Area</b>	<b>Communications and Relationships</b>	
<b>Objective: The Trust effectively communicates and engages with its stakeholders to ensure that we are responsive to the needs and aspirations of the community, and that stakeholders understand how our activities deliver on the purpose of the Trust.</b>		
<b>Key Actions</b>	<b>Resources</b>	<b>Key Performance Measures</b>
<p><b>Develop and implement a plan to ensure stakeholders understand how our activities relate to our purpose, and how we add value to the community.</b></p>	<p>\$20,000 Communications and Community Engagement budget</p>	<ul style="list-style-type: none"> <li>• Revised Communications Plan developed by April 2019, and implemented by March 2020</li> </ul>
<p><b>Use effective storytelling and impact reporting to share examples of learning, and to celebrate the success of those leading change in our community.</b></p>	<p>Staff/Trust Chair</p>	<ul style="list-style-type: none"> <li>• 10 Investee stories shared in the Annual Report, via Facebook and on website (July 2019)</li> <li>• Quarterly Impact reporting to Trust, using a dashboard of key metrics (from April 2019)</li> <li>• Two press releases on innovative investments in the community (by February 2020)</li> <li>• SDG reporting included in the Chair’s Report, 2019 Annual Report</li> </ul>





<b>Outcome Area</b>	<b>Effective Community Investment</b>	
<b>Community Investment processes ensure the most effective use of resources and maximize the benefit to the community with a good balance between short and long-term outcomes.</b>		
<b>Key Actions</b>	<b>Resources</b>	<b>Key Performance Measures</b>
<b>Grants and community investments are made with an outcome focus, based on the priorities in the 2019–2022 Community Investment Strategy.</b>	<i>\$3.7M grants budget (\$1M for Quick Response, \$2.7M for Community Support)</i>	<ul style="list-style-type: none"> <li>• Five Quick Response grants rounds completed</li> <li>• Three Community Support grants rounds completed</li> <li>• Reporting reflects strategic outcomes</li> </ul>
<b>Offer a ‘blended-finance’ model to link capital with purpose, driving grants and investments to work together.</b>	<i>\$500,000 Vital Impact grants budget</i>	<ul style="list-style-type: none"> <li>• Vital Impact target outcome identified</li> <li>• Vital Impact grants round held and high impact, innovative projects identified (September 2019)</li> </ul>
<b>Select and evaluate high impact innovative investments for investment.</b>	<i>Up to \$10M in potential investments</i>	<ul style="list-style-type: none"> <li>• Due diligence done on a range of possible social and impact investment opportunities (by March 2020)</li> </ul>
<b>Partner to achieve global, national and regional priorities through the Sustainable Development Goals (SDGs).</b>	<i>\$50,000 Research budget</i>	<ul style="list-style-type: none"> <li>• Research conducted into SDGs and shared goals for the Waikato</li> </ul>
<b>Change makers in the community are identified and supported.</b>	<i>\$300,000 Convening and Organisational Development grants budget</i>  <i>Up to 40% of grants budget in Multi-year grants</i>	<ul style="list-style-type: none"> <li>• Convening and Organisational Development grants identified and distributed (by March 2020)</li> <li>• Multi-year and partnership funding expanded to 40% of distributions (by March 2020)</li> </ul>

# Budget

	<i>previous budget</i>	<i>actual/forecast</i>	<i>draft</i>	<i>Variance to 2018/19 forecast</i>
<b>Details</b>	<b>2018/19</b>	<b>2018/19</b>	<b>2019/20</b>	
<b>Income</b>				
Interest earned	\$2,495,394	\$2,499,483	\$1,916,200	-\$583,283
Portfolio Return	\$663,950	\$76,994	\$1,480,500	\$1,403,506
Dividend Received	\$350,000	\$350,000	\$4,000,000	\$3,650,000
Other income	\$0	\$242,680	\$0	-\$242,680
<b>Total income</b>	<b>\$3,509,344</b>	<b>\$3,169,157</b>	<b>\$7,396,700</b>	<b>\$4,227,543</b>
<b>Expenditure</b>				
Staff Costs	\$350,100	\$342,518	\$423,300	\$80,782
Management & Administration	\$87,830	\$84,111	\$92,200	\$8,089
Governance /representation	\$331,583	\$289,100	\$408,353	\$119,253
Communications	\$34,200	\$19,936	\$72,850	\$52,914
WEL Networks shareholding	\$115,250	\$91,165	\$104,750	\$13,585
Distribution related costs	\$12,000	\$12,000	\$13,000	\$1,000
Special Projects	\$15,000	\$0	\$70,000	\$70,000
Audit Fees	\$26,000	\$26,000	\$26,000	\$0
Depreciation	\$6,100	\$6,256	\$6,000	-\$256
Loss/(Gain) on loan revaluation	-\$20,000	-\$20,000	-\$20,000	\$0
<b>Total Expenditure</b>	<b>\$958,063</b>	<b>\$851,085</b>	<b>\$1,196,453</b>	<b>\$345,368</b>
Net surplus / deficit	\$2,551,281	\$2,318,071	\$6,200,247	\$3,882,176
<b>Distributions</b>	<b>\$2,570,000</b>	<b>\$2,744,045</b>	<b>\$4,500,000</b>	<b>\$1,755,955</b>
Net Surplus / -deficit after distributions	-\$18,719	-\$425,974	\$1,700,247	\$2,126,221
<b>Tax expense</b>	<b>-\$42,707</b>	<b>-\$136,111</b>	<b>-\$712,966</b>	<b>-\$576,855</b>
Total net surplus / -deficit after tax	\$23,988	-\$289,863	\$2,413,213	\$2,703,075
<b>Capital expenditure</b>	<b>\$9,000</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$0</b>

## Balance Sheet

	<i>previous budget</i>	<i>actual/forecast</i>	<i>draft</i>
Details	2018/19	2018/19	2019/20
<b>Income Fund</b>			
Retained Earnings	\$86,726,644	\$87,220,920	\$89,634,133
<b>Total Income Fund</b>	<b>\$86,726,644</b>	<b>\$87,220,920</b>	<b>\$89,634,133</b>
<b>Capital Fund</b>			
Vested Capital	\$52,066,788	\$52,066,788	\$52,066,788
<b>Total Capital Fund</b>	<b>\$52,066,788</b>	<b>\$52,066,788</b>	<b>\$52,066,788</b>
<b>Total Trust Funds</b>	<b>\$138,793,432</b>	<b>\$139,287,708</b>	<b>\$141,700,921</b>
<b>Represented by</b>			
Current Assets	\$492,203	\$1,998,856	\$2,181,478
Investment Portfolio	\$12,500,000	\$11,000,000	\$22,000,000
Fixed Assets & Intangibles	\$9,763	\$15,000	\$15,000
Community Loans	\$692,938	\$629,043	\$929,000
Social Impact Investment	\$377,000	\$200,000	\$400,000
WEL Networks Convertible Notes	\$39,000,000	\$39,000,000	\$29,000,000
Shares in Wel Networks	\$85,796,998	\$85,796,998	\$85,796,998
Long-Term Loan Momentum Foundation	\$251,865	\$251,865	\$269,533
Deferred Tax Asset	-\$327,336	\$395,946	\$1,108,911
Accounts Payable & Accruals	\$0	\$0	
Conditional Grants	\$0	\$0	
<b>Total</b>	<b>\$138,793,431</b>	<b>\$139,287,708</b>	<b>\$141,700,921</b>

## Performance Measures

### Performance Against Trust Deed

Performance Measure	Target
Publish an Annual Report to the public for 2019-2020 in accordance with clause 16.15 of the Trust Deed	By 31 July 2019
Auditor's report on the Annual Report and financial statements presented with no qualifications	By 31 July 2019
Hold a public Annual General Meeting of the Trust beneficiaries within four months after the balance date and appoint the Trust's Auditor, in accordance with clauses 16.12 and 16.8 of the Trust Deed	By 31 July 2019
Conduct an annual review of the operation and performance of the Directors of WEL Networks Ltd and review the Trust's investment in the Company in accordance with clauses 8 and 16.15 of the Trust Deed	By 30 November 2019

### **Open Meeting**

<b>To</b>	Strategy & Finance Committee
<b>From</b>	Clive Morgan General Manager Community Growth
<b>Date</b>	19 February 2019
<b>Prepared by</b>	Melissa Russo Acting Corporate Planning Team Leader
<b>Chief Executive Approved</b>	Y
<b>Reference #</b>	GOV1318 / 2168748
<b>Report Title</b>	Consultation Results on the Proposed Target Rate Increase for Matangi Hall

## **I. EXECUTIVE SUMMARY**

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At the request of the Matangi Hall Committee, Council has undertaken consultation with the ratepayers who are charged a targeted rate for the Matangi Hall, seeking feedback on whether or not they support the increase in the targeted rate for Matangi Hall from \$24 to \$30 annually. The purpose of the proposed increase is to enable the continued maintenance of the hall facility.

The consultation period was open between 7 December 2018 and 18 January 2019, and a total of 83 submissions were received. A total of 50 submitters (60%) indicated their support for the proposal and 33 submitters (40%) were against it.

Themes included in the comments section of submissions related to:

- good facility for the community (13 submitters)
- rarely or never using the hall (13 submitters)
- rates are already high enough without the increase (12 submitters)
- proposed increase is reasonable
- important to maintain the facility
- 'user pays' principle

Attached to this report is:

1. Summary of submissions
2. Breakdown of income and expenditure

## **2. RECOMMENDATION**

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**THAT the report from the General Manager Community Growth be received;**

**AND THAT the Strategy & Finance Committee recommend to Council to implement the proposed increase to the annual targeted rate from \$24 to \$30 as at 1 June 2019 to support the ongoing maintenance of the Matangi Hall.**

### **3. BACKGROUND**

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The Matangi Hall Committee requested through their local Councillors that the targeted rate collected for the purposes of maintaining the hall be increased.

The rationale behind this proposal was that in previous years a number of new subdivisions in the area meant that the rating base and therefore the rates collected for the maintenance of the hall had increased. This increase allowed for the rising maintenance costs to be met with the increase in rates collected.

There are no new subdivisions being planned for the Matangi area, therefore the Matangi Hall Committee requested the targeted rate be increased to meet the costs of maintenance.

The current targeted rate for Matangi Hall is \$24. The proposal was for it to increase to \$30.

### **4. DISCUSSION AND ANALYSIS OF OPTIONS**

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#### **4.1 DISCUSSION**

##### The Proposal

The current targeted rate for Matangi Hall is \$24. The proposal was for it to increase to \$30 to help cover the increasing maintenance costs.

##### Consultation

Consultation on the proposed targeted rate increase was open from 7 December 2018 to 18 January 2019, and a total of 83 submissions were received. A total of 50 submitters (60%) indicated their support for the proposal and 33 (40%) were against it.

Themes included in the comments section of submissions related to:

- good facility for the community (13 submitters)
- rarely or never using the hall (13 submitters)
- rates are already high enough without the increase (12 submitters)
- proposed increase is reasonable (11 submitters)
- important to maintain the facility (9 submitters)
- 'user pays' principle (7 submitters)

#### **4.2 OPTIONS**

1. Council approve the proposed targeted rate increase from \$24 to \$30.
2. Council do not approve the targeted rate increase and the targeted rate remains at \$24.

## 5. CONSIDERATION

### 5.1 FINANCIAL

The proposed increase from \$24 to \$30 equates to an additional \$5,718 excl. GST of annual revenue for maintenance of Matangi Hall, based on the current number of contributing ratepayers (1,096).

### 5.2 LEGAL

Under section 82 of the Local Government Act 2002 Council is required to consult with those who may be affected by or have an interest in the decision.

### 5.3 ASSESSMENT OF SIGNIFICANCE AND ENGAGEMENT POLICY AND OF EXTERNAL STAKEHOLDERS

Highest levels of engagement	Inform	Consult	Involve	Collaborate	Empower
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Tick the appropriate box/boxes and specify what it involves by providing a brief explanation of the tools which will be used to engage (refer to the project engagement plan if applicable).</i>	Although not a large dollar amount the Significance and Engagement Policy was triggered due to the percentage increase on the targeted rate.				

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

Planned	In Progress	Complete	
		✓	Internal
			Community Boards/Community Committees
			Waikato-Tainui/Local iwi (provide evidence / description of engagement and response)
		✓	Households
			Business
			Other Please Specify

## 6. CONCLUSION

Consultation was undertaken with those who currently pay a targeted rate towards Matangi Hall seeking feedback on a proposal to increase the targeted rate from \$24 to \$30.

Staff are seeking a recommendation from the Committee to Council on whether to approve the proposed increase.

## **7. ATTACHMENTS**

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Attachment 1: Summary of Submissions

Attachment 2: Breakdown of Income and Expenditure



Name/Organisation	Do you support the proposed targeted rate increase for Matangi Hall from \$24.00 to \$30.00?	Can you tell us why?
Margaret & Peter Morris	No	We have no use for the hall in any needed extra funding should come out of our huge rates bill (\$3000+) from which we receive very little benefit. Time for some increased efficiency instead of yet more rate increases!
Mavis Dawn Connell	Yes	The hall must be maintained to a high standard. It always looks very clean & tidy in the parking area. Well done. Also, it would be pleasing to see the footpaths and the front of the stores in the village to be kept tidier and cleaner.
Hannah Gabbie	Yes	Costs would have increased significantly in the last 8 years. Increase seems reasonable.
Suzanne Tillemans	No	I do not support the rates increase request. We do not use the hall. Should be more 'user pays'. Committee should look at other options, increase charge rate for users at hall, fund raising etc. Why should people who don't use the hall be expected to keep paying? There are other ways and means to raise funds, maintain it etc.
R Jackson & P Rolfe	No	We are already paying targeted rates for Tamahere. Why pay targeted rates for Matangi as well?
Paul & Sheryl Carpenter	No	I have not used or been in the Matangi Hall for several years, so I don't believe rate increase of some 25% is justifiable for all residents. Are there other options for maintaining the hall eg. increase hireage rate. Also, communities have charged over the years, and people now meet in cafes and organisations such as sports clubs etc. Activities in halls are limited to a few events per year. Is the hall used enough?? Does the local school (Matangi School) use the hall at all? If so then the school needs to pay for that.
Anonymous	Yes	
Glyn & Gill Davies	No	We ??? Tamahere, have never used Matangi Hall for any event over the last 40 years.
Grant & Sandra Holmes	No	We have not used or been in this hall during the 28 years we have lived here so let the users pay. If 'user pays' would make the hireage too expensive than the hall needs to be closed. The Council needs to ensure it knows the amount of usage the hall gets per year & how much the council subsidises its usage. As ratepayers we do not wish to increase our rates to subsidise users.
Carlos Galceran	No	
Michaela Phillips	Yes	I think its still to low it should at least be \$50

T & A Hale	Yes	
Shane & Rhonda Whittaker	Yes	
Ross & Sally McMillan	Yes	Inflation!!! Please increase the Matangi Hall targeted rate to \$30.00
Leon and Phylcia Tan	Yes	
W Murray	No	We have lived in Matangi for 16 year and witin that time, dwellings have increased hugely, therefore many more rate payers contributing to one hall. I fail to see where all this income from rates is used. The hall has not been altered to my knowledge, and upkeep on a well-built building surely cannot be needing such a large amount of ratepayers contribution.
Glenn Otton	Yes	
Anonymous	Yes	
Anonymous	Yes	
Brett Kendall & Rosemary Anne Carter	Yes	A sensible increase
D & K Smith	Yes	
A Barker	Yes	
Simon Peel	No	The existing targeted rate is already excessive. A further increase is not justified. It is unfair and unreasonable to levy additional rates on households that have no interest in the facility.
Michael and Margaret Timm	Yes	
Ken & Faye Douglas	Yes	
Roy Christoffersen	No	The reason I said no is - a lot of others in this area never use this hall. As the saying goes - user pays, why not if there is a door charge, to raise it slightly, that way, user does pay. Surely \$2400 must cover any problems. I have no idea how many households will have to pay, if there are 500, that means, \$12,000 a year now and \$15000 if it goes ahead, plus door sales. How much does it take to maintain this hall? Which probably does not get used every week, or maybe every month.
Anonymous	Yes	
Anonymous	Yes	
Gary Jacobs	Yes	Considering we have lived here for 23 years and it has never changed. Along with the great condition and facility at the hall, this is well overdue. As opposed to the implementation of a levy to fund development at Tamahere, that we have no interest in, and never visit ??? 15 mins from here, we have never heard from the Tamahere Councillors, but are on first name terms with the Eureka Councillor!!
Nicola Starkey	Yes	The hall provides a good facility for the community
Myfanwy Long-Taylor	Yes	I guess so. Never use it, but would have done so. Who knows? May do so again?
K Wilson	No	

Roy Harman	No	Having to pay for rubbish bags is bad enough. NO
Mike Alton	No	As I have never set foot into the 'hall' in the 24 years I have been a resident in Matangi. Maybe there should be a user pays to cover the maintenance explained. My company 'mobile engineering' quoted to put bollards and gates and was unsuccessful, where the job went to I do not know! It has been done... so I am a no to an increase.
Anonymous	No	Rates are too much as it is!
Anonymous	No	Rates are way to much as it is without another increase.
Barry & Evelyn Wisneski	No	The dollar increase is not significant but a rate increase of 25% sets an alarming precedent and considered unacceptable.
Anonymous	No	We do NOT support a rate increase for the Matangi Hall. We have not been informed of what maintenance is needed on the hall or costs required. We consider the \$24.00 yearly to e adequate. A lot of halls are maintained with voluntary labour. We are both prepared to help out at any time with prior notice.
Andrew and Phillipa Thomas	No	This property has already had a \$341.81 rate increase for this rating year, plus an added targeted rate! Next year we will probably lose our use of the Hamilton City Library unless we are willing to pay another \$80! We say ENOUGH!
C H Hendy	Yes	
Anonymous	No	During the 29 years we have lived here we have only been to the hall once for a meeting about a proposed highway, a long time ago. We don't know what goes on there because no one tells us what may be happening there.
Claudia de Rooy	No	Matangi has been my home for over thirty five years and in that time i've never been inside the Matangi Hall. The usage is so limited one would wonder if it is a worthwhile project for the area. It is hard enough for older people to maintain their rural properties without another extra cost for something a lot of us don't use.
Morgan	No	People hire it out and are to loud, there are no rules around parties and night functions. We have young children as most around here and we know its not often the noice i horrible...why keep spending money on a buding that is being used for good how often?? Spend the money on the reserve area or the school or the playground, and so on!
Mark Holmes	Yes	This is a great asset for Matangi that is well-managed, but it requires further financial support.
Stephanie Holmes	Yes	Matangi Hall is a great asset to the village carefully maintained by a very dedicated Committee and rightfully needs more support and this increase.
S Hopkins	Yes	I have used the hall in past years and understand that the volunteers that look after it would not request the increase unless necessary to keep the hall nice.
Kitty Burton	Yes	It is a minor increase to secure a high standard of maintenance. People respect a facility that is well managed and cared for.

Jeanette Tyrrell	Yes	It's a VERY modest increase - perhaps too modest.
Anna O'Brien	No	I am not opposed to increasing spending on the Matangi Hall, but I am opposed to being asked to pay for it by way of a rates increase, when I have just had to pay \$80 to join my local library, a service that used to be included in my rates, that was of huge importance to our household. This service was removed with no viable alternative provided, and no decrease of rates - how about using the \$300,000 that lost us our local library service and applying that fund to the Matangi hall?
Tania Hodges	No	We continue to contribute financially to facilities, playgrounds etc in the region that we never use. I would rather facilities in the lower socioeconomic areas are supported instead.
Michelle Jordan-Tong	No	Other sources of income should be sought to help cover the costs of the facility. It's not clear from the information provided how widely the hall is used by ratepayers in general.
Ian Wallace	Yes	As the hall is now 60 years old it needs regular maintenance and refurbishment. To do this the Hall Committee need funds so that these various tasks can be done when needed. With costs increasing and new subdivisions on hold we cannot rely on more houses to increase hall income.
Godfrey Bridger, Ratepayer	Yes	Because it is a good local service and the increase is not much
Aaron West	No	The hall should be self funding. We should not have to pay a targeted amount
Matangi Dairy Factory	Yes	Hall is managed unbelievably well by volunteers and is maintained to a high level.
Robert Hos	No	I do not use the Hal, i have never used the hall. I believe it should be user pays, if the Hall can not be maintained with the current targeted rate and fees charged to users, sell it.
Chris cooper	Yes	It is important for local facilities like this to be maintained in good condition for the use of all residents
Murray Lane	Yes	Community halls along, with schools, are centre of the community.
Simon Jacks , pp. Katana Farms Trust	Yes	
GC Whitfield	Yes	
N&G Mathew	Yes	
Janice Kemp	No	You increased our rates by over %15 so you should have plenty of money!!
Anonymous	Yes	We would like to see from the 2020/21 year an increase of \$1 per year so that the committee can continue to look after the hall.
Dave Hewitt	Yes	
R Vander Stap	No	Matangi Hall committee will get more money because more houses are build in Matangi more rates
Susan JM Show	No	I would support \$24 to \$25, but not \$30
Cochrane & Pennycook	Yes	

HO & DL Mc Gaughey	Yes	We have used the Matangi Hall a couple of times and always found it clean and tidy. It is great to have such & Hall in our community
Andrea Mockford & Ross Wightman	Yes	Absolutely-We have used the Matangi Hall & found it to be an excellent facility & people work with (hall committee locals)
Peter & Annette Hill	Yes	
G Versteeg	Yes	It's a small amount to pay, rate has not increased several years and for the effective hall committee to maintain it going forward they need the funds
Lynne	No	We have never used the hall in fact until this notice came I didn't even know I could or that I was contributing to it's maintenance. Why would I choose to pay for a service I never intend to use?
Amanda Torrens	Yes	Its a wonderful facility and needs to be kept up to date.
G & M Shortland	Yes	It is a fair increase as there has been nothing in the last 8 years and the hall is frequently used and important to the community
Anne Bennett	Yes	I appreciate the work of the hardworking hall committee members to maintain and upgrade the hall to a high standard. I hope some of this increase can go towards a higher level of volunteer reimbursement and/or cleaning wages too, in addition to other increasing operating and maintenance costs. Thankyou also for the new WWI memorial board which the committee initiated and researched and WDC funding supported for November 2018's unveiling. Once pavement to the hall is completed, this will be an even better and safer community facility for many new Matangi residents and families to use.
M L Hadley	Yes	As outlined in your correspondence
Barry Haycock	Yes	Support local community
Neil Barnard	Yes	Valuable resource for the community and if in need of an upgrade, would support reasonable measures to facilitate this
Talia Tuliau	No	I haven't seen one thing advertised at Matangi Hall (nor participated in anything at the hall). I drive past it weekly and have never seen anyone there. I don't see how the hall currently benefits the community. In addition, residents have recently been charged for all the Tamahere upgrades which do have a clear and obvious benefit (e.g. playground). This is another considerable rates increase. I propose that with the increasing population and recent money spent on upgrades, the hall could find many commercial/alternative ways to make up the shortfall in income without increasing our rates.
Eddie Leong	No	We never use the matangi hall, Don't want to pay extra rates for that, we pay enough rates now with 2 councils
Timothy Sterling	Yes	The costs of materials is ever increasing and I believe that we should support the town community to have somewhere to gather for clubs and local meetings
Julian Antoniazzi	Yes	Great community facility

Martin Gore	No	Users of the Hall should have a fee increase to cover the maintenance rather than the rate payer My rates are excessive as it is for what I receive from the council, As a rate payer I have never been in that hall so in the last ten years I have paid \$240 for a Hall I will never use or go into.. So let the people who use the Hall pay the maintenance Thank you
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## Matangi Hall Committee Income and Expenditure

Rates income received	Amount (\$)
2018/19	22,872.04
2017/18	22,017.85
2016/17	21,329.14
2015/16	21,036.96
2014/15	20,389.99
2013/14	19,722.12
2012/13	19,242.12
2011/12	18,866.53
2010/11	17,935.08
<b>Total</b>	<b>183,411.83</b>

Hire Income Received	Amount (\$)
2018	6,473
2017	6,000
2016	4,955
2015	5,600
2014	6,065
2013	5,335
2012	4,725
2011	6,080
2010	5,925
<b>Total</b>	<b>51,158</b>

Item	Amount (\$)
New tables	15,750.00
Ladies toilet	23,000.00
Men's toilet and entrance way	27,361.11
Store room	11,350.69
Roof repair	6,499.26
Borer treatment	1,800.00
New Kitchen	30,063.39
Dish washer pie warmer	6,167.42
Roof repainted / drains redone	27,055.07
Car park and septic tank	58,041.31
General maintenance over 10 years	22,636.12
<b>Total expenditure between 2008-2018</b>	<b>229,724.37</b>

Planned works	Amount (\$)
Fence across front of hall	6,312.35
Complete tar sealing (estimate)	30,000.00
<b>Total planned expenditure</b>	<b>36,312.35</b>

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### **Open Meeting**

<b>To</b>	Strategy & Finance Committee
<b>From</b>	Clive Morgan General Manager Community Growth
<b>Date</b>	21 January 2019
<b>Prepared by</b>	Lianne van den Bemd Community Development Advisor
<b>Chief Executive Approved</b>	Y
<b>Reference #</b>	GOV1318 / CDR0502 / 2177394
<b>Report Title</b>	Request for Community Committee Grant – Pokeno Community Committee

## **I. EXECUTIVE SUMMARY**

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The purpose of this report is to present to the Strategy & Finance Committee the request for funding from the Pokeno Community Committee (“the Committee”) towards the cost associated with the running of the Committee.

## **2. RECOMMENDATION**

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**THAT the report from the General Manager Community Growth be received;**

**AND THAT an allocation of \$..... is made to the Pokeno Community Committee towards the cost associated with the running of the Committee;**

**AND THAT the request from the Pokeno Community Committee towards the cost associated with the running of the Committee is declined / deferred until ..... for the following reasons:**

## **3. BACKGROUND**

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The Pokeno Community Committee, supported by Waikato District Council (“Council”) is seeking funding to assist with the ongoing cost associated with the administration and management of the Committee so they can continue to deliver to their community.

The Committee assists with community consultation and engagement between the Community and Council and for this purpose are requiring this grant to purchase stationary and printing resources, advertising and brochures, and refreshments.



### **3.1 OPTIONS**

The Strategy & Finance Committee may decide that:

- 1) the request be approved and an allocation of partial or full funding be made.
- 2) the application is declined.
- 3) the application be deferred.

## **4. CONSIDERATION**

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### **4.1 FINANCIAL**

Funding is available to allocate for the year.

The Pokeno Community Committee is seeking funding of \$1,000.00 towards the ongoing cost associated with the administration and management of the Committee so they can continue deliver to their community.

Of the current Administration Costs Budget there is \$18,732.52 available to allocate for the current financial year ending June 2019, so the impact of supporting the application would not have a negative impact on the remaining budget.

In addition, Administration Costs budget will be replenished by \$10,000.00 at the start of the new financial year (01 July 2019).

## **5. POLICY**

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Community committees can apply for funds for the development of community plans and general administration cost of the community committee.

As per the *Waikato District Council Community Committee Plan and Administration Funding Criteria*, applications below \$300 are within the delegated authority of staff and can be approved by the Community Development Advisor.

For administration cost associated with the running of a community committee above \$300, an application must be made to the Strategy & Finance Committee

### **5.1 LEGAL**

NIL

## **6. CONCLUSION**

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Consideration by the Strategy & Finance Committee is required with regard to this funding request from the Pokeno Community Committee.

**7. ATTACHMENTS**

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Nil

### Open Meeting

<b>To</b>	Strategy & Finance Committee
<b>From</b>	Clive Morgan General Manager Community Growth
<b>Date</b>	15 February 2019
<b>Prepared by</b>	Karen Cousins Economic Development Marketing Officer
<b>Chief Executive Approved</b>	Y
<b>Reference/Doc Set #</b>	GOV1318 / 2176567
<b>Report Title</b>	Economic Development Update

## I. EXECUTIVE SUMMARY

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The purpose of this report is to update Council on the various economic development projects and other economic development activity. The key items include:

- The economic development work programme has two projects completed and a further 6 underway.
- Open Waikato had its highest organic website traffic to date and the top three pages were Home, Live – Our Towns and Visit – Surfing, Fishing & Watersports.
- Julie Dolan, Economic and Community Development Manager started this month and planning is underway for the new Community and Development team. Youth Engagement Advisor (now titled Community Youth Engagement Advisor will be advertised shortly.
- Fibre Broadband is being rolled out throughout the district, Huntly is 60% complete and Raglan will be underway mid-February with a completion date of end of this year.
- Raglan i-SITE contract tender is being worked on by staff and will be advertised shortly on Tenderlink.
- Waikato District Youth Employment Coordinator position has received \$10,000 sponsorship from Genesis Energy to go towards the work programme. Key partners will meet later this month to proceed with governance structure.

## 2. RECOMMENDATION

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**THAT the report from the General Manager Community Growth be received.**

## 3. REPORT

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### BACKGROUND

The purpose of this report is to update Council on the various economic development projects and activity.

## **ECONOMIC DEVELOPMENT STRATEGY WORK PROGRAMME**

The Economic Development Strategy (“EDS”) and associated Implementation Plan were adopted by Council in December 2015 and March 2016 respectively.

The implementation work programme prioritises projects to commence in 2016.

The EDS actions sit under seven strategic focus areas:

- Sector development
- Business recruitment
- Business start up
- Spend attraction
- Population attraction
- Skills development and attraction
- Excellence in Council service delivery

### **Work Programme 2018-19**

The Economic Development Work Programme for 2018-19 is below:

Strategic Fit	Project	Detail	Budget	Deadline	Update	Actual spend
<b>Spend attraction</b>	Hampton Downs Industry Cluster	1) Investigate options for Hampton downs High-Performance Automotive Industry Training Cluster opportunity.	\$ 10,000	31 March 2019	Discussions have been held with ED team, Hampton Downs and Cluster Specialist. Will be completed in May/June.	
	Raglan i-SITE	2) Request for proposal and tender services contract for Raglan i-SITE.	\$10,000	1 March 2019	Initial tender documents for Raglan i-SITE are being finalised. Once approved, tender will be advertised on Tenderlink. RISK: Current operator and contract award will not overlap – team are preparing a contingency plan for previous operators to have interim contract.	
<b>Build Skills</b>	Huntly business network	3) Establish Huntly business network with Waikato Innovation Park.	\$ 2,000	31 March 2019	ED team together with Te Waka held a Maori Business Panel at Essex Arms in Huntly, 6 December. High attendance from business owners and good feedback was received. Currently arranging two more business network meetings for 2019.	
	Youth to employment role	4) Gain support and establish goals with key stakeholders for Youth to Employment role with Smart Waikato (Includes application to Provisional Growth Fund.	\$ (30,000) (external budget to ED)	1 May 2019	\$10,000 Sponsorship for youth role has been gained from Genesis Energy Ltd. Next steps: Meet with key agencies to agree governance structure moving forward.	
	Mayoral Community & business awards	5) Establish business division in the Mayoral Community Awards – bi-annual event.	\$ 1,000	1 June 2019	Early discussions with organising team have been had and business category will be added. Next steps: present criteria to Economic Development Advisory Group for review prior to nomination period.	
<b>Sector Development</b>	International Exposure Campaign	6) Create new co-branded promotional video for international promotion for Open Waikato and Yashili (supporting promotional collateral included)	\$ 10,000	31 October 2018	Completed. Video was produced and shown at the Yashili International Holdings four day China International Import Expo in Shanghai in November 2018. Also shown at the Global Dairy	\$10,000

					Forum during the expo. Video is available on YouTube. <a href="https://youtu.be/Cr-zSefn5IY">https://youtu.be/Cr-zSefn5IY</a>	
<b>Marcomms Implementation</b>	OW Marketing & Communications Plan	7) Review Open Waikato Marketing and Comms Plan for 2018/21. Include website redevelopment and education programme.	\$ 8,000	31 March 2019	Not started.	
<b>Excellence in service delivery</b>	Economic Development Strategy	8) Develop new Economic <i>and</i> Community Development Strategy.	\$ 35,000	30 June 2019	Not started. This will be undertaken with new Economic and Community Development Manager.	
	Social Development Strategy	9) Create Social Development strategy (deferred – prioritised Economic Development Strategy refresh).	\$ -	30 June 2020	DEFERRED to 2019 year.	
	Political engagement plan	10) Implement Political Engagement Plan.	\$ 20,000	30 November 2018	This project is currently being reviewed as to best fit between Economic Development Team and Communications Team.	
	Digital Enablement Plan	11) Revise plan outcomes and determine budget allocation.	\$ -	31 December 2018	COMPLETED. ED team completed review of DEP and have identified four areas to progress in next financial year.	\$ -
	Te Waka - Regional Economic Development Agency	12) Participate in economic development activities in collaboration with Te Waka.	\$ 5,000	30 June 2019	Ongoing – ED team are participating in regionally significant projects as required. Cultural tourism umbrella proposal for provincial growth fund is currently in development in collaboration with HWT, Te Waka and other TAs.	
	Blueprint project	13) Project manage the Waikato district-wide and Local Area Blueprints process ( <i>To transfer to new planning and policy team</i> ).	<i>Separate budget through LTP</i>	30 June 2019	Blueprint project has been transferred to Planning and Policy team and is reported separately.	\$ -
<b>TOTAL</b>		<i>(Youth Empowerment co-funding to be confirmed)</i>	<b>\$136,000</b>			
<b>Budget</b>			<b>\$136,000</b>			

## Open Waikato

Website statistics over the three months ending January shown:

Measure	Year	Sessions	Users	New Visitors	Average Session Duration	Bounce Rate*
Feb	<b>2016</b>	<b>21904</b>	<b>21109</b>	<b>96.20%</b>	<b>0:00:20</b>	<b>84.53%</b>
	2017	2385	1895	77.53%	0:02:33	65.03%
	<b>2018</b>	<b>8313</b>	<b>7593</b>	<b>93.60%</b>	<b>0:00:30</b>	<b>86.41%</b>
	2019	3936	3528	93.00%	0:00:59	79.65%
May	2016	2043	1666	78.70%	00:01:5	69.90%
	2017	3383	2819	81.79%	0:01:47	71.30%
	2018	2631	2336	91.20%	0:01:15	75.60%
Aug	2016	1987	1712	83.60%	0:01:14	67.89%
	2017	2805	2298	90.50%	0:01:34	71.76%
	<b>2018</b>	<b>5057</b>	<b>4507</b>	<b>92.00%</b>	<b>0:00:58</b>	<b>81.57%</b>
Nov	2016	2705	2186	79.45%	0:02:03	64.29%
	2017	3029	2560	91.50%	0:01:25	75.93%
	2018	3437	2921	90.80%	0:01:11	75.79%

\*This refers to the percentage of visits that go to only one page before leaving the site.

Bold figures represent months that targeted campaigns ran.

The Open Waikato website traffic is steadily building and had its highest organic traffic volume (3936) this quarter since the website started. This is encouraging considering no paid campaigns were run during this time and indicates that search engine optimisation is working effectively.

Our top three highest visited pages for the three month period 1 Nov 2018 to 31 Jan 2019 were:

1. Home
2. Live - Our Towns
3. Visit – Surfing, Fishing & Water Sports

The Open Waikato Facebook page is currently sitting at 1,006 likes and 1,045 followers, Twitter at 90 followers and Instagram at 167 followers.

### Economic Development Team Structure

The Economic Development Team has gone through a restructure to align with Council's vision of liveable, thriving and connected communities. The team is now Economic and Community Development and the draft team structure is as follows:

Name	Position	Previous position name/Team
<b>Julie Dolan</b>	Economic and Community Development Manager	Economic Development Manager
<b>Lianne van den Bemd</b>	Community Development Advisor	Community Development Advisor (Policy team)
<b>Karen Cousins</b>	Economic Development Marketing Officer	Marketing Officer
(Advertising in Wave Two)	Community Youth Engagement Advisor	Youth Engagement Advisor
(Advertising in Wave Three)	Waikato District Youth to Employment Coordinator	Waikato District Youth to Employment Coordinator

Community Youth Engagement Advisor role will be advertised in Wave Two recruitment cycle which starts mid-February.

### **Large Development Update:**

- Tata Valley Ltd – resource consent application lodged.
- Synlait - Construction phase is underway and Synlait is expecting to be in production in Spring 2019.
- Ports of Auckland - Construction phase of Road over Rail Bridge is continuing.
- Hansa has relocated from Hamilton to Northgate Business Park.

### **KEY PROJECTS**

#### **Fibre Broadband Rollout**

Ultrafast Fibre has completed Ngaruawahia fibre broadband build programme and are at 60% completion of Huntly build programme. Raglan build programme is scheduled to start in two weeks time (mid-February) with an expected completion date of 31 December 2019.

Chorus have completed Whatawhata and Horotiu and are currently underway with Te Kauwhata. Both fibre broadband providers are working well with Council's network engineers to undertake the rollout with minimal disruption to residents.

#### **Blueprint Project**

Staff have received the draft Blueprint report and appendices from our consultants Urbanism Plus for the District Wide and Local Area Blueprints. The blueprint is reported separately through the Planning and Policy workstream.

### **OTHER ACTIVITY**

#### **Waikato District Youth to Employment Coordinator**

Staff have obtained Genesis Energy sponsorship of \$10,000 towards the Youth Coordinator Role to help support the work programme. Next steps are to meet with key partners; Waikato Tainui, Ministry for Social Development, Waikato District Health Board, and Smart Waikato to socialise and finalise the partnership agreement and agree a governance structure for the role. Once structure is agreed, the position will be advertised as part of Wave Three recruitment cycle.

#### **Waikato Tourism Monthly statistics – November 2018**

Hamilton & Waikato tourism provide monthly statistics for New Zealand, Waikato region and Waikato district. Tourism expenditure in the Waikato region reached \$1.557b in the year to November 2018 with the district at \$134m.



### **Open Meeting**

<b>To</b>	Strategy & Finance Committee
<b>From</b>	Clive Morgan General Manager Community Growth
<b>Date</b>	15 February 2019
<b>Prepared by</b>	Will Gauntlett Resource Management Policy Team Leader
<b>Chief Executive Approved</b>	Y
<b>Reference #</b>	GOV1318 / 2176104
<b>Report Title</b>	Publication of the summary of submissions on the Proposed District Plan (Stage 1)

## **I. EXECUTIVE SUMMARY**

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The purpose of this report is to update the Strategy & Finance Committee on the preparation of the summary of submissions on the Proposed District Plan (Stage 1) and the period for further submissions.

The Proposed District Plan (Stage 1) was notified on 18 July 2018. The initial submission period closed on 09 October 2018. A total of 965 submissions were received and, to date, these have been summarised into over 8,500 individual submission points.

The next step in the Resource Management Act (“RMA”) Schedule 1 process is to publish a summary of submissions and call for further submissions. As part of this, the summaries and original submissions will be both printed and released online. The online system has an inbuilt search function, while the printed copies will be in two formats (by submitter and by plan chapter).

Staff are intending to publish the summary of submissions on 26 April 2019 and provide a period of 20 working days for people to lodge further submissions. A 20 working day period, which is a doubling of the timeframe set out in RMA Schedule 1, is a balance between giving the public time to make further submissions while not unduly delaying the progress on the plan.

A further submission must be limited to a matter in support of, or in opposition to, an initial submission and only the following people may make further submissions:

- a) any person representing a relevant aspect of the public interest; and
- b) any person that has an interest in the proposed plan greater than the interest that the general public has; and
- c) the local authority itself.

A letter will be sent to all initial submitters, and there will be public notices in newspapers and some social media coverage. This will advise where the hard copies can be viewed (Council offices and libraries) and will direct as many people as possible to make their further submissions using the online system.

The summary of submissions being released on 26 April ensures there is no overlap with the proposed release of the draft Blueprint. It also avoids the Easter/ANZAC holidays.

Staff intend to prepare an update for the Strategy & Finance Committee in April regarding the project planning and timeframes for the remaining phases of the District Plan Review (Stages 1 and 2).

## **2. RECOMMENDATION**

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**THAT the report from the General Manager Community Growth be received.**

## **3. ATTACHMENTS**

---

Nil

### Open Meeting

<b>To</b>	Strategy & Finance Committee
<b>From</b>	Clive Morgan General Manager Community Growth
<b>Date</b>	20 February 2019
<b>Prepared by</b>	Karen Cousins Economic Development Marketing Officer
<b>Chief Executive Approved</b>	Y
<b>Reference #</b>	GOV1318 / 2167201
<b>Report Title</b>	Mayoral Delegation to China November 2018

## I. EXECUTIVE SUMMARY

Yashili NZ Dairy Factory formally requested Waikato District Council to attend the China International Import Expo (CIIE) in Shanghai, China from 2 November 2018 to 10 November 2018.

The delegation attendees were Mayor Allan Sanson, Mayoress Patricia Sanson, Councillor Janet Gibb, Councillor Aksel Bech, staff representative Karen Cousins and International Relations Consultant Simon Appleton of Eastern Bridge. The delegation visit is one of many initiatives in Waikato District Council's International Relations Strategy developed by Eastern Bridge for the Economic Development team in 2017 and is a continuation of the work commenced last year to strengthen relationships with potential partners in Asia.

### *China International Import Expo 2018*

The delegation attended the first China International Import Expo (CIIE). This trade fair will become an annual event and is the first of its type in the world. The expo is co-hosted by the Ministry of Commerce of China, the Shanghai Municipal Government as well as the World Trade Organization, The United Nations Conference on Trade and Development and the United Nations Industrial Development Organization.

There were a number of New Zealand companies present at the expo including Waikato's host company – Yashili New Zealand, and fellow Waikato company Zealong Tea Estate. A number of other New Zealand food and beverage companies were also present at the expo and there was representation from the Ministry of Foreign Affairs and Trade as well as New Zealand Trade and Enterprise.

The delegation met with other New Zealand exhibitors and took part in the Global Dairy Forum, an official event for Yashili. Mayor Sanson was a keynote speaker at the forum, along with the following distinguished guests; Chinese Ambassador Claire Fearnley, Vice President of Chinese Chamber of Commerce of Foodstuffs and Native Produce Yu Lu, CEO of Mengnui Group and Chairman of Yashili International Jeffrey Lu, Vice President of China

National Cereals, Oils and Foodstuffs Corporation Ma Jianping, and New Zealand Trade and Enterprise Regional Director Fiona Acheson. Mayor Sanson presented Yashili NZ with two awards on behalf of Waikato District Council for their contribution towards Waikato district economic growth and Pokeno community contribution.

Staff prepared marketing material to showcase Waikato district, including a video and brochures in preparation for the delegation. The video highlights Waikato district's landscape, economy and advantages as a key global location, together with Yashili's investment in the Waikato district. The video was shown during the global dairy forum and was featured continuously on the Yashili International stand along with translated brochures promoting Waikato District at the four day inaugural China International Import Expo.

For the 2020 expo, the Waikato District Council may consider collaborating with other authorities and businesses within the Waikato Region to showcase the region and its offerings.

### *Jiangyin City Visit*

The Mayor, Mayoress and International Relations Adviser, Simon Appleton visited Jiangyin City. This was the Waikato's second visit to the city to progress discussions around establishing a potential Sister City partnership with Jiangyin City as identified in the Waikato District Council's International Relations Strategy. The delegation was hosted by the Jiangyin Mayor. The councils discussed the possibility of formalizing a relationship – initially with a Memorandum of Understanding (MOU) highlighting mutually beneficial cooperation in: education (both traditional exchange as well as fee paid), trade, logistics and investment. The Jiangyin government understands the difference in scale between the two authorities and will take a pragmatic approach to the relationship based on the individual areas' own capability and capacity.

Mayor Sanson was supportive of formalizing the relationship with an MOU, and suggested the Jiangyin government visit Waikato District in 2019 where a signing can take place.

The MOU is seen as the first step in developing a full sister-city relationship between the Waikato and Jiangyin.

Jiangyin would be a strong partner for the Waikato District, it is a wealthy and developed city. Jiangyin residents are well travelled internationally and have a high level of education. More information on the city is available in the accompanying City Report.

### *Key outcomes:*

- Delegation visited the New Zealand Commodity Centre who showcase New Zealand produce in a free trade zone. The Commodity Centre received a higher than expected level of interest from Chinese consumers, with one months' products purchased in three days.

There is a great opportunity for Waikato businesses to have products distributed through the NZ Commodity Centre at a relatively low cost. The Economic Development Team have made good connections with NZ Commodity Centre team and will continue discussions with Waikato businesses based on capacity to meet supply demands.

- Chairman of Mengnui, Chopin Zhao is very pleased with the relationship Yashili NZ has with Waikato district and has indicated Mengnui has a strong interest in future developments in New Zealand. Due to the relationship built between Waikato District Council and Yashili, Waikato district is seen as a priority area for potential future investments in New Zealand.
- Participation in inaugural China International Import Expo 2018 strengthened links with Yashili International Holdings and supported other New Zealand companies presenting at the expo, for example Zealong Tea Estate.
- Delegation visited Jiangyin City with a view to establishing a relationship with Jiangyin as a potential sister city for educational and cultural exchange and possible future business opportunities.

Discussions with Jiangyin were favourable and a Memorandum of Understanding for a reciprocal school relationship will be developed by the Economic Development team with assistance of Eastern Bridge Ltd. Waikato District Council have invited to host Jiangyin for one to three days in April 2019 to showcase the district, businesses and schools.

## **2. RECOMMENDATION**

---

**THAT the report from the General Manager Community Growth be received.**

## **3. ATTACHMENTS**

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- A Jiangyin City Briefing Document
- B Waikato District Council International Relations Strategy 2017



**CITY BRIEFING DOCUMENT**

**Jiangyin 江阴市**

Simon Appleton  
General Manager  
Eastern Bridge Limited  
[www.easternbridge.co.nz](http://www.easternbridge.co.nz)  
[simon@easternbridge.co.nz](mailto:simon@easternbridge.co.nz)

## Summary:

Jiangyin is a county-level city, under the jurisdiction of Wuxi. Jiangyin sits on the southern bank of the Yangtze River in Jiangsu Province. Jiangyin is one of the most important transport hubs on the Yangtze River, with shipping, rail, air and road freight. Jiangyin is also recognised as the wealthiest county level city and one of the most developed counties in China. Eastern Bridge's main China office is based in Jiangyin.

## Basic information – 2017 / 2018 data

City Name	Jiangyin	City Name (In Chinese)	江阴
Province	Jiangsu	Province (in Chinese)	江苏
Country	China	Map:	
Population	1.642 Million		
Population Growth	2.85‰		
Land area	811.7 Kilometers		

## Economics and Business

GDP	68.74 Billion NZD	Economic Indicators: (the presence of these shops gives a guide to the populations need for international products)	Starbucks	Many
GDP per Capita	47,114.70 NZD		International Hotel	Many
Average income	25,400.00NZD		International Department Store	few
Average disposable income	10,330.86 NZD		Foreign Consulate Office	none
Consumer market size	19.187billion NZD	Economic Make-up	Agriculture:	%
Average house price	2244.72NZD		Mineral extraction:	%
Unemployment	2.29%		Energy:	%
			Manufacturing:	%
			Service:	%
			Govt Admin:	%
Central Business District: (names)	Jiangyin wanda plaza Carnival Plaza New Harbour Development Zone	Major Industries: (including tourism)	Special steel and new metal materials, microelectronic integrated circuit, high level intelligent equipment, modern bio-pharmacy, shipyard, automobiles spare parts, metallurgy, mechanics, steel structures and modern service	
Industrial Zone (s) (names)	Jiangyin National High-tech park; Jiangyin Port Economic Development Zone; Jiangyin-Jingjiang Industrial Park			
Free Trade Zone (s) (names)	Jiangyin Free Trade Zone	Import value:	11.32 Billion NZD	
		Export value:	16.90 Billion NZD	
	International Airport	yes	Main trading partners: (Countries)	Belgium, Holland, Sweden, Australia, America, Japan, South Korea, Taiwan, Hongkong and etc.

Transport and Logistics Infrastructure	Domestic Airport	yes	Major export products: <i>(for example products which may have a market in NZ)</i>	Automobile Parts, Construction Steel, Oilfield steel tools, Steel ropes. Yarn, cloth, garments Plastics, Ships/boats, Packaging new materials, microelectronic integrated circuit, container houses, New energy cars, electrical bicycles, solar panels. etc
	Rail Freight	yes		
	Commuter Rail	Under construction		
	Sea Port	yes		
	River Port	yes		
Business associations which may be relevant to New Zealand:	None		Major importers: (local companies which may have an interest in NZ products)	Eastern Bridge China
			Potential Investment company: <i>(companies which have a record of investing overseas):</i>	Jiangnan Moulds Plastics Ltd (Auto Parts), etc.

### Tourism

Visitors per year:	16.27million people	Famous sites: (a list of the most well known sites)	Huaxi Village, shuangjing Village, Changjing Old Street, Hailan Horse Culture Museum, Wukong Temple, formor residence of Xu Xiake, firmor residence of Liu's family, thousand-year ormosiahosiei, The Heart Sutra Tablet, Binjiang golf course, top equestrian performance of Asia
Number of people who travel abroad:	Many frequent overseas travellers		
Mayor tourism company (s) (list companies capable sending tourists to NZ)	China International Travel Service Huaxi Travel Agency CITS Jiangyin (China International Travel Services)		

### Education

Number of students	202033students	Number of primary schools: 38	92329 students
Top universities	1. NA	Number of Middle schools: 36	38515 students
	2./	Number of High schools (include Vocational school) : 14	29500 students
	3. / Nanjing University of Science and Technology Jiangyin Campus (under construction)		
Existing international education programmes?	Yes. Main organisers are: Jiangyin foreign language school; Nanjing university of technology Jiangyin campus.	NO of Universities schools: 1	7000 students
		Number of Vocational schools: 2	12000 students


### Culture

Local cultural Festivals?	Yes – Xu XiaKe Travelling Festival	Ethnic Minorities	None

### Governance

Government Address	No.9 Middle Chengjiang Road, Jiangyin	Mayor's Name	Cai Yeming
		Mayors Photo	



Foreign Affairs contact person:	Shi Ping		
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Refer to the Website:<http://www.jiangyin.gov.cn/>

<http://www.jftz-js.com/single.php?bigid=19>

<http://en.jiangyin.gov.cn/>

Baidu & Wechat search engine



# Waikato District Council

## International Relations Strategy

Prepared by Eastern Bridge



Eastern Bridge



# CONTENTS & SUMMARY

## CONTENTS

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Hong Kong & Taiwan

Hong Kong & Taiwan: statistics

South Korea

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Trade

The prime rural land of the Waikato District provides a strong economic foundation for many urban communities and diverse agricultural, energy and manufacturing activities. Rapidly developing sectors in the District include Information Media and Telecommunications, Healthcare and Social Assistance, Construction and Manufacturing, all of which are experiencing growth higher than 11.5 percent per annum.

The strong economic performance which the District has been experiencing over the past 5 – 10 years has engendered interest in developing relationships internationally which would lead to increased trade and investment, as well as educational and cultural exchange. Accordingly, Eastern Bridge has been engaged by the Council to assist with the management of its international relationships.

The first part of Eastern Bridge's management service was to develop a strategy in conjunction with the Council, which was aimed at identifying areas of focus. The strategy document provides an overview of North East Asian regional markets, with reference to the main economic opportunities available to those who wish to develop constructive international relationships. Such opportunities may include investment, export education, tourism and trade.

The Strategy makes seven recommendations for the Council. These recommendations are that the Council:

- identifies a market or markets on which to focus
- develops webpages in Simplified Chinese, Japanese and / or Korean . These pages should provide relevant information relating to business and economic development opportunities
- provides training opportunities to support the Council staff, businesses and organisations to become Asia Ready
- formalises a processes for handling incoming enquiries
- identifies a sister city partner which can raise the District's international image, provide a conduit to further economic development goals and enhance awareness in local communities through educational and cultural exchange
- engage with industry sector groups to encourage involvement in the International Relations Strategy
- engage with the community to encourage residents' support and participation in the relationship

# CHINA



The People's Republic of China is the world's most populous nation and one of the largest economies (2nd by nominal GDP, 1st by purchasing power parity). The world's largest exporter, China produces a vast array of agricultural, industrial and consumer products. With its growing prosperity, China has been able to transform itself into a global economic powerhouse over the past few decades.

China is New Zealand's main trading partner as well as our largest source of international students. There is also a steadily increasing number of Chinese tourists visiting New Zealand. Chinese migrants make up an important segment of New Zealand's population, thereby enhancing the cultural diversity of their adopted communities. Currently the largest Chinese communities are based in Auckland, Christchurch and Wellington. There are, however, rapidly growing communities throughout provincial New Zealand.



People's Republic of China (China) 中华人民共和国 (中国)																													
Population	1,367,485,388		Government links with New Zealand	Yes																									
Capital	Beijing		Representative in New Zealand	Ambassador Wang Lutong																									
<b>NZ-China Economic Links</b>																													
<p>In 2014, 215,040 Chinese tourists visited New Zealand. They spent \$1 billion, or an average daily spend of \$710.</p> <p>4% of Chinese international students choose to study in here. In 2014 there were 30,179 Chinese students in New Zealand.</p> <p>Chinese invested \$102.9 billion (USD) overseas in 2014. They invested \$1.9 billion (NZD) in NZ during 2015. Chinese investment in New Zealand amounted to 14% of all inward FDI (2015).</p> <p>China takes 15% of all NZ export products (\$8 billion). China imports mostly primary products including: dairy, meat, wood and seafood.</p>		<table border="1"> <tr> <td>Currency</td> <td>Yuan (RMB)</td> </tr> <tr> <td>GDP Growth</td> <td>6.7%</td> </tr> <tr> <td>GDP (PPP)</td> <td>\$19.51 trillion</td> </tr> <tr> <td>GDP Per Capita (PPP)</td> <td>\$14,300</td> </tr> <tr> <td>Gross National Savings</td> <td>47.4% of GDP</td> </tr> <tr> <td>Foreign Reserves</td> <td>3.21 trillion</td> </tr> <tr> <td>FDI outward</td> <td>1.1 trillion</td> </tr> <tr> <td>FDI inward</td> <td>1.7 trillion</td> </tr> <tr> <td>% of global GDP in New Zealand</td> <td>14%</td> </tr> <tr> <td>Export value</td> <td>\$2.27 trillion</td> </tr> <tr> <td>Import value</td> <td>\$1.596 trillion</td> </tr> <tr> <td>NZ export</td> <td>\$NZ10,719 million</td> </tr> </table>		Currency	Yuan (RMB)	GDP Growth	6.7%	GDP (PPP)	\$19.51 trillion	GDP Per Capita (PPP)	\$14,300	Gross National Savings	47.4% of GDP	Foreign Reserves	3.21 trillion	FDI outward	1.1 trillion	FDI inward	1.7 trillion	% of global GDP in New Zealand	14%	Export value	\$2.27 trillion	Import value	\$1.596 trillion	NZ export	\$NZ10,719 million		
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<b>The People</b>																													
Workforce	800 million	<p>Chinese and Waikato</p> <p>Very few Chinese have a good knowledge of the Waikato Region although there is a small Chinese community of approximately 7,000 living in and around Hamilton.</p> <p>There are also a number of Chinese international students studying at Waikato University. Many of these students will either return home or move to Auckland following graduation.</p> <p>There are several Chinese owned businesses operating in the Region, including construction, dairy processing, as well as small hospitality businesses.</p>																											
Unemployment	4.2%																												
Language	Mandarin (the Common language) but there is a range of dialects																												
Ethnic Groups	Han make up 91% of China. There are up to 50 Ethnic minorities																												
Major Cities	Shanghai 23.7m Beijing 20.3m Chongqing 13.3m Guangdong 12.4m Tianjin 11m																												
Chinese in NZ	260,121 (89,121 by birth, 171,000 by ancestry) (2013 Statistics NZ)																												
NZers in China	Approx. 2000																												
Waikato District Chinese	Approx. 20																												
<b>Foreign Relations</b>																													
<p>There are a number of connections between Waikato Region and China, however there currently isn't any formal relationships between Waikato District and China.</p>		<table border="1"> <tr> <td>Sensitivities</td> <td> <p>China has a number of sensitive border disputes with its neighbours. The PRC claims sovereignty over Taiwan (ROC), a claim which Taiwan disputes. New Zealand supports the PRC's claim. The Chinese diaspora living in New Zealand tends to maintain strong links with the Mainland and national pride can sometimes cause conflict with other ethnic groups in New Zealand.</p> </td> </tr> </table>			Sensitivities	<p>China has a number of sensitive border disputes with its neighbours. The PRC claims sovereignty over Taiwan (ROC), a claim which Taiwan disputes. New Zealand supports the PRC's claim. The Chinese diaspora living in New Zealand tends to maintain strong links with the Mainland and national pride can sometimes cause conflict with other ethnic groups in New Zealand.</p>																							
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# HONG KONG & TAIWAN



Hong Kong is a Special Administrative Region of the People's Republic of China, located in the south of the country. Originally a British colony, it was returned to China in 1997. Due to this colonial history it enjoys a high level of autonomy over its affairs. The GDP of Hong Kong is staggering for the size of the region. 2015 estimates for GDP were \$412.3 billion – Purchasing Power Parity (PPP) and \$310 billion (nominal). Hong Kong has the 10<sup>th</sup> highest GDP per capita of all countries. The Chinese mainland is Hong Kong's main trading partner, accounting for over half of all trade.

Taiwan is an island in Southeast Asia, located north of the Philippines and off the southeast coast of China. In July 2013, Taiwan and New Zealand signed a free trade agreement, making it an attractive place for Kiwis to do business. Taiwan has a population of over 23 million people. Approximately 78% of these live in urban areas. The largest city is the capital, Taipei, with 2.6 million people. Other major cities include Kaohsiung (1.5 million), Taichung (1.2 million) and Tainan (815,000). Most of the population and infrastructure are on the western coast of the Island due to the rugged, mountainous terrain on the east. With a GDP per capita of \$46,800, Taiwan is one of the most prosperous societies in Southeast Asia.

Hong Kong Special Administrative Region of the People's Republic of China (Hong Kong)		Republic of China (Taiwan) 中華民國 (台灣)	
Population		Population	23,508,362
Capital	Hong Kong	Capital	Taipei
Government links with New Zealand	Via the Embassy of the People's Republic of China	Government links with New Zealand	Unofficial links via the Taipei Economic and Cultural Office
Representative in New Zealand	Wang LuTong	Representative in New Zealand	Wu Chien-kuo
Currency	Hong Kong Dollar (HKD)	Currency	Yuan (TWD)
GDP Growth	2.4%	GDP Growth	0.7% (2015 est.)
GDP (PPP)	\$414.6 billion	GDP (PPP)	\$1.099 trillion (2015 est.)
GDP Per Capita (PPP)	\$56,700	GDP Per Capita (PPP)	\$46,800 (2015 est.)
Gross National Savings	24.8% of GDP	Gross National Savings	36.3% (2015 est.)
FDI outward	\$1.72 trillion	FDI outward	\$271.9 billion (31 December 2015 est.)
FDI inward	\$1.838 trillion	FDI inward	\$69.09 billion (31 December 2015 est.)
% of investment in New Zealand	4%		
Export value	\$499.4 billion	Export value	\$USD \$284.9 billion (2015 est.)
Import Value	\$524.3 billion	Import value	\$USD \$228.6 billion (2015 est.)
NZ export	\$912 million (NZD)	NZ export	\$NZ 1 billion (2014)
<p>Sensitivities:  Hong Kong is a fairly autonomous self-governing city which falls under the People's Republic of China. There is tension between the people of Hong Kong and the Mainland Chinese living and travelling there. There is also tension between the people of Hong Kong and their government which is seen to be too pro-Beijing. Tension between the Hong Kong government and Beijing government also exists.</p>		<p>Sensitivities:  Taiwan is not officially recognised by the New Zealand government. The People's Republic of China has a claim over Taiwan.</p>	



# SOUTH KOREA



South Korea is one of the most highly developed and prosperous nations in the world. It has a population of approximately 50 million, 82.5% of which lives in urban areas. Major cities include the capital, Seoul (9.7 million people), Busan (3.2 million), Incheon (2.6 million) and Daegu (2.2 million). South Korea's economy is largely export based. \$535.6 billion worth of goods and services were exported in 2015 making South Korea the 6<sup>th</sup> largest exporter globally.

New Zealand and S. Korea have complementary economies and are natural trading partners. S. Korea is our sixth largest export destination. Two-way trade has grown more than four times since 1990. New Zealand is popular with Korean tourists who are our seventh largest group of overseas visitors. South Korea is also New Zealand's fourth largest source of international students. In 2015 New Zealand and S. Korea signed a Free Trade Agreement which came into effect in December 2015. This comprehensive agreement contains a section designed to encourage freer flows of investment.



Korea 대한민국			
Population	49,115,196 (July 2015 est.)		Government links with New Zealand
Capital	Seoul		Embassy in Wellington
			Representative in New Zealand
			Ambassador Kim Hae-yong
<b>NZ-Korea Economic links</b>			
<p>In December 2015 New Zealand entered into a Free Trade Agreement with South Korea. 74,224 Korean tourists visited New Zealand in 2015, an increase of 23.1%. In 2015 Korean companies invested \$484 million in New Zealand.</p>		Currency	Won (KRW)
		GDP Growth	2.6% (2015 est.)
		GDP (PPP)	\$1.849 trillion (2015 est.)
		GDP Per Capita (PPP)	\$36,500 (2015 est.)
		Gross National Savings	35.7% of GDP (2015 est.)
		Foreign Reserves	\$368.5 billion (31 December 2015 est.)
		FDI outward	\$293.2 billion (31 December 2015 est.)
		FDI inward	\$191.3 billion (31 December 2015 est.)
		% of global FDI in New Zealand	
		Export value	\$535.5 billion (2015 est.)
		Import value	\$430.8 billion (2015 est.)
		NZ export	\$1.8 billion
<b>The People</b>			
Workforce	26.89 million (2015 est.)	<p>Koreans and Waikato</p> <p>There is a small but notable Korean population in the Waikato Region. Korean migrants are one of the largest owners of sushi shops locally. There are also Korean owned education businesses, supermarkets and hair dressers. There are several Korean churches which play an active role in the Waikato Korean community.</p>	
Unemployment	3.5% (2015 est.)		
Language	Korean, English (widely taught in junior high and high schools)		
Ethnic Groups	homogeneous (except for about 20,000 Chinese)		
Major Cities	Seoul 9.77 m Busan 3.21 m Incheon 2.68 m Daegu 2.24 m Daejeon 1.56 m Gwangju 1.53 m (2015)		
Koreans in NZ	30,171 (2013 Statistics NZ)		
NZers in Korea	1,500		
Waikato Koreans	Approx. 500		
<b>Foreign Relations</b>			
<p>There are no formal relationships between Waikato District and a Korean city.</p>		Sensitivities	
		<p>Koreans generally prefer to stay within their own communities. This makes it hard for smaller centres to attract Korean migrants.</p>	

# JAPAN



Japan is another of the most highly developed and prosperous nations in the world. A world leader in consumer electronics and car manufacturing, it is currently the third largest economy in the world (by nominal GDP), behind China and the USA. With a population of over 126 million, Japan is the 3rd most populous nation in East & South-east Asia. The GDP of Japan is currently comprised of 1.2% agriculture, 26.6% industry and 72.2% services.

New Zealand has a strong and complementary trading relationship with Japan, founded on long-established contracts, reliability and high quality products. New Zealand supplies food and industrial materials, such as wood and aluminium, whilst Japan exports finished industrial goods and machinery. Services exports between our two countries play a big part in our trading relationship, particularly in the education and tourism sectors. Japan is New Zealand's third largest source of overseas students (after China and India), and the fifth largest source of tourists. Japan is also New Zealand's fifth largest source of foreign direct investment, with significant investments in the forestry sector.



Japan 日本国			
Population	126,919,659 (July 2015 est.)		Government links with New Zealand
Capital	Tokyo		Embassy in Wellington
			Representative in New Zealand
			Ambassador Toshihisa Takata
<b>NZ-Japan Economic Links</b>			
<p>New Zealand and Japan have enjoyed a relationship which has spanned decades. During the 1980s and 1990s many Kiwis studied Japanese and there were a great number of sister city relationships formed. While the Japanese economy has cooled in recent years it is still the third largest economy in the world and New Zealand's fourth largest trading partner. 93,600 Japanese tourists visited New Zealand in the past 12 months, an increase of 11% on the previous year. 9,742 Japanese students studied in New Zealand in 2014. In 2014 Japan imported \$2.9 billion worth of New Zealand goods.</p>		Currency	Yen (JPY)
		GDP Growth	0.5% (2015 est.)
		GDP (PPP)	\$4.83 trillion (2015 est.)
		GDP Per Capita (PPP)	\$38,100 (2015 est.)
		Gross National Savings	25.3% of GDP (2015 est.)
		Foreign Reserves	\$1.261 trillion (31 December 2014 est.)
		FDI outward	\$1.313 trillion (31 December 2015 est.)
		FDI inward	\$217.4 billion (31 December 2015 est.)
		% of global FDI in New Zealand	7%
		Export value	\$624 billion (2015 est.)
		Import value	\$625.4 billion (2015 est.)
		NZ export	\$2.9 billion (2014)
		<b>The People</b>	
Workforce	64.32 million (2015 est.)	<p>Japanese and Waikato</p> <p>There is a small resident population of around 170 Japanese living in the Waikato Region. The main employer is the food and hospitality sector.</p>	
Unemployment	3.3% (2015 est.)		
Language	Japanese		
Ethnic Groups	Japanese 98.5%, Koreans 0.5%, Chinese 0.4%, other 0.6%		
Major Cities	Tokyo 38.0 m Osaka-Kobe 20.23 m Nagoya 9.46 m Kitakyushu-Fukuoka 5.51 m Shizuoka-Hamamatsu 3.36 m Sapporo 2.57 m (2015)		
Japanese in NZ	14,118 (2013 Statistics NZ)		
NZers in Japan	3,000 (2016 est.)		
<b>Foreign Relations</b>			
There is no formal sister city relationship between Waikato District and a Japanese partner			



The educational and cultural exchange benefits of Sister City and Friendship City relationships are well understood in New Zealand but there is less awareness of the important role these relationships can play in economic development. As a general rule, these Sister and Friendship City relationships have significance for Chinese, Japanese and Korean authorities and can provide less restricted access to government departments, civic and government leadership, as well as businesses and organisations which would otherwise be inaccessible to New Zealand commercial interests. Such relationships legitimise the activities of New Zealand companies operating in an Asian Sister or Friendship City, especially when the companies are seen to be supported by a New Zealand council. Finally, they can provide an important platform for the promotion of New Zealand products and services, thus facilitating opportunities for economic development.

A Sister City relationship should not be entered into lightly. To be successful, any relationship should be based on mutual benefit. With this in mind, it is important for the Council to have clearly established goals when developing their partnerships.



# EXCHANGE

Culture, educational exchange and civic visits are fundamental building blocks in the Sister and Friendship City relationship and later will provide a platform for establishing business opportunities. Such exchanges often have great significance, especially when New Zealand participants show a genuine interest in the language and culture of their Sister or Friendship City. Civic visits are an important indicator that the relationship is being taken seriously. They are expensive: for outgoing delegations, flights, accommodation and spending money; for incoming delegations, the cost of hosting. Delegations must be well prepared: interested parties should be invited to participate; the decision makers in the visiting group should be identified; relevant information supplied - for example, information about local schools if attracting international students is an identified priority.

# EXPORT EDUCATION



Export education is New Zealand's fifth largest export and contributed \$3.53 billion in 2015. The Government has set a target to increase the sector to \$5 billion by 2025. Export Education directly supports 30,000 jobs while providing downstream economic benefits, for example, through increased retail activity and additional income to homestay parents. International students come in many guises: primary age students accompanied by a parent; intermediate and high school students; tertiary level students; English language students; those studying short term and specialist programmes and those attending training camps.

Promoting a city as a location for Export Education is a significant task and requires substantial engagement with local education stakeholders. As with the promotion of tourism, specific information for each city or district needs to be developed. This should include the local 'story', what differentiates your district from others (in particular Auckland) and the services and pathways to further study or employment.

The Export Education sector is price sensitive and while New Zealand is the most cost effective 'western' destination for international students, Auckland dominates the market offering a range of price options. Finding suitable homestays can be a challenge. Having a reliable pool of 'kiwi' homestays is an advantage when trying to attract students. Apart from regular classes, there is a strong demand for short term and specialist programmes which can be developed by schools, or third party education providers.

A council can play an important role in promoting their district as an education destination. A Sister City connection can act as a conduit to an Education Bureau in the target city. Information can be provided on council websites.

# INVESTMENT ATTRACTION



For New Zealand to grow and prosper, it needs to be connected as efficiently as possible to our trade and investment partners. As part of that process, Foreign Direct Investment (FDI) has become increasingly important. America is the largest investor in New Zealand. China is the second. Contrary to common belief, the United States is the biggest purchaser of New Zealand property and land, while most Asian countries have generally focused their investment on food production and processing (especially dairy) and the waste management and energy sectors.

Most New Zealand local authorities specify investment attraction as one of their motivations for developing a Sister City relationship. Many East Asian local authorities have the same motivation but few New Zealand local authorities are ready to deal with investment enquiries. Councils should be prepared to provide relevant information in the target language. Information required includes: New Zealand specific data on immigration; taxation; investment and employment policies. Also available should be information on local economies; markets; infrastructure; logistics; labour; salaries and sector-specific data for cities and districts.

Should a council wish to attract interest in a particular project, an investment case should be prepared. Councils should consider whether they will offer incentives to potential investors. These may include long term leases, property development, or the provision of a case manager to assist the investor through the process. Investment projects can be promoted through council websites, as well as by leveraging Sister City relationships to connect with



# TRADE



Councils can play an important role in assisting exporters of local products. While it isn't a council's responsibility to sell the product, it can provide market information and training through seminars. The council can also help to connect local businesses with counterparts in Sister Cities by including them in mayoral-led delegations and working with the partner government and New Zealand Trade and Enterprise to arrange suitable meetings. Local businesses can also be showcased through the gift-giving process, where high quality, locally produced products may be presented to the delegates. There are a number of e-commerce and m-commerce (mobile-commerce) companies operating in New Zealand which provide both direct sale and export services. These companies can be an effective way to sell products into offshore markets, however they must be approached with caution as there are often high fees and high rates of commission involved.

# TOURISM



It is important to note that the easiest Asian groups to attract for tourism purposes will be those with ethnic communities already living in New Zealand. Such groups are an important barometer of the local tourism offering and its suitability for Asian travellers. There are three main categories of tourists: those who travel in groups, on package tours and as independent travellers.

Promotional material for tourism should be available in the target languages. It should include the 'story' of the tourism product. The uniqueness of the experience should be highlighted and any safety issues explained.

Dining and accommodation options need to be considered. While many travellers will want to savour New Zealand food, those staying in the country for longer periods will probably prefer food which is familiar.

Tour packages are an efficient way of attracting Asian travellers. They can be promoted directly through the Sister City conduit to the local tour companies in Asia. It will be expected that a commission will be paid to the Asian booking agent, so this will need to be included in the overall price of the product.

Councils should encourage tourism operators in their area to embrace WeChat. This is a powerful tool for introducing the Chinese to New Zealand's tourism services. The platform allows for the inclusion of text, photos and videos; it enables followers to ask questions and add comments and even purchase services and products.



# RECOMMENDATIONS

1. That the Council establish webpages in Simplified Chinese, Japanese and / or Korean. These pages should provide important information relating to migrants who wish to establish a business or invest locally.

There is very little information about the Waikato District available in Chinese, Japanese or Korean. By providing content in the migrants own language you are showing them that you are a welcoming district, you will also set yourself apart from other districts. Suggested content includes:

Publicly Available	
General overview	<ul style="list-style-type: none"> <li>• Message from the mayors and a general welcome</li> <li>• The Waikato story</li> </ul>
Economic Overview	<ul style="list-style-type: none"> <li>• Demographics</li> <li>• General economic performance statistics</li> </ul>
Business Environment	<ul style="list-style-type: none"> <li>• Describe key business-enabling infrastructure</li> <li>• Distance to markets (Domestic and International)</li> <li>• Introduce business organisations (Chamber of Commerce etc)</li> </ul>
Lifestyle Overview	<ul style="list-style-type: none"> <li>• Housing Information</li> <li>• Healthcare Services</li> <li>• Aged Care Services</li> <li>• Childcare, Schools and Tertiary Services (including academic ranking) - this will also help with international students.</li> <li>• Tourism and other scenic spot information.</li> </ul>
Contacts	<ul style="list-style-type: none"> <li>• Relevant contacts and profiles</li> </ul>

Existing Resources	(This information is already available on the relevant government website)
Immigration Policy	Immigration New Zealand
Taxation Policy	Inland Revenue Department

Available on Request	
Indicative Costs of doing Business in the Waikato	<ul style="list-style-type: none"> <li>• Average utility prices.</li> <li>• Logistics costs</li> <li>• Rental costs (based on office and industrial premises).</li> <li>• Average cost of employing staff.</li> </ul>
Business Opportunities	<p>For specific investment projects, information relating to an individual project should be provided but only after due-diligence has been conducted on the incoming enquirer.</p> <p>When the investor is proven to be credible, more information on each project can be made availa-</p>

## 2. That the Council provide training opportunities to support Council staff, businesses and organisations to become Asia Ready.

	Action	Responsibility
Training Scheduled be Developed	Training for Council Staff and Elected Representatives	Eastern Bridge / Council
	Training for Schools and Education	Eastern Bridge / Council
	Training for Tourism Operators	Eastern Bridge / Council
	Training for Exporters (SMEs)	Eastern Bridge / Council
Introductions to Trade Associations	A list of relevant support organisations will be compiled and made	Eastern Bridge

Did you know that East Asian and New Zealand cultures differ greatly and that without an understanding of the basic cultural dynamics it can be a struggle to understand why Asian partners take certain actions? Three important Asian cultural concepts are 'Saving Face', 'Relationships' and 'Obligation', or 'Mianzi',

Mianzi (saving face)	<p>Mianzi literally means 'face' in Chinese, however this concept is used throughout East Asia. In Western terms, it could be compared to a highly exaggerated form of kudos. You can give and receive 'mianzi'. You can also take away and lose 'mianzi'.</p> <p>Mianzi can be given through sincere compliments, symbolic gestures, hosting of banquets or the giving of gifts. Mianzi can be taken away by proving someone wrong, correcting them, or undermining their authority. Simple mistakes may have serious consequences, such as placing the head of a group in the wrong location at a formal meeting.</p> <p>By giving mianzi over a period of time you will start to build 'guanxi'.</p>
Guanxi (relationships)	<p>Guanxi, or 'relationships' is a concept which is widely discussed. Many Westerners consider guanxi as something which can be built up over a short period of time – this is not the case.</p> <p>Guanxi is developed through long-term mutual exchange and respect. People who claim to have guanxi have usually endured struggles and had their relationship tested.</p> <p>When true guanxi is developed both parties can feel secure in the knowledge that the other has their best interests at heart and will avoid doing anything to hurt the other's interest.</p>
Renqing (obligation)	<p>Renqing is a far less discussed concept in Western literature. Renqing is best described as 'obligation', and comes with guanxi. Renqing may not be obvious and takes time to develop. For example, if a Chinese friend of the Council continually hosts Council delegations in China, an obligation to reciprocate may be expected of the Council at a later stage. It is important to understand when Renqing becomes corruption.</p>

3. That the Council identifies a sister city partner which can raise the District's international image, provide a conduit to support economic development goals and enhance awareness in local communities through educational and cultural exchange.

When choosing a sister city partner it is important to take into account many variables including: size, geographic location, existing contacts, willingness to engage and the alignment of the goals of both parties. It is recommended that a council doesn't rush into a relationship. Initially, a council should develop in outline what cooperation and partnership would look like. Once both parties are agreeable to the outlined relationship it is safe to proceed by signing an MOU. This is not a legal document but does provide a framework for future cooperation. Once tangible and ongoing benefits have been proven both parties may wish to further upgrade their relationship and sign a Sister City agreement.

City snapshots—Three cities looking for New Zealand partners	
Jiangyin (China)	<p>Jiangyin is a township under the Wuxi government's administration (sister city with Hamilton). Jiangyin has a population of just over 1.2 million people and is just over one-hour drive from Shanghai's Jiading district (sister district of Hauraki).</p> <p>Jiangyin is ranked the second richest town in China (based on his size). Jiading offers a higher standard of living than most cities or towns in China. There is a high proportion of high net wealth individuals residing in the area. There are opportunities for Waikato businesses to sell local products and for schools to recruit international students. There is also an opportunity to attract investment under Immigration New Zealand's Investor Migrant Scheme.</p>
Iksan (South Korea)	<p>Iksan is a city on the south west coast of South Korea. The city is less affluent that those of Seoul, Busan or their neighbouring provinces, however Central Government has invested heavily in the province to boost economic development.</p> <p>Iksan city has been designated as a key food research and processing hub. Several universities and food tech companies have relocated to the area and key infrastructure has been developed. Many Korean food processing businesses have based themselves in the city. Jellabuk Province which surrounds Iksan is an important farming area.</p> <p>There are opportunities to recruit international students and for investment into food processing, as well as</p>
Suzhou Industrial Park (China)	<p>Suzhou Industrial Park (SIP) is a high tech industrial and commercial centre in Jiangsu province. SIP is under the administration of Suzhou Local government but enjoys relative autonomy. The Park has the goal of attracting international high-tech industries, promoting innovation and assisting in technology transfer.</p> <p>SIP has direct rail links to Shanghai, Hangzhou and the Jiangsu Provincial Capital, Nanjing.</p> <p>The Park is separated into many zones (including a tourism zone) and boasts several resorts, activity centres and scenic spots. There is also a science and education zone where many top Chinese universities have established graduate schools and research institutes.</p>

## 4. That the Council formalises processes for handling incoming enquiries

Enquiry received	Respond in the language in which the enquiry was received and introduce the online resources. Welcome further contact and advise the enquirer that he / she can communicate in their own lan-
Follow up communication asking for more	Council needs to clarify what specific information is required if the enquirer has not already made this clear.
	If the investor doesn't respond with specific information there is a good chance they are time wasters. Leave the dialogue open for them to come back with more information.
	When an enquiry comes back with more specific information, determine whether the aspirations are compatible with those of Waikato District.
	Should the aspirations not be appropriate for Waikato the enquirer could be referred to another local authority.
Due Diligence	If their proposals are compatible, seek more information about the client's background. Arrange a meeting if possible, either at the Council offices or in Auckland if the enquirer is in New Zealand.
	Once Council has the enquirer's original name and some background information, conduct basic due diligence online.
Gauge importance	After identifying whether the potential investor is worth pursuing, it is then important to gauge the possible scale and scope of the project.
	If the potential economic benefit of the investment is minimal, provide supporting information in the enquirer's own language but do not actively offer additional support.
Assign a Case Manager	If the potential scale of the investment will bring meaningful benefits to the Region, introduce a designated contact person (a case manager) who will work with the potential investor.
	The Case Manager will engage with the investor (or the investor's translator) in English but important documentation can be prepared and provided in the investor's first language.  Engage with the potential investor on his /her terms, for example WeChat if that is his /her chosen
Arrange a meeting	Learn about the investor and develop a dossier on the project, related people and activities. Be aware of commercially sensitive information and sign a confidentiality agreement if necessary.
	Identify what support the investor needs from Council. It is important to make a judgement as to whether the investor's needs are realistic.
	Should this not be the case, negotiate with the investor and he / she will probably revise his / her position.
	Conduct a basic feasibility assessment on the project and assess whether it can be achieved with help from Council.
	If Council support is required, the Case Manager should work with the investor to develop an economic benefit report to present to Council.

## 5. That the Council engages with stakeholders across key sectors and works collaboratively to engage Internationally.

	Activity	Responsibility
Investment	Identify key stakeholders	Council
	Develop a list of investment-ready projects	Council / Eastern Bridge
	If capacity allows, develop business cases for projects which do not have an existing investment case	Council
	Produce language specific content introducing the area and investment conditions.	Eastern Bridge
	Promotion (locally and internationally)	Council / Eastern Bridge / INZ / NZTE
	Council led delegation	Council / Eastern Bridge / INZ
Export Education	Identify sector stakeholders	Council / Schools / ENZ / Eastern Bridge
	Develop a database of key information about the schools.	
	Develop suitable marketing material	
	Engage with agents	
	Council led delegation	Council / Eastern Bridge / INZ
Trade Facilitation	Identify key stakeholders	Council / Chamber of Commerce / Eastern Bridge
	Training	Council / Eastern Bridge / NZCTA / KNZBC / NZJBC
	Introductions to supporting organisations	NZTE / MFAT / NZCTA / KNZBC / NZJBC / Eastern Bridge
	Local catalogue of products (translated)	Council / Businesses / Eastern Bridge
	Council led delegation	Council / Eastern Bridge / NZTE
Tourism	Identify stakeholders	Council
	Training	Eastern Bridge
	Introduction to supporting organisations	TNZ / Eastern Bridge / Agents
	Develop marketing material (translation)	Businesses / Eastern Bridge
	Engage with local ethnic media	Eastern Bridge

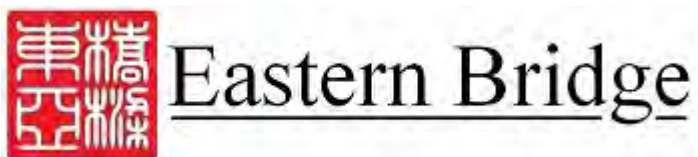


6. That the Council engages with community groups to encourage their support and participation in the relationship

Actions will depend on which target market the Council selects.



Waikato District International Relations Strategy Developed by Eastern Bridge Limited



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### **Open Meeting**

<b>To</b>	Strategy & Finance Committee
<b>From</b>	Tony Whittaker Chief Operating Officer
<b>Date</b>	15 February 2019
<b>Chief Executive Approved</b>	Y
<b>Ref #</b>	GOV1318 / 2176980
<b>Report Title</b>	Financial Review of Key Projects

## **1. EXECUTIVE SUMMARY**

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To update the Strategy & Finance Committee on the monitoring and process that has been undertaken during 2017/2018 to ensure that the financial implications of projects are known at an early stage and to agree a list of projects for the 2018/19 financial year.

## **2. RECOMMENDATION**

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**THAT the report from the Chief Operating Officer be received.**

## **3. BACKGROUND**

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The Chief Executive, on an annual basis, provides details on a range of projects to be monitored and reported to the Strategy & Finance Committee. The Chief Operating Officer will now be delivering this report. The projects are selected based on value, level of risk and other factors. A series of projects were identified for particular scrutiny during 2018/2019. Regular reports are provided on progress.

## **4. DISCUSSION AND ANALYSIS OF OPTIONS**

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### **4.1 DISCUSSION**

Council has been kept fully informed of the financial consequences of the key projects that were identified at the start of the financial year. This is an interim report for the 2018/2019 financial year and supplements monthly reports to the Infrastructure Committee on the detailed projects.

The table attached to this report gives an update on the specific projects that Council wished to be given special consideration. The list was based on the major non-roading projects which Council planned to undertake for 2018/2019, including carry forwards.

Council has historically chosen not to reduce the upfront risk. This could have been done by investing in advance design work or other scoping work in advance of setting budgets.

It should also be noted that the nature of a number of these projects is that problems are only uncovered when Council undertakes the project. Reticulation issues, for example, are hidden until the pipes are exposed. Topographical and geotechnical issues can also arise in relation to a number of projects.

Some of the projects are delayed for strategic reasons or are developer led and consequently timing from a council perspective is uncertain. An example is where we were awaiting a final decision on our Housing Infrastructure Fund application. This impacted the upgrade of our Huntly Wastewater Plant.

Councillors should also note that the purpose of this report is to identify progress with key projects from a financial perspective. This simply means that issues are identified earlier so that Council can make decisions before committing Council funds. It does not give certainty around the tender process as this is driven often by market forces, not by the project itself.

Councillors have now indicated their willingness to review the risk management approach on some key projects. This will be worked through in the next year.

## **4.2 OPTIONS**

This report is largely for information only. It is to update Councillors on progress with the financial implications of the key projects identified for the 2018/2019 financial year.

The report contains the latest forecast cost and a comparison to the budget allocation.

Council may consider that other actions should be taken to control costs. The emphasis of the report and the requirement was to identify potential issues and to advise Council so that cost implications could be considered before work proceeds.

Any technical questions about the projects or infrastructure requirements should be addressed at the Infrastructure Committee meeting, not as part of this report.

The following is the list of projects agreed for the new financial year:

- Mangawara Bridge construction (Taupiri)
- Raglan wastewater treatment plant upgrade
- Raglan wastewater rising main renewals
- Te Kauwhata water supply reservoir extensions
- Te Kauwhata wastewater reticulation extensions
- Tamahere Recreation Reserve Project
- Tamahere sports ground
- Ngaruawahia library
- Tuakau cemetery
- Pokeno parks and reserves
- Tuakau dog pound

It should be noted that some of the projects are contingent on the speed of development and are controlled by developers rather than Council.

## 5. CONSIDERATION

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### 5.1 FINANCIAL

All of the projects included in the list form part of the Annual Plan for 2018/2019 or are carry forwards.

### 5.2 LEGAL

As part of undertaking the work, Council needs to ensure that the approach taken is consistent with the Purpose of Local Government.

Under this Act, good quality in relation to local infrastructure, local public services and performance of regulatory functions means infrastructure, services and performance that are efficient, effective and appropriate to present and anticipated future circumstances.

In other words, to meet the current and future needs of communities for good quality local infrastructure, local public services and performance of regulatory functions in a way that is most cost-effective for households and businesses.

### 5.3 STRATEGY, PLANS, POLICY AND PARTNERSHIP ALIGNMENT

The report is concerned with delivering the Council vision of Liveable, Thriving and Connected Communities.

Projects such as water and wastewater schemes that impact on the Waikato River are of particular significance to Tangata Whenua. For example, discussions are ongoing with Iwi around wastewater and reservoir projects.

### 5.4 ASSESSMENT OF SIGNIFICANCE AND ENGAGEMENT POLICY AND OF EXTERNAL STAKEHOLDERS

Councillors will review the list of key projects and identify any change in significance, where appropriate.

Highest levels of engagement	Inform	Consult	Involve	Collaborate	Empower
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	This report is an update on progress. It is to inform.				

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

Planned	In Progress	Complete	
		✓	Internal
	✓		Community Boards/Community Committees
	✓		Waikato-Tainui/Local iwi
	✓		Households
	✓		Business
			Other Please Specify

## **6. CONCLUSION**

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Staff believe that appropriate systems are in place to identify the cost implications of the various key projects that Council wished to ensure were given additional monitoring during the year. Council has been kept informed of cost implications as they arise. This report provides an update on progress with the key projects for 2018/2019.

## **7. ATTACHMENTS**

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Financial Review of Key Projects

## KEY PROJECTS

Project Description	Full Year Budget	YTD Actual	Remaining Budget	Full Year Forecast	Expected Completion Date	Progress & Risk Comment
Mangawara Bridge construction (Taupiri)	3,299,408	-114,925	3,414,333	1,350,000	Mar-20	The NZTA have approved the requested increase in subsidy. Detailed design by Emmetts is nearing completion and this will allow a final cost to be provided. Council has secured additional funding of \$250K from the Waikato River Authority to support the project. A deed of funding is yet to be signed and is currently being reviewed by Council's legal team. The gross budget has been increased to reflect the additional funding approved. The 17/18 WDA gain share has been applied as approved by Council.
Raglan wastewater treatment plant upgrade	1,156,861	75,074	1,081,787	128,051	Sep-19	The tertiary membrane improves the quality of the effluent from the Raglan Pond based treatment plant. The membrane improves clarity of the treated effluent, which also means improved disinfection when it passes through the final UV treatment prior to discharge. Consultant will have completed the tender documents by the end of February. Components for the tertiary membrane require importation so completion is anticipated to be November 2019.
Raglan wastewater high risk rising main renewals	645,373	429,598	215,775	480,269	Mar-19	Preparation for commissioning, flow management and connection of four replacement rising main pipelines is underway at Tutchen Avenue, Kaitoke Street, Nihinihi Avenue and Wallis Street sites and it is expected these four sites will be completed in quick succession. Marine Parade's high risk manhole replacement and associated upgrades have had safe work methodologies and contingency plans approved, with physical works intended to commence at the conclusion of the four rising main sites.
Te Kauwhata water supply reservoir extensions	1,010,213	11,408	998,805	170,000	Jun-21	Land secured. Scoping Instruction for Service for concept design and Implementation Plan is complete and paper being submitted to the Infrastructure Committee for further direction.
Te Kauwhata wastewater reticulation extensions	4,376,888	67,338	4,309,550	170,000	Jun-23	A report has been presented to Council in September to update the Housing Infrastructure Fund Detailed Business Case with an alternative option for wastewater treatment.
Ngaruawahia Memorial Hall/Library	750,000	17,578	732,422	750,000	Jun-19	Confirmation of scope to be confirmed with principal. Increase in scope to original planned works to include exterior cladding.
Pokeno parks and reserves	3,285,632	972,471	2,313,161	3,285,632	Feb-19	Developer led - as per DFH schedule received May 2018. The amount WDC was invoiced for land for a neighbourhood park in Stage 9D (NBH-3a-lot 3) has been discussed with DFH and the invoice was paid in December 2018.
Tamahere recreation reserve	2,780,793	1,528,933	1,251,860	2,780,793	Jun-19	Piazza - The concrete landscaped area is now ready for acid wash and sealing. Timber lighting poles have been erected with concrete surrounds poured and being cured, ready for light fittings to be installed at the end of February. Readying for grass seeding and planting of trees mid-March. Skate park - All retaining structures have been completed by Foster Construction. Acid New Zealand have completed the Quarterpipe, Drop-in Bank, and Pool Bowl with remainder of the works expected to be finished at the end of March. Tamahere Community representative has visited the site and agreed on progress and level of finish to date, as well as verifying the agreement of any changes to features. Playground - All equipment has been placed on order and fabrication of these items is underway. Earthworks to commence on 25 February for construction of the earth mound. Install of playground equipment is expected to be complete at the end of June.
Tamahere sports ground	550,000	28,775	521,225	550,000	Jun-19	All earthworks are complete and in ground drainage network including stormwater retention tanks have been installed. Hamilton Asphalt have commenced construction of the base course pavement layers. Final surfacing will not commence until after the playground construction has been completed as heavy machinery is required to lift the playground equipment and place it onsite. This will therefore not be complete until sometime near the end of July depending on weather.
Tuakau cemetery	750,000	111,747	638,253	750,000	May-19	The Waikato District Alliance (WDA) has completed the rehabilitation works on Whangarata Road and constructed the new entranceway 20m from the edge of seal. Sealing of the road and the entranceway will be completed on 22 February, weather dependant. The community have requested further consultation from that previously sought, and therefore have put the construction of this on hold. Beca are ready to lodge the consent, and Jacobs have completed the contract document ready for review. These are on hold until consultation has been completed, and final requirements obtained from the community. The project is expected to recommence October 2019, however recent cemetery upgrades have potential capacity for the next 4 years projections within the district.
Tuakau dog pound	525,760	149	525,611	525,760		Anthony Averil has been brought on board to progress the land purchase as well as other strategic land acquisitions we require. He will look at all options and make strategic recommendations on which land we should be buying, when and how.

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**Open Meeting**

<b>To</b>	Strategy & Finance Committee
<b>From</b>	Alison Diaz Chief Financial Officer
<b>Date</b>	14 February 2019
<b>Prepared by</b>	Andrew Nimmo Project Accountant
<b>Chief Executive Approved</b>	Y
<b>DWS Document Set #</b>	GOV1318 / 2176983
<b>Report Title</b>	Summary of Movements in Discretionary Funds to 31 January 2019

## **1. EXECUTIVE SUMMARY**

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To provide the Strategy & Finance Committee with a summarised report giving balances of all the discretionary funds including commitments as at 31 January 2019.

## **2. RECOMMENDATION**

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**THAT the report from the Chief Financial Officer be received.**

## **3. ATTACHMENTS**

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- A Summary of Movements in Discretionary Funds to 31 January 2019
- B Events Fund
- C Rural Fund



**Summary of Movements in Discretionary Funds**  
**As of 31 January 2019**

	<b>Carry Forward 2017/18</b>	<b>Annual Plan Budget 2018/19</b>	<b>Plus Income / Grants 2018/19</b>	<b>Less Expenditure 2018/19</b>	<b>Net Funding Remaining 2018/19</b>	<b>Less Commitments 2018/19</b>	<b>Funding Remaining after Commitments</b>
<b>Rural Ward</b>	6,846.00	30,963.00	-	22,881.53	14,927.47	595.00	14,332.47
<b>Huntly</b>	24,523.00	24,026.00	1,757.95	15,470.30	34,836.65	17,000.39	17,836.26
<b>Meremere</b>	11,763.00	6,499.00	-	3,004.97	15,257.03	-	15,257.03
<b>Ngaruawahia</b>	35,234.00	20,999.00	-	4,589.75	51,643.25	54,192.21	(2,548.96)
<b>Onewhero Tuakau</b>	38,618.00	28,878.00	-	9,685.25	57,810.75	18,608.54	39,202.21
<b>Raglan</b>	5,826.00	14,271.00	-	11,972.28	8,124.72	5,570.00	2,554.72
<b>Taupiri</b>	2,572.00	1,624.00	-	-	4,196.00	1,235.45	2,960.55
<b>Te Kauwhata</b>	43,641.00	11,391.00	-	20,780.71	34,251.29	24,388.55	9,862.74
<b>Mayoral</b>	4,734.00	8,000.00	-	2,003.90	10,730.10	500.00	10,230.10

**EVENTS MANAGEMENT FUND**

	<b>PR</b>	<b>2CE21000</b>
<b>2018/2019 Annual Plan</b>		38,286.00
<b>Carry forward from 2017/2018</b>		16,975.00
<b>Total Funding</b>		<b>55,261.00</b>
<b>Expenditure</b>		
15-Aug-18 Waikato Rowing Club Committee - 2018 Waikato Event (partially funded from Rural Ward \$3,000 partially funded from RWDF \$2,250.91)	D&F1805/08	749.09
21-Aug-18 Dynamo Cycling & Sports Club - road cycling event	D&F1808/06	4,000.00
22-Aug-18 Crossroads Charitable Trust - towards cost of a "Light Party"	D&F1808/04	2,000.00
22-Aug-18 Crossroads Charitable Trust - towards cost of a Christmas Eve party	D&F1808/05	800.00
30-Aug-18 Ngaruawahia United Associated Football Club - 50th anniversary celebrations for the club	D&F1808/08	7,624.00
31-Oct-18 Ngaruawahia Community House - return of funds (Picnic at the Point)		(4,000.00)
19-Nov-18 Tainui Waka Tourism Inc - cost of the "He Piko He Taniwha" event	D&F1811/14	5,000.00
20-Nov-18 Waikato Rocks Trust - Raglan Music and Dance Festival 2018	D&F1808/09	3,000.00
21-Nov-18 Orini Reserve Committee - cost of 2018 Christmas party event	D&F1811/15	2,392.52
12-Nov-18 Raglan Community Arts Council - 2019 Raglan Arts Weekend event	D&F1811/16	2,000.00
21-Dec-18 Te Kauwhata Lions Club - 2019 Charity Cycle Challenge event	D&F1811/17	5,000.00
14-Jan-19 Te Kauwhata Agricultural & Pastoral Asso - 2018 A&P Show	D&F1808/07	5,693.25
<b>Total Expenditure</b>		<b>34,258.86</b>
<b>Net Funding Remaining (Excluding commitments)</b>		<b>21,002.14</b>
<b>Commitments</b>		
28-Nov-17 Onewhero-Tuakau Community Board - Anzac Day ceremony in April 2018	D&F1711/18	625.00
13-Nov-18 Raglan Returned & Services Asso - towards covering shortfall on traffic management costs for Anzac Day Ceremony held in April 2018	D&F1811/13	1,705.65
<b>Total Commitments</b>		<b>2,330.65</b>
<b>Net Funding Remaining (Including commitments) as of 31 January 2019</b>		<b>18,671.49</b>

**RURAL WARD DISCRETIONARY FUND 2018/2019**

	<b>GL</b>	<b>1.202.1704</b>
<b>2018/19 Annual Plan</b>		30,963.00
<b>Carry forward from 2017/18</b>		6,846.00
<b>Total Funding</b>		<u><b>37,809.00</b></u>
<b>Expenditure</b>		
01-Aug-18 Mangatawhiri Netball Club - thirty new uniform jackets		1,000.00
15-Aug-18 Waikato Rowing Club Committee - 2018 Waikato Event (partially funded from Rural Ward \$3,000 partially funded from Events Fund)		2,250.91
24-Aug-18 Bush Tramway Club Inc - extension of carriage shelter		3,104.35
27-Aug-18 Orini Hall Committee - stage one to replace the original hall building windows and surrounding frame work		3,000.00
04-Aug-18 Environmental Education for Resource Sustainability Trust - Paper4trees programme		1,748.60
20-Nov-18 Maramarua Squash Club - upgrading the Club's kitchen and bar facilities		5,000.00
23-Nov-18 Mercer Residents and Ratepayers Committee - cost of creating a community mural		2,500.00
28-Nov-18 Pokeno Christmas Parade Group - towards cost of the Christmas Parade 2018		920.00
24-Jan-19 Waitetuna School PTA - upgrading the school netball courts		3,357.67
<b>Total Expenditure</b>		<u><b>22,881.53</b></u>
<b>Net Funding Remaining (Excluding commitments)</b>		<u><b>14,927.47</b></u>
<b>Commitments</b>		
28-Nov-17 Pokeno Community Committee - annual servicing fee for the AED machine (D&F1711/17)		595.00
<b>Total Commitments</b>		<u><b>595.00</b></u>
<b>Net Funding Remaining (Including commitments) as of 31 January 2019</b>		<u><u><b>14,332.47</b></u></u>

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**Open Meeting**

<b>To</b>	Strategy & Finance Committee
<b>From</b>	Alison Diaz Chief Financial Officer
<b>Date</b>	4 February 2019
<b>Prepared by</b>	Mairi Davis
<b>Chief Executive Approved</b>	Y
<b>Reference #</b>	GOV1318 / 2170077
<b>Report Title</b>	Treasury Risk Management Policy - Compliance Report at 31 December 2018

## **I. EXECUTIVE SUMMARY**

---

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

All areas of Treasury risk management are in within policy limits except for that shown in item 17 of the attached report.

The non-compliance relates to the funding maturity profile and will correct itself by the end of March 2019.

## **2. RECOMMENDATION**

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**THAT the report from the Chief Financial Officer be received.**

## **3. ATTACHMENTS**

---

Treasury Risk Management Policy - Compliance Report at 31 December 2018.

## Waikato District Council

## Treasury risk management policy - Compliance report

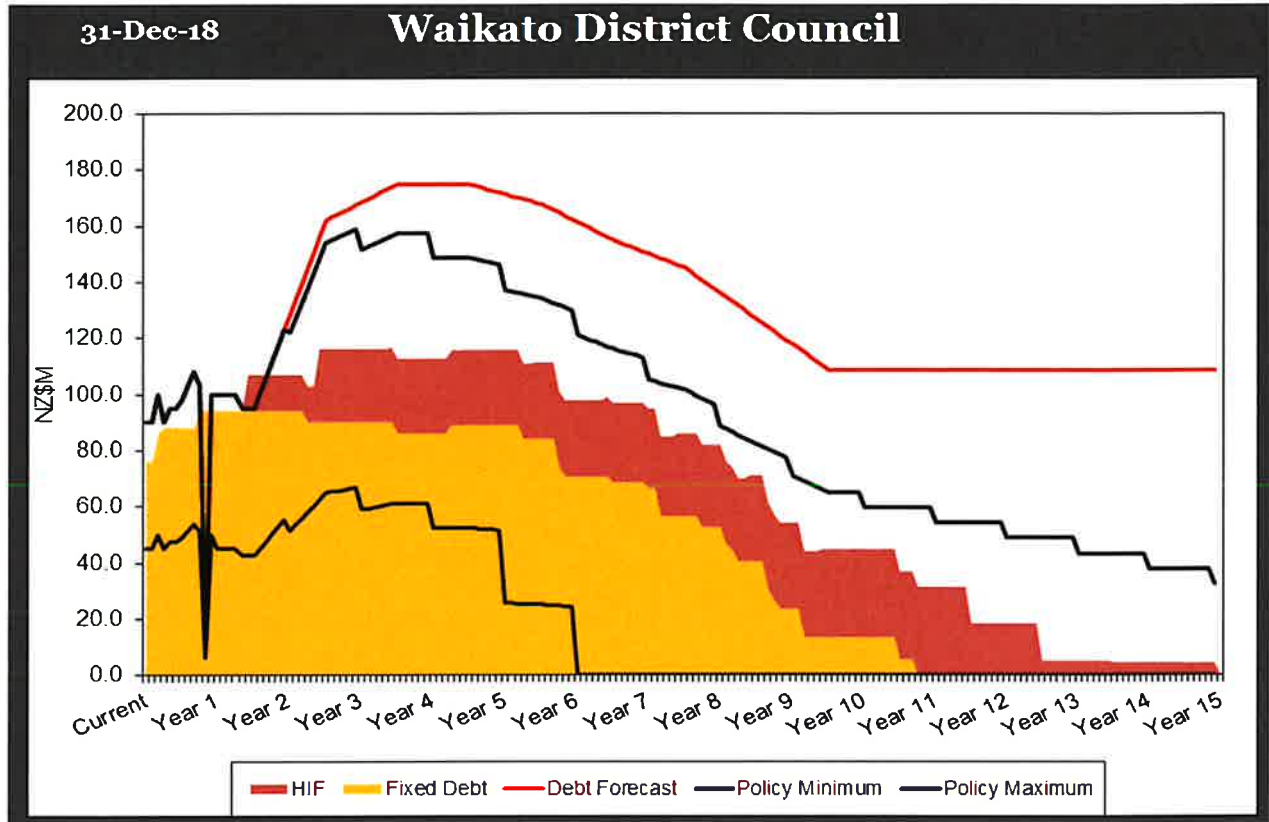
As at 31 December 2018

Policy criteria	Policy limit	Actual	Within policy?																																								
<b>1</b> The percentage of net external debt to annual revenue Net external debt =  Total annual revenue =	<150%  total external debt (net of related borrower notes) less term deposits and available cash / cash equivalents  earnings from rates, government grants & subsidies, user charges, interest, dividends, financial and other revenue excluding non-government capital contributions (eg developer contributions and vested assets)	58.8%	✓																																								
<b>2</b> Net interest expense on net external debt as a percentage of total annual revenue Net interest expense =	<20%  total interest and financing costs less interest income	2.7%	✓																																								
<b>3</b> Net interest expense on net external debt as a percentage of annual rates	<25%	3.9%	✓																																								
<b>4</b> Liquidity ratio Liquidity =	>110%  external term debt plus committed bank facilities plus available liquid investments as a percentage of external term debt	132%	✓																																								
<b>5</b> <u>Interest rate benchmark chart</u> Comparison of actual monthly and year-to-date accrued returns vs investing the entire treasury portfolio at the combined average of the 90-day bill rate and the five-year investor swap rate over the last two years. <div style="text-align: center;"> <table border="1" style="margin: 10px auto; border-collapse: collapse;"> <caption>Interest Rate Benchmark Chart Data (Estimated)</caption> <thead> <tr> <th>Month</th> <th>Benchmark (incl margin) (%)</th> <th>Budget (%)</th> <th>Actual (%)</th> </tr> </thead> <tbody> <tr><td>Dec-16</td><td>4.70</td><td>5.35</td><td>5.10</td></tr> <tr><td>Mar-17</td><td>4.55</td><td>5.35</td><td>5.10</td></tr> <tr><td>Jun-17</td><td>4.35</td><td>5.35</td><td>4.90</td></tr> <tr><td>Sep-17</td><td>4.45</td><td>5.35</td><td>3.55</td></tr> <tr><td>Dec-17</td><td>4.60</td><td>5.35</td><td>4.90</td></tr> <tr><td>Mar-18</td><td>4.45</td><td>5.35</td><td>4.70</td></tr> <tr><td>Jun-18</td><td>4.35</td><td>4.50</td><td>4.85</td></tr> <tr><td>Sep-18</td><td>4.20</td><td>4.50</td><td>4.10</td></tr> <tr><td>Dec-18</td><td>4.35</td><td>4.50</td><td>4.15</td></tr> </tbody> </table> </div>				Month	Benchmark (incl margin) (%)	Budget (%)	Actual (%)	Dec-16	4.70	5.35	5.10	Mar-17	4.55	5.35	5.10	Jun-17	4.35	5.35	4.90	Sep-17	4.45	5.35	3.55	Dec-17	4.60	5.35	4.90	Mar-18	4.45	5.35	4.70	Jun-18	4.35	4.50	4.85	Sep-18	4.20	4.50	4.10	Dec-18	4.35	4.50	4.15
Month	Benchmark (incl margin) (%)	Budget (%)	Actual (%)																																								
Dec-16	4.70	5.35	5.10																																								
Mar-17	4.55	5.35	5.10																																								
Jun-17	4.35	5.35	4.90																																								
Sep-17	4.45	5.35	3.55																																								
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Sep-18	4.20	4.50	4.10																																								
Dec-18	4.35	4.50	4.15																																								
<b>6</b> Actual borrowing costs are <= budgeted borrowing costs Current month Year to date	Budget \$355,551 \$2,133,303	Actual \$129,381 \$2,011,967	✓ ✓																																								

7	Current interest rate swaps (including forward starts)			
	Amount	Effective date	Termination date	Fixed rate
	₹			(if effective)
	3,000,000	20-Jul-12	20-Oct-20	5.59%
	2,000,000	2-Mar-09	1-Mar-19	6.45%
	2,000,000	19-Jun-12	22-Mar-21	5.23%
	2,000,000	19-Jun-13	19-Mar-21	5.95%
	3,000,000	22-Jun-13	22-Mar-23	4.00%
	4,000,000	22-Jun-13	22-Jun-22	3.83%
	4,000,000	22-Jun-13	23-Mar-20	3.64%
	4,000,000	22-Jun-13	23-Sep-19	3.58%
	2,000,000	21-Mar-16	21-Mar-24	4.94%
	2,000,000	15-Mar-18	16-Sep-19	4.53%
	2,000,000	23-Sep-15	23-Sep-19	4.41%
	3,000,000	23-Mar-15	25-Mar-24	4.64%
	4,000,000	23-Mar-20	25-Mar-24	
	3,000,000	23-Mar-15	23-Sep-24	4.53%
	4,500,000	23-Dec-15	23-Sep-24	4.59%
	4,000,000	22-Jun-16	23-Sep-24	4.62%
	3,000,000	20-Oct-20	21-Oct-24	
	3,000,000	22-Sep-17	23-Sep-24	4.78%
	4,000,000	23-Mar-20	25-Mar-24	
	3,000,000	20-Oct-20	21-Oct-24	
	4,000,000	23-Sep-19	23-Mar-20	
	5,000,000	15-Mar-18	30-Jun-20	4.06%
	3,000,000	15-Mar-18	20-Oct-20	4.22%
	6,000,000	31-Oct-17	29-Jan-27	3.67%
	2,000,000	1-Mar-19	1-Dec-25	
	2,000,000	25-Sep-17	25-Feb-27	3.67%
	2,000,000	22-Jun-17	23-Jun-25	3.52%
	3,000,000	22-Mar-23	22-Jun-29	
	4,000,000	25-Mar-24	25-Sep-26	
	4,000,000	25-Mar-24	25-Mar-27	
	4,000,000	23-Sep-24	23-Sep-27	
	3,000,000	21-Oct-24	21-Oct-27	
	10,000,000	30-Sep-19	28-Sep-29	
	5,000,000	30-Jun-20	29-Jun-29	
	10,000,000	28-Feb-19	27-Feb-26	
	10,000,000	28-Aug-18	30-Aug-27	3.37%
	10,000,000	28-Feb-18	28-Feb-28	3.33%
<b>85,500,000 Total "live" swaps</b>				
<b>Average interest rate of live swaps</b>				<b>4.13%</b>
8	Forward start period to be no more than 24 months <u>unless</u> there is a match with the expiry date of an existing swap of the same notional amount		5 swaps with start periods > 24 months forward all but one are matched with existing swaps	
9	<u>Counterparty credit risk - swaps</u> NZ registered banks (each) - ANZ / National - ASB - BNZ - HSBC - Westpac		\$30m  \$0m \$0m \$27.42m \$0m \$0m	✓ ✓ ✓ ✓ ✓

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

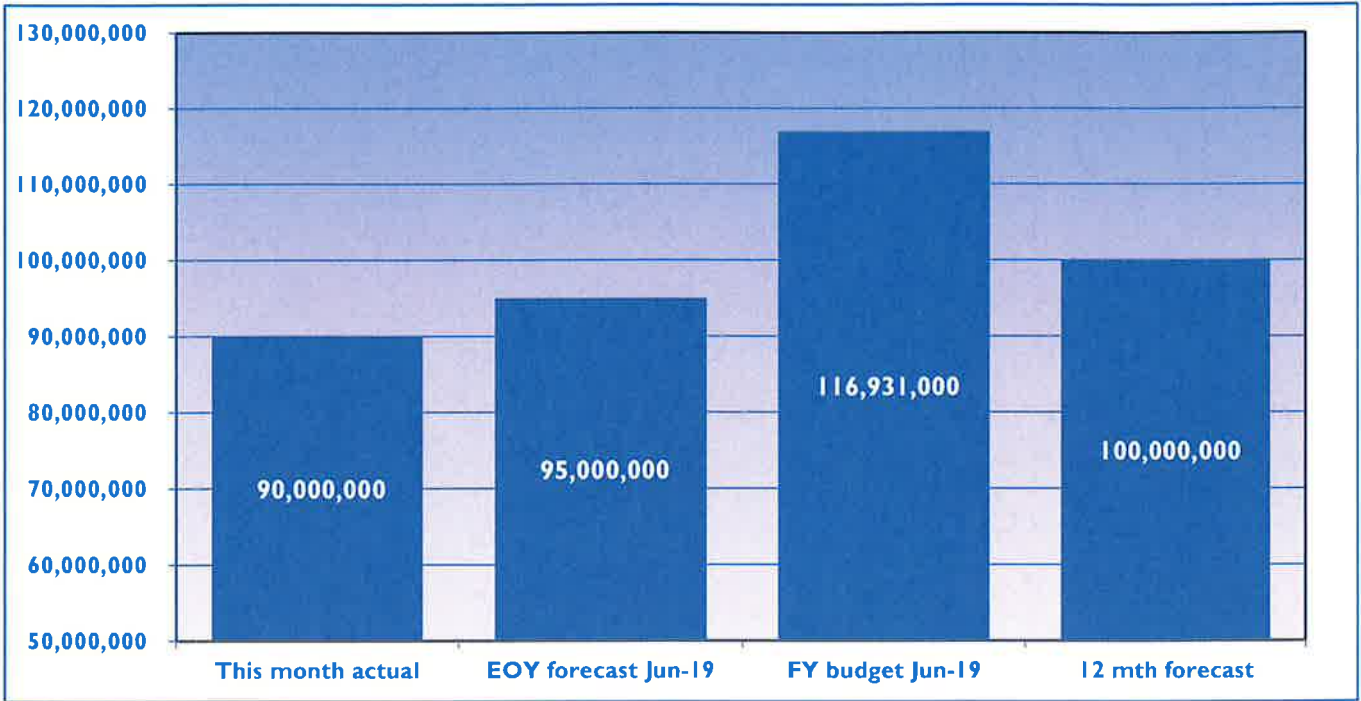
Debt period ending	\$m	Policy criteria	Actual	Within policy
Current	90	50% - 100%	84.5%	✓
Year 1	100	45% - 100%	94.0%	✓
Year 2	128	40% - 95%	83.2%	✓
Year 3	168	35% - 90%	69.0%	✓
Year 4	175	30% - 85%	64.4%	✓
Year 5	171	15% - 80%	67.7%	✓
Year 6	161	0% - 75%	60.6%	✓
Year 7	150	0% - 70%	63.2%	✓
Year 8	136	0% - 65%	60.2%	✓
Year 9	118	0% - 60%	46.0%	✓
Year 10	108	0% - 55%	41.4%	✓



	Policy criteria	Policy limit	Actual	Within policy?
11	Debt affordability benchmark - limit on debt (actual debt <= limit on debt)	<= \$185.5m	\$90m	✓
12	Balanced budget benchmark (revenue / expenses)	>=100%	108%	✓
13	Essential services benchmark (CAPEX / dep'n - infrastructure)	>=100%	152%	✓
14	Debt servicing benchmark (borrowing costs / revenue) borrowing costs =	<15%	3.1%	✓
		finance expenses per statement of comprehensive revenue and expense		

15 Borrowing at December 2018

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



16	Actual monthly (gross) borrowing is within end-of-year budget	\$116,931,000	\$90,000,000	✓
17	The maturity profile of the total committed funding in respect of all loans and committed facilities			
	0 to 3 years	15% - 60%	53%	✓
	3 to 5 years	15% - 60%	14%	✗
	5 years plus	10% - 40%	33%	✓

31-Dec-18

**Waikato District Council**

Committed Loan/Stock/Facilities/Investments \$113.4m

Current External Debt \$88.6m

Current Net Debt (ex pre-funding) \$68.9m

Policy Liquidity Ratio >= 110%

Current Liquidity Ratio 132%

12 month Peak Net \$100m

0 - 3 years

15% - 60%

53%

3 - 5 years

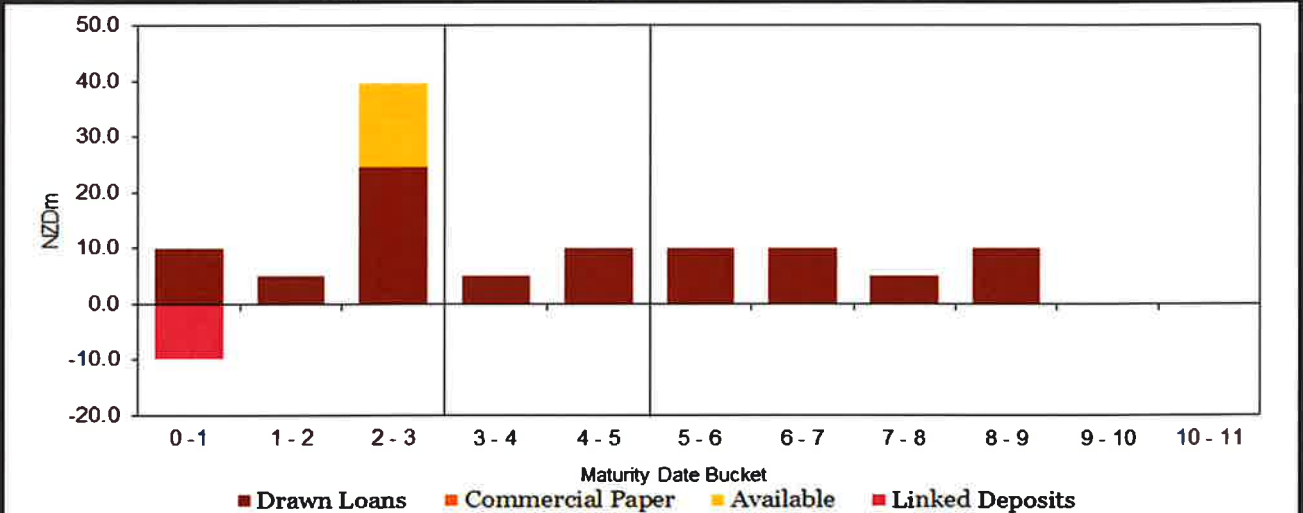
15% - 60%

14%

5 years plus

10% - 40%

33%





18	<u>Financial assets</u>	<u>\$'000</u>			
	<i>Share investments held for strategic purposes</i>				
	Local Authority Shared Services Limited	219			
	Waikato Regional Airport Limited	13,267			
	Strada Corporation Limited	700			
	Civic Financial Services Limited	62			
	<i>Investments held to reduce the current ratepayer burden</i>				
	Community loans as below	179			
	<i>Short-term investments held for liquidity &amp; working capital requirements</i>				
	Bank & cash balances	1,698			
	Short-term bank deposits	6,000			
	<b>Total investments</b>	<b>\$16,125</b>			
	For treasury purposes, LGFA borrower notes are netted off against related borrowing				
19	<u>Community loans</u>	<u>Borrower</u>	<u>Current balance \$\$</u>	<u>Maturity date</u>	<u>Interest rate</u>
		Tamahere Hall Committee	137,172	Jun-22	} all at 5.49%
		Te Kowhai Hall Committee	18,669	Jun-22	
		Woodlands #2	10,693	Jun-19	
		Tauhei Hall Committee	9,522	Jun-20	} ex Franklin loans @ 0%
		Opuatia Community Centre	2,800	Dec-20	
		Glen Murray Community Centre	-	Dec-18	
		Onewhero Society of Performing Arts	-	Dec-18	
			<u>\$178,855</u>		
	<u>Policy criteria</u>	<u>Policy limit</u>	<u>Actual</u>	<u>Within policy?</u>	
20	<u>Counterparty credit risk - investments</u>				
	NZ Government	unlimited	\$0m	✓	
	NZD resistered supranationals	\$20m	\$0m	✓	
	LGFA	\$20m	\$1.44m	✓	
	NZ registered banks (each)	\$20m			
	- ANZ / National		\$1.5m	✓	
	- ASB		\$1.5m	✓	
	- BNZ		\$11.34m	✓	
	- HSBC		\$0m	✓	
	- Westpac		\$1.5m	✓	
21	<u>Counterparty credit risk - total</u>				
	NZ registered banks (each)	\$50m			
	- ANZ / National		\$1.5m	✓	
	- ASB		\$1.5m	✓	
	- BNZ		\$38.76m	✓	
	- HSBC		\$0m	✓	
	- Westpac		\$1.5m	✓	

	Jan-2019	Feb-2019	Mar-2019	Apr-2019	May-2019	Jun-2019	Jul-2019	Aug-2019	Sep-2019	Oct-2019	Nov-2019	Dec-2019
<b>Cash opening balance</b>	6,983,975	14,395,481	15,798,887	3,892,305	6,337,815	15,378,337	14,726,952	11,451,605	14,151,429	17,392,761	13,240,889	5,745,047
<b>Cash in</b>												
Operating income	21,832,624	5,948,986	6,975,066	7,701,860	22,590,832	7,195,390	6,533,383	8,874,868	24,567,276	7,969,504	6,835,403	7,602,682
Interest & dividends	10,400	10,400	22,100	7,800	6,500	11,700	14,300	2,600	13,000	9,100	10,400	11,700
Capital income	1,085,039	657,353	1,223,371	1,427,511	527,259	661,703	628,751	804,057	2,057,556	764,514	904,231	1,351,062
Borrowing (net)	-	9,840,000	-	4,920,000	-	-	-	-	-	-	4,920,000	-
GST refund	1,786,680	1,103,277	1,042,071	-	1,884,908	625,111	576,980	556,303	577,609	583,757	639,693	-
<b>Total cash in</b>	24,714,743	17,560,015	9,262,608	14,057,171	25,009,499	8,493,904	7,753,414	10,237,828	27,215,442	9,326,875	13,309,727	8,965,444
<b>Cash out</b>												
Operating expenses	7,496,500	7,543,477	7,421,191	3,103,083	8,148,449	4,539,245	6,679,075	2,356,885	7,422,374	8,370,823	8,196,413	2,244,688
Borrowing costs	430,671	396,064	399,066	402,067	442,676	408,069	365,113	338,141	337,118	374,335	320,785	451,671
Capital expenditure	4,826,989	7,817,655	12,806,877	8,106,510	2,894,318	3,672,713	3,467,385	4,482,351	11,739,737	4,253,411	11,739,737	4,253,411
Loan repayments & borrower note purchases	-	-	9,840,000	-	-	-	-	-	-	-	-	-
GST payment	4,549,076	399,412	542,056	-	4,483,535	525,263	517,188	360,628	4,474,881	480,178	548,634	-
<b>Total cash out</b>	17,303,237	16,156,609	31,009,191	11,611,660	15,968,978	9,145,289	11,028,761	7,538,005	23,974,110	13,478,747	20,805,569	6,949,771
Term deposit movements	-	-	9,840,000	-	-	-	-	-	-	-	-	-
<b>Total change in cash</b>	7,411,506	1,403,406	(11,906,583)	2,445,511	9,040,521	(651,385)	(3,275,347)	2,699,823	3,241,332	(4,151,872)	(7,495,841)	2,015,674
<b>Cash closing balance</b>	<b>14,395,481</b>	<b>15,798,887</b>	<b>3,892,305</b>	<b>6,337,815</b>	<b>15,378,337</b>	<b>14,726,952</b>	<b>11,451,605</b>	<b>14,151,429</b>	<b>17,392,761</b>	<b>13,240,889</b>	<b>5,745,047</b>	<b>7,760,721</b>
Borrowing opening balance	90,000,000	90,000,000	100,000,000	90,000,000	95,000,000	95,000,000	95,000,000	95,000,000	95,000,000	95,000,000	95,000,000	100,000,000
Change in borrowing	-	10,000,000	(10,000,000)	5,000,000	-	-	-	-	-	-	5,000,000	-
<b>Borrowing closing balance</b>	<b>90,000,000</b>	<b>100,000,000</b>	<b>90,000,000</b>	<b>95,000,000</b>	<b>95,000,000</b>	<b>95,000,000</b>	<b>95,000,000</b>	<b>95,000,000</b>	<b>95,000,000</b>	<b>95,000,000</b>	<b>100,000,000</b>	<b>100,000,000</b>
Term deposit opening balance	9,840,000	9,840,000	9,840,000	-	-	-	-	-	-	-	-	-
Change in term deposit	-	-	(9,840,000)	-	-	-	-	-	-	-	-	-
<b>Term deposit closing balance</b>	<b>9,840,000</b>	<b>9,840,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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### **Open Meeting**

<b>To</b>	Strategy & Finance Committee
<b>From</b>	Tony Whittaker Chief Operating Officer
<b>Date</b>	12 February 2019
<b>Prepared by</b>	Debra Dalbeth Business Analyst
<b>Chief Executive Approved</b>	Y
<b>Document Set #</b>	GOV1318 / 2177018
<b>Report Title</b>	2019 Second Quarter Non-Financial Performance Report

## **1. EXECUTIVE SUMMARY**

---

The purpose of this report is to provide the Strategy & Finance Committee (“the Committee”) with the half year non-financial performance results. This includes the 2018/19 Long Term Plan (“LTP”) Key Performance Indicators (“KPIs”) and the Resident Satisfaction survey.

This is the first year of the new LTP and these KPIs have been chosen by the Organisation to measure its performance, of which the results will be used to inform the Annual Report.

## **2. RECOMMENDATION**

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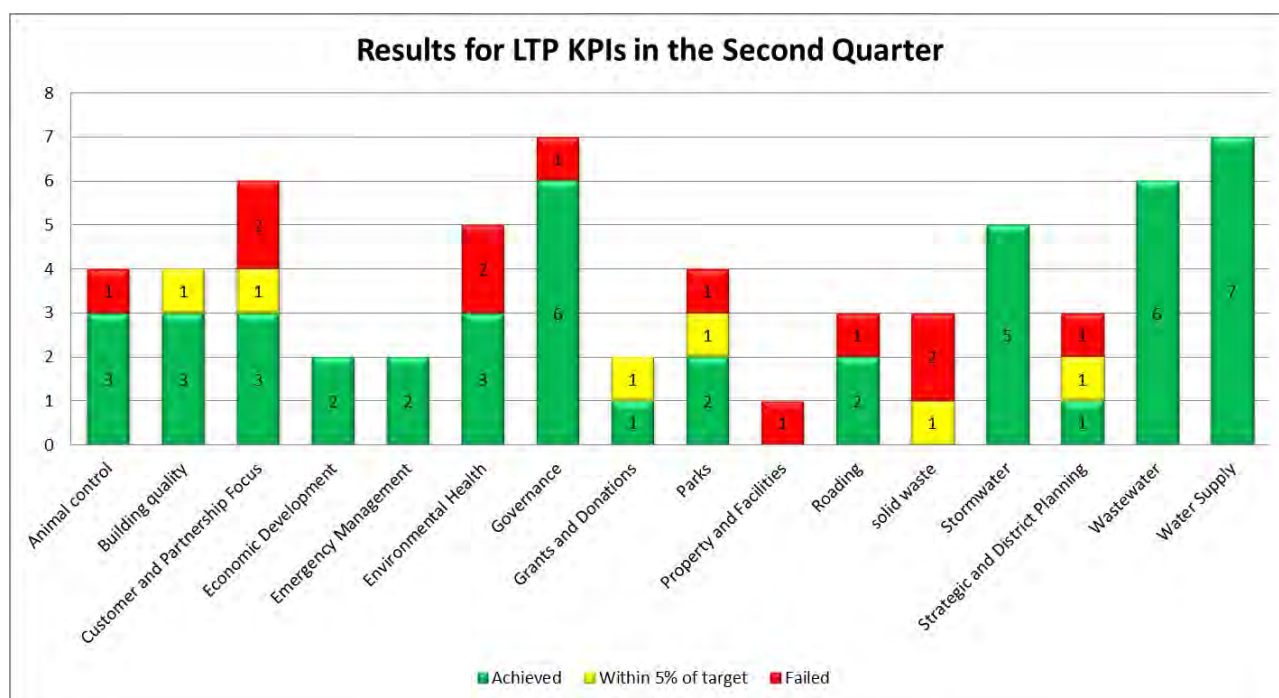
**THAT the report from the Chief Operating Officer be received.**

## **3. LTP KPIs**

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There are 78 KPIs that are reported in the Annual Report. Currently, 20 are measured monthly, 39 quarterly, 5 half yearly and 14 annually.

The following graph shows the number of KPIs that were achieved, came close or did not achieve, grouped by category to date.



	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019 1st quarter	2018/2019 2nd quarter
<b>Achieved</b>	<b>27 (41%)</b>	<b>67 (68%)</b>	<b>65 (66%)</b>	<b>57 (58%)</b>	<b>45 (76%)</b>	<b>46 (72%)</b>
<b>On track</b>	<b>7 (11%)</b>	<b>8 (8%)</b>	<b>4 (4%)</b>	<b>6 (6%)</b>	<b>5 (7%)</b>	<b>6 (9%)</b>
<b>Not achieved</b>	<b>32 (48%)</b>	<b>23 (24%)</b>	<b>29 (30%)</b>	<b>35 (36%)</b>	<b>9 (17%)</b>	<b>12 (19%)</b>
<b>TOTAL MEASURES</b>	<b>66</b>	<b>98</b>	<b>98</b>	<b>98</b>	<b>59</b>	<b>64</b>

Attached to this report is *Appendix 1 - 2019 Half Year LTP KPI report*.

#### 4. RESIDENTS SATISFACTION SURVEY

The National Research Bureau (“NRB”) surveyed Waikato District Council residents at approximately 10 residents per week over the last year. At the end of each quarter, after 100 residents were surveyed, we received interim data that was used to inform Council. This approach is optimal to mitigate seasonal bias or ‘moment in time’ events from slanting Councils annual results.

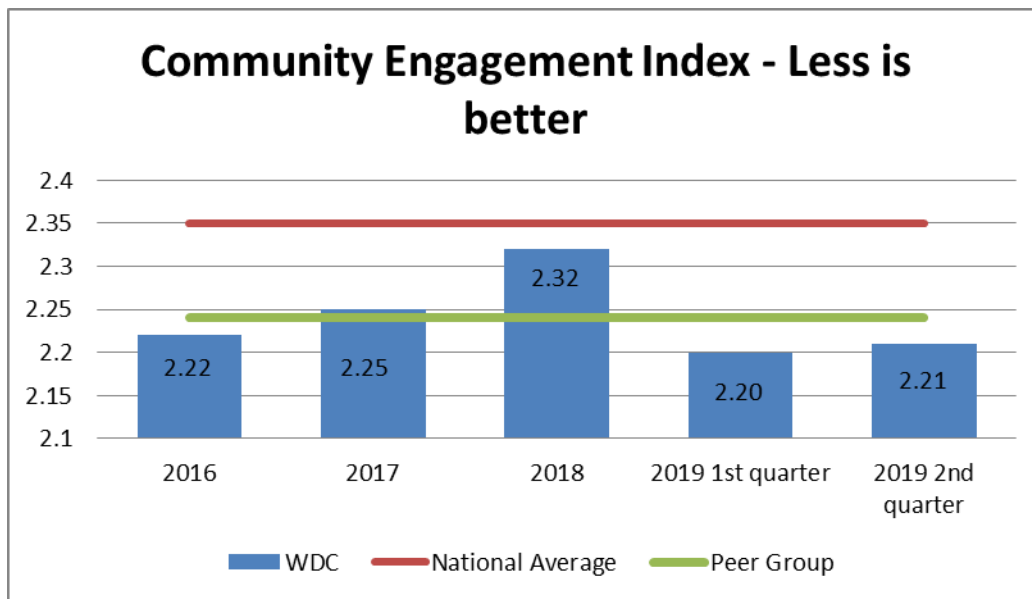
The survey summary is attached - *Appendix 3 – 2019 2<sup>nd</sup> Quarter Satisfaction Survey Summary*.

## 5. ENGAGEMENT

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Engagement is measured from 5 key questions in our Residents Survey. These were chosen as they are also asked in the National Research Bureau's Communitrak survey which gives us benchmarking data against other Councils and aids in the measuring of the 2020 challenge to have the most engaged community in New Zealand. The target we have set for ourselves is to have 2.25 or less.

Our peer group of Councils have an index of 2.24 and at the end of the second quarter of this year we have an engagement index of 2.21.

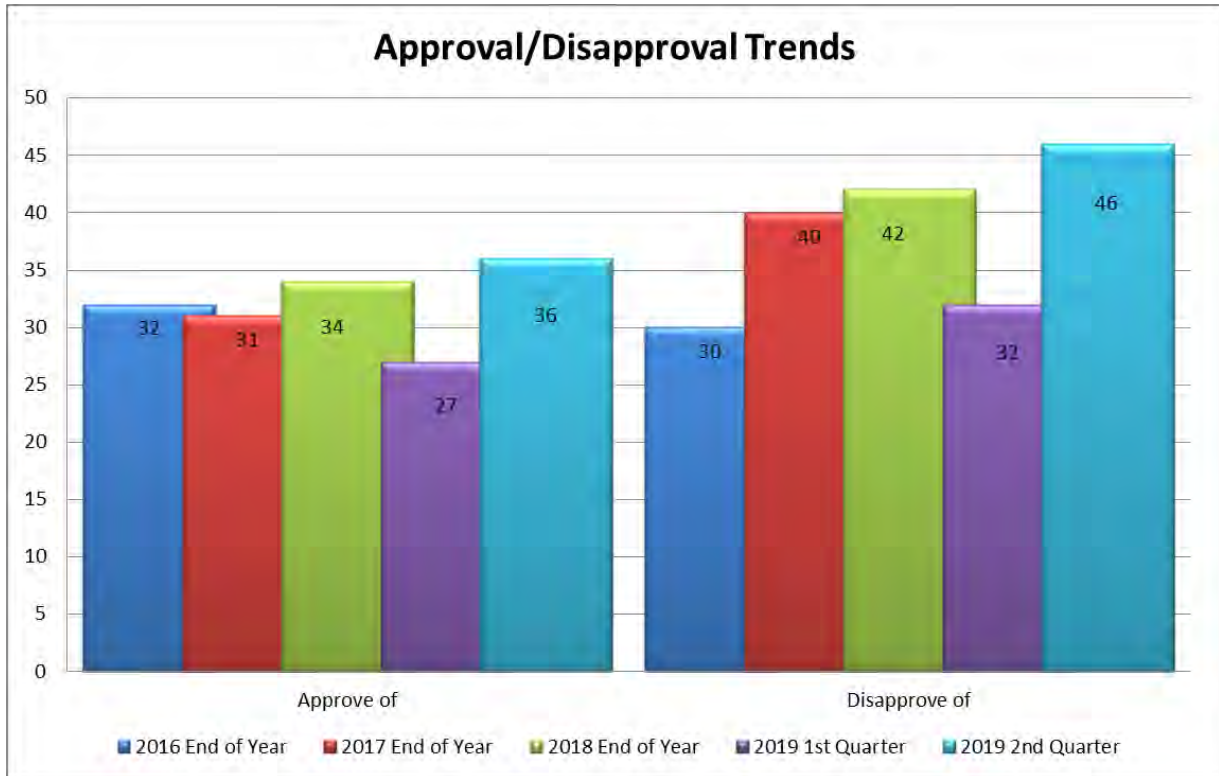


## 6. OUTCOMES - COUNCILLORS ASKED FOR 2 QUESTIONS TO BE ADDED TO THIS SURVEY.

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1. Is there any one thing about the Council's actions, decisions or management in the last few months that comes to mind as something you do like or approve of?
2. Is there any one thing that comes to mind with regard to the Council's actions, decisions or management in the last few months that you dislike or disapprove of?

This is asked to gauge the level of support residents had for Council's actions and decisions.



## 7. CONCLUSION

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This is an early indication on how we are progressing at the half year mark of the new LTP.

## 8. ATTACHMENTS

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Appendix 1 – 2019 Half Year LTP KPI report

Appendix 2 – 2019 2<sup>nd</sup> Quarter Satisfaction Survey Summary



***Waikato District Council***

***Scorecard Report***

*Period: Jul-18 - Dec-18*

## Scorecard Name

2019-21 LTP Waikato District Council - All KPIs

## Date From

01-Jul-2018

## Date To

31-Dec-2018

## LINKED ITEMS

## UNIT

## TARGET

## ACTUAL

## INDICATOR

## 2019-21 LTP Governance

Satisfaction of residents that they were able to contact their Councillor as and when required

%

90.00

60.00



## COMMENTS:

Out of the 7 people who responded to this questions, just over half were satisfied that they were able to contact their Councillor.

Iwi ki te Haapori - Number of joint committee meetings held per annum

#

2.00

2.00



## COMMENTS:

Held one meeting with both Nga Wai o Waipa Co Governance Committee and Waikato Tainui

Iwi ki te Haapori - Number of identified or notified breaches/ objections under Joint Management Agreements, MOU's and MOA's

#

0.00

0.00



## COMMENTS:

Nil

Iwi ki te Haapori - Number of formal governance hui held between council and iwi / hapu groups

#

2.00

2.00



## COMMENTS:

A number of meetings have been held on various topics including Blueprints, etc

Percentage of minutes of all open meetings that are made publicly available via the Council's website

%

100.00

100.00



## COMMENTS:

Completed

Percentage of Council decisions that comply with statutory requirements

%

100.00

100.00



## COMMENTS:

All council decisions has complied with statutory requirements.

Percentage of district plan changes that are undertaken as per the RMA statutory process

%

100.00

100.00



## COMMENTS:

The district plan review is being conducted in accordance with the RMA statutory framework. We are currently summarising the many submission points on Stage 1. Further submissions will be called for once this summary is available (~mid March). Stage 2 of the District Plan Review (land hazards) is currently in the policy drafting phase.

## 2019-21 LTP Animal Control

The percentage of aggressive dog behaviour complaints, where immediate risk to public safety is present, that has council personnel on site within 1 hour

%

95.00

100.00



## COMMENTS:

100% jobs were attended within the allocated times

The percentage of complaints regarding stray stock that have council personnel on site within 1 hour

%

95.00

96.00



## COMMENTS:

1/25 jobs not attended within timeframe (ACO was covering Tuakau area, travel time was prohibitive)

The number of reported serious dog attacks on people in public places (where medical attention is required) that occur in our district does not exceed 10 per year

#

5.00

0.00



## COMMENTS:

Jul - 0 recorded attacks reported on people

Complete Engagement and Education Visits throughout the district

#

60.00

49.00





COMMENTS: 3 Education visits

### 2019-21 LTP Building Quality

The percentage of existing buildings with building WOFs that are monitored and audited for compliance annually - YTD

%	8.25	18.00	
---	------	-------	--

COMMENTS: All other buildings on track for KPI's.

The percentage of buildings that provide sleeping care or paid accommodation which are audited for compliance annually - YTD

%	50.00	60.00	
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COMMENTS: Buildings with Sleeping continue to be Audited to meet KPI's.

The percentage of swimming pools that are inspected for compliance annually - YTD

%	15.00	43.00	
---	-------	-------	--

COMMENTS: There were 84 inspections carried out in December on Pool Fencing and YTD there has been 937

The percentage of building consent applications which are processed within 20 working days - YTD

%	100.00	98.33	
---	--------	-------	--

COMMENTS: YTD - Currently we are processing 98.33% of standard consents within the statutory timeframe. Dwellings achieving 97.34%. We have had 2 Consents over the 20day timeframe, this was due to staff absences in the PEO and BRO team. We achieved 98.52% for December.

### 2019-21 LTP Strategic and District Planning

Percentage of resource consent applications which are processed within the statutory time frames

%	100.00	99.50	
---	--------	-------	--

COMMENTS: In December, we issued 52 Resource Consents, all of which were issued within statutory timeframes. In November we reported one consent processed outside of timeframes, however we have subsequently identified a second consent outside of timeframes in November, bringing the total year to date, of two consents processed outside of statutory timeframes from a total of 401 consents processed.

The percentage of current land use consents that are older than 2 years which have been monitored in the past 2 years

%	80.00	73.00	
---	-------	-------	--

COMMENTS: Historic consents are still being monitored - we have a new officer starting at the end of January 2019.

The number parking patrols that are carried out in communities that have parking controls under the bylaw.

#	208.00	235.00	
---	--------	--------	--

COMMENTS: Maintaining a parking presence in our communities - we are still recruiting for a new parking officer

### 2019-21 LTP Solid Waste

The percentage of schools in the district that receive solid waste education

%	20.00	19.29	
---	-------	-------	--

COMMENTS: Term 4 report  
11 schools were visited

We feel confident that the programme is being received well through indirect feedback as well as direct reporting.

The Zero waste education team added Lady X to the team and she will be working hard to be as popular as X man.

The percentage of kerbside collection complaints that are resolved within agreed timeframes.

%	97.00	84.57	
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**COMMENTS:** Complaints can sometimes be more complex than one phonecall and take a longer time to resolve but we achieve a better result.

We are working hard with our Nth contractor to help improve their performance

The % of time a contractor was engaged within 5 days from receiving the service request to to remove rubbish to resolution	%	95.00	90.00	
--	---	-------	-------	--

**COMMENTS:** A minor number of cases have required further investigation to enable resolution such as identifying physical location from information received.

### 2019-21 LTP Environmental Health

The percentage of licensed food premises that are verified/inspected annually	%	100.00	100.00	
---	---	--------	--------	--

**COMMENTS:** Annual figure will be concluded at end of this 12 month period.

The percentage of medium risk or higher fee category licensed premises that are inspected annually	%	100.00	100.00	
--	---	--------	--------	--

**COMMENTS:** Annual figure will be concluded at end of this 12 month period.

Percentage of excessive noise complaints responded to within agreed timeframes. (Due to geographical characteristics of the district response times will vary in different parts of the district)	%	85.00	70.33	
---	---	-------	-------	--

**COMMENTS:** We have been advised that there are some changes to our key contact staff at Armourguard. We are having a meeting with Armourguard on 24 January 2019 to discuss their non performance and obligations under their contract with the Council.

The percentage of hazardous land use information (Hail) reports that will be completed within 10 working days.	%	90.00	99.20	
--	---	-------	-------	--

**COMMENTS:** 1 hail report was processed outside the timeframe. However we are within the KPI target.

Percentage of environmental health complaints where the customer has been contacted within 3 working days	%	90.00	66.66	
---	---	-------	-------	--

**COMMENTS:** 2 out of 6 customers had been contacted outside the 3 day timeframe, This can be attributed to the busy December, short staff and last minute applications and enquiries coming in. This lead us to prioritise jobs which resulted in a delay in contacting customers within the 3 day timeframe.

### 2019-21 LTP Economic Development

The percentage increase in measureable annual tourism expenditure (Same or higher than NZ growth rate)	%	N/A	N/A	Annually
--	---	-----	-----	----------

**COMMENTS:** Waikato district tourism expenditure grew by 8.8% in 2017. New Zealand's tourism expenditure grew at 2.4% in 2017.

The percentage increase in number of business units in the Waikato District (Same or higher than NZ growth rate in number of business units)	%	N/A	N/A	Annually
--	---	-----	-----	----------

**COMMENTS:** 2017-18 Comment: Growth in the Waikato district was in line with national growth of 2.1%. The district now has 8,874 business units compared with the 8,691 reported last year using provisional Infometric figures.

The percentage of customers satisfied or very satisfied that the quality of service and expertise meets their needs (Economic Development)	%	N/A	N/A	Annually
--	---	-----	-----	----------

**COMMENTS:** New KPI

Business perception Survey average rating	#	8.50	8.80	
<i>COMMENTS:</i> Waikato District Council achieved an 8.8 out of 10 rating in the November 2018 Business Net Promoter Score Survey.				
The percentage delivery of the Economic Development strategic work programme	%	95.00	95.00	
<i>COMMENTS:</i> The Economic Development Team have supported cross-organisational strategic programme project Blueprints. The team have also supported Council's 'Gearing for Growth and Greatness' strategic initiative and the team has integrated Community Development to become the Economic and Community Development Team, under the newly established Community Growth Group.				
<b>2019-21 LTP Grants and Donations</b>				
Number of discretionary grant funding rounds undertaken per year	#	2.00	2.00	
<i>COMMENTS:</i> Round two has been completed.				
The percentage of community funding/grant recipients meeting grant obligations, as evidenced through accountability reports	%	100.00	95.00	
<i>COMMENTS:</i> Staff have followed new process to administer the new system. Recipients are notified regularly and reports are currently being received on time.				
<b>2019-21 LTP Parks</b>				
Percentage of Customers who are satisfied with Parks And Reserves, including sports fields and playgrounds overall	%	90.00	87.00	
<i>COMMENTS:</i> Although still slightly below target, we have seen an increase in satisfaction from our customers - 83% (quarter 1) increased to 87% (quarter 2). Feed back from the survey seems to indicate dissatisfaction with the break wall at Manu Bay and not enough rubbish bins in reserves in general. These issues are resulting in this KPI not meeting the target. These matters are currently being discussed across the organisation.				
Percentage of customers who are satisfied with the presentation of WDC cemeteries	%	95.00	87.00	
<i>COMMENTS:</i> We have seen a drop in satisfaction in this area in the past quarter (previously 94%) and therefore we are below target. Comments from the survey reflect customers concerns with plots despite WDC prices being cheaper than neighbouring Councils. We will attempt to educate customers on pricing to ensure that fees and charges are transparent.				
Percentage of new playgrounds built to New Zealand Standard - Playground Equipment and Surfacing (NZS 5828:2015)	%	100.00	100.00	
<i>COMMENTS:</i> All new playgrounds are to be constructed to NZS 5828:2015. This is specified in the tender process and prior to a playground being opened to the public, it is inspected by a qualified playground inspector to confirm it complies with the relevant NZ standards.				
Percentage of customers who are satisfied with Public toilets in the residents satisfaction survey	%	75.00	76.00	
<i>COMMENTS:</i> Great to see that the council staff and contractors hard work in a difficult area has resulted in the target being met. Audits results have been positive with increased patronage over the warmer period before Christmas. Daily cleaning increased to several times a day from October to account for the increased patronage.				
Percentage of new public toilets built to NZS 4241:1999	%	N/A	N/A	Annually
<i>COMMENTS:</i> New KPI				
<b>2019-21 LTP Property and Facilities</b>				
Percentage of buildings that require a warrant of fitness that comply	%	N/A	N/A	Annually

COMMENTS: 2017-18 Comment: All Builds which require a BWoF comply

Percentage of customers who are satisfied with the service provided at the Raglan campground	%	N/A	N/A	Annually
--	---	-----	-----	----------

COMMENTS: This is a new KPI

Percentage of customers who are satisfied with the service provided at the Huntly campground	%	N/A	N/A	Annually
--	---	-----	-----	----------

COMMENTS: This is a new KPI

Percentage of visitors that find the facilities clean, accessible and welcoming (pools)	%	90.00	64.20	
---	---	-------	-------	--

COMMENTS: Results have varied over the past 6 months and range from 88.3% to 29.4%. This is below target and may be a reflection of a change of staff. We will continue to work closely with Belgravia to ensure the needs of our community are being met.

Percentage of WDC Aquatic Centres that are operated under NZ Pool Safe Accreditation	%	N/A	N/A	Annually
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COMMENTS: New KPI

#### 2019-21 LTP Emergency Management

Successfully participate in one exercise per annum that is fully moderated by an external party	#	N/A	N/A	Annually
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COMMENTS: We successfully carried out an exercise in September 2018 in our EOC. This was attended by members of the Group Emergency Management Office (GEMO), Waikato Regional Council (WRC) and staff from a number of other councils. The exercise was moderated by a number of individuals from the GEMO (including the Group Controller), WRC and visiting councils. As part of the exercise moderation the two Local Controllers were assessed on their conduct in their roles. We will begin planning an exercise for this year in the near future.

Council maintains a minimum number of trained staff to Intermediate level, to fulfil core Emergency Operations Centre roles.	#	30.00	83.00	
--	---	-------	-------	--

COMMENTS: These courses are offered monthly at the Group Emergency Management Office and our staff regularly attend. We have been able to maintain a high level of individuals trained to intermediate level to work in the EOC.

Council maintains a minimum number of trained staff to foundation level, to fulfil core Emergency Operations Centre roles	#	100.00	162.00	
---	---	--------	--------	--

COMMENTS: We continue to offer foundation training on a quarterly basis. Staff elect to be involved in CDEM and sign themselves up with Manager support. Our next Foundation training is on 21 Feb 2019.

#### 2019-21 LTP Customer and Partnership Focus

Percentage of customers satisfied that council consults with the community regarding the right issues	%	60.00	52.00	
---	---	-------	-------	--

COMMENTS: Between October and December Council has consulted on the following:

- Matangi Hall Proposed Targeted Rate Increase
- Speed Limit Bylaw
- Natural Reserve Management Plan
- Woodlands Reserve Management Plan
- Wainui Reserve Management Plan
- Paphua Reserve Management Plan
- Manu Bay Reserve Management Plan

The decrease from last quarter could be a reflection that consultations in the last quarter have been relatively low profile, particularly when compared with the Proposed District Plan and Blueprints from last quarter.

Percentage of customers satisfied with the ease of access and clarity of information regarding key community issues	%	60.00	51.00	
<i>COMMENTS:</i> We continue to provide information via a number of printed and electronic mediums. Due to the cost effectiveness, we encourage the community to visit our website in the first instance.				
Level of Customer effort	#	3.00	2.50	
<i>COMMENTS:</i> While the result is within target, the level of effort required by customers when dealing with Council has room for improvement.				
Net Promoter Score (level of likelihood that library users will recommend to friends and family their library as a place to go)	%	90.00	90.15	
<i>COMMENTS:</i> Of the respondents 58.13% were extremely likely and 32.02% were likely. These two combined gives us a total of 90.15%.				
Level of customer satisfaction that the quality of libraries resources meets their needs	%	90.00	89.65	
<i>COMMENTS:</i> Varied customer feedback has been received on the resources contained in our libraries....such as: More Australian/Christian/Teen/etc authors More talking books Coffee machines More stuff to do for teenagers More family oriented events.....ETC There is no short term fix for this. As we continue to engage with our communities on their needs our understanding will increase, however it will remain unlikely that we meet all individual needs. We will continue to endeavour to provide resources and programming that meets the majority of needs.				
Percentage of time that access to a free internet service is available in libraries	%	100.00	100.00	
<i>COMMENTS:</i> There have been no problems with the Internet service over the past month. This is a valuable service and it is greatly appreciated by the many customers that use it regularly.				
<b>2019-21 LTP Roading</b>				
The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number.	#	-1.00	1.00	
<i>COMMENTS:</i> For the reporting period July 2018 to December 2018, there was a total of 21 fatal and serious crashes on the Waikato District road network. (Note: This measure is based on crash data, not the number of casualties). This is a movement of plus 1 on the previous six months statistics as reported in CAS. From an engineering perspective staff continue to monitor the network and are implementing programmed works across the network in priority locations. Staff have also secured additional funding from ACC to support safety focused initiatives. In addition, Council continues to provide education around driver and cycle use targeted in our district.				
The average quality of ride on a sealed local road network, measured by smooth travel exposure.	%	N/A	N/A	Annually
<i>COMMENTS:</i> 2017-18 Comment: The result of 97% comfortably achieves the target of 91% across both rural and urban sealed roads.				
The percentage of footpaths that fall within the level of service or service standard that is set out in the LTP	%	N/A	N/A	Annually
<i>COMMENTS:</i> 2017-18 Comment: All the District footpaths were surveyed in January/February 2016 and graded from 1 - Excellent to 5 -Very Poor. 99.67% of the total length of footpath was rated as 3 Fair or better. This is reflective of the proactive approach taken by the Alliance and responsiveness to customer requests. A new footpath rating survey will take place in 2018/19.				
The percentage of the sealed local road network that is resurfaced	%	N/A	N/A	Annually

**COMMENTS:** 2017-18 Comment: 110.36 km of the road network was sealed during 2017/18 which equates to 6.0% of the length of sealed road. In addition a further 17.30 km or 0.9% of road was rehabilitated which resulted in the road getting a new surface. This gives a total of 6.9% of the network that received a new surface.

The percentage of customer service requests relating to roads to which we respond within the timeframes specified.	%	80.00	97.21	
--	---	-------	-------	--

**COMMENTS:** 139 service requests were received for the month of December. 137 were responded to on time giving a 95.56% result for December. 1181 service requests have been received with 1148 being responded to on time providing a YTD result of 97.21%.

The percentage of customer service requests relating to footpaths responded to within the timeframe specified in LTP	%	80.00	97.40	
--	---	-------	-------	--

**COMMENTS:** 13 service requests were received for the month of December. All requests were responded to on time giving a 100% response for December. 77 service requests have been received since 01 July with 75 being responded to on time providing a 97.40% YTD result.

### 2019-21 LTP Stormwater

The number of flooding events that occurred throughout the district	#	5.00	0.00	
---	---	------	------	--

**COMMENTS:** On track for meeting this target, no flood events.

The number of habitable floors affected in a stormwater flooding event expressed per 1000 properties connected to the councils stormwater system per event	#	0.30	0.00	
--	---	------	------	--

**COMMENTS:** On track for meeting this target, no flood events.

The median response time to attend a flooding event, measured from the time that Council receives notification to the time that service personnel reach the site.	m	120.00	0.00	
---	---	--------	------	--

**COMMENTS:** On track for meeting this target, no flood events

The number of complaints received by Council about the performance of its stormwater system, expressed per 1000 properties connected to the stormwater system	#	6.00	1.46	
---	---	------	------	--

**COMMENTS:** On track.

Council's level of compliance with resource consents for discharge from its stormwater system, measured by the number of abatement notices, infringement notices, enforcement orders and convictions received in relation those resource consents.	#	0.00	0.00	
--	---	------	------	--

**COMMENTS:** No convictions Compliance for 2018/19 year is not assessed until October 20. 2017/18 currently been assessed

### 2019-21 LTP Wastewater

The number of dry weather sewerage overflows from Council's sewerage system, expressed per 1000 sewerage connections to that sewerage system	#	3.00	0.66	
--	---	------	------	--

**COMMENTS:** On track YTD.

3 dry weather overflows this quarter.

The median attendance time where Council attends to sewage overflows resulting from a blockage or other fault in its sewerage system, from the time that Council receives notification to the time that service personnel reach the site.

m

60.00

41.00



**COMMENTS:** Target met with a median of 41 minutes YTD.

6 from 7 calls met the target time frame this quarter. More blockages are being recorded due to Fast Fibre installation strikes on mains and laterals.

The median resolution time where Council attends to sewage overflows resulting from a blockage or other fault in its sewerage system, from the time Council receives notification to the time personnel confirm resolution of the blockage or other fault.

m

240.00

163.00



**COMMENTS:** Target met with a median of 163 minutes.

5 out of 7 calls resolved within required time frame of 240 minutes this quarter. More blockages are being recorded due to Fast Fibre installation strikes on mains and laterals.

The total number of complaints received by Council about odour, system faults, blockages, response to issues with its sewerage system.(expressed per 1000 connections to the sewerage system):

#

25.00

6.21



**COMMENTS:** On track YTD.

28 complaints this quarter. More blockages are being recorded due to Fast Fibre installation strikes on mains and laterals.

Council's level of Compliance with resource consents for discharge from its wastewater system, measured by the number of abatement notices, infringement notices and enforcement orders

#

2.00

0.00



**COMMENTS:** No convictions Compliance for 2018/19 year is not assessed until October 20. 2017/18 currently been assessed

Council's level of Compliance with resource consents, measured by the number of Convictions for discharge from its wastewater system,

#

0.00

0.00



**COMMENTS:** No convictions Compliance for 2018/19 year is not assessed until October 20. 2017/18 currently been assessed

### 2019-21 LTP Water Supply

The extent to which Councils drinking water supply complies with part 4 of the drinking water standards (bacteria compliance criteria)

#

18.00

18.00



**COMMENTS:** Compliance for 2018/19 quarters are not assessed by DHB until after quarter.

The extent to which Councils drinking water supply complies with part 5 of the drinking-water standards (protozoal compliance criteria)

#

4.00

4.00



**COMMENTS:** Compliance for 2018/19 quarters are not assessed by DHB until after quarter.

The median on site attendance time for an urgent call out where Council attends a call-out in response to a fault or unplanned interruption to its networked reticulation system

m

60.00

36.00



**COMMENTS:** On track YTD with a median of 36 minutes.

46 of 49 calls met the 60 minute time frame this quarter.

The median resolution time for an urgent call out where Council attends a call-out in response to a fault or unplanned interruption to its networked reticulation system	m	240.00	118.00	
<i>COMMENTS:</i> On track YTD with a median of 118 minutes.				
46 out of 49 calls met the required time frame this quarter.				
The median on site attendance time for a non-urgent call out, where Council attends a call-out in response to a fault or unplanned interruption to its networked reticulation system	Days	5.00	1.00	
<i>COMMENTS:</i> On track YTD with a median of 1 day.				
72 out of 73 complaints met the 5 day time frame this quarter.				
The median resolution time for a non-urgent call out where Council attends a call-out in response to a fault or unplanned interruption to its networked reticulation system	Days	5.00	1.00	
<i>COMMENTS:</i> On track YTD with a median of 1 day.				
72 out of 73 calls met the 5 day time frame this quarter.				
The total number of complaints received by Council about drinking water clarity, taste, odour, water pressure or flow, continuity of supply and response to any of these issues (expressed per 1000 connections to the water system)	#	25.00	7.69	
<i>COMMENTS:</i> On track YTD with a total of 75 calls this quarter. There seems to have been a big drop in dirty water complaints in Huntly, the flushing program does appear to be helping. We did have one major dirty water incident at the end of December in Huntly due to a treatment plant incident.				
The average consumption of drinking water per day per resident within the Waikato district	L	N/A	N/A	Annually
<i>COMMENTS:</i> 2017-18 Comment: Target Met				
The percentage of real water loss from Council's networked reticulation system	%	N/A	N/A	Annually
<i>COMMENTS:</i> New KPI				
<b>Overall Performance</b>	<b>%</b>	<b>0.00</b>	<b>0.00</b>	





**NATIONAL RESEARCH BUREAU LTD**

PO Box 10118, Dominion Road, Auckland 1446, New Zealand

Tel: (09) 6300-655, Web: [www.nrb.co.nz](http://www.nrb.co.nz)

To: Debbie Dalbeth

From: Ken Sutton and Janette Simpson

Of: Waikato District Council

Date: 12 December 2018

Dear Debbie,

**QUARTERLY SUMMARY OF  
ONGOING SATISFACTION SURVEY RESULTS**

The following is a quarterly summary of your Ongoing Satisfaction survey results for the period: Friday 28th September - Friday 30th November, based on 104 respondents.

If you have any queries, please give one of us a call.

Kind regards,

Ken Sutton

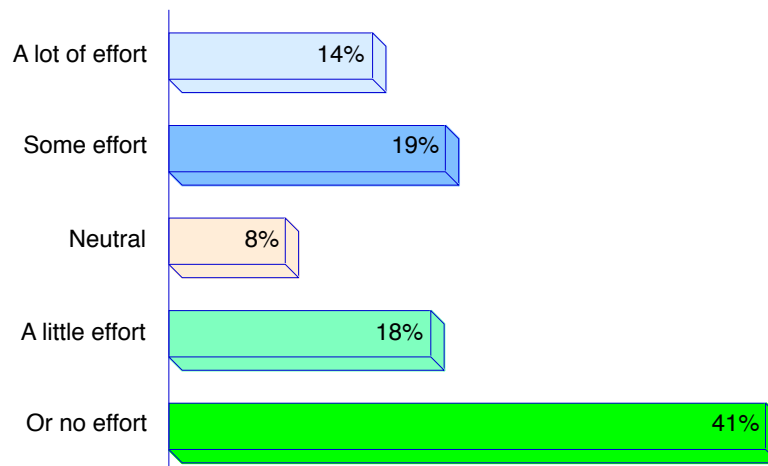
Janette Simpson

**NATIONAL RESEARCH BUREAU LTD**

## CONTACT WITH COUNCIL

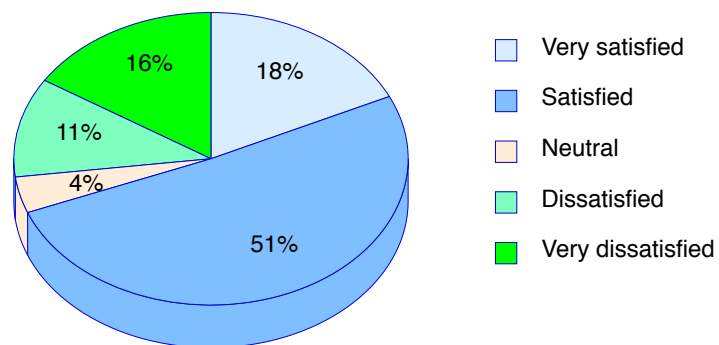
45% of residents have contacted Council staff at the Council offices or service centres by phone, in person and/or by email, in the last 12 months.

### How Much Effort Did It Take To Conduct Business With Council ...



Base = 46<sup>†</sup>

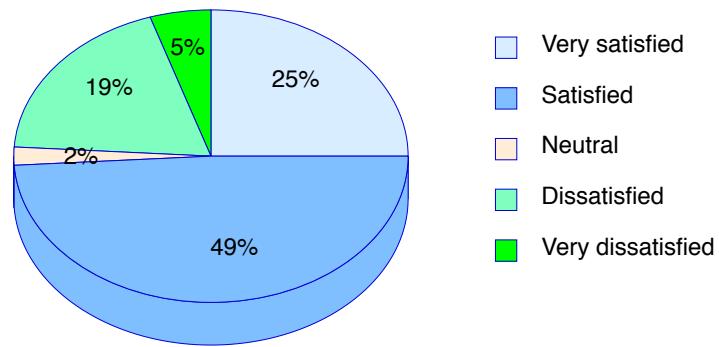
### Satisfaction With How Issue Was Resolved



Base = 46<sup>†</sup>

<sup>†</sup> those residents who say they have contacted Council in last 12 months

### Satisfaction With Overall Service Received



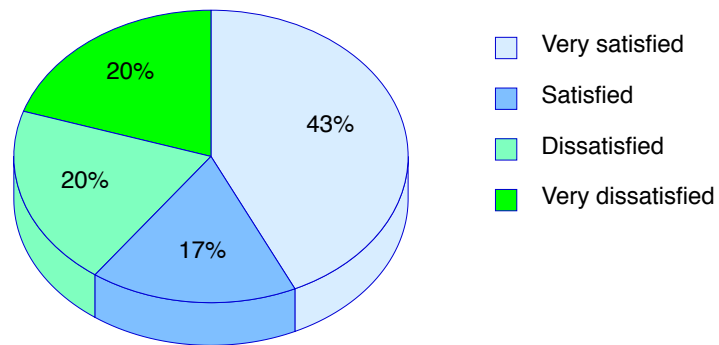
Base = 46<sup>†</sup>

<sup>†</sup> those residents who say they have contacted Council in last 12 months

### Contact With Councillors/Mayor

In the last 12 months 8% of residents have contacted, or attempted to contact, a Councillor (including the Mayor).

*Satisfaction That They Are Able To Contact Them Should The Need Arise ...*



Base = 7<sup>†</sup>

Caution: small base

<sup>†</sup> those residents who say they have contacted or attempted to contact a Councillor in last 12 months

## SATISFACTION WITH SERVICES AND FACILITIES - OVERALL

	Very satisfied/ Satisfied %	Neutral %	Dissatisfied/ Very dissatisfied %	Don't know %
Standard of Council's roads overall (excluding State Highways) <sup>†</sup>	<b>49</b>	14	<b>36</b>	-
Stormwater services	<b>40</b>	12	<b>19</b>	29

<sup>†</sup> does not add to 100% due to rounding

### SATISFACTION WITH COUNCIL SERVICES/FACILITIES - USERS

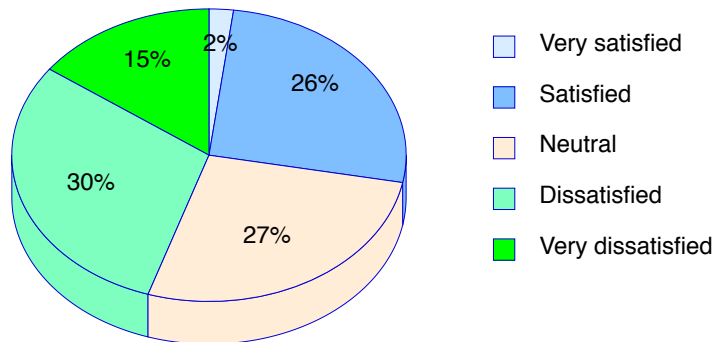
	Base	Very satisfied/ Satisfied %	Neutral %	Dissatisfied/ Very dissatisfied %	Don't know %
Cemeteries	37	87	1	12	-
Parks and reserves, including sports fields and playgrounds	68	87	10	3	-
Public libraries <sup>†</sup>	45	85	-	16	-
Recycling services	92	79	6	13	2
Animal control, ie, stock and dog control	*13	77	3	20	-
Public toilets	46	76	6	18	-
Footpaths	79	71	11	18	-
Building and inspection services <sup>†</sup>	*13	58	16	27	-

\* caution: small base

<sup>†</sup> does not add to 100% due to rounding

### Satisfaction With The Standard Of Council's Unsealed Roads

*Driven On An **Unsealed** Council Road*

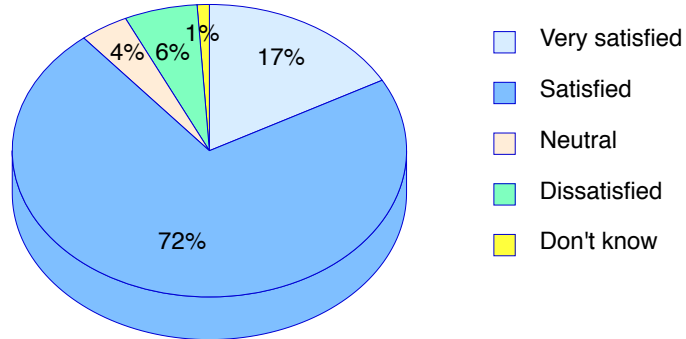


Base = 42

**SATISFACTION WITH SERVICES PROVIDED BY COUNCIL**

**Water Supply**

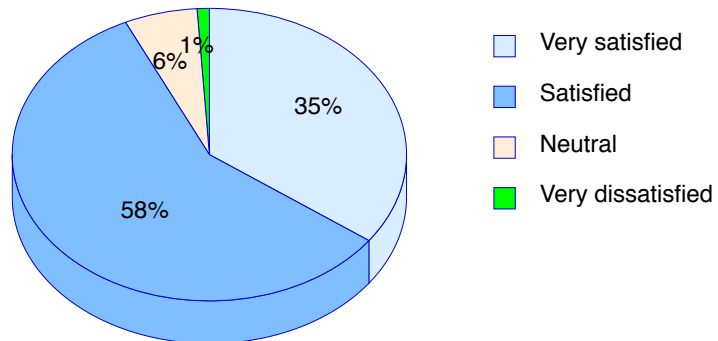
*Council Provided Piped Water Supply*



Base = 48

**Wastewater Services**

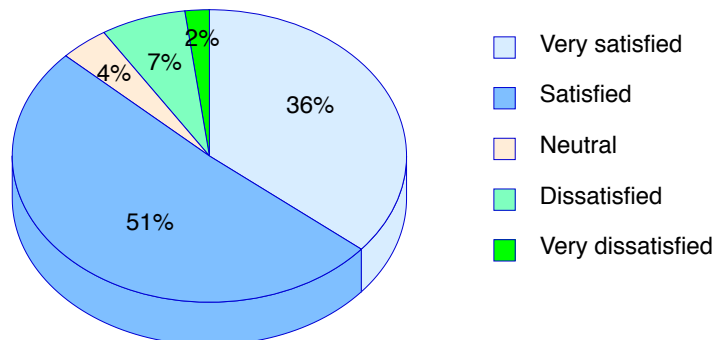
*Council Provided Sewerage System*



Base = 36

**Rubbish Collection Service**

*Council Provided Regular Rubbish Collection Service*



Base = 96

## LOCAL ISSUES

### Governance/Democracy

63% of residents feel that as a ratepayer or resident they have the opportunity to be involved and to participate in the way the Council makes decisions, while 37% say they don't.

34% of residents have tried to participate in Council's decision making process.

### Level Of Satisfaction

	Very satisfied/ Satisfied %	Neutral %	Dissatisfied/ Very dissatisfied %	Don't know %
There is sufficient time and opportunity available to provide feedback	57	8	33	2
Information about key community issues is easily accessible	52	25	19	4
The public are consulted about the right issues	52	26	21	1
There is a suitable range of consultation options available	51	19	28	2
Information available on these issues is clear and instructive <sup>†</sup>	50	23	28	-

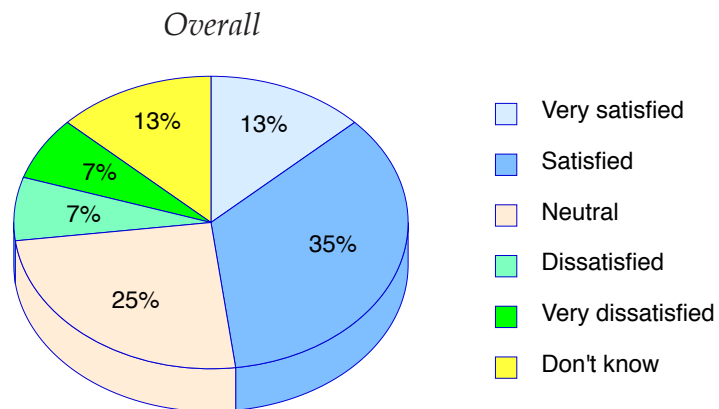
Base = 31

(those residents who say they have tried to participate in Council's decision making process)

% read across

<sup>†</sup> does not add to 100% due to rounding

## Overall Satisfaction With The Way Council Involves The Public In The Decisions It Makes



## Participation In Decision Making Process

In general 29% of residents are interested in participating in Council's decision making process, 29% say they are not, while 40% say it depends on the issue. 2% of residents are unable to comment.

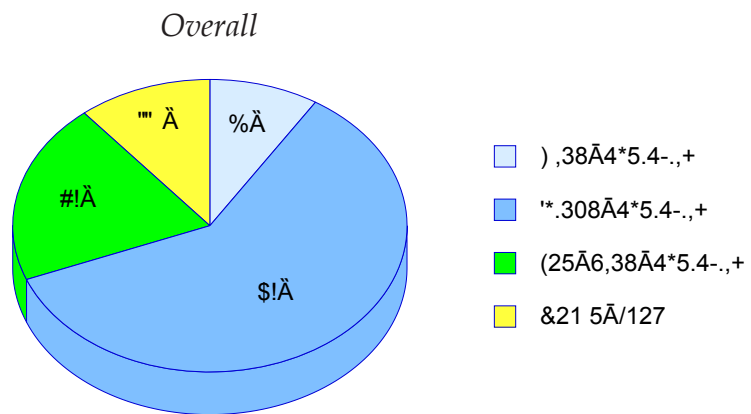
## Outcomes

46% of residents say there is a Council action/ decision/ management they **dislike or disapprove** of, while 36% say there is a Council action/ decision/ management they **like or approve** of.

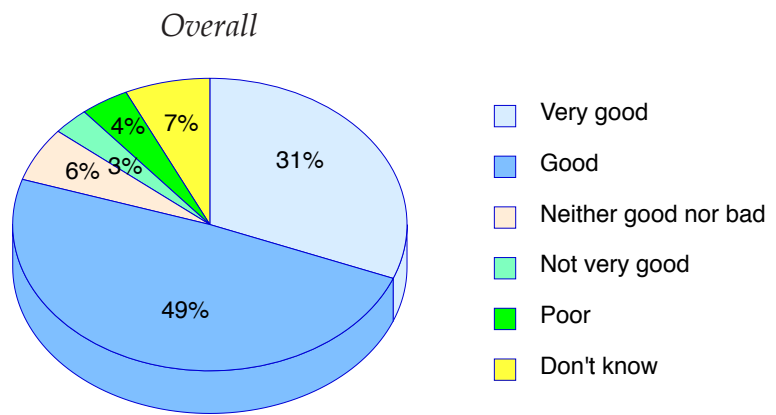


## Community Engagement

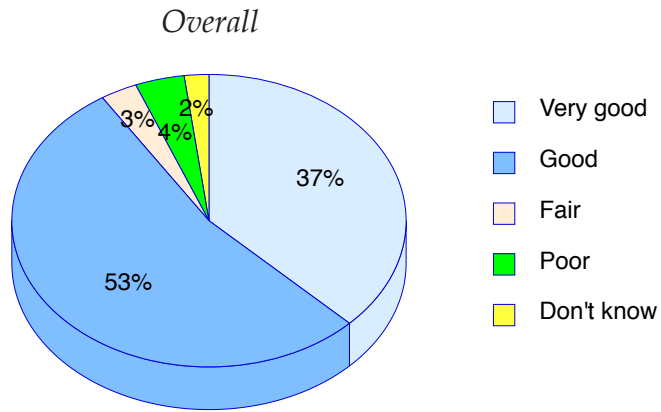
### Satisfaction With Rates Spending



### Community Spirit



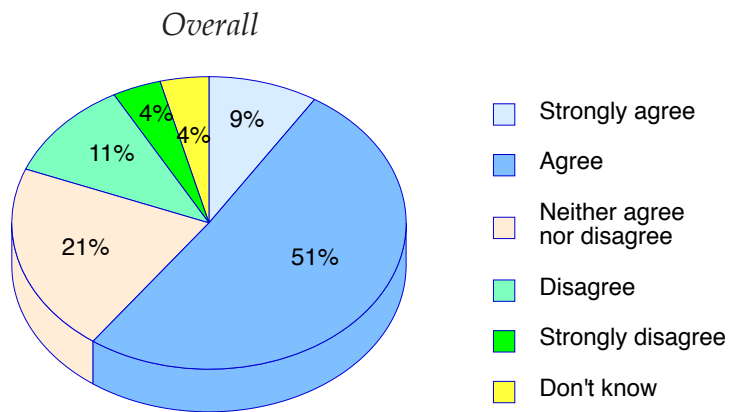
### Quality Of Life



(Does not add to 100% due to rounding)

### Council Consultation And Community Involvement

Council Makes Decisions That Meet The Needs And Aspirations Of Their Residents?



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**Open Meeting**

<b>To</b>	Strategy & Finance Committee
<b>From</b>	Gavin Ion Chief Executive
<b>Date</b>	20 February 2019
<b>Prepared by</b>	Lynette Wainwright Committee Secretary
<b>Chief Executive Approved</b>	Y
<b>Reference #</b>	GOV1318
<b>Report Title</b>	Exclusion of the Public

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**I. EXECUTIVE SUMMARY**

To exclude the public from the whole or part of the proceedings of the meeting to enable to the Strategy & Finance Committee to deliberate and made decisions in private on public excluded items.

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**2. RECOMMENDATION**

**THAT** the report from the Chief Executive be received;

**AND THAT** the public be excluded from the meeting to enable the Strategy & Finance Committee to deliberate and make decisions on the following items of business:

**Confirmation of Minutes dated Wednesday 28 November 2018**

**REPORTS**

**a. Water Rates Penalties Write-Off Te Kowhai Road, Hamilton**

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

<b>Reason for passing this resolution to withhold exists under:</b>	<b>Ground(s) under section 48(1) for the passing of this resolution is:</b>
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**Section 7(2)(a)**

**Section 48(1)(3)(a)(i)**

**b. Raglan i-SITE Contract Tender**

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

<b>Reason for passing this resolution to withhold exists under:</b>	<b>Ground(s) under section 48(1) for the passing of this resolution is:</b>
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**Section 7(2)(f)(i)(ii)**

**Section 48(1)(3)(d)**