

Document No: 956797

Report To: Council



Meeting Date: 24 March 2026
Subject: **Hearing of Submitters - Oparure Road Speed Limit Change 2026**
Type: Decision Required
Author(s): Michelle Higgle
 Manager – Governance Support

1. Purpose of Report

- 1.1 The purpose of this business paper is for Council to hear Submitters speak in support of their written submissions to the proposed Speed Limit Change on Oparure Road.
- 1.2 Copies of all submissions received have been distributed separately and form part of this business paper.

2. Suggested Resolutions

- 2.1 The following are suggested resolutions only and do not represent Council policy until such time as they are adopted by formal resolution.

- 1 The business paper on Hearing of Submitters – Oparure Road Speed Limit Change 2026 be received.
- 2 Council note the verbal submissions made by the following Submitters:

Submission No	Submitter Name
30	Jahmin Waikato
34	Mr & Mrs J & S Barlow
35	Ross Herewini
55	Libby & Pete Chandler (Spellbound Ltd)
66	Ata Te Kanawa
75	Raymond Cribb
79	Denise Marshall (Te Wharekura o Maniapoto)
50	Benjamin Murray (Graymont)

- 3 The verbal submissions be noted for consideration at the Council Meeting on Tuesday 14 April 2026 as part of the submission deliberations process.

If any late submissions are received -

- 4 Council accept the late submission(s) and include them for consideration as part of the deliberations at the Council Meeting on Tuesday 14 April 2026.

3. Notes

- 3.1 The Submissions circulated to elected members are "Not for Public Circulation". The Submissions published on Council's website have personal information redacted (private addresses, personal phone numbers and personal email addresses).

- 3.2 This is a Hearing for the purposes of Section 82(1)(d) of the Local Government Act 2002 i.e. to provide the opportunity for submitters to present their views in a manner and format appropriate to the preferences and needs of those submitters. Members must not to enter into any debate with Submitters, but may ask questions for clarification purposes.
- 3.3 Elected Members must consider all submissions without any pre-determination and with an open mind. This does not mean that Members' cannot have an opinion – it simply means that as an elected member you must be prepared to listen to alternative views and to change your own views should you be convinced to do so.

4. Commentary

4.1 Consultation

- 4.2 The consultation period was undertaken from Monday 19 January 2026 and was due to close on Monday 2 March 2026, but following a meeting at Oparure Marae on Thursday 26 February 2026, the consultation period was extended a further week closing on Monday 9 March 2026.
- 4.3 A total of 79 submissions have been received. Nine submitters indicated they wish to be heard in support of their written submissions. One of those submitters has tendered an apology for the Hearing.

4.4 Late Submissions

- 4.5 At the time of preparing this Agenda no late submissions have been received.
- 4.6 In the event any late submissions are received, these will be circulated to the Council under separate cover and Council must decide whether or not to accept those late submissions and include them for consideration as part of its deliberations.
- 4.7 Historically, Council has accepted all late submissions received up until the time of the deliberations meeting.

4.8 Hearings Process

- 4.9 Nine Submitters indicated they wished to be heard in support of their written submissions.
- 4.10 During the process of contacting those submitters to confirm time allocations for the Hearing, one Submitter (Submission No 16) has tendered an apology.
- 4.11 Once Council has heard Submitters speak in support of their written submissions, a resolution is required to refer all of the verbal submissions for deliberation at the Council Meeting on Tuesday 14 April 2026.
- 4.12 A separate Agenda will be distributed for that Deliberation Meeting which will include an analysis of all submissions received.

5. Attachments/Separate Enclosures

Separate Enclosures:

- 1 Submissions

WAITOMO DISTRICT COUNCIL

MINUTES OF A MEETING OF THE WAITOMO DISTRICT COUNCIL HELD IN THE COUNCIL CHAMBERS, QUEEN STREET, TE KUITI ON TUESDAY 24 FEBRUARY 2026 AT 9.00AM

- PRESENT:** Mayor John Robertson
Deputy Mayor Eady Manawaiti
Councillor Olivia Buckley
Councillor Allan Goddard
Councillor Janette Osborne
Councillor Dan Tasker
- IN ATTENDANCE:** Matthew Cooper, Chief Executive Officer and Steve Dalgety, General Manager Regional Leadership (Sport Waikato)
Grant and Maryanne Morgan (*for Proposed Road Name Change - Te Kumi Station Road to Tuariri Road*)
- STAFF:** Chief Executive, Ben Smit
Manager – Governance Support, Michelle Higgie
General Manager – Community Services, Helen Beever
General Manager – Strategy and Environment, Alex Bell
Manager – Strategy and Policy, Charmaine Ellery
Policy Advisor, Rajeshwari (Raj) Mahadevappa
Customer and Information Manager, Kat Merrin-Brown
General Manager – Infrastructure Services, Shyamal Ram
Local Roads Professional Services (Pinnacles), Ryan Stanley
Chief Financial Officer, Tina Hitchen

Deputy Mayor Eady Manawaiti acknowledged the recent adverse weather events which have occurred across the country, and particularly affecting our neighbours to the north in Otorohanga and Waipa Districts, and Council took a moment to reflect and acknowledge those events and the people affected by them.

1. Apologies

Resolution

The apology from Councillor Isaiah Wallace be received and leave of absence granted.

Robertson/Tasker Carried

2. Declarations of Member Conflicts of Interest

No declarations were made.

3. Presentation: Sport Waikato Induction

Council received an induction presentation from Sport Waikato representatives Matthew Cooper, Chief Executive Officer and Steve Dalgety, General Manager Regional Leadership.

Resolution

The Presentation Sport Waikato Induction be received.

Robertson/Manawaiti Carried

Matthew Cooper, Steve Dalgety (Sport Waikato) and the General Manager – Community Services left the meeting at 9.40am.

4. Confirmation of Minutes: 25 November 2025

Resolution

The Minutes of the Waitomo District Council meeting held on 25 November 2025 including the public excluded Minutes be confirmed as a true and correct record subject to the following amendments:

- 1 Header – correct the spelling of Tuesday
- 2 Present – Correct the spelling of Cr Buckley's name
- 3 Page 22 of the 25 November 2025 Minutes – Correct the spelling of Robertson

Robertson/Buckley Carried

5. Receipt of Unconfirmed Audit and Risk Committee Minutes – 10 February 2026
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Resolution

The Unconfirmed Minutes of the Audit and Risk Committee meeting of 10 February 2026 be received.

Robertson/Osborne Carried

6. Mayor's Report – February 2026
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Council considered the Mayor's Report for February 2026.

The Mayor expanded verbally on the business paper and answered Members questions.

Resolution

The Mayor's Report – February 2026 be received.

Robertson/Osborne Carried

The Chief Financial Officer entered the meeting at 9.52am.

7. Chief Executive's Report – February 2026
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Council considered a business paper providing the Chief Executive's oversight of the organisation and its progress toward achieving its vision, outcomes, and priorities

The Chief Executive expanded verbally on the business paper and answered Members questions.

Resolution

The Chief Executive's Report – February 2026 be received.

Robertson/Buckley Carried

8. Bi-Monthly Activity Report: Business Support and Leadership/Governance
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Council considered a business paper providing an update on activities that form part of the Leadership/Governance Group including Finance and Information Services.

The Chief Financial Officer and Chief Executive expanded verbally on the business paper and answered Members questions.

Resolution

The Bi-Monthly Activity Report: Business Support and Leadership/Governance be received.

Goddard/Osborne Carried

The General Manager – Strategy and Environment entered the meeting at 10.10am.
Grant and Maryanne Morgan entered the meeting at 10.12am.

9. Finance Report for period ended 31 December 2025

Council considered a business paper providing an overall progress report on WDC’s financial activities for the period ended 31 December 2025.

The Chief Financial Officer expanded verbally on the business paper and answered Members questions.

Resolution

The business paper on the Financial Report for the period ended 31 December 2025 be received.

Robertson/Manawaiti Carried

The Chief Financial Officer left the meeting at 10.21am

The Manager – Strategy and Policy and Policy Advisor entered the meeting at 10.22am

10. Proposed Road Name Change - Te Kumi Station Road to Tuariri Road

Council considered a business paper requiring consideration of a Road Naming Application to rename Te Kumi Station Road, Te Kūiti to Tuariri Road in recognition of the history of the adjacent land.

The General Manager – Strategy and Policy expanded verbally on the business paper and answered Members questions.

Grant Morgan spoke in support of the Road Name Change application.

Resolution

- 1 The business paper on Proposed Road Name Change - Te Kumi Station Road to Tuariri Road be received.
- 2 The Council approve the Road Naming Application to change the name of Te Kumi Station Road, Te Kūiti to Tuariri Road in recognition of the history of the adjacent land.

Manawaiti/Tasker Carried

Grant and Maryanne Morgan left the meeting at 10.30am

The Manager – Strategy and Policy and Policy Advisor left the meeting at 10.30am

The meeting adjourned for morning tea at 10.30am

The meeting reconvened at 10.49am

11. Waitomo District Council Comprehensive Reserve Management Plan – Deliberation of Submissions

Council considered a business paper presenting for consideration and deliberation the submissions received, and to adopt amendments to Council’s Proposed Waitomo District Comprehensive Reserve Management Plan following public consultation.

The General Manager – Strategy and Environment expanded verbally on the business paper and answered Members questions.

Resolution

- 1 The business paper on Deliberation of Submissions and Adoption of Amendments to the Waitomo District Comprehensive Reserve Management Plan be received.

- 2 Council agree to adopt the amended Waitomo District Comprehensive Reserve Management Plan as enclosed as Attachment 1 (Doc # 916611).

Robertson/Manawaiti Carried

12. Bi-Monthly Activity Report: Planning and Regulation

Council considered a business paper providing an update on work programmes that form part of the Strategy and Environment Group.

The General Manager – Strategy and Environment expanded verbally on the business paper and answered Members questions.

The Manager – Strategy and Policy and Policy Advisor entered the meeting at 11.00am.

The General Manager – Community Services and Customer and Information Manager entered the meeting at 11.01am.

Resolution

The Bi-Monthly Activity Report: Planning and Regulation be received.

Robertson/Buckley Carried

13. Adoption of Statement of Proposals: Draft Drones Policy and Draft Dangerous, Affected and Insanitary Buildings Policy

Council considered a business paper seeking approval of the Statement of Proposals for the draft Drone Policy and draft Dangerous, Affected and Insanitary Buildings Policy for public consultation.

The General Manager – Strategy and Environment and Manager – Strategy and Policy expanded verbally on the business paper and answered Members questions, noting that the consultation will start one day earlier to align with the public notice in the local newspaper.

Resolution

- 1 The Business Paper on the Adoption of Statement of Proposals (SOP) for Consultation on draft Drone Policy and draft Dangerous and Insanitary Buildings Policy be received.
- 2 Council adopts the Statement of Proposal, which includes the draft revised Drone Policy 2026, for public consultation.
- 3 Council adopts the Statement of Proposal, which includes the draft revised Dangerous, Affected, and Insanitary Building Policy 2026, for public consultation.
- 4 Council approves that the public consultation period begins on Thursday 26 February 2026 and concludes on Tuesday 31 March 2026.
- 5 Council authorises the Chief Executive to make editorial or layout changes to the Statement of Proposal and Draft Policies that may be necessary before it is made publicly available.

Osborne/Goddard Carried

The Manager – Strategy and Policy and Policy Advisor left the meeting at 11.10am.

The General Manager – Infrastructure Services entered the meeting at 11.10am.

14. Emergency Response Preparedness

Council considered a business paper advising of the Council's current emergency management systems and processes and identifying the associated risks and opportunities.

The General Manager – Strategy and Policy, General Manager – Community Services and Customer and Information Manager expanded verbally on the business paper and answered Members questions.

Council acknowledged the input of Waitomo District Council staff assisting with the Emergency Operations Centre based out of Otorohanga for the recent flooding events.

Resolution

- 1 The business paper on Emergency Management Preparedness be received.
- 2 Council notes that:
 - (a) The Chief Executive has initiated discussions with the Western Waikato Councils around emergency management resourcing and that additional discussions will commence on a regional basis.
 - (b) The Chief Executive will report back with an update on these discussions in due course.

Robertson/Buckley Carried

The General Manager – Strategy and Policy, General Manager – Community Services and Customer and Information Manager left the meeting at 11.28am.

Local Roads Professional Services (Pinnacles), Ryan Stanley entered the meeting at 11.30am.

15. New Zealand Transport Agency Additional Funding Available

Council considered a business paper seeking Council's approval for an additional local share portion to enable Waitomo District Council to access a further \$2.8m NZTA funding for Roading activities.

The General Manager – Infrastructure Services expanded verbally on the business paper and answered Members questions.

Resolution

- 1 The business paper on New Zealand Transport Agency Additional Funding Available be received.
- 2 Council approve the additional allocation of Waitomo District Council local share of \$708,663.

Robertson/Buckley Carried

16. Roading Storm Damage - July and October 2025

Council considered a business paper providing an update Council on the July and October 2025 storm events that affected the Waitomo District Council (WDC) Roading Network and provide high-level cost estimates to remediate and outline proposed timelines.

The General Manager – Infrastructure Services and Local Roads Professional Services (Pinnacles), Ryan Stanley expanded verbally on the business paper and answered Members questions.

Resolution

- 1 The business paper on Roading Storm Damage Update – July and October 2025 be received.

Robertson/Osborne Carried

17. Motion to Exclude the Public

Council considered a business paper enabling Council to consider whether or not the public should be excluded from the consideration of Council business.

Resolution

- 1 The public be excluded from the following part of the proceedings of this meeting.
- 2 The general subject of each matter to be considered while the public is excluded and the reason for passing this resolution in relation to each matter, as specified by Section 48(1) of the Local Government Official Information and Meetings Act 1987 are as follows:

General Subject	Reason for passing this resolution	Section 48(1) grounds for the passing of this resolution
1. Update - Performance of Recently Installed Three Waters Infrastructure	Section 7(2) (g) To maintain legal professional privilege. and (i) To enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	Section 48(1) (d) The exclusion of the public from the whole or the relevant part of the proceedings of the meeting is necessary to enable the local authority to deliberate in private on its decision or recommendation in any proceedings to which this paragraph applies.
2. Te Kuiti Water Supply Resilience Improvements Update	Section 7(2) (h) To enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities;	Section 48(1) (d) The exclusion of the public from the whole or the relevant part of the proceedings of the meeting is necessary to enable the local authority to deliberate in private on its decision or recommendation in any proceedings to which this paragraph applies.
3. Kopaki Road Under Slip: Remediation Options	Section 7(2) (h) To enable any local authority holding the information to carry on, without prejudice or disadvantage, commercial activities	Section 48(1) (d) The exclusion of the public from the whole or the relevant part of the proceedings of the meeting is necessary to enable the local authority to deliberate in private on its decision or recommendation in any proceedings to which this paragraph applies.
4. Waikato Waters Ltd – Debt Guarantee Arrangements	Section 7(2) (h) To enable any local authority holding the information to carry on, without prejudice or disadvantage, commercial activities	Section 48(1) (d) The exclusion of the public from the whole or the relevant part of the proceedings of the meeting is necessary to enable the local authority to deliberate in private on its decision or recommendation in any proceedings to which this paragraph applies.

- 3 Council agree the following staff, having relevant knowledge to assist in the consideration of the items of business to be public excluded, remain in attendance to assist the Council with its decision making:

Staff Member	Reason for Remaining in Attendance
Chief Executive	Chief Executive
Manager – Governance Support	Committee Secretary
General Manager – Infrastructure Services	Portfolio Holder
Roading Professional Services (Pinnacles), Ryan Stanley	Consultancy
Chief Financial Officer	Portfolio Holder

Confidential

Confidential

Confidential

Document ID: 954841

Report To: Council



Meeting Date: 24 March 2026

Subject: **Bi-Monthly Activity Report: Community and Partnerships**

Type: Information Only

Author(s): Helen Beever
General Manager – Community Services

1. Purpose of Report

- 1.1. The purpose of this business paper is to update Council on activities that form part of the Community and Partnerships Group.

2. Suggested Resolutions

- 2.1 The following is a suggested resolution only and does not represent Council policy until such time as it is adopted by formal resolution.

1 The Bi-Monthly Activity Report: Community and Partnerships be received.

3. Background

- 3.1 At its meeting of 28 February 2023, Council adopted a new reporting framework detailing bi-monthly financial reporting and Council group activity reporting.
- 3.2 A reporting schedule was agreed with Infrastructure and Community reporting on the same bi-monthly agenda.
- 3.3 The Community and Partnerships report incorporates commentary on its activities.

4. Community Support and Development

- 4.1 The Community Support and Development group of activities incorporates Community Support, Community Grants, Youth Engagement and Events.

4.2 CURRENT ACTIVITY

4.3 **NOVICE DRIVER TRAINING PROGRAMME**

- 4.4 The Waikato Times recently reported that Te Kūiti recorded the highest driver's licence test pass rates in the Waikato in 2025, with learner pass rates at 74.9%, restricted pass rates at 82.2%, and full licence pass rates at 74.3%. This achievement reflects the strong community focus on supporting young people to gain their licences.

- 4.5 This success has been supported by the Novice Driver Training Programme delivered by Number Twelve. The programme, which receives funding support from NZTA via their road safety programme, and from Council, aims to support rangatahi to obtain their licences and become job-ready. Reports indicate that 98% of students over the age of 16 now hold a learner licence.

- 4.6 The programme provides driving instructors and practical support to help young people progress through the licensing stages.

4.7 **THE GREAT NZ MUSTER**

4.8 Planning for the Great NZ Muster, scheduled for Saturday 11 April 2026, is well underway. Interest in the event has been strong, with over 110 stall sites already booked – the largest number of stalls secured for the event to date.

4.9 Entertainment for the day has been confirmed, with James McOnie secured as the MC and a live band, Done Deal, booked to provide music and atmosphere throughout the event.

4.10 The Great NZ Muster 2026 is shaping up to be a vibrant day that celebrates the community while attracting visitors to the district.

4.11 **CENTENNIAL PARK**

4.12 Centennial Park continues to be successfully activated as a community green space, with a range of sporting activities taking place throughout the summer months. Both senior and junior cricket have been played at the park, with visiting teams from the Waikato Valley commenting positively on the quality of the facilities.

4.13 Te Kūiti Touch was held at Centennial Park from mid-October through to the end of February, regularly attracting over 150 participants and spectators to the park each Tuesday evening. The competition created a vibrant weekly community gathering and made good use of the space during the summer season.

4.14 Centennial Park has also hosted flag football, a fast-paced non-contact version of American football. Out-of-town teams have chosen Te Kūiti as a central meeting location to hold tournaments, further highlighting the park as a recreational space for both residents and visiting groups.

4.15 Discussions are in the early stages for a potential sub-regional Touch Tournament at the park in the latter part of the year.

4.16 **PLAY ON THE WAY**

4.17 The Play on the Way initiative is progressing well. The project involves installing playful stencils on footpaths along key routes commonly used by children walking to school.

4.18 The stencils are currently in the design phase and will encourage fun, active movement such as hopping, jumping, and balancing as children travel to and from school. The initiative aims to promote physical activity and make the journey to school more engaging for tamariki.

4.19 **RISKS AND OPPORTUNITIES**

4.20 There are no immediate identified risks with these activities.

4.21 **LOOKING FORWARD – THE NEXT 3 MONTHS**

4.22 MTFJ Outward Bound Scholarship – Recipients update.

4.23 Winter Movie Night.

5. Customer Services

5.1 **CURRENT ACTIVITY**

5.2 **CUSTOMER ENQUIRIES**

5.3 There continues to be a steady flow of visitors to the district, with many stopping in to seek information about activities in town before heading to their cave tours or next destination.

5.4 There has been a noticeable increase in calls regarding road closures, particularly those affecting state highways. Travellers are requesting updates on delays and available detours.

5.5 Phone enquiries remain the primary contact channel, supported by steady use of email and walk ins.

5.6 **ALGIM SUCCESS**

- 5.7 Each year, ALGIM conducts a Customer Experience Benchmarking Programme using a mystery-shopper approach.
- 5.8 The programme is delivered across 81 New Zealand councils and Council Controlled Organisations (CCO's).
- 5.9 Councils and CCO's are evaluated on first impressions, communication and listening, problem-solving ability, knowledge, and overall customer experience. These assessments are conducted through email, telephone, and online portal interactions.
- 5.10 Waitomo District Council achieved 1st place in the 2025 ALGIM Customer Experience Benchmarking Programme.
- 5.11 The Customer Service Team has performed consistently in recent years, placing 1st in 2020, as part of the special awards during Covid, and 7th in 2023 and 6th in 2021. The team has continued to strengthen its knowledge and service delivery, striving for continuous improvement, and this year's result reflects their commitment and hard work.

5.12 **RATES REBATE**

- 5.13 On 10 March 2026, Customer Service Team members met with and presented to the Sit and Be Fit group at St Joseph's School to increase awareness of the Rates Rebate Scheme.
- 5.14 The group was very welcoming and expressed appreciation for the outreach. Several attendees noted that they had previously found the application process too difficult and daunting but now feel confident to come in and see us for assistance. Others were not aware of the scheme prior to the session.
- 5.15 It is also worth noting that there were positive comments regarding the accessibility of the Customer Service & Visitor Hub. Attendees highlighted how easy the Hub is to access.

5.16 **RISKS AND OPPORTUNITIES**

- 5.17 There are no immediate identified risks with this activity.

5.18 **LOOKING FORWARD – THE NEXT 3 MONTHS**

- 5.19 Customer Service Team members are scheduled to speak at the upcoming community movie screening at Journey Church on 1 April, where they will provide information on the Rates Rebate Scheme.
- 5.20 Preparations will commence shortly for the 2026/2027 dog registration period.

<h2>6. Waitomo District Library</h2>

6.1 **CURRENT ACTIVITY**

- 6.2 The Christmas holiday programme was highly successful, with 351 children attending library events (including participants from the Gallagher Recreation Centre school holiday programme). 50 children registered for the 3D PrintQuest, 77 children completed the library scavenger hunt, and many took part in the Back-to-School competition.
- 6.3 Throughout the PrintQuest, staff observed a range of creativity from participants, including original 3D-designed models, engaging stop-motion films inspired by books, imaginative artwork, and wonderfully written stories.
- 6.4 After nine months of trialling a reduced-processing approach for the library book collection, staff have decided to return to the previous practice of covering books. The trial showed that wear and tear on items was significantly higher than expected, with many books requiring more frequent repairs.

- 6.5 The full processing method will be reinstated in July to ensure better protection and longer lifespan for the collection. Ocean-bound plastic book coverings will be used as they provide the same durability as our former materials while supporting our commitment to more sustainable and environmentally responsible choices.
- 6.6 Two new weekly programmes have been introduced this term. The first, Little Sprouts, is a preschool programme designed for children aged 2–5 years. This is being delivered in collaboration with HIPPY, an organisation that provides a home-based early education programme that empowers parents to support their children’s lifelong learning. Little Sprouts includes story times, crafts, and a range of activities aimed at building fine motor skills and supporting early development.
- 6.7 The second programme, Reading to Ruby, features Ruby, a one-year-old toy poodle–shih tzu cross who visits the library weekly with her handler. Ruby is a certified therapy dog provided through Canine Friends. This programme offers participants a calm, non-judgemental space to practise their reading aloud. Participants benefit from increased confidence, reduced anxiety, and improved reading skills as they engage with a supportive and friendly reading companion.
- 6.8 **RISKS AND OPPORTUNITIES**
- 6.9 There are no immediate identified risks with this activity.
- 6.10 **LOOKING FORWARD – THE NEXT 3 MONTHS**
- 6.11 Work is currently underway to update the Waitomo District Library app to function as a comprehensive library information portal. The updated app will feature upcoming events, available services, library news, 3D printing videos, and more—alongside all the functionality provided by the previous app.
- 6.12 The new design will offer a modern, user-friendly interface that will make it easier for our community to connect with the library’s resources and programmes.

7. Human Resources

- 7.1 The recruitment process is underway for the following position, which remains vacant:
- Transfer Station Attendant - Piopio

Document ID: 956817

Report To: Council



Meeting Date: 24 March 2026
Subject: Mayor's Report – March 2026
Type: Information Only
Author(s): John Robertson
 Mayor

1. Purpose of Report

1.1 The purpose of this business paper is to present the Mayor's report for the current month.

2. Suggested Resolution

2.1 The following are suggested resolutions only and do not represent Council policy until such time as they are adopted by formal resolution.

- 1 The Mayor's Report – March 2026 be received.
- 2 Council notes the engagement by the Landfill Steering Group with the Executive on the future of the Landfill and the transfer station.
- 3 Council notes the engagement by the Steering Group set up to review Council's local roading network with the Executive.
- 4 Council notes the engagement by the Steering Group with the University of Waikato regarding the proposals to place students from the Graduate School of Medicine into rural communities, including the development of a Clinical Community Learning Centre,
- 5 Council notes that the Steering Group set up to review the use of the Les Munro Centre will revisit the plans workshopped by the previous Council.
- 6 Council notes that the Steering Group set up to advance the development of an industrial park beside Te Kuiti Aerodrome will review plans workshopped by the previous Council and consider whether preparatory works should be undertaken.
- 7 Council notes the preliminary infrastructure work planned at Te Kuiti Aerodrome to improve drainage and the entranceway off Tuariri Road will complement work proposed for the proposed industrial park.
- 8 Council notes the work underway by the Waikato Mayoral Forum to consider the form and function of local government in the Waikato region.
- 9 Council supports the concept of one King Country Council and the Mayor's promotion of this.

3. Commentary

Councillors have been advised of a number of Steering Groups set up to advance projects.

Councillors are also aware of some of the conversations taking place at the Waikato Mayoral Forum surrounding a response to the Government's paper on "Simplifying Local Government".

My report today will largely be verbal. It is designed to advise Councillors where matters are at on projects that are being reviewed, or to be reviewed, by Steering Groups – Landfill, University of Waikato Graduate School of Medicine, Local Roding Network, Les Munro Centre, Industrial Park.

I also seek feedback from Councillors on the development of a King Country Council as part of the local government reform process. In fact, I seek by way of resolution more than that – your support for such an initiative.

To guide the discussions, I have set matters out in a number of resolutions. This will provide an opportunity for members to be briefed and to provide feedback on each topic.

Steering Groups have no decision-making powers. They are set up to focus on projects underway or proposed. It is important that the full team of elected members are kept in the picture on these projects as they advance.

The six resolutions around Steering Groups are “noting” resolutions.

The resolution around the Waikato Mayoral Forum is also a “noting” resolution. While the Mayoral Forum has no power to bind Councils in terms of decisions, it is attended by Council Chief Executives. The Chief Executives consider directions from the Mayoral Forum when they meet separately, and at times may decide to institute work on matters raised. This is why I thought it important to advise Councillors of the work underway on local government reform.

I intend moving resolutions 1. through 8. as one.

Resolution 9. seeks support from elected members for the promotion of a rural King Country Council. I will move this resolution separately.

Two weeks ago I attended a meeting organised by Waikato Federated Farmers to discuss “Simplifying Local Government”. Some Waikato rural Mayors attended, as did Local Government Minister Simon Watts.

Federated Farmers were concerned that under proposals out for discussion, the rural voice might be lost. They were supportive of rural councils being stand alone, albeit with some amalgamation taking place. They were opposed to a Hamilton centric “super council” model.

I am of the same view.

I seek endorsement from elected members for the concept of a King Country Council. With such endorsement my ability as Mayor to advocate on behalf of our Council and our constituents will be strengthened.

It will also set out Council’s position, formally.

Document ID: 956752

Report To: Council



Meeting Date: 24 March 2026
Subject: **Triennial Agreement - Waikato Region 2025-2028**
Type: Decision Required
Author(s): Michelle Higgin
 Manager – Governance Support

1 Purpose of Report

- 1.1 The purpose of this business paper is to obtain the Council's approval of the proposed 2022-2025 Waikato Region Triennial Agreement and to authorise the Mayor to sign the Agreement on behalf of the Council.

2 Suggested Resolutions

- 2.1 The following are suggested resolutions only and do not represent Council policy until such time as they are adopted by formal resolution.
- 1 The business paper on Waikato Triennial Agreement 2025-2028 be received.
 - 2 Council note the endorsement of the Waikato Mayoral Forum of the Waikato Triennial Agreement 2025-2028.
 - 4 Council approves the Waikato Triennial Agreement 2025-2028 as presented and authorises the Mayor to sign the Agreement on behalf of Council.

3 Background

- 3.1 Pursuant to Section 15 of the Local Government Act 2002 (LGA), not later than 1 March after each triennial general election of members, all local authorities within each region must enter into an agreement covering the period until the next triennial general election of members.

- 3.2 Section 15 of the LGA sets out the details relating to a triennial agreement as follows:

15 Triennial agreements

- (1) *Not later than 1 March after each triennial general election of members, all local authorities within each region must enter into an agreement under this section covering the period until the next triennial general election of members.*
- (2) *An agreement under this section must include—*
 - (a) *protocols for communication and co-ordination among the local authorities; and*
 - (b) *a statement of the process by which the local authorities will comply with section 16 in respect of proposals for new regional council activities; and*
 - (c) *processes and protocols through which all local authorities can participate in identifying, delivering, and funding facilities and services of significance to more than 1 district.*
- (3) *An agreement under this section may also include—*
 - (a) *commitments by local authorities within the region to establish or continue 1 or more joint committees or other joint governance arrangements to give better effect to 1 or more of the matters referred to in subsection (2); and*

- (b) *the matters to be included in the terms of reference for any such committees or arrangements, including any delegations.*
- (4) *An agreement under this section may be varied by agreement between all the local authorities within the region.*
- (5) *An agreement under this section remains in force until it is replaced by another agreement.*
- (6) *If a decision of a local authority is significantly inconsistent with, or is expected to have consequences that will be significantly inconsistent with, the agreement under this section that is currently in force within the region, the local authority must, when making the decision, clearly identify—*
- (a) *the inconsistency; and*
- (b) *the reasons for the inconsistency; and*
- (c) *any intention of the local authority to seek an amendment to the agreement under subsection (4).*
- (7) *As soon as practicable after making any decision to which subsection (6) applies, the local authority must give to each of the other local authorities within the region notice of the decision and of the matters specified in that subsection.*

4 Commentary

- 4.1 The local authorities of the Waikato Region work together through the Waikato Chief Executives' Forum (CE Forum) and the Waikato Mayoral Forum (Mayoral Forum).
- 4.2 By agreement, the Mayoral Forum prioritised the need to work on a shared understanding of, and collaborative submission to, central Government's reform programme. It was agreed the Triennial Agreement would be signed by all councils as soon as possible after 1 March 2026.
- 4.3 The proposed agreement builds on the 2022-2025 agreement with respect to the strategic context and priorities of regional significance relevant to the 2025-2028 triennium. Key areas of focus for the term of this agreement include (but are not limited to):
- Responding to and capitalising on opportunities arising from Local Government reforms.
 - Advancing a City and Regional Deal, building on positive feedback from the region's initial proposal and leveraging strengths in water, energy, and intergovernmental collaboration.
 - Strengthening collaboration established through the region's response to water reform initiatives.
 - Collaborating in the development of a Regional Spatial Plan to guide long-term land use and infrastructure planning.
- 4.4 The agreement also covers:
- Protocols for communication and co-ordination among the region's local authorities; and
 - A statement of the process by which the local authorities will comply with section 16 in respect of proposals for new regional council activities; and
 - Processes and protocols through which all local authorities can participate in identifying, delivering, and funding facilities and services of significance to more than one district.
- 4.5 The cost allocation for CoLab secretariat services has been reviewed and updated using the agreed methodology of:
- 75% weighting based on council operating spend (in this case the FY2025 figures)
 - 25% equal weighting

- 4.6 Due to the need to prioritise responses to Central Government's reform proposals, the Mayors and Chair of the 11 territorial authorities and the regional council agreed to adopt the 2025-2028 Triennial Agreement as soon as possible after the 1 March date.
- 4.7 At the Waikato Mayoral Forum on 2 March 2026, the region's Mayors and the Regional Council Chair considered and endorsed the agreement.

5 Attachments/Separate Enclosures

Attachments:

- 1 WaikatoTriennial Agreement 2025-2028 (Doc # 954946)

2025-2028 Waikato Triennial Agreement

Purpose

1. The Waikato Triennial Agreement for the 2025-2028 triennium sets the context for partnership and progress. It is a statutory requirement under the Local Government Act 2002 and represents the shared desire of local government in the Waikato region to work collaboratively within and across boundaries to maximise efficiency and effectiveness and to promote sustainable growth and development. It is intended to align collective efforts to work with central government, iwi Māori, and others committed to building a strong, cohesive and prosperous region, thereby contributing to New Zealand's economic growth and development. The Waikato Mayoral Forum will be critical to the successful execution of this agreement. Such collaboration will result in measurable improvements in the way the region positively competes for resources and talent, and the manner in which it leads its communities.

Strategic context

Waikato key to New Zealand's economy

2. The Waikato region is a cornerstone of New Zealand's economy. The region's location as a critical national transport, freight and logistics corridor supports a diverse economy spanning agriculture, advanced manufacturing, technology, renewable energy, aquaculture, tourism, forestry and healthcare. The region is home to significant natural resources including major river catchments, geothermal energy, 10,000km² of coastal marine area, 1,200km of coastline and \$1.1B in flood protection infrastructure. These strengths are bolstered by an expanding Māori economic base and the longstanding cultural and regional leadership of the Kingitanga.
3. Despite its strengths, the region faces environmental and social challenges. Whilst increased development and population growth across some parts of the region provides opportunities for the wider regional economy, it also introduces challenges including inequities in housing, health, education, transport and significant impacts on the environment that need to be managed. Addressing these issues is essential to ensuring a resilient and prosperous future for Waikato communities.

Navigating national and global waves of change

4. The New Zealand Government has launched a programme of legislative reform aimed at enabling growth and infrastructure development. Key reforms include:
 - Replacement of the Resource Management Act 1991 with the Natural Environment Act and the Planning Act, which will respectively manage environmental protection and enable land-use planning for development.
 - Amendments to the Local Government Act 2002, refocusing councils on core infrastructure and essential services, enhancing financial discipline, and increasing transparency and accountability.
 - A proposal to simplify local government by removing elected regional councillors and replacing them with interim Combined Territories Boards (CTBs) comprising the city and district council mayors in each region. The CTBs would be charged with developing regional reorganisation plans designed to identify the best way councils can work together to deliver effective and efficient services in the region.

5. These reforms will significantly reshape governance, operating models and structures of Waikato local authorities.

Connected regional leadership

6. Regional leaders must navigate the acceleration of global and national change to deliver best outcomes for the people and places they serve. Geopolitical fragmentation, climate change, demographic shifts, digital disruption, and resource competition are contributing to ongoing structural challenges like inflation and affordability. These pressures require a shift toward permanent transformation and a continuing focus on partnerships, relationships and collaborative governance models that support responsive decision-making in financially constrained environments.
7. In this evolving context, Waikato’s anchor institutions—including local councils, iwi, and community-based organisations — play a key role in providing economic stability, social cohesion, and identity. Their deep-rooted presence and shared interest in the region’s future positions them well to collaborate and guide strategic investment in infrastructure, housing, health, education, and employment.
8. Waikato councils have a proven track record of working together, including through initiatives such as Local Water Done Well (LWDW), which addresses water service delivery and infrastructure funding challenges. Building on this foundation, through the Waikato Mayoral Forum, the Waikato councils are committed to strengthening partnerships with iwi Māori and engaging constructively with central government to align on long-term strategic objectives that deliver enduring benefits for the Waikato region and New Zealand as a whole.

Current legislative context

9. The Waikato Triennial Agreement codifies how the region’s mayors will work together. Under the Local Government Act 2002, all local authorities in each region must enter into a Triennial Agreement no later than 1 March after the election. The Agreement details protocols for communication and coordination among the members. Proposed changes to the Local Government Act (not yet enacted as at March 2026) intend to remove reference to the ‘four wellbeings’ and restate the purpose of local government to include democratic decision-making, infrastructure, public services, and supporting economic growth.

Role of the Mayoral Forum

10. The Waikato Mayoral Forum is a central governance and leadership body for advancing the region’s collective interests. It plays a pivotal role in shaping the future success of Waikato’s diverse communities by leveraging interdependencies and connections across council boundaries to foster economic growth, social resilience, and regional cohesion.
11. Through the Forum, councils are expected to champion a shared regional vision, develop a coherent and inclusive development plan, and collectively position the Waikato as an attractive destination for public and private investment. The Chair of the Mayoral Forum acts as the region’s principal representative, ensuring Waikato is well-positioned to collaborate with central government, neighbouring regions—particularly Auckland and Bay of Plenty—and other strategic stakeholders, to identify and pursue investment opportunities at scale.

12. The Forum is responsible for guiding decisions on significant regional programmes and partnerships with central government. Key areas of focus for the term of this agreement include (but are not limited to):

- Responding to and capitalising on opportunities arising from **Local Government reforms**.
- Advancing a **City and Regional Deal**, building on positive feedback from the region's initial proposal and leveraging strengths in water, energy, and intergovernmental collaboration.
- Strengthening collaboration established through the region's response to **water reform initiatives**.
- Collaborating in the development of a **Regional Spatial Plan** to guide long-term land use and infrastructure planning.

13. Each agreed work programme will be formally included in the Mayoral Forum's agenda and will be led by Mayors, supported by Chief Executives and designated working groups. This structure ensures strategic alignment, progress and accountability, and coordinated delivery across the region.

Role of Waikato Chief Executive Forum

14. The Waikato Chief Executive Forum (CE Forum) is a key group supporting the Mayoral Forum. In conjunction with elected members, the CE Forum identifies and develops the regionally significant and strategic programmes of work that comprise the Mayoral Forum agenda. Through their staff, the CEs will identify topics for the Mayoral Forum agenda, sign off work and present work to the Mayoral Forum for feedback, endorsement and approval through each council's own decision-making processes, if required.

15. Funding decisions will be made by CEs, consistent with their delegations, or via recommendation to the Mayoral Forum and then on to each council's Long Term Plan or Annual Plan processes.

SIGNATORIES

16. The parties:

- Hamilton City Council
- Hauraki District Council
- Matamata-Piako District Council
- Ōtorohanga District Council
- Rotorua District Council
- South Waikato District Council
- Taupō District Council
- Thames-Coromandel District Council
- Waikato District Council
- Waikato Regional Council
- Waipā District Council
- Waitomo District Council.

Principles

17. Signatories to this agreement recognise that:

- a) While the communities within the region are diverse and encompass a range of desired outcomes, it is important for local government to collaborate on strategic regional issues and opportunities. On occasions, issues and opportunities that are shared by some councils might be of lesser importance to others. The Triennial Agreement therefore acknowledges that it will be appropriate to have a range of sub-agreements that address more localised or sub-regional matters between and among councils depending on what is best for the people and places we serve.
- b) Collaboration can aid in effective and efficient planning and encourage shared services and a collective approach to reduce costs, increase available resources, and help to make strategic judgements about the allocation of resources.
- c) Collaboration can assist councils promote outcomes consistent with the purpose of local government.
- d) There is a need for open communication, information sharing and seeking agreement on strategic issues.
- e) We will speak as one voice when there is unanimous agreement and in good faith attempt to reach unanimity on issues of regional and national significance critical to the wellbeing of the region and its communities.
- f) We acknowledge that it might not always be possible to achieve common direction on all strategic issues brought before the Forum given that each party to the agreement has functions, obligations, and rights to make decisions for their area which may conflict with the position of other signatories to this agreement. However, we commit to working through regionally significant programmes of work requiring collaboration and a common direction.
- g) Where appropriate, aligning with and influencing Central Government policy is important to the delivery of good quality, cost effective infrastructure, public services, and regulatory functions to promote and enhance the wellbeing of our communities. The forum will play an active role negotiating with Central Government on common, agreed, positions on national policy that affect Local Government and their communities and, where regional functions can be better convened, governed and or implemented at a regional level, such as when they require Local Government relationships, knowledge, expertise, and support.

Protocols for communication and coordination

18. Signatories to this agreement recognise that:

- a) Each council has accountability to different communities and will work together on issues where it is agreed that the region will benefit from a collaborative approach.
- b) When a council has a significant disagreement with the position of the others, the other councils will make every effort to respectfully accommodate, acknowledge and fairly represent the dissenting view.
- c) When a significant decision or issue affects a particular council then that council should be consulted in formulating the region's response.
- d) Councils agree to act in good faith and in a transparent manner on issues of information and disclosure.

- e) Councils should provide early notification of decisions that may affect other councils in the region. Communication protocols may be developed between councils where it is agreed better communication is desired.
- f) All formal public communications from Mayoral Forum meetings will be circulated to all councils for comment prior to their release, unless otherwise agreed by the Mayoral Forum in order to meet urgent and unforeseen deadlines.
- g) Councils will apply a 'no surprises' approach whereby early notice will be given over disagreements concerning policy or work programmes before critical public announcements are made.
- h) If councils make decisions that are inconsistent with the agreement, they must explicitly note that inconsistency and the reasons for it and notify the other councils that are parties to the agreement.

General approach to collaboration

19. Signatories to this agreement should:

- a) Share resources for the purpose of preparing background information on the various communities within the region. Such information may include demographics, survey data and scientific studies and the analysis of social, economic, environmental, and cultural trends.
- b) Seek to attract investment and Government support in the region by aligning community interests, working collaboratively through Waikato Mayoral Forum work streams and other options, developing agreed positions on matters of importance to the region and continuing to develop and strengthen existing joint approaches to engage with Government agencies and other organisations.
- c) Actively identify opportunities and projects to collaborate; building upon the approaches that were used to bring about Waikato Waters Ltd and IAWAI - Flowing Waters.
- d) Promote communication and cooperation among the region's councils with respect to shared services and other collaborative opportunities.
- e) Make draft strategies, policies and plans available to all councils in the region for discussion and development.
- f) Provide guidance on the implementation of strategic collaborative projects and monitor progress of collaborative initiatives.
- g) Utilise the Waikato Mayoral Forum work streams and other collaborative options to ensure that all councils can participate in identifying, delivering, and funding regionally significant projects and programmes, facilities, and services to more than one council.
- h) Invite Government Ministers, relevant officials, corporate, community and iwi leaders to meet to discuss issues of strategic importance to the region.
- i) Advocate for strategic investment in the region and promote the strategic benefits and advantages of the Waikato as part of the nationally strategically important upper North Island.

- j) If necessary, establish one or more joint committees or other joint governance arrangements to give better effect to communication and coordination or to assist with identifying, delivering and funding regionally significant projects and programmes, facilities, and services to more than one district, or to consider proposals for new regional council activities.

Mayoral Forum meetings

20. Signatories to this agreement will endeavour to hold a meeting of Mayors and the Regional Chairperson (supported by their Chief Executives) at least quarterly to discuss any pertinent issues and to review the performance of workstreams within the agreement. These meetings will be under the banner of the Waikato Mayoral Forum.
21. The Waikato Mayoral Forum is not a formal committee constituted under the Local Government Act, and therefore meetings are not public. Recommendations from the Mayoral Forum are for members to take to their respective councils for consideration and decisions.
22. The Chief Executives' Forum will also meet regularly to advance initiatives as requested by the Mayors and Regional Chairperson.
23. Special meetings may be called at the request of four members.
24. The secretariat will prepare an agenda for the Mayoral Forum meetings in consultation with the Chair and the Chief Executives' Forum.
25. Agendas for meetings will be issued and minutes will be taken and circulated.
26. The appointed Mayoral Forum Chairperson will ensure minutes are taken, approved, and circulated.
27. Any public communications from these meetings will be approved by the Mayoral Forum prior to their release, unless otherwise agreed by participants to delegate to the Chair in order to meet urgent deadlines.
28. The Waikato Mayoral Forum shall have the power to invite people to attend and participate in its meetings on a permanent and/or issues basis.

Secretariat support

29. The Mayoral Forum will appoint Co-Lab to carry out the secretariat function.
30. As part of that role, Co-Lab's functions will include preparing agendas (in consultation with the Forum Chair, workstream leads (refer below), and the CE Forum Chair), arranging venues on the day of meetings, taking minutes and actions, keeping any books and accounts and attending to any other business required to support the forum.

31. Councils will fund Co-Lab for the secretariat role on the following basis:

Council	%ages
Hamilton City	20.6%
Hauraki District	5.1%
Matamata-Piako District	5.6%
Ōtorohanga District	3.2%
Rotorua Lakes District	10.4%
South Waikato District	4.7%
Taupō District Council	7.8%
Thames-Coromandel District	7.8%
Waikato District	11.1%
Waikato Regional Council	10.7%
Waipā District	9.2%
Waitomo District	3.8%
	100.0%

32. Co-Lab will also undertake the activities noted above in relation to any programmes of work agreed by the Mayoral Forum. The basis of funding the secretariat for these programmes will mirror the (yet to be agreed) funding allocation for other costs associated with each programme.

Significant new activities proposed by the regional council

33. If the regional council or a regional council-controlled organisation proposes to undertake a significant new activity then section 16 of the Local Government Act 2002 shall be adhered to.

34. The regional council agrees to discuss the issues involved at one or more of the existing fora and to provide preliminary draft proposals to the affected councils for early comment, including any amendments to the regional council's Significance and Engagement Policy.

35. Where the regional council proposes to undertake a significant new activity that involves one or more territorial authorities within the region the following protocols will apply:

- a) The regional council will as soon as practicable inform all councils within the region of the nature, scope, and reasons for the proposal.
- b) Councils will be given a reasonable period but no less than 40 working days, to respond to any such proposal. The regional council will fully consider any submissions on the proposal made by councils within the region.
- c) Should there be substantive disagreement between the councils on whether the regional council should undertake the activity, the parties will refer the matter to mediation as set out in the process in s16 (4)-(6) of the Local Government Act for resolving disagreement.

Significant new activities proposed by councils

36. New activities of regional significance proposed and or led by a council or councils, and agreed by the Mayoral Forum, will follow the spirit and intent of the protocols set out for the regional council and regional council-controlled organisations when new regional activities are proposed.

Consultation in relation to the Regional Policy Statement

37. To meet the requirements of clause 3A of Schedule 1 to the Resource Management Act 1991, the consultation process to be used by affected councils in relation to any further changes to the Waikato Regional Policy Statement will be developed and agreed to by all the councils. Protocols will be developed that ensure affected councils have full and effective involvement in the scoping and drafting of any changes to the Waikato Regional Policy Statement.

Strategic priorities of regional significance

38. As noted above, the Mayoral Forum makes decisions about significant programmes of work undertaken at regional scale. For the 2025-2028 triennium, these include, but are not limited to:

- Responding to and capitalising on opportunities arising from Local Government reforms.
- Advancing a City and Regional Deal, building on positive feedback from the region's initial proposal and leveraging strengths in water, energy, and intergovernmental collaboration.
- Strengthening collaboration established through the region's response to water reform initiatives.
- Collaborating in the development of a Regional Spatial Plan to guide long-term land use and infrastructure planning.

39. The Mayoral Forum, through the CE Forum, will develop and agree a work programme for the triennium to implement these initiatives following adoption of the Triennial Agreement by all councils.

40. The Mayoral Forum will exercise governance oversight over this work programme.

Term of the Triennial Agreement

41. The Triennial Agreement will continue to operate until such time as it is either amended by the accord of all parties or is renewed following the 2028 local government elections.

Other (sub-regional) agreements

42. This Agreement does not prevent councils from entering into other agreements among themselves or outside the Waikato region. The Mayoral Forum recognises that it may make sense to collaborate and partner at a sub-regional level. Nothing in this agreement should be construed to prevent councils addressing issues, or capitalising on opportunities, at a sub-regional level. However, any other such agreement should not be contrary to the purpose and spirit of this Agreement.

Resolving disagreement

43. In the event of a disagreement over the terms of this agreement, the parties agree to refer the issue to mediation for a resolution. In the absence of an agreement to mediation between the local authorities, the matter will be referred to a process as specified by the Minister of Local Government.

AUTHORITY This agreement is signed by the following on behalf of their respective authorities:

Council	Mayor/Chair signature	Date
Hamilton City Council		
Hauraki District Council		
Matamata-Piako District Council		
Ōtorohanga District Council		
Rotorua District Council		
South Waikato District Council		
Taupō District Council		
Thames-Coromandel District Council		
Waikato District Council		
Waikato Regional Council		
Waipā District Council		
Waitomo District Council		

Document ID: 956733

Report To: Council



Meeting Date: 24 March 2026

Subject: **Triennial Agreement - Manawatu-Whanganui Region 2025-2028**

Type: Decision Required

Author(s): Michelle Higgie
Manager – Governance Support

1 Purpose of Report

- 1.1 The purpose of this business paper is to present to Council the Manawatu-Whanganui Region Triennial Agreement for the 2025-2028 period or until such time as the Agreement is either amended by agreement of all parties or is renewed following the 2028 local authority elections and before 1 March 2029.

2 Suggested Resolutions

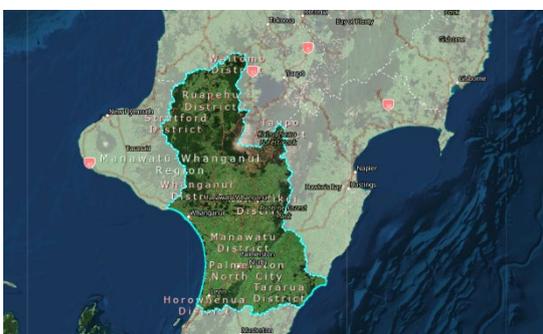
- 2.1 The following are suggested resolutions only and do not represent Council policy until such time as they are adopted by formal resolution.
- 1 The business paper on Manawatu-Whanganui Triennial Region Agreement 2025-2028 be received.
 - 2 Council approve the Manawatu-Whanganui Region Triennial Agreement 2025-2028 for signature by the Mayor.

3 Background

- 3.1 It is a requirement under Section 15 of the Local Government Act 2002 that not later than 1 March after each triennial general election of members, all local authorities within each region must enter into an agreement containing protocols for communication and co-ordination among them during the period until the next triennial general election of members.

4 Commentary

- 4.1 It is important to note that WDC is a “Non-Primary Signatory” to the Manawatu-Whanganui Region Triennial Agreement. This is due to the fact that while Waitomo District’s boundary crosses into the Manawatu-Whanganui Region, Waitomo is principally identified as being within the Waikato Region.
- 4.2 The two pictures below show where Waitomo’s boundary falls within the Manawatu-Whanganui Region.



The northern most part of the Manawatu-Whanganui Region includes a small part of the Waitomo District.



The eastern most section of the Waitomo District falls within the northern most part of the Manawatu-Whanganui Region where it boundaries with the Ruapehu District.

- 4.3 The dotted white line in the picture above is the boundary between Ruapehu District and that small part of the Waitomo that falls within the Manawatu-Whanganui Region. Ruapehu District lies fully within the Manawatu-Whanganui Region.
- 4.4 As a Non-primary Signatory (along with Taupo and Stratford Districts) the Agreement notes that the degree of involvement of the Non-primary Signatories will be in proportion to the degree to which the parties are affected by decisions, issues, proposals or other matters, as determined by the Non-primary Signatories.
- 4.5 Triennial Agreement**
- 4.6 Horizons Regional Council has circulated the Triennial Agreement advising that at the Horizons Region Mayoral Forum on Monday 2 March the Triennial Agreement was approved for signing.
- 4.7 As the Triennial Agreement is a requirement under the Local Government Act 2002, Council has no option other than to participate in the Triennial Agreement.
- 4.8 As a Non-Primary Signatory Council has had no involvement in the development of the Agreement, however it has been approved by the primary councils within the Manawatu-Whanganui Region.

5 Attachments/Separate Enclosures

Attachment:

- 1 Manawatu-Whanganui Triennial Region Agreement 2025-2028 (Doc # 954835)

TRIENNIAL AGREEMENT
Manawatū-Whanganui REGION
2025 -2028

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Purpose

The signatories are committed to working together to promote the social, economic, environmental, and cultural wellbeing of their communities—in accordance with principles of sustainable management for current and future generations, and of the Treaty of Waitangi.

The purpose of this Triennial Agreement (the Agreement) is to ensure appropriate communication, coordination and collaboration between local authorities within the Manawatū-Whanganui Region.

This Agreement is established under section 15 of the Local Government Act 2002 (LGA). It is effective until such time as it is either amended by the agreement of all parties or is renewed following the 2028 local authority elections (and no later than 1 March 2029).

Parties

The signatories to this agreement comprise principal signatories (those local authorities whose boundaries are completely or primarily encompassed within the Manawatū-Whanganui Region and who primarily identify with that region) and non-primary signatories (those local authorities whose boundaries bisect the Manawatū-Whanganui Region but whose principal identification is with another region).

Principal Signatories:

- Manawatū-Whanganui Regional Council (Horizons)
- Horowhenua District Council
- Manawatū District Council
- Palmerston North City Council
- Rangitīkei District Council
- Ruapehu District Council
- Tararua District Council
- Whanganui District Council

Non-primary Signatories:

- Stratford District Council
- Taupō District Council
- Waitomo District Council

This Agreement is binding on all local authorities of the Manawatū-Whanganui Region. It is recognised that non-primary signatories retain discretion over the extent of their involvement, in proportion to the extent to which issues and decisions under consideration affect them.

Working Together

This Agreement focuses on responding to issues and opportunities facing our communities and local environment. The parties agree to work together in good faith for the good governance and sustainable development of their local areas and the region as a whole.

Signatories to this Agreement recognise that obligations to the Treaty of Waitangi, and to provide opportunities for Māori to contribute to local decision-making, extend to regional cooperation and joint decision-making. Central Government, too, has overlapping but distinct priority areas. The parties will seek to collaborate on matters of shared interest.

The wellbeing of our communities and health of our environment are best served by local authorities working together. We face increasingly complex governance issues, many of which cannot be resolved by any one organisation acting alone. Cooperation is necessary to tackle challenges such as:

- Delivering better social outcomes for communities, through affordable housing, well-functioning urban environments, infrastructure, and transport links;
- Improving the resilience of our environment and communities to the effects of climate change;
- Improving the health of our ecosystems and waterways;
- Supporting the development of a vibrant, sustainable regional economy.

The parties value and will maintain open communication, collaboration and trust, applying a 'no surprises' policy by ensuring other parties receive early notification of significant proposals that may affect them and their communities, and of divergent views on proposed decisions before critical public announcements are made.

Collaboration and cooperation between local authorities can yield administrative efficiencies, allowing for better use of available resources and more effective community participation. The parties undertake to work together toward common priorities and community outcomes, and making efficient use of resources, in accordance with LGA s14(1)(e).

While collaboration and cooperation are desirable, the region's communities and landscapes are diverse, and each local authority has the legislative mandate to govern its own area as appropriate.

Governance

The primary mechanism to implement this Agreement is the Manawatū-Whanganui Mayoral Forum (the Mayoral Forum), comprised of the region's Mayors and the Chair of Horizons Regional Council. The Forum will meet quarterly and operate in accordance with its agreed terms of reference, which are attached at Appendix One.

The Manawatū-Whanganui Mayoral Forum will:

- Provide governance oversight of our response to regionally significant challenges;
- Promote understanding and alignment of effort across councils, with central government, and with tangata whenua;
- Advocate for the interests of the region, its councils and communities.

The Mayoral Forum will be supported by the Manawatū-Whanganui Chief Executives Forum.

The Chief Executives Forum will:

- Identify and escalate to the Mayoral Forum strategic issues and opportunities for collaboration;
- Report to the Mayoral Forum on the delivery of its agreed actions, work programmes or collaborative projects.

Other groups will support regional coordination:

- The Climate Action Joint Committee is to continue. Terms of Reference are attached at Appendix Two.

- Regional Transport Committee is to continue, as required by s105(2) of the Land Transport Management Act 2003.
- For the avoidance of doubt, Manawatū-Whanganui Civil Defence and Emergency Management Group will continue, as required by s12 of the Civil Defence Emergency Management Act 2002.
- The Accelerate 35 (A35) Lead Team will continue to progress regional economic development.
- The Regional Leadership Group, convened by the Ministry for Social Development, will bring together senior officials from central and local government, tangata whenua, and other community groups with a focus on social wellbeing, health, and education.

These arrangements complement other mechanisms for inter-council collaboration, such as Local Government New Zealand, Taituarā, the Association of Local Government Information Management, the Institute of Public Works Engineering Australasia, the Local Authorities Public Relations Network, and the Manawatū-Whanganui Local Area Shared Services CCO (MWLASS).

Recognition of Resolutions by Joint Committee

Within the parameters set through legislation – and acknowledging each local authority’s mandate to govern in its own area – the parties agree to:

- Have particular regard to resolutions made by joint committees in developing policies, determining priorities, and allocating resource;
- Progress to the fullest possible extent actions identified through joint planning and decision-making arrangements.

Servicing and Support

Horizons will host a permanent secretariat to support the Manawatū-Whanganui Mayoral Forum. The secretariat will be funded jointly by participating councils.

Significant New Activities

When a party is considering a major policy initiative or proposal that may have implications for other parties, and unless such disclosure is inconsistent with the Local Government Official Information and Meetings Act 1987 or commercial confidences precludes such disclosure, they will give early notification to the affected parties and share the information with the Mayoral Forum and the Chief Executives Forum.

Horizons Regional Council will provide early advice to the Chief Executives Forum and the Mayoral Forum of any significant new regional council activity, in addition to other requirements specified in LGA s16.

Significant Facilities and Services

The Mayoral Forum and Chief Executives Forum may from time to time explore options for identifying, delivering and funding facilities and services of significance to more than one district. Any Party to this Agreement may raise these issues for consideration.

Consultation in Relation to Resource Management Act 1991 (RMA) Policy & Plans

The following consultation process will apply to the preparation of a new, or change, variation, or review of an existing, regional policy statement, regional plan or district plan by a local authority in the Region:

- The Regional Council will seek the input of territorial authorities, and vice-versa, for the preparation or review of the regional policy statement, or regional or district plan.
- For the regional policy statement or a regional plan, the Regional Council will make the draft version available to all territorial authorities in the Region for discussion and development.
- The parties to this Agreement acknowledge their obligation to act in accordance with the principles of consultation set out in LGA s82.

In addition, the parties agree to cooperate in implementing national policy statements, to ensure alignment of regional and district policies and plans, as well as efficiency of process. The parties undertake to report, through Chief Executives, to the Mayoral Forum on opportunities to share information, jointly commission advice, or otherwise pool effort in order to give effect to national direction within appropriate timeframes and in a practicable way.

Other Agreements

This Agreement does not prevent the Parties from entering into other agreements among themselves or outside the Manawatū-Whanganui region. Any other such agreement should not, however, be contrary to this Agreement.

Resolving Disagreement

All parties to this Agreement are committed to working strenuously, in good faith, to resolve any disagreements that may arise in relation to its application. Where a party has a significant disagreement with the position of the others, all parties will make every effort to accommodate, acknowledge or at least fairly represent the dissenting view.

In the event of a disagreement over the actions taken to give effect to this Agreement that cannot be successfully resolved by affected parties, the parties agree to refer the issue of disagreement to mediation. Should agreement on a mediator not be possible, a mediator will be appointed by the president of the Manawatū Branch of the Law Society. If mediation is unsuccessful, any of the local authorities affected may ask the Minister of Local Government to make a binding decision on the proposal. The cost of mediation will be met equally by the parties that have agreed to the mediation.

Agreement to Review

This Agreement remains in force until local authorities ratify a new agreement.

Any party may request an amendment to this Agreement by writing to the Chair of the Mayoral Forum at least two weeks before a regular quarterly meeting of the Forum. The Mayoral Forum will review the Agreement no later than the final meeting before triennial local body elections and recommend any changes to the incoming councils.

Any agreed amendment will be referred to each local authority for ratification. No amendment to this Agreement has effect until signed by all parties.

Statutory Requirements

This document is deemed to duly constitute fulfilment of section 14(1)(e), 15 and 16 of the LGA, and Schedule 1 Clause 3A(1) of the RMA.

Authority

This Agreement is signed by the following on behalf of their respective authorities.

Signing Page

This Agreement is signed by the following on behalf of their respective authorities.

Council	Role / Name	Signature	Date
Horizons Regional Council	Nikki Riley Chairperson		
Horowhenua District Council	Bernie Wanden Mayor		
Manawatu District Council	Michael Ford Mayor		
Palmerston North City Council	Grant Smith Mayor		
Rangitikei District Council	Andy Watson Mayor		
Ruapehu District Council	Weston Kirton Mayor		
Stratford District Council	Neil Volzke Mayor		
Taranua District Council	Scott Gilmore Mayor		
Taupō District Council	John Funnell Mayor		
Waitomo District Council	John Robertson Mayor		
Whanganui District Council	Andrew Tripe Mayor		

Appendix One - Manawatū-Whanganui Mayoral Forum Terms of Reference

Statement of Purpose

The purpose of the Manawatū-Whanganui Mayoral Forum is to support effective leadership on shared priorities and matters of importance to the region's communities.

Objectives

The Manawatū-Whanganui Mayoral Forum has the following objectives:

- To enable Manawatū-Whanganui councils to work more collaboratively in response to regionally significant challenges and opportunities;
- To provide a forum for engagement between councils, central government, tangata whenua, and other leaders in the region;
- To explore, with iwi and hapū, how governance relationships might be further progressed in future;
- To provide a collective voice to advocate for and raise the profile of these issues and opportunities;
- To increase the effectiveness of local government in meeting the needs of Manawatū-Whanganui communities;
- To develop and implement programmes (including joint plans where appropriate), which are responsive to the needs and expectations of the community; and
- To prepare for institutional changes, such as joint planning arrangements, and oversee preliminary work to inform joint strategies and plans.

Principles

In pursuit of these objectives the Manawatū-Whanganui Mayoral Forum will observe the following principles:

- Establish and maintain close liaison with other local government networks to ensure as far as possible the pursuit of common objectives and the minimisation of duplication;
- Establish and maintain close liaison with Ministers of the Crown and local Members of Parliament;
- Recognise that obligations to the Treaty of Waitangi, and opportunities for Māori to contribute to local decision-making, extend to regional cooperation and joint decision-making;
- Work towards shared positions on issues of mutual concern, formalising these through letters of support, submissions and/or public statements as appropriate;
- Exercise its functions with due regard to the tangata whenua and cultural diversity of the community;
- Establish processes for reporting back to its respective councils and communities.

Powers

The Manawatū-Whanganui Mayoral Forum shall have the power to:

- Make submissions and undertake advocacy to external organisations on matters germane to the Committee's objectives;
- Engage with key agencies and neighbouring regions on matters relating to the Committee's objectives;
- Recommend to the parties actions that materially contribute to attainment of the Committee's objectives.

Membership

Membership shall be open to the eight councils wholly or primarily within the Manawatū-Whanganui Region (Horowhenua District Council, Manawatū District Council, Palmerston North City Council, Rangitīkei District Council, Ruapehu District Council, Tararua District Council, Whanganui District Council, Manawatū-Whanganui Regional Council (Horizons)).

Each member council shall be represented by its Mayor (or Chair in the case of the Regional Council) and supported by its Chief Executive. On occasions where the Mayor or Chair cannot attend, a council may be represented by its Deputy Mayor or Chair.

The Mayoral Forum will have the power to co-opt other members on a permanent and/or issues basis.

Election of Chair

The Manawatū-Whanganui Mayoral Forum shall select a Chair and Deputy Chair at the first meeting immediately following the Triennial Elections. These appointments may be reviewed after a period of 18 months.

The Chair selected will preside at all meetings of the Mayoral Forum.

The Mayoral Forum may appoint spokespersons from its membership for issues being considered, in which case each member council agrees to refer all requests for information and documents to the duly appointed spokespersons.

Meetings

Meetings will be held quarterly at Regional House in Palmerston North, unless otherwise advised.

Special meetings may be called at the request of members.

The secretariat will prepare an agenda for Mayoral Forum meetings in consultation with the Chair and the Chief Executives Forum.

Agendas for meetings will be issued and minutes will be taken and circulated.

Quorum

The quorum will consist of four members (half the number of members including vacancies).

Meetings may be held in person or by other means (such as audiovisual link) as the Committee agrees and where permissible under New Zealand law and the standing orders of the parties.

Decision Making

The practice of the Forum will be to determine issues before it by consensus.

If the consensus is to determine issues by voting, the determination shall be determined by a majority of votes of members attending the meeting.

Remuneration and Expenses

Each party shall be responsible for remunerating its representative on the Committee.

Standing Orders

The Committee shall apply the standing orders of Manawatū-Whanganui Regional Council.

Secretariat

The Manawatū-Whanganui Mayoral Forum will appoint Manawatū-Whanganui Regional Council to carry out the secretariat function on such terms and conditions as it shall decide for the discharge of duties, including the taking of minutes and the keeping of any books and accounts and attending to any other business of the forum.

Variations to this Agreement

Amendments to this agreement may be required from time to time. Changes will be approved by the parties, on the recommendation of the Mayoral Forum.

Appendix Two – Climate Action Joint Committee Manawatū-Whanganui Terms of Reference

Statement of Purpose

The purpose of the Climate Action Joint Committee (CAJC) is to support a coordinated response to climate change across the Councils and communities of the Manawatū-Whanganui Region.

It is established in accordance with Section 7, clauses 30 and 30A of the Local Government Act 2002.

Objectives

The Climate Action Joint Committee's operating objectives are to:

- Collaborate on action to build organisational, community, and regional resilience in the face of climate change;
- Make use of available environmental, social, cultural and economic research, skills and capabilities to leverage opportunities and mitigate the impacts of climate change;
- Develop a climate action plan, including recommended actions for councils to contribute to mitigation of greenhouse gas emissions and to support community resilience to the effects of climate change;
- Work collectively as a region to engage with central government, including any actions to deliver on responsibilities under the National Adaptation Plan and Emissions Reduction Plan, and to support a Just Transition for our region;
- Promote consistent and effective leadership, advocacy, communication and engagement on climate change issues to enable individual and collaborative action;
- Champion the integration of partner strategies, programmes, and plans and encourage partnerships with iwi and others in central and local government, health, education, youth, NGOs and business;
- Oversee implementation of agreed joint projects;
- Share climate change evidence and guidance to inform Council work programmes and support explicit consideration of climate change impacts in decisions; and
- Monitor and report annually on implementation of the joint action plan.

Powers

The Climate Action Joint Committee does not have the power to legally bind any Council to any act or decision, unless that act or decision has been agreed to by decision of that council.

Within that context, the parties agree to:

- Have particular regard to the recommendations of the Committee in developing policies, determining priorities, and allocating resource;
- Progress, to the fullest possible extent, actions identified through joint planning and decision-making arrangements.

The Climate Action Joint Committee shall have the power to:

- Receive regular monitoring reports and presentations on the matters relevant to the Committee's objectives;
- Develop, adopt, and progress a joint climate action plan;
- Make submissions and undertake advocacy to external organisations on matters germane to the Committee's objectives;
- Engage with key agencies and neighbouring regions on matters relating to the Committee's objectives;
- Recommend to the parties actions that materially contribute to attainment of the Committee's objectives;
- Receive any grant or subsidy;

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- Receive financial contributions from member authorities, as may be mutually determined and acceptable to individual local authorities; and
- Determine and make payments from its funds for any or all of the purposes of its objects.

Decision making

The practice of the forum will be to determine issues before it by consensus.

If the consensus is to determine issues by voting, the determination shall be determined by a majority of votes of members attending the meeting.

Council decisions on the Joint Committee's recommendations

Where a Council makes specific decisions on the Climate Action Joint Committee's recommendations, these will be reported to the Joint Committee by its delegate. Where the decision is materially different from the Joint Committee's recommendation the report will set out the reasons for that decision.

Membership

The Committee consists of the following members:

- The Mayor/Chair or designated delegate of each local authority within the Manawatū-Whanganui Region (total 8 members); and
- Up to eight non-Councillor members, to represent the views of Tangata Whenua. These appointments will be made by Horizons (HRC) on the recommendation of iwi leaders, taking into consideration their skills, attributes or knowledge that will assist the work of the Committee.

This Committee may invite advisors to attend relevant portions of the Committee's business.

Election of Co-Chairs

The committee will elect Co-Chairs by the system described in clause 25(4) Schedule 7 of the Local Government Act 2002.

The governance group will have two Co-Chairs:

- A Councillor member of the group; and
- A Tangata Whenua member of the group.

Each Co-Chair shall preside on an alternate basis. If a Co-Chair is absent from a meeting at which they are scheduled to be the presiding member, the other Co-Chair shall preside at the meeting.

Remuneration and Expenses

Each party shall be responsible for remunerating its representative on the Committee.

Tangata Whenua members shall be eligible for compensation for joint committee activity including travel and attendance at meetings.

Standing Orders

The Committee shall apply the standing orders of Manawatū-Whanganui Regional Council.

Meeting Quorum

The quorum will consist of:

- Half of the members present (in-person or on-line) if the number of members (including vacancies) is an even number; or
- A majority of members present (in-person or on-line) if the number of members (including vacancies) is an odd number.

Non-elected positions to which no appointment has been made are not considered to be vacancies for the purposes of forming a quorum.

Meetings may be held in person or by other means (such as audio visual link) as the Committee agrees where permissible under New Zealand law and the standing orders of the parties.

Meeting Schedule

The Committee will sit at least twice each year.

Special meetings may be called at the request of members.

Agendas for meetings will be issued and minutes will be taken and circulated.

Approved minutes and approved final reports and papers will be made available via Horizons' website.

Duration

In accordance with clause 30(7) of Schedule 7 of the Local Government Act 2002, the Climate Action Joint Committee is not to be discharged following each triennial local government election.

Variations to this Agreement

Amendments to this agreement may be required from time to time. Changes will be approved by the parties, on the recommendation of the Climate Action Joint Committee.

Document ID: 956770

Report To: Council



Meeting Date: 24 March 2026

Subject: **Local Government New Zealand – Remits Process**

Type: Information Only

Author(s): Michelle Higgie
Manager – Governance Support

1 Purpose of Report

- 1.1 The purpose of this business paper is to brief Council on the process for submitting remits to the Local Government New Zealand Annual General Meeting.

2 Suggested Resolutions

- 2.1 The following are suggested resolutions only and do not represent Council policy until such time as they are adopted by formal resolution.
- 1 The business paper on Local Government New Zealand – Remits Process be received.

3 Commentary

3.1 What is a Remit?

- 3.2 A remit is a formal proposal submitted to Local Government New Zealand (LGNZ) urging them to lobby central government for policy or legislative changes.

3.3 How to Submit a Remit

- 3.4 If council wants to propose a remit for consideration at the 2026 LGNZ AGM, it must complete the necessary application form and email it, along with any supporting information, to agm@lgnz.co.nz by Monday 25 May, 2026.
- 3.5 All remits must have the support of either a LGNZ Zone, Sector or five councils.
- 3.6 LGNZ reviews all proposed remits to ensure they meet the required criteria.

3.7 Criteria for Remits

- 3.8 The remit must be relevant to local government as a whole, not just a single Zone, Sector or council.
- 3.9 The remit must relate to significant matters, including constitutional and substantive policy, rather than matters that can be dealt with administratively.
- 3.10 The remit must concern matters that cannot be addressed through channels other than the LGNZ AGM.
- 3.11 The remit must not deal with issues that are already being actioned by LGNZ.

3.12 The Process

- 3.13 Once LGNZ receives a proposed remit, it will be considered by the Remit Screening Committee. This Committee is made up of LGNZ's President, Vice-President, Chief Executive and Director Policy. The Remit Screening Committee will determine whether a proposed remit satisfies the criteria and whether or not to put it forward to the 2026 AGM.
- 3.14 LGNZ will advise submitting councils whether their remit is going forward to the AGM by Wednesday 10 June 2026.

3.15 General Information

- 3.16 LGNZ's 2026 AGM will be held in person at 8.45am on Wednesday 29 July 2026 at the Energy Events Centre in Rotorua, ahead of the LGNZ Conference opening that morning.
- 3.17 Remit applications must be submitted to LGNZ by Monday 25 May 2026 and must be supported either by a zone, sector or by five councils.
- 3.18 There are limited zone and sector meetings between now and when applications are due. The next Zone 2 meeting is scheduled for Friday 22 May 2026.
- 3.19 Historically, Waitomo has not made proposed any remits itself, but has supported remits presented for consideration at Zone meetings.
- 3.20 LGNZ will circulate a copies of all remits to be voted on at the AGM to councils well ahead of the AGM date. At that time they will be presented to Council for the purpose of considering and authorising how Council's delegate will vote on each remit at the LGNZ AGM.

Document No: 955103

Report To: Council



Meeting Date: 24 March 2026

Subject: **Co-Lab – Half-year Report to 31 December 2025 and Draft 2026 Statement of Intent**

Type: Decision Required

Author(s): Wayne La Roche
Asset Accountant

Tina Hitchen
Chief Financial Officer

1. Purpose of Report

- 1.1 The purpose of this business paper is to present the Half-year Report to 31 December 2025 for Co-Lab and the Draft 2026 Statement of Intent (SoI).

2. Suggested Resolutions

- 2.1 The following are suggested resolutions only and do not represent Council policy until such time as they are adopted by formal resolution.
- 1 The business paper on Co-Lab Half-year Report to the 31 December 2025 and the Draft 2026 Statement of Intent be received.
 - 2 The Co-Lab Half-year Report to 31 December 2025 be published on Council's website.
 - 3 No changes are suggested to the Draft 2026 Statement of Intent for Co-Lab.

3. Background

- 3.1 Co-lab is a council controlled organisation (CCO) owned by 12 councils in equal portions across the Waikato and Bay of Plenty including Waitomo District Council. The Local Government Act 2002 sets the requirements for reporting and the Statement of Intent.
- 3.2 The Board must deliver a half-year report on the organisation's operations to the shareholders by the end of February of each year.
- 3.3 Attached to, and forming part of this business paper, is a copy of the Co-Lab half-year report for the six months ended 31 December 2025 as Attachment 1.
- 3.4 The Board is required to approve a Draft SoI by 1 March each year for consideration by the Shareholders.
- 3.5 Attached to, and forming part of this business paper, is a copy of the Co-Lab Draft SoI for 2026/2027 as Attachment 2.

4. Commentary

4.1 **HALF YEAR REPORT**

- 4.2 On page 4 of the Half Year Report, the Opportunity Development Highlights are provided, all relating to building consenting. These include a consent checking assistant project, building consent collaboration and developing a business plan for a Co-Lab Building Services group.
- 4.3 The major service delivery highlights are provided on pages 5-6 of the Half Year Report and include the establishment of a new business unit, RIMU, to manage the consistent condition data collection for NZTA's Road Efficiency Group; delivering consent processing for four councils using a combination of internal resourcing, Council resourcing and contracted services; and Co-Lab water services received positive feedback from Taumata Arowai for a successfully managed E.coli detection for another council.
- 4.4 An update on the progress against the performance targets set out in the current year's SoI is included on pages 8-9 of Attachment 1. In summary, the company is progressing to achieve their performance targets.
- 4.5 The financial performance for the six months to 31 December 2025 resulted in a net profit of \$878,000, which was more than the YTD forecast of \$832,000.
- 4.6 Other expenditure was less than anticipated, contributing to the net profit for the period, which is slightly more than budget.

\$000's	Dec 2025 Actual	Dec 2025 Budget	Variance to budget	Dec 2024 Actual
Total income	7,243	7,442	(199)	5,229
Total operating expenditure	6,365	6,610	(245)	5,151
Net profit	878	832	46	77

- 4.7 During the reporting period, Co-Lab held funds in an agency capacity for Waikato Waters Ltd and at 31 December 2025 the value of those funds totalled \$6.5 million.

4.8 **DRAFT 2026 STATEMENT OF INTENT**

- 4.9 The performance measures presented in the Draft SoI (which are substantially the same as the prior year) are summarised in the following table:

Strategic goal	3-year objective	Annual KPI
Shareholding councils understand we provide them value	<ul style="list-style-type: none"> We know the value we provide shareholders has improved by 15%, by 30 June 2027* (baseline y/e 30 June 24). By 30 June 2027, 80% of shareholders agree they get value from Co-Lab. All shareholders take up at least one additional shared service. <p><i>*Based on the regional benefits of collaboration (not an individual council's benefits from collaboration).</i></p>	<ul style="list-style-type: none"> Year-on-year increase in the value we provide to councils. 80%+ of council survey respondents believe those Co-Lab services they received meet or exceed their expectations (evidenced by an annual survey). Year-on-year increase in the utilisation of services we provide to councils.

Strategic goal	3-year objective	Annual KPI
Deliver value by growing the scale of our shared service function	<ul style="list-style-type: none"> 28 new instances of Co-lab shared services being utilised by June 2027 (Baseline y/e 30 June 24) 	<ul style="list-style-type: none"> Year-on-year increase in the utilisation of services we provide to councils. Year on Year increase in the number of services available to councils
Diverse, talented and motivated people work for us	<ul style="list-style-type: none"> Maintain staff engagement above 85%. Staff turnover is less than 15%. Our vacancies are filled by suitable candidates within 3 months. <i>All baselined y/e 30 June 24)</i>	<ul style="list-style-type: none"> Maintain staff engagement above 85%. Staff turnover is less than 15%. Vacancies are filled by suitable candidates within 3 months.

4.10 The funding needs for Co-Lab for the next three years are summarised in the following table. The full forecast financials are included on page 9-10 of Attachment 2.

\$000's	SoI 2025/26	Draft SoI 2026/27	Draft SoI 2027/28	Draft SoI 2028/29
Total income	13,763	14,141	14,376	14,836
Total operating expenditure	13,533	14,132	14,352	14,812
EBITDA	230	9	24	24
Depreciation/amortisation	53	26	27	27
Net Surplus/(Deficit)	177	(17)	(3)	(3)

4.11 Total revenue for 2026/27 is forecast at \$14.1 million, with 30% of revenue (\$4.3 million) forecast for Co-Lab Water Services followed by \$2.2 million from Road Asset Technical Accord (RATA) services.

4.12 Member charges were reduced for the 2024/25 year to use up surplus cash, but charges returned to normal levels for 2025/26 onwards. Forecast member charges for 2026/27 are lower than 2025/26.

4.13 Forecast revenue increases is driven primarily from the Road Infrastructure Management and Use (RIMU) and Co-Lab Building Services programs, which are relatively new.

4.14 Total expenditure is forecast at \$14.1 million, with increases forecast for Regional Asset Technical Accord (RATA) and RIMU programs.

4.15 Co-Lab are forecasting minor deficits over the next three years, including depreciation and amortisation expenses.

4.16 Council is now invited to consider the Draft SoI and provide comments or suggested changes should it choose to.

5. Analysis of Options

5.1 Council as a shareholder needs to consider the Draft SoI and has the option of agreeing to it as presented as per section 65 of the LGA 2002 or proposing amendments for the Co-Lab Board to consider.

5.2 The Board must consider any comments by the Shareholders on the Draft SoI by 1 May and then deliver the completed SoI to the Shareholders on or before 30 June.

6. Considerations**6.1 RISK**

6.2 If Council does not consider and provide feedback on the draft SoI there is a risk the company could pursue a strategy and direction that may not be in the best interests of Council as a recipient of those services and as shareholder.

6.3 In addition to that if Council does not consider and decide to agree to the Draft SoI, then it may ultimately run the risk of non-compliance with legislative requirements around preparation and adoption of the SoI.

6.4 There is additional risk that Co-Lab Board and Management will not be able to plan well and in advance, any strategy or financial changes they might need to make to accommodate the suggestions of Council.

6.5 CONSISTENCY WITH EXISTING PLANS AND POLICIES

6.6 The decision to agree on the Draft SoI as presented will be consistent with Council's understanding of the future plans of Co-Lab and its objectives for the CCO.

6.7 SIGNIFICANCE AND COMMUNITY VIEWS

6.8 The Draft SoI is aligned to Co-Lab's constitution and its plans and forecasts discussed with the Council previously and is generally aligned with the expectations of Council from its shareholding. The decision is not considered to require public engagement as per Council's Significance and Engagement Policy.

7. Attachments:

Attachments:

1. Co-Lab – Half Year Report to 31 December 2025 (Doc 956525)
2. Co-Lab – Draft 2026 Statement of Intent (Doc 956526)



HALF-YEAR REPORT
(unaudited)

1 July 2025 to 31 December 2025

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STATEMENT OF SERVICE PERFORMANCE

Co-Lab is a council-controlled organisation (CCO) owned by councils across Waikato and Bay of Plenty. Our vision is that council collaboration through Co-Lab maximises community wellbeing.

To achieve this, we have three main functions:

1. We act as an “ideas laboratory” – working with councils to investigate and develop opportunities to work together
2. We deliver shared services to councils
3. We enter joint procurement arrangements for the benefit of councils.

By undertaking these activities, we provide three key benefits to councils:

1. Reduce costs through, for example, efficiency gains in FTE or time, procurement savings and reducing unit cost of product/ service
2. Create value, by improving levels and quality of service, increasing skills, expertise or compliance and improving decision making
3. Enable innovation and change, for example, via research & opportunity development, by providing centres of expertise/skills, by facilitating collaboration and regional insights and enabling councils to provide a consistent customer experience.

This report comments on projects and shared services that have substantial activity to report over the first half of the financial year.

OPPORTUNITY DEVELOPMENT HIGHLIGHTS

Building Consent Checking Assistant project	<ul style="list-style-type: none">• Co-Lab continues to progress the idea of a building consent checking assistant.• Activities during this period increased our confidence in the technical and financial viability of the solution.• A procurement resulted in the selection of a preferred supplier to build the solution.• Funding options are being explored.
Building Consent Consolidation	<ul style="list-style-type: none">• Co-Lab presented a paper at the CE Forum recommending an Indicative Business Case for collaboration in Building Consenting.• The proposal was approved.• Work starts early-2026.
Business Plan for Co-Lab Building Services (CBS)	<ul style="list-style-type: none">• The team supported CBS in developing its first strategic plan.• They facilitated the service governance group throughout the planning process.• The team also assisted in creating the underlying business plan for CBS.

SERVICE DELIVERY HIGHLIGHTS

<p>Co-Lab Building Services (CBS)</p>	<ul style="list-style-type: none"> • Delivered consent processing for Western Bay of Plenty, Matamata-Piako, Hauraki and Waikato District Councils using internal, participating council, and contracted resource. The goal over time is to improve efficiency and reduce reliance on contracted resource. • Achieved 98.7% compliance with statutory timeframes. Timeframe between “consent allocation” and “recommendation to grant consent” was 6–13 days. • Recruitment underway to bolster internal capacity which will make the service more cost effective • Initial work started on opportunities to expand the service nationally.
<p>Co-Lab RIMU (Road Infrastructure Measurement & Use)</p>	<ul style="list-style-type: none"> • Board endorsed Co-Lab’s role to manage the Consistent Condition Data Collection for NZTA’s Road Efficiency Group through the establishment of a new business unit, “RIMU”. • RIMU is supporting national standardisation of pavement condition data collection across the country. • Governance, a work programme and reporting cadence were put in place.
<p>RITS</p>	<ul style="list-style-type: none"> • Upgrade to RITS Version 2 nearing completion (final council approval required before release to the public). • Requirements gathered, specifications revised, and public consultation completed ahead of formal adoption.
<p>SVDS Retender</p>	<ul style="list-style-type: none"> • District Valuation Roll (DVR) hosting agreement extended to across nine councils while retendering planning takes place. • Council workshop held to refine future DVR requirements. • Procurement options for DVR and valuation services being finalised for approach to market in March.
<p>WRTM-S Model Rebuild</p>	<ul style="list-style-type: none"> • Selected the preferred supplier for the rebuild of WRTM-S. • An inception meeting was held with the supplier and WRTM funding partners to set a collaborative foundation for the 24-month build programme and ensure alignment across key stakeholders.

CAPS (Collaborative Aerial Photography Syndicate) 2025	<ul style="list-style-type: none"> • CAPS 2025 unified five New Zealand regions - Horizons, Nelson, Northland, Taranaki, and Waikato - in a single procurement for aerial orthophotography, led by Co-Lab and with support from LINZ. • Achieved 18% cost savings and higher resolution imagery through collaboration and scale. -resolution imagery through collaboration and scale. • Multi-year agreements provide stability, and positive council feedback supports expanding this collective approach to other services.
RATA	<ul style="list-style-type: none"> • 40 of 51 activities underway or complete. • Delivered sealed road performance analysis, a best practice asset valuation guide, and resources for new risk-based traffic management approaches. -practice asset valuation guide, and resources for new risk-based traffic management approaches. • Developed shared regional capability tools and a new Pavement & Surfacing Technical Advisory Group.
WBCG	<ul style="list-style-type: none"> • Hosted a regional Development Day, attended by 160+ people, which covered sector updates and professional development workshops. • Launched the WBCG Building Consent Services Panel to streamline access to technical and processing support. • Ongoing regional training strengthened capability and cross council networks.
Procurement	<ul style="list-style-type: none"> • Supported a joint waste services tender for Waitomo & Ōtorohanga, achieving cost efficiencies and higher quality proposals. • Led creative services procurement for Waikato public transport rebranding, attracting 19 submissions.
Co-Lab Water Services	<ul style="list-style-type: none"> • Sampling & Analysis team successfully managed an E. coli detection, earning commendations from Taumata Arowai and Hamilton CC. • Developed a new Trade Waste fees template adopted by Waitomo DC. • Supported Hauraki DC with high-risk Trade Waste consents.

- Smart Water summer campaign launched with councils to educate communities and improve water management messaging.

COMPANY DELIVERY SUPPORT HIGHLIGHTS

- The **FY2025 Annual Report** was published providing a comprehensive overview of Co-Lab's achievements, financial performance, and key initiatives over the past year.
- Individual **value memos** were created for each council in late October, outlining the specific benefits Co-Lab provided to shareholding councils and the investment made by each during this reporting period.
- Secretariat support for **Mayoral Forum** continued. At the inaugural Forum of the new triennium, Kelvin and Peter gave an in-depth presentation to the Mayors that highlighted Co-Lab's services, recent accomplishments and how Co-Lab assists member councils. Their summary enabled new Mayors to clearly understand Co-Lab's role in encouraging collaboration and supporting shared council priorities.
- An **induction webpage** for new councillors, highlighting Co-Lab and community organisations, was shared with shareholding councils for onboarding.
- The **IT procurement** process for Co-Lab concluded with a new supplier chosen to enhance IT support.
- Following staff consultation in November 2025, Co-Lab finalised **organisational changes** to address growth, including introducing new roles and adjusting reporting lines for greater clarity and accountability. These changes take effect from February 2026, with recruitment beginning early in the new year.

ASSESSMENT OF PERFORMANCE AGAINST TARGETS

An update on performance against the targets set in our Statement of Intent, as of 31 December 2025, is shown in the table below.

Strategic Goal	3-Year Objective	Annual KPI	Progress towards annual KPI
Shareholding Councils understand we provide them value	We know the value we provide shareholders has improved by 15%, by 30 June 2027* <i>(baseline y/e 30 June 23).</i>	Year-on-year increase in the value we provide to Councils.	To be measured at the end of the financial year.
	By 30 June 2027, 80% of shareholders agree they get value from Co-Lab.	80%+ of council survey respondents believe those Co-Lab services they received meet or exceed their expectations (evidenced by an annual survey).	To be measured from the council survey in May 2026. In May 2025 we achieved 88%.
	All shareholders take up at least one additional shared service. <i>*Based on the regional benefits of collaboration (not an individual Councils' benefits from collaboration).</i>	Year-on-year increase in the utilisation of services we provide to Councils.	1x Smart Water 6x Co-Lab Building Services 2x PSP

Deliver value by growing the scale of our shared service function	24 new instances of Co-Lab shared services being utilised, by June 2027 <i>(baseline y/e 30 June 23)</i>	Year-on-year increase in the utilisation of services we provide to Councils.	As above.
		Year on Year increase in the number of services available to Councils.	RIMU was launched with NZTA's Road Efficiency Group, for the benefit of councils nation-wide.
Diverse, talented and motivated people work for us	Maintain staff engagement above 85%	Maintain staff engagement above 85%	This will be measured by our annual staff survey in May 2026. In May 2025 we achieved 86%.
	Staff turnover is less than 15%.	Staff turnover is less than 15%.	Staff turnover was 5.3% in the 6 months to 31/12/25.
	Our vacancies are filled by suitable candidates within 3 months. <i>All baselined y/e 30 June 23)</i>	Vacancies are filled by suitable candidates within 3 months.	There were 7 vacancies in the 6 months to 31/12/25 (Co-Lab employed staff). They were filled within the 3-month timeframe.

Reference to "shareholders" includes feedback from any stakeholders from shareholding councils that may interact with Co-Lab.

CO-LAB'S FINANCIAL POSITION

Summary

The profit for the first half of the year is \$878k. This is marginally ahead of budget. Consistent with prior years we expect that profit to reduce over the final six months of the year to end with a more modest full-year surplus.

During the reporting period Co-Lab held funds in an agency capacity. Waikato Waters Ltd was established in July 2025 to deliver drinking water and wastewater services to the districts of six councils who are also shareholders in Co-Lab. Waikato Waters did not in its own right have banking facilities in place during the reporting period. For this reason, the shareholding councils, Waikato Waters and Co-Lab agreed that Co-Lab would act as an intermediary providing accounting and cash management services on behalf of the company. In that capacity Co-Lab receives and holds the funding calls from councils and applies this money to pay the costs of Waikato Waters. The surplus funds held at balance date are reflected separately in the Statement of Financial Position.

Statement of Financial Performance

Co-Lab Statement of Financial Performance For the six months ending 31 December 2025			
	Financial year 2025 YTD Actuals	Financial year 2025 YTD Budget	Financial year 2024 YTD Actuals
Revenue			
SVDS Data & Software Sales	173,358	201,916	169,660
Interest	15,037	30,000	48,047
Other Revenue			
User Charges	7,054,018	7,209,891	5,011,217
Total Other Revenue	7,054,018	7,209,891	5,011,217
Total Revenue	7,242,412	7,441,807	5,228,924
Expenditure			
Depreciation and amortisation expense	12,844	25,368	13,329
Personnel costs	1,082,672	1,062,937	842,315
Other expenses	5,269,178	5,521,759	4,295,839
Total Expenditure	6,364,694	6,610,064	5,151,483
Net Profit	877,718	831,743	77,441

Statement of Financial Position

Co-Lab Statement of Financial Position As at 31 December 2025		
	Financial year 2026 Actual at 31/12/2025	Financial year 2025 Actual at 31/12/2024
Assets		
Current Assets		
Bank	6,624,753	1,319,308
Accounts Receivable		
Accounts Receivable	3,937,304	759,588
Accounts Receivable Accruals	1,004,618	1,327,579
GST Receivable	0	7,036
Total Accounts Receivable	4,941,922	2,094,203
Prepayments	0	0
Deferred Tax Asset	2,358	2,358
Total Current Assets	11,569,033	3,415,869
Non-current Assets		
WRTM - Original Cost	2,298,050	2,298,050
IT equipment	133,365	113,400
Office Furniture	67,338	66,751
Accumulated Depreciation	(2,425,886)	(2,401,914)
Total Non-current Assets	72,866	76,287
Total Assets	11,641,899	3,492,156
Liabilities		
Current Liabilities		
Accounts Payable		
Accounts Payable	1,189,845	446,197
Accruals	669,179	669,285
Total Accounts Payable	1,859,024	1,115,483
Revenue in Advance	266,568	336,090
Employee Entitlements	204,213	184,978
GST Payable	191,369	0
Agency Holding Account	6,528,054	0
Other payables	13,325	1,580
Total Current Liabilities	9,062,554	1,638,130
Total Liabilities	9,062,554	1,638,130
Net Assets	2,579,346	1,854,026
Equity		
Contributed Capital	2,957,001	2,957,001
Retained Earnings	(377,655)	(1,102,975)
Total Equity	2,579,346	1,854,026

Statement of Cashflows

Co-Lab**As at 31 December 2025****For the six months ending 31 December 2025**

	Financial year 2025 YTD Actuals	Financial year 2024 YTD Actuals
Cashflows from Operating Activities		
Interest Received	14,727	48,020
Receipts from Other Revenue	6,850,870	4,342,299
Payments to Suppliers and Employees	(6,353,967)	(6,111,654)
Taxes Paid	0	0
Goods & Services tax (net)	(224,994)	(158,360)
Net cash from operating activities	286,636	(1,879,695)
Cashflows from Investing Activities		
Capital enhancements	0	0
Purchase of PPE	(14,033)	(3,299)
Purchase of investments	0	0
Net cash from investing activities	(14,033)	(3,299)
Cashflows from Agency Activities		
Net receipts held on behalf of councils	5,190,809	0
Net cash from agency activities	5,190,809	0
Net increase in cash, cash equivalents and bank accounts	5,463,412	(1,882,994)
Opening cash and cash equivalents and bank overdrafts	1,161,341	3,202,302
Closing cash, cash equivalents and bank accounts	6,624,753	1,319,308
Summary of Bank Accounts		
BNZ - Transaction Account	1,720,187	220,217
BNZ - Call Account	31,063	30,643
BNZ - Rapid Save Account	4,873,503	1,068,448
BNZ - Term Deposit	0	0
Closing Balance of Bank	6,624,753	1,319,308

Policies

The accounting policies on which the preceding financial statements have been prepared are consistent with those used in preparing the Financial Statements for the year ended 30 June 2024, included in the company's Annual Report.

FINANCIAL FORECASTS

Latest financial forecasts are contained in the company's 2026 Statement of Intent issued for shareholder comment in February 2026.

GOVERNANCE

Co-Lab is owned in equal portion by 12 Local Authorities:

1. Hamilton City
2. Hauraki District
3. Matamata-Piako District
4. Ōtorohanga District
5. Rotorua Lakes
6. South Waikato District
7. Thames-Coromandel District
8. Waikato District
9. Waikato Regional
10. Waipā District
11. Waitomo District
12. Western Bay of Plenty District

During the period, the directors of Co-Lab were:

DIRECTOR	REPRESENTING
PETER STUBBS	Independent Chair
BEN SMIT	Ōtorohanga, Rotorua Lakes, South Waikato and Waitomo District Councils
CHRIS MCLAY	Waikato Regional Council
DAVID SPEIRS	Hauraki, Matamata-Piako, Thames-Coromandel and Western Bay of Plenty District Councils
LANCE VERVOORT	Hamilton City Council
STEPH O'SULLIVAN	Waikato and Waipā District Councils

The independent Chair of Co-Lab receives director fees and reimbursed expenses. Directors representing the councils do not receive any fees or reimbursed expenses for work undertaken on behalf of the company.

NATURE & SCOPE OF ACTIVITIES

The principal initiatives operating under the Co-Lab umbrella are:

Services

- Co-Lab Building Services
- Co-Lab Geospatial Services
- Co-Lab Procurement Services
- Co-Lab Water Services
- Energy & Carbon management
- RATA
- Regional Infrastructure Technical Specification (RITS)
- Road Infrastructure Measurement & Use (RIMU)
- Waikato Building Consent Group (WBCG)
- Waikato Regional Transportation Model (WRTM)

Other

- Opportunity Development
- Health & safety pre-qualification
- Shared Valuation Data Services (SVDS)
- Joint procurement arrangements for the benefit of councils

Information on these activities is included in the company's Statement of Intent.



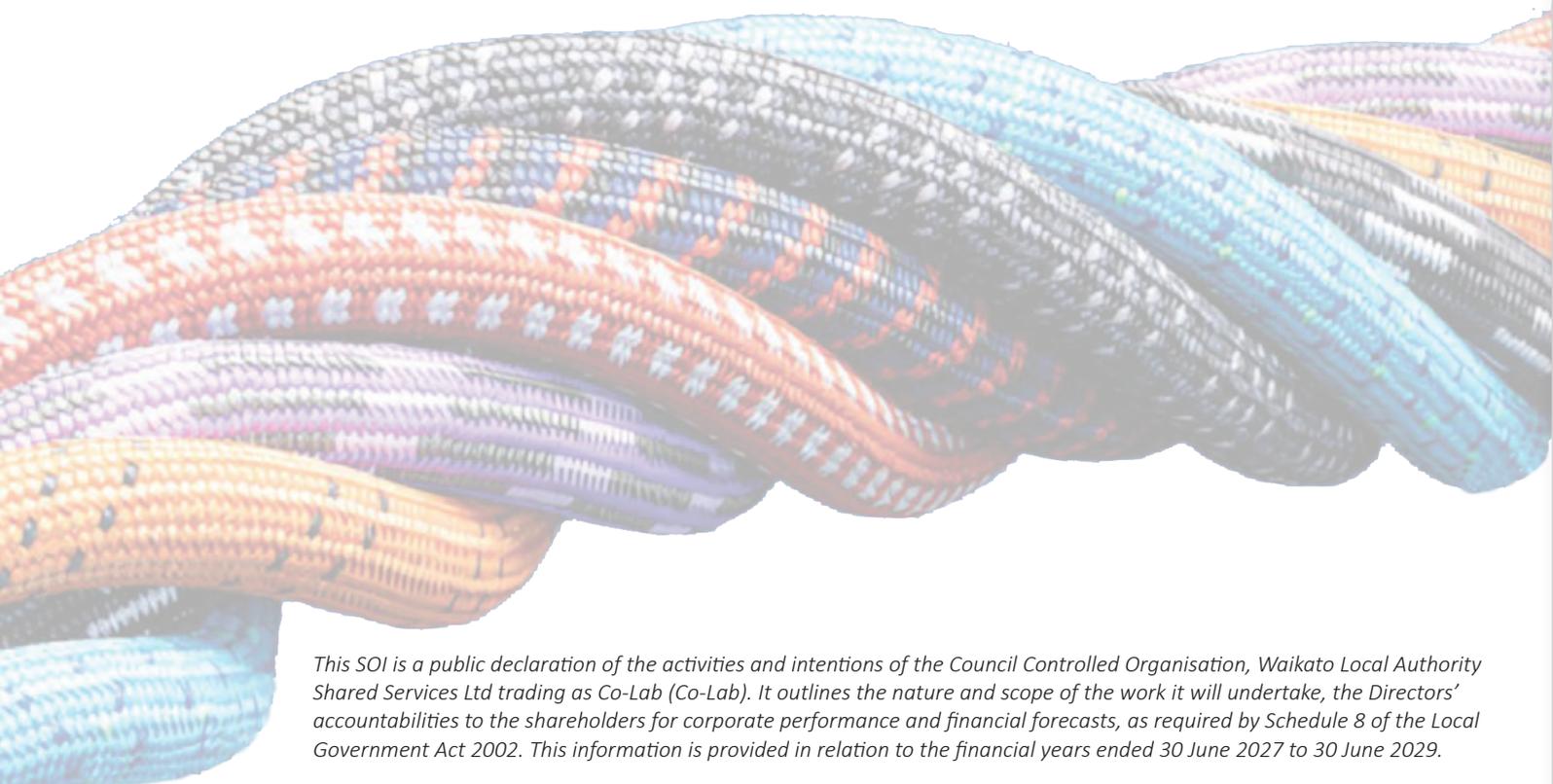
BETTER TOGETHER

2026 STATEMENT OF INTENT

for the year ended 30 June 2027

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This SOI is a public declaration of the activities and intentions of the Council Controlled Organisation, Waikato Local Authority Shared Services Ltd trading as Co-Lab (Co-Lab). It outlines the nature and scope of the work it will undertake, the Directors' accountabilities to the shareholders for corporate performance and financial forecasts, as required by Schedule 8 of the Local Government Act 2002. This information is provided in relation to the financial years ended 30 June 2027 to 30 June 2029.

MESSAGE FROM THE CHAIR

As we enter the final year of our three-year strategy, Co Lab's purpose remains unchanged: that we help our councils identify and realise shared opportunities. What is changing is our pace and scale.

Over the last two years, councils have asked more of us and, importantly, have been proactive in working with us to establish shared services. That commitment has lifted performance and confidence in doing things together. It also means we are likely to meet our growth targets ahead of plan, so we are stretching further in the next financial year (FY) 2027.

We will continue to be responsive to how you want to utilise your collaboration CCO and flexible in the way we deliver to you. Some councils will want us to lead delivery; others will prefer to co design. Either way, our role is to be a reliable enabler for collaboration behind the scenes - a dependable backbone that helps councils work smarter, faster, and together, while maintaining a human touch where it matters.

In FY2027 we are projecting revenue growth across key services - RIMU and Co-Lab Building Services (CBS) in particular - supported by customer uptake of our growing set of services. We are aiming for new revenue as our Building Consent Checking Assistant reaches MVP stage.

As this growth materialises, our intent is simple: reinvest to create even more value for councils and, over time, reduce reliance on member charges. That direction is consistent with our longer term ambition to be increasingly self sufficient through the value we deliver.

Local government continues to face sector reform and fiscal pressure. The Waikato's strategic position in the country and the Government's focus on enabling growth and infrastructure will keep expectations high while resources are constrained. Collaboration - across councils, with iwi, and with central government - remains our most practical lever to deliver better, faster, and more affordably.

In the coming months the Board will be considering the direction for Co-Lab beyond June 2027. Meanwhile, we acknowledge there are many interdependencies and evolving expectations. As shareholder expectations crystallise over the coming months, the draft Statement of Intent is likely to be updated before being finalised in June to reflect any agreed changes in priorities, scope, or timing. However, for the purpose of forecasting, we have assumed the status quo.

Our commitment to you is practical and unwavering: to help you make a dollar, save a dollar, or improve your service—and do it together, where together makes it better.

Thank you for your continued trust and leadership.



Yours Sincerely,

Peter Stubbs

Chair

STATEMENT OF INTENT 'AT A GLANCE'

OUR 3-YEAR STRATEGY

OUR VISION



Council collaboration through Co-Lab maximises community wellbeing

OUR PURPOSE



Support our councils to achieve this vision by helping them identify and realise shared opportunities

PERFORMANCE FRAMEWORK OUTCOMES



Reduce Costs

- Achieve efficiency gains & economies of scale
- Reduce duplication of effort & eliminate waste through repetition
- Help councils achieve an appropriate balance in risk & return

Create Value for Councils

- Improved levels of quality & service
- Increased skills & expertise
- Improved compliance
- Improved decision making

Enable Innovation & Change

- Research & development
- Promote & contribute to the development of best practice
- Coordinated & consistent approach to provision of services
- Communities engage with councils in our region on a consistent basis



3-YEAR S.M.A.R.T. GOALS

Strategic Goals (3-Year)

1. Shareholding Councils understand we provide them value
2. Deliver value by growing the scale of our shared service function
3. Diverse, talented and motivated people work for us



Objectives

- We know the value we provide shareholders has improved by 15%, by 30 June 2027
- By 30 June 2027, 80% of shareholders agree they get value from Co-Lab
- 28 New instances of Co-Lab's shared services being utilised by 30 June 2027
- Staff engagement is maintained at 85% or above, by 30 June 2027
- Staff turnover is less than 15% per annum
- Our vacancies are filled by suitable candidates within 3 months

Baseline y/e 30 June 2023

COMMENTARY

Co-Lab remains aligned with its three-year strategy outlined in the 2024 Statement of Intent. At 31 December 2025 (halfway through our 3-year strategy), we had expanded our shared services function by 16 instances, progressing towards the original target of 24 instances over the three-year period. With this great progress realised, we are now setting our sights on achieving 28 instances over the three-year period.

PERFORMANCE MEASURES

To ensure we deliver against our 3-year strategy, consistent with last year, we are using the following annual Key Performance Indicators (KPI).

STRATEGIC GOAL	3-YEAR OBJECTIVE	ANNUAL KPI
Shareholding councils understand we provide them value.	We know the value we provide shareholders has improved by 15%, by 30 June 2027* <i>(baseline y/e 30 June 24).</i> <i>*Based on the regional benefits of collaboration (not an individual councils' benefits from collaboration).</i>	Year-on-year increase in the value we provide to councils.
	By 30 June 2027, 80% of shareholders agree they get value from Co-Lab.	80%+ of council survey respondents believe those Co-Lab services they received meet or exceed their expectations (evidenced by an annual survey).
	All shareholders take up at least one additional shared service.	Year-on-year increase in the utilisation of services we provide to councils.
Deliver value by growing the scale of our shared service function.	28 new instances of Co-Lab shared services being utilised, by June 2027. <i>(baseline y/e 30 June 24)</i>	Year-on-year increase in the utilisation of services we provide to councils.
		Year on Year increase in the number of services available to councils.
Diverse, talented and motivated people work for us.	Maintain staff engagement above 85%.	Maintain staff engagement above 85%.
	Staff turnover is less than 15%.	Staff turnover is less than 15%.
	Our vacancies are filled by suitable candidates within 3 months. <i>All baselined y/e 30 June 24)</i>	Vacancies are filled by suitable candidates within 3 months.

Reference to "shareholders" includes feedback from any stakeholders from shareholding councils that may interact with Co-Lab.

NATURE & SCOPE OF SERVICES

Co-Lab has three main functions. It:

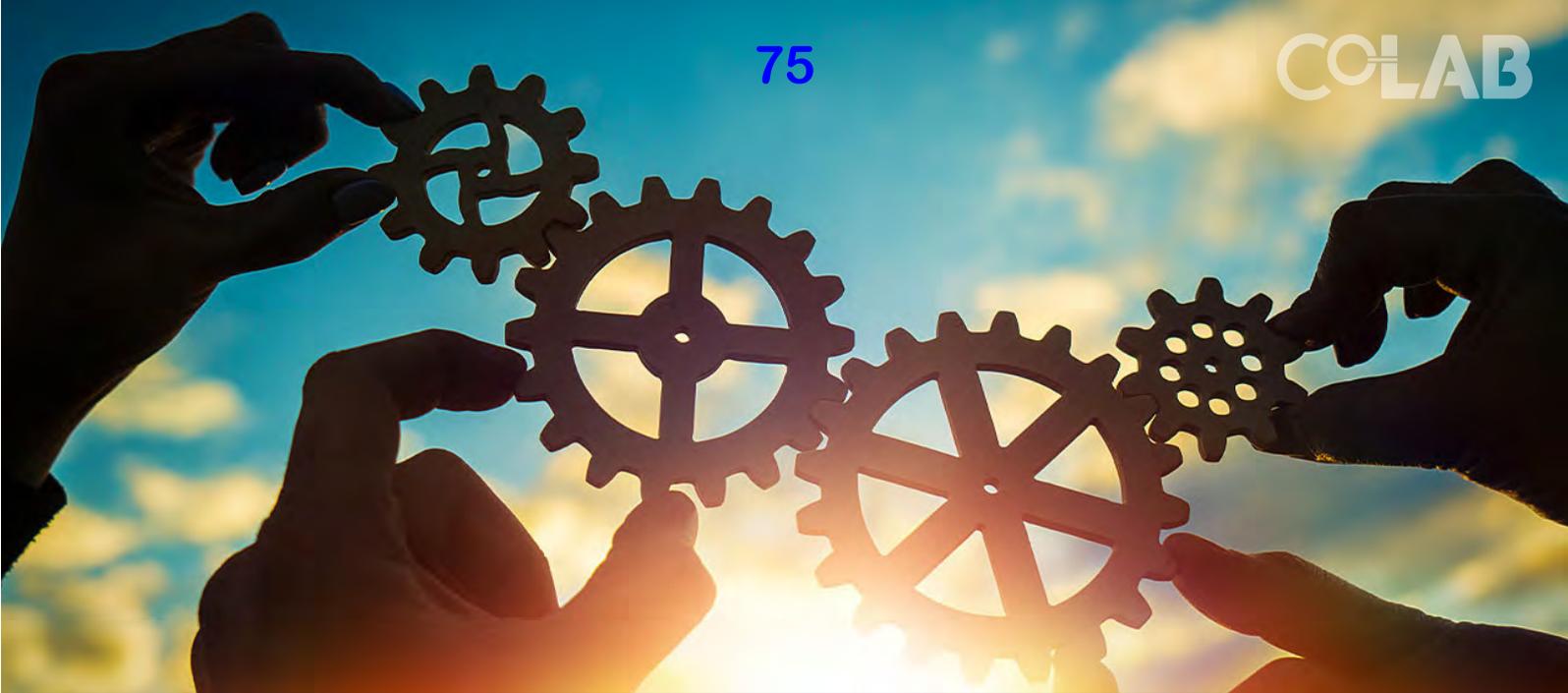
1. Acts as an “ideas laboratory” – working with councils to investigate and develop opportunities to work together;
2. Delivers shared services to councils; and
3. Enters joint procurement arrangements.



OPPORTUNITY DEVELOPMENT

Beyond the focus areas below, Co-Lab will develop opportunities that will reduce costs, create value for councils, and/or enable innovation, at the direction of its shareholding councils.

If you'd like more information on the Opportunity Development Projects we are currently investigating, please get in touch.



SHARED SERVICES

A list of our shared services follows below. We also facilitate other shared initiatives but do not actively manage them as a shared service. This includes the Shared Valuation Data Scheme and the Health and Safety Pre-Qualification Scheme.

The nature of some existing services have evolved but for the most part, they remain largely unchanged from prior years. We have however established a significant new service, RIMU (Road Infrastructure Measurement & Use), in partnership with NZTA's Road Efficiency Group.

Co-Lab Water Services has been forecast to remain a Co-Lab operated service for the period. The staff will be employed by IAWAI and the same arrangements to operate the service will continue with consolidation of the customer base over time.

For more information on our services, please visit our website colabsolutions.govt.nz

JOINT PROCUREMENT

Co-Lab enters joint procurement arrangements for the benefit of councils, with a focus on value for money and supply certainty. As part of this Co-Lab operates two panels - a professional services panel and a legal services panel - to provide easy and compliant access to these services. It also manages a number of joint contracts with suppliers that councils can be part of.





FOCUS AREAS

BUILDING CONSENT TRANSFORMATION & AUTOMATION

- Onboarding councils to Co-Lab Building Services
- Launching Project LEGO (building consent checking assistant)
- Pursuing BCA consolidation opportunities

SERVICE GROWTH TO NEW COUNCIL CUSTOMERS

- Prioritising Co-Lab Building Services, followed by Trade Waste and RAMM expertise (RATA)

REGIONAL COLLABORATION

- Enabling collaborative initiatives from Mayoral Forum & CE Forum (similar to Waikato Water Done Well)

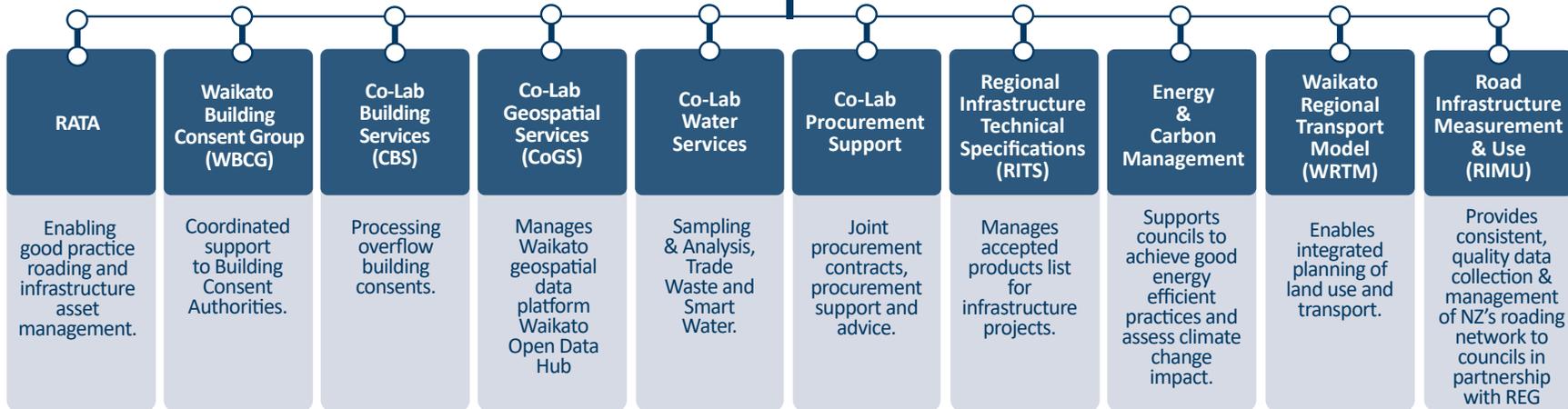
SERVICE DEVELOPMENT

- RATA Spaces & Places

PROCUREMENT & COST EFFICIENCY

- Joint procurement initiatives including renewal of Shared Valuation Data Service (SVDS)

The principal initiatives operating under the Co-Lab umbrella are:



PARTICIPATION

Shareholding Councils

	RATA	WBCG	CBS	CoGS	Water	Procurement	RITS	Energy	WRTM	RIMU
Hamilton City Council	•	•	•	•	•	•	•	•	•	
Hauraki DC	•	•	•	•	•	•	•			
Matamata-Piako DC	•	•	•	•	•	•	•	•	•	
Ōtorohanga DC	•	•		•	•	•	•	•		
Rotorua Lakes Council				•	•	•	•	•		
South Waikato DC	•			•	•	•	•	•		
Thames-Coromandel DC	•	•	•			•		•	•	
Waikato DC	•	•	•	•	•	•	•	•	•	
Waikato Regional Council	•			•		•		•	•	
Waipā DC	•	•		•	•	•	•	•	•	
Waitomo DC	•	•	•	•	•	•	•			
Western Bay DC	•		•			•				
Other Councils/Customers										
Taupō DC	•			•	•	•		•		
Hamilton Airport					•					
Road Controlling Authorities										•
Service GROWN since 2019	•			•			•		•	
Service NEW since 2019	•		•		•	•				•

FINANCIALS

OVERVIEW

SERVICES

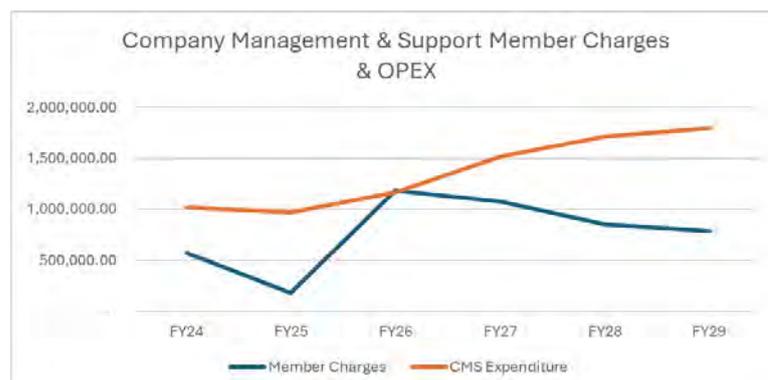
Revenue from services is budgeted to increase in the 2026/27 financial year (FY), primarily driven by the continued growth and success of our new services, RIMU and Co-Lab Building Services. As in previous years, we continue to use revenue generated within services to minimise the cost to member councils wherever possible.

MEMBER CHARGES

Following the “one-off” reduction in FY25, where cash reserves were used to significantly lower member charges, we previously indicated that member charges would return to normal levels from FY26 onward.

Our expenditure remains tight and disciplined, consistent with our commitment to operating as a lean organisation. Costs are budgeted to increase as we position for expanding our service offering and cash reserves were largely utilised in FY25. Despite this, the increased revenue from services enables us to maintain financial sustainability while easing the member charges burden on councils.

There is a significant level of uncertainty with the proposed central government reforms, particularly in the latter years of the SOI. How these reforms may ultimately play out across our shareholders and their consequent impact on Co-Lab will become clearer in the coming months. Given the current lack of clarity, the budget and forecasts have been prepared based on the information available today rather than reflecting any assumptions about the financial impact of future reform.



Co-Lab

Company Summary

for the forecast financial years ended 30 June 2027-2029

	Forecast				
	Budget 2025/26	2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Income					
Company Management / Support	1,575,153	1,665,164	1,466,202	1,264,887	1,215,759
Working parties projects	687,214	1,089,311	640,638	672,670	706,303
RITS	27,244	27,244	39,616	41,597	43,677
Energy Management	118,116	118,116	207,188	217,547	226,755
Shared Valuation Data Service (SVDS)	409,638	351,526	312,618	328,249	344,661
Regional Asset Technical Accord (RATA)	2,500,000	2,243,336	2,200,000	2,488,000	2,575,500
Waikato Regional Transport Model (WRTM)	1,952,610	1,009,911	1,236,148	663,947	590,346
Road Infrastructure Management and Use (RIMU)	-	670,061	994,256	1,320,722	1,386,758
Waikato Building Consent Group	353,263	371,597	353,263	480,496	503,487
Waikato Mayoral Forum	10,960	10,960	10,560	11,088	11,642
Co-Lab Water Services	4,092,428	4,059,600	4,263,872	4,477,066	4,700,919
Procurement Support	200,748	200,886	200,748	212,172	222,781
Geospatial	87,006	87,006	87,000	91,350	95,918
Communications Resource	65,603	63,874	65,603	68,883	72,327
Co-Lab Building Services	1,682,930	1,682,929	2,063,869	2,037,420	2,139,291
Total Income	13,762,912	13,651,521	14,141,580	14,376,094	14,836,124
Operating Expenditure					
Company Management / Support	1,468,937	1,436,533	1,811,646	2,020,219	2,121,601
Working parties projects	687,214	1,113,879	654,638	687,370	721,738
RITS	27,244	53,730	39,616	41,597	43,677
Energy Management	168,116	132,079	207,188	217,547	226,755
Shared Valuation Data Service (SVDS)	310,618	300,817	312,618	328,249	344,661
Regional Asset Technical Accord (RATA)	2,500,447	2,378,483	2,194,040	2,489,148	2,583,879
Waikato Regional Transport Model (WRTM)	1,952,610	1,009,911	1,436,148	663,947	590,346
Road Infrastructure Management and Use (RIMU)	-	474,073	662,146	907,503	952,879
Waikato Building Consent Group	393,248	412,514	435,179	453,096	476,087
Waikato Mayoral Forum	10,960	8,470	10,560	11,088	11,642
Co-Lab Water Services	3,983,494	3,935,109	3,952,766	4,129,405	4,335,875
Procurement Support	198,876	195,156	197,548	207,559	220,414
Geospatial	86,992	88,605	86,614	90,945	95,492
Communications Resource	64,756	59,267	70,228	73,612	78,705
Co-Lab Building Services	1,679,699	1,678,493	2,061,309	2,030,818	2,008,037
Total operating expenditure	13,533,212	13,277,118	14,132,245	14,352,104	14,811,789
Earnings before interest, tax and depreciation/ amortisation (EBITDA)	229,700	374,403	9,335	23,990	24,335
Depreciation / amortisation					
Company Management / Support	43,847	14,688	16,647	17,479	18,353
WBCG	3,072	1,725	3,072	3,072	3,072
Procurement Support	1,872	2,976	1,872	1,872	1,872
Communications	840	840	840	840	840
Co-Lab Building Services	2,340	3,625	2,340	2,340	2,340
WRTM	1,104	1,105	1,104	1,104	1,104
Total Depreciation / amortisation	53,075	24,960	25,875	26,707	27,581
Earnings before interest and tax (EBIT)	176,625	349,443	(16,540)	(2,717)	(3,247)
Net Surplus (Deficit) before tax	176,625	349,443	(16,540)	(2,717)	(3,247)

Co-Lab

Financial Position

for the forecast financial years ended 30 June 2027-2029

	Budget 2025/26	Forecast 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
CAPITAL					
Shares - SVDS	1,607,001	1,607,001	1,607,001	1,607,001	1,607,001
Shares - WRTM	1,350,000	1,350,000	1,350,000	1,350,000	1,350,000
Retained Earnings	(2,218,374)	(1,255,375)	(905,932)	(922,472)	(925,190)
Plus Current Year Operating Surplus/(Deficit)	176,625	349,443	(16,540)	(2,717)	(3,247)
TOTAL CAPITAL FUNDS	915,253	2,051,069	2,034,529	2,031,811	2,028,565
ASSETS					
CURRENT ASSETS					
Prepayments	6,350	0	6,350	6,668	7,001
Accounts Receivable	688,146	2,730,304	2,828,316	2,875,219	2,967,225
Bank	1,027,595	781,742	440,755	320,702	237,734
GST Receivable / (Payable)	57,092	23,066	(1,825)	(3,115)	(3,125)
TOTAL CURRENT ASSETS	1,779,183	3,535,113	3,273,596	3,199,473	3,208,834
NON-CURRENT ASSETS					
WRTM - Intangible Asset	2,296,855	2,296,855	2,296,855	2,296,855	2,296,855
MoneyWorks Software	1,195	1,195	1,195	1,195	1,195
Accumulated Depreciation	(2,298,050)	(2,298,050)	(2,298,050)	(2,298,050)	(2,298,050)
IT Equipment & Office Furniture	197,500	221,670	251,670	281,670	311,670
Accumulated Depreciation - IT equipment & Office Furniture	(145,356)	(139,953)	(171,232)	(197,939)	(225,521)
TOTAL NON-CURRENT ASSETS	52,144	81,717	80,438	83,731	86,149
TOTAL ASSETS	1,831,327	3,616,830	3,354,034	3,283,204	3,294,984
LESS CURRENT LIABILITIES					
Accounts Payable	737,951	1,354,491	1,090,615	990,074	997,119
Accounts Payable Accrual	39,106	39,443	40,700	42,735	44,872
Employee Benefits	139,016	171,826	188,191	218,583	224,428
TOTAL CURRENT LIABILITIES	916,074	1,565,760	1,319,506	1,251,393	1,266,419
NET ASSETS	915,253	2,051,069	2,034,529	2,031,811	2,028,565

Co-Lab

Statement of Cashflows

for the forecast financial years ended 30 June 2027-2029

	Budget 2025/26	Forecast 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Cashflows from Operating Activities					
Interest Received / (Paid)	59,484	73,913	60,000	63,000	66,150
Receipts from Other Revenue	13,515,578	15,147,951	13,981,210	14,266,191	14,677,968
Payments to Suppliers	(13,796,410)	(13,789,789)	(14,384,849)	(14,420,534)	(14,797,096)
Taxes Paid	0	0	0	0	0
Goods & Services tax (net)	(132,793)	(439,429)	24,891	1,290	10
Net cash from operating activities	(354,141)	992,646	(318,748)	(90,053)	(52,968)
Cashflows from Investing Activities					
Capital enhancements	0	0	0	0	0
Purchase of PPE	(36,674)	(35,000)	(24,597)	(30,000)	(30,000)
Purchase of investments	2,358	0	2,358	0	0
Net cash from investing activities	(34,316)	(35,000)	(22,239)	(30,000)	(30,000)
Cashflows from Agency Activities					
Net receipts held on behalf of councils	0	(1,337,245)	0	0	0
Net cash from agency activities	0	(1,337,245)	0	0	0
Net increase in cash, cash equivalents and bank accounts	(388,457)	(379,599)	(340,987)	(120,053)	(82,968)
Opening cash and cash equivalents and bank overdrafts	1,416,052	1,161,341	781,742	440,755	320,702
Closing cash, cash equivalents and bank accounts	1,027,595	781,742	440,755	320,702	237,734

APPENDIX I : GOVERNANCE

Co-Lab is owned in equal portion by 12 Local Authorities



Co-Lab conducts itself in accordance with its constitution, its annual Statement of Intent, the provisions of the LGA and Co-Lab policies.

The Board comprises five council representative directors and an independent Chair. There is also a standing Audit & Risk Committee.

DIRECTOR	REPRESENTING
Peter Stubbs	Independent Chair
Chris McLay	Waikato Regional Council
Lance Vervoort	Hamilton City Council
Ben Smit	Ōtorohanga, Rotorua, South Waikato and Waitomo District Councils
Steph O’Sullivan	Waikato and Waipā District Councils
David Speirs	Hauraki, Matamata-Piako, Thames-Coromandel District and Western Bay of Plenty District Council

The independent Chair of Co-Lab receives director fees and reimbursed expenses. Directors representing the councils will not receive any fees or reimbursed expenses for work undertaken on behalf of the company.

APPENDIX II : POLICY STATEMENTS

STATEMENT OF ACCOUNTING POLICIES

REPORTING ENTITY

Waikato Local Authority Shared Services Limited (“the Company”) is a Company incorporated in New Zealand under the Companies Act 1993 and is domiciled in New Zealand. The company is a Council Controlled Organisation as defined under section 6 of the Local Government Act 2002 (LGA), by virtue of the shareholding councils’ right to appoint the Board of Directors.

The primary objectives of the Company are to:

- Develop opportunities that benefit the Waikato region’s local authorities; and
- Act as a vehicle to deliver value-added services to those local authorities.

The Company has designated itself as a public benefit entity (PBE) for financial reporting purposes.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

BASIS OF PREPARATION

Financial statements are prepared on the going concern basis, and the accounting policies are applied consistently throughout the period.

STATEMENT OF COMPLIANCE

Financial statements are prepared in accordance with the requirements of the LGA, which include the requirement to comply with generally accepted accounting practice in New Zealand (NZ GAAP).

Financial statements are prepared in accordance with and comply with Tier 2 PBE Standards reduced disclosure regime (RDR). WLASS is eligible to report under the RDR as it:
is not publicly accountable; and
has expenses more than \$2 million, but less than \$30 million.

The accounting policies set out below are consistent with the prior year, other than the inclusion of policy:

- on operating leases, related to the lease of commercial premises;
- employees; and
- property, plant and equipment.

MEASUREMENT BASE

The financial statements are prepared on a historical cost basis.

PRESENTATION CURRENCY & ROUNDING

The financial statements are presented in New Zealand dollars, and all values are rounded to the nearest dollar unless otherwise stated. The functional currency of the Company is New Zealand dollars

GOODS & SERVICES TAX

All items in the financial statements are stated exclusive of goods and services tax (GST), except for receivables and payables, which are presented on a GST-inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, the Inland Revenue (IR) is included as part of receivables or payables in the statement of financial position.

The net GST paid to, or received from the IRD, including the GST relating to investing and financing activities, is classified as an operating cash flow in the cash flow statement.

Commitments and contingencies are disclosed exclusive of GST.

CRITICAL ACCOUNTING ESTIMATES & ASSUMPTIONS

In preparing the financial statements the Company makes estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are no areas requiring estimate or assumptions made that are considered to carry a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year.

INTANGIBLE ASSETS

USEFUL LIVES AND RESIDUAL VALUES

At each balance date the Company reviews the useful lives and residual values of its intangible assets. Assessing the appropriateness of useful life and residual value estimates of intangible assets requires the Company to consider a number of factors such as the expected period of use of the asset by the Company and expected disposal proceeds from the future sale of the future sale of the asset.

An incorrect estimate of the useful life of residual value will impact the amortisation expense recognised in the income statement and carrying amount of the asset in the balance sheet. The Company minimises the risk of this estimation uncertainty by reviewing that the asset technology is still relevant and there is no alternative options to recreate the asset at a lower price.

IMPAIRMENT OF INTANGIBLE ASSETS

Intangible assets measure at cost that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the assets carrying amount exceeds its recoverable amount. The recoverable amount is higher of an assets fair value less costs to sell and value in use.

If an asset's carrying amount exceeds its recoverable amount, the asset is regarded as impaired and the carrying amount is written down to the recoverable amount. The total impairment loss is recognised in the surplus or deficit. The reversal of an impairment loss is recognised in the surplus deficit.

REVENUE

REVENUE

Revenue comprises the fair value of the considerations received or receivable for the sale of goods and services, excluding GST, rebates and discounts and after eliminating sales within the Company. No provisions have been recorded as all revenue and trade receivables are expected to be received.

OTHER REVENUE

Member charges for all activities are recognised when invoiced to the user (i.e. councils). The recorded revenue is the net amount of the member charges payable for the transaction.

Contributions received for projects that were not completed in a financial year are recognised when the Company provides, or is able to provide, the service for which the contribution was charged. Until such time, contributions are recognised as liabilities.

OPERATING EXPENSES

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset to the lessee. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term.

PERSONNEL COSTS

DEFINED CONTRIBUTION SCHEMES

Employer contributions to KiwiSaver, the Government Superannuation Fund, and other defined contribution superannuation schemes are accounted for as defined contribution schemes and are recognised as an expense in the surplus or deficit when incurred.

RECEIVABLES

Short-term receivables are recorded at the amount due, less any provision for amounts not considered collectable.

Receivables are initially measured at nominal or face value. Receivables are subsequently adjusted for penalties and interest as they are charged and impairment losses. Non-current receivables are measured at the present value of the expected future cash inflows.

Debtors are amounts due from customers. If collection is expected in one year or less, they are classified as current assets. If not, they are presented as non-current assets.

CASH & CASH EQUIVALENTS

Cash and cash equivalents include cash on hand, deposits held at call with banks, with original maturities of three months or less, and bank overdrafts.

INCOME TAX

Income tax expense includes components relating to both current tax and deferred tax.

Current tax is the amount of income tax payable based on the taxable surplus for the current year, plus any adjustments to income tax payable in respect of prior years. Current tax is calculated using tax rates (and tax laws) that have been enacted or substantively enacted at balance date.

Deferred tax is the amount of income tax payable or recoverable in future periods in respect of temporary differences and unused tax losses. Temporary differences are differences between the carrying amount of assets and liabilities in the statement of financial position and the corresponding tax bases used in the computation of taxable profit.

Deferred tax is measured at the tax rates that are expected to apply when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at balance date. The measurement of deferred tax reflects the tax consequences that would follow from the manner in which the entity expects to recover or settle the carrying amount of its assets and liabilities.

Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are recognised to the extent that it is probable that taxable surpluses will be available against which the deductible temporary differences or tax losses can be utilised.

Deferred tax is not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial recognition of an asset or liability in a transaction that is not a business combination, and at the time of the transaction, affects neither accounting profit nor taxable profit.

Current and deferred tax is recognised against the surplus or deficit for the period, except to the extent that it relates to a business combination, or to transactions recognised in other comprehensive income or directly in equity.

OTHER FINANCIAL ASSETS

Investments in bank deposits are measured at fair value plus transaction costs.

At each balance date the Company assesses whether there is any objective evidence that an investment is impaired. Any impairment losses are recognised in the income statement.

PAYABLES AND DEFERRED REVENUE

Short-term creditors and other payables are recorded at their face value.

Trade and other payables are non-interest bearing and are normally settled on 30-day terms, therefore the carrying value of trade and other payable approximates their fair value.

Contributions received for projects that were not completed in a financial year are recognised as deferred revenue until the Company provides, or is able to provide, the service for which the contribution was charged.

EMPLOYEE BENEFITS LIABILITIES

SHORT-TERM EMPLOYEE ENTITLEMENTS

Employee benefits expected to be settled within 12 months after the end of the period in which the employee renders the related service are measured based on accrued entitlements at current rates of pay.

These includes salaries and wages accrued up to balance date, annual leave earned to, but not yet taken at balance date, and sick leave.

A liability for sick leave is recognised to the extent that absences in the coming year are expected to be greater than the sick leave entitlements earned in the coming year. The amount is calculated based on the unused sick leave entitlement that can be carried forward at balance date, to the extent it will be used by staff to cover those future absences.

A liability and an expense are recognised for bonuses where there is a contractual obligation or where there is a past practice that has created a constructive obligation.

A liability and an expense are recognised for bonuses where there is a contractual obligation or where there is a past practice that has created a constructive obligation.

PRESENTATION OF EMPLOYEE ENTITLEMENTS

Sick leave, annual leave, vested long service leave, and non-vested long service leave and retirement gratuities expected to be settled within 12 months of balance date, are classified as a current liability. All other employee entitlements are classified as a non-current liability.

RECONCILIATION OF EQUITY

Equity is the shareholders interest in WLASS and is measured as the difference between total assets and total liabilities. Equity is disaggregated and classified into the following components:

CONTRIBUTED EQUITY

Contributed equity is the net asset and liability position at the time the company was formed. The allocation of capital amongst shareholders is explained in this note.

RETAINED EARNINGS

Retained earnings is the company's accumulated surplus or deficit since formation.

Document No: 954576

Report To: Council



Meeting Date: 24 March 2026

Subject: **Inframax Construction Ltd – Half Annual Report to 31 December 2025 and Draft Statement of Intent for Year Ending 30 June 2027**

Type: Decision Required

Author(s): Wayne La Roche
Asset Accountant

Tina Hitchen
Chief Financial Officer

1. Purpose of Report

- 1.1 The purpose of this business paper is to present the Half Annual Report to 31 December 2025 and the draft Statement of Intent (SoI) for Inframax Construction Ltd (ICL) for the year ending 30 June 2027.

2. Suggested Resolutions

- 2.1 The following are suggested resolutions only and do not represent Council policy until such time as they are adopted by formal resolution.
- 1 The business paper on Inframax Construction Ltd – Half Annual Report to 31 December 2025 and the draft Statement of Intent for year ending 30 June 2027 be received.
 - 2 The Inframax Construction Limited – Half Annual Report to 31 December 2025 be published on Council’s website.
 - 3 No changes are suggested to the Inframax Construction Ltd draft Statement of Intent for the year ending 30 June 2027 **OR** Council requests the following changes to the Statement of Intent for 2027.

3. Background

- 3.1 The Board of a Council Controlled Organisation (CCO) must deliver a half yearly report on the organisation’s operations to the shareholder by end of February of each year.
- 3.2 Attached to, and forming part of this business paper, is a copy of the ICL half annual report for the six months ended 31 December 2025. (Attachment 1).
- 3.3 The Board of a CCO must deliver to its shareholders a draft SoI by 1 March each year for consideration.
- 3.4 Attached to, and forming part of this business paper, is a copy of the ICL draft SoI for 2026/27 (Attachment 2)
- 3.5 Council is now invited to consider the draft SoI 2026/27 and provide comments or suggested changes should it choose to.

4. Commentary

4.1 HALF ANNUAL REPORT TO 31 DECEMBER 2025

4.2 The Chairperson's report provides an overview of the first half of the 2025/26 financial year and the key points are:

- Due to the steep decline in the volume of construction work, other contractors are seeking work outside their traditional areas, resulting in more competition for work.
- ICL continues to price risk prudently and is confident of reaching EBITDA targets by year end, despite mid-year results being less than budget.
- The Board is focused on longer term strategy including the potential to diversify into adjacent markets.
- New director Jonathan Kay was welcomed aboard during the period.
- The Board thanks the shareholder for its continued support.

4.3 Overall revenue is down by 14% (\$3.0 million) on the same period last year however EBITDA has increased by \$1.0 million compared to December 2024, presumably reflective of their strategy of pricing risk prudently and focusing on operational efficiencies.

4.4 Total assets decreased by \$1.7 million to \$25.2 million over the 12 months, however total equity increased by \$1.0 million for the same period. This movement has resulted in equity as a proportion of total assets increasing to 58%.

4.5 The six-month results provide an indication of progress towards the full year target during the period and are shown in the following table. The full year result against SoI targets will be reported in the 2025/26 annual report.

SoI Measure	2025/26 Full Year Target	Dec 2025 Result
Equity Ratio (Shareholder funds as % of total assets)	52%	58%
Current Ratio (current assets as a % of current liabilities)	Positive	Positive
EBITDA (earnings before tax, interest, depreciation and amortisation)	\$3.6m	\$2.4m
Revenue Target	\$41m	\$18.0m
Bank Covenants	Met	Met
Health and safety observations per year	360	199
Field safety inspections per year	300	148
Lost Time Injury Frequency Rate	<5	7
Achievement of ISO9001 accreditation	Standard achieved	Standard achieved
Achievement of ISO45001 accreditation	Standard achieved	Standard achieved
Environmental consent compliance	Full compliance	2 Partially compliant, 6 Fully compliant 1 Not assessed
Number of broader outcome initiatives		
Waitomo District	9	7
Other	6	14

4.6 **DRAFT STATEMENT OF INTENT 2026/27**

- 4.7 The Board has presented a draft 2027 SoI for shareholder consideration.
- 4.8 The draft SoI proposes to remove the objective to continue to review available options for the share ownership of the company and provide informed advice as to the most efficient arrangements to enhance both profitability and shareholder value.
- 4.9 The removal of this objective has been proposed as it is understood not to be a shareholder priority at this time.
- 4.10 The draft SoI also proposes to amend the dividend policy and equity ratio to be consistent with the Company's dividend and capital structure policy adopted in October 2025.
- 4.11 The key financial performance measures from the draft SoI 2027 are included in the table below. Measures from the current year SoI 2026 including values in (red) brackets for subsequent years are included for comparative purposes.
- 4.12 The forecast increase in EBITDA, while forecast revenue is expected to decrease could be reflective of their strategy of "price risk prudently and focusing on operational efficiencies" as noted in the half year report.

Measure	Current SoI 2026	Draft SoI 2027	Draft SoI 2028	Draft SoI 2029
Equity Ratio (shareholders' funds as a % of total assets)	52%	Greater than 48% (53%)	Greater than 48% (54%)	Greater than 48%
Current Ratio (Current assets expressed as a percentage of current liabilities)	Positive	Positive	Positive	Positive
EBITDA (earnings before interest, tax, depreciation and amortisation)	\$3.6m	\$4.0m (\$3.7m)	\$4.2m (\$3.8m)	\$4.4m
Revenue targets	\$46m	\$44m	\$48m	\$50m
Bank covenants	Met	Met	Met	Met

- 4.13 The non-financial performance measures tabled below are in comparison to the targets set in the SoI 2026, with no changes proposed.

Measure	Current SoI 2026	Draft SoI 2027	Draft SoI 2028	Draft SoI 2029
Health and safety observations (leadership) per year	360	360	360	360
Field safety inspections (critical risk controls check) per year	300	300	300	300
ISO 9001 Accreditation	Standard Achieved	Standard Achieved	Standard Achieved	Standard Achieved
ISO 45001 Accreditation	Standard Achieved	Standard Achieved	Standard Achieved	Standard Achieved
Environmental Consent Compliance	Full Compliance	Full Compliance	Full Compliance	Full Compliance
Number of Broader Outcome Initiative	15 (Waitomo district 9 other 6)	15 (Waitomo district 9 other 6)	20 (Waitomo district 10 other 10)	25 (Waitomo district 13 other 12)

5. Analysis of Options**5.1 DRAFT STATEMENT OF INTENT**

- 5.2 Council, as the 100% shareholder, needs to consider the draft SoI 2027 and has the option of agreeing to it as presented or propose amendments to the draft SoI for the Board to consider.
- 5.3 The Board must consider any comments by the shareholders on the draft SoI by 1 May then deliver the finalised SoI to the shareholders on or before 30 June.

6. Considerations**6.1 RISK**

- 6.2 If Council does not consider and either agree or propose changes to the draft SoI 2027, Council will be in non-compliance with legislative requirements around preparation and adoption of the SoI.
- 6.3 There is additional risk that ICL Board and Management will not be able to plan well in advance, of any strategy or financial changes they might need to make to accommodate the suggestions of Council.

6.4 CONSISTENCY WITH EXISTING PLANS AND POLICIES

- 6.5 The decision to agree on the draft SoI 2027 as presented will be consistent with Council's understanding of the future plans of ICL and its objectives for the CCO.

6.6 SIGNIFICANCE AND COMMUNITY VIEWS

- 6.7 The draft SoI 2027 is aligned to ICL's constitution, and its plans and forecasts discussed with the Council previously and is generally aligned with the expectations of Council from its shareholding. The decision is not considered to require public engagement as per Council's Significance and Engagement Policy.

7. Attachments:

1. Half Annual Report to 31 December 2025 – Inframax Construction Ltd (Doc 954596)
2. Draft Statement of Intent Year Ending 30 June 2027 – Inframax Construction Ltd (Doc 954597)



Inframax Construction Limited
Half Year Report
For the six months ended 31 December 2025

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Report from the Chairman

For the six months ended 31 December 2025

The regions that Inframax operates within have suffered the impacts of severe weather during the six months ending 31 December 2025. Storm and torrential rain events occurred across the King Country in July 2025 (Ruapehu and Waitomo) and October 2025 (Waitomo, Ruapehu and Ōtorohanga), all of which caused widespread flooding, slips and road closures. Rural infrastructure is the lifeline for our communities, businesses, emergency services and economic activity. Our roads connect villages and towns, our tamariki and rangatahi with schools, our kaumātua, vulnerable and sick with hospitals, our workers to their mahi, our visitors with natural landscapes and cultural heritage and our farmers with markets. Weather events such as these are a stark reminder about the vulnerability of these assets, particularly those in our hill country and cliff-edged corridors that are narrow, windy and without alternate routes or contingency. It is pleasing to see our customers continue to value Inframax's expertise and local knowledge in not only responding to these events, but also working collaboratively, post recovery, to find solutions that repair and build asset resilience through cost effective solutions.

Inframax remains on track to meet the key non-financial performance metrics outlined in the Statement of Intent. The health and safety of our Inframax whānau continues to be a top priority. It is encouraging to see that the safety lead indicators introduced this year are tracking in line with expectations, reinforcing our commitment to proactive risk management and safe outcomes across the organisation.

Inframax's results for the half year ending 31 December 2025 demonstrates the strength of the company's contract order-book and, in turn, resilience against the macro-economic impacts that have faced the industry nation-wide. The steep decline in volume of construction work for contractors has been well publicised and continues to be felt deeply by the civil construction sector. This decline has resulted in contractors travelling further afield and outside some of their traditional service delivery areas with a view to keeping people and plant busy. The impact to Inframax is that there has been a sharp increase in the number of tenderers bidding for work in the King Country region making for a challenging competitive environment. The business continues to assess, manage and price risk prudently, focussing on operational efficiencies that can be gained without compromising quality and safety. Whist year-to-date revenue is down on budget, and the same period prior year, Inframax is forecasting to exceed full year EBIDTA targets.

This report presents as my first as chairperson of the board of Inframax and I can report that the transition from previous chair has been seamless. It was my pleasure to welcome, on behalf of the board of directors and wider Inframax whānau, new director Jonathan Kay (effective November 2025). The Board has a full work programme for the year ahead, with a strong emphasis on longer-term strategy and how this can be achieved, balanced with a near-term focus on ensuring Inframax continues to perform in line with shareholder expectations and deliver for the communities it serves. We maintain a clear focus on the future, including the potential for diversification into adjacent markets, the continued strengthening of company systems, and the deliberate development of bench strength and succession planning.

On behalf of the Board, I wish to thank our shareholder, Waitomo District Council, for its continued strong support of Inframax.



Hugh Goddard
Chairman

Summary of Financial Results

Dollars in Thousands	six months ended 31-Dec-25	six months ended 31-Dec-24
Revenue	17,900	20,894
EBITDA	2,436	1,425
Net cash inflow / (outflow) from operating activities	1,839	140
Net cash inflow / (outflow) from investing activities	(223)	(4,037)
Net cash inflow / (outflow) from financing activities	(801)	3,917
Net Cash Flow Movement	815	21
Total Assets	25,167	26,944
Total Equity	14,523	13,542
Equity Percentage	58%	50%

Statement of Performance Measures

For the six months ended 31 December 2025

The Statement of Corporate Intent states the Company will endeavor to exceed the targets of the Projected Business Plan. The results achieved compare with performance criteria in the Statement of Corporate Intent as follows:

		Statement of Intent 31 December 2025		Statement of Intent 31 December 2024	
		Achieved six months	Full Year Target	Achieved six months	Full Year Target
Performance Measures					
Equity Ratio		58%	52%	50%	51%
Current Ratio		Positive	Positive	Positive	Positive
Revenue (millions)		\$18	\$41	\$21	\$45
Bank Covenants		Met	Met	Met	Met
EBITDA (millions)		\$2.4	\$3.6	\$1.4	\$3.5
		Statement of Intent 31 December 2025		Statement of Intent 31 December 2024	
		Achieved six months	Target	Achieved six months	Target
Non-Financial Performance Measures					
Health & Safety Observations		199	360	N/A	N/A
Field Safety Inspections		148	300	N/A	N/A
LTI Frequency Rate		7	<5	32	Zero
Accident Weekly Compensation Days		N/A	N/A	Prior injuries - 510 New Injuries - 392	Prior injuries - 100 New Injuries - 0
ISO 9001 Accreditation		Standard Achieved	Standard Achieved	Standard Achieved	Standard Achieved
ISO 45001 Accreditation		Standard Achieved	Standard Achieved	Standard Achieved	Standard Achieved
Environmental Consent Compliance					
Non-compliant		-		-	
Partially compliant		2		2	
Highly compliant		-	All	-	All
Fully compliant		6		6	
Not Assessed		1		1	
Number of Broader Outcome Initiatives					
Waitomo District		7	9	N/A	N/A
Other		14	6	N/A	N/A

Inframax Construction Limited

STATEMENT OF INTENT

FOR THE YEAR ENDING 30 JUNE 2027

1.0 INTRODUCTION

1.1 Inframax Construction Limited is –

- a limited liability company pursuant to the Companies Act 1993.
- a Council Controlled Organisation pursuant to Section 6 of the Local Government Act 2002.

1.2 This Statement of Intent is prepared to meet the requirements of Section 64 and Schedule 8 of the Local Government Act 2002.

1.3 It outlines the activities and intentions of Inframax Construction Limited and the objectives to which those activities will contribute. Performance targets and measures are specified, along with the Company's policies relating to governance and other matters.

1.4 The Statement of Intent is reviewed annually by the Company following consultation with Waitomo District Council.

2.0 NATURE AND SCOPE OF ACTIVITIES

2.1 The core business of the Company will be roading maintenance and construction, quarrying and crushing of aggregates and maintenance and construction of utilities and infrastructure assets.

2.2 The Company will compete for infrastructure contracts in the central western North Island Districts and in other areas where it is identified that such contracts will yield an appropriate rate of return or where the Company believes that there are sound commercial reasons for doing so.

2.3 The Company may expand into other ventures and/or activities that are consistent with the Company's objectives and the provisions of the Local Government Act 2002.

3.0 OBJECTIVES

The principal objective of Inframax Construction Limited is to operate as a successful business and to contribute to the wellbeing of the communities in which it operates.

In pursuing the principal objective, the Company and Directors shall:

- Maximise the long-term viability and profitability consistent with the Shareholder's objectives for ownership and value creation.
- Seek and develop profitable business opportunities that make best use of the people, technical and financial resources of the Company.
- ~~➤ Continue to review the available options for the share ownership of the Company, to be able to provide informed advice to the Shareholder as to the most efficient arrangements to enhance both profitability and Shareholder value.~~

- Ensure assets and liabilities are prudently managed consistent with the nature of a contracting business.
- Ensure transparent and informed relationships are maintained with the shareholder within the spirit of 'no surprises'.
- Act as a good employer by:
 - Providing a work environment that recruits, fosters and maintains safe, competent, motivated, committed and productive employees
 - Recognising and rewarding excellent performance of any staff.
- Act in an environmentally and socially responsible manner and implement sustainable business practices.

4.0 CORPORATE GOVERNANCE

Pursuant to Section 57 of the Local Government Act 2002, the Board of Directors is appointed by the shareholder to govern and direct the activities of the Company.

All Directors are required to comply with a formal Code of Conduct, which is based on the Institute of Directors in New Zealand's Code of Practice for Directors.

(a) Role of the Board of Directors

The Directors' role is defined in Section 58 of the Local Government Act 2002. This section states that all decisions relating to the operation of the CCO shall be made pursuant to the authority of the directorate of the Organisation and its Statement of Intent. The Board consults with the Company's shareholder in preparing and reviewing the Statement of Intent.

The Board meets on a regular basis and is responsible for the proper direction and control of the Company's activities. This responsibility includes such areas of stewardship as the identification and control of the Company's business risks, the integrity of management information systems and reporting to the shareholder.

The Board accepts that it is responsible for the overall control system operating within the Company but recognises that no cost-effective internal control system will permanently preclude all errors or irregularities. The control systems reflect the specific risks associated with the business of the Company.

To achieve this governance the Board will:

- Conduct regular briefings with the designated shareholder representatives to discuss emerging risk and opportunities of the business, the general forecast performance expectations and to learn of relevant changes in council policies, expectations and risk appetite.
- Act on a fully informed basis, in good faith, with due diligence and care, and in the best interests of the company.
- Act in accordance with the Constitution and Statement of Intent.
- Ensure compliance with applicable legislation, regulation, codes and accounting standards.
- Structure itself to utilise the expertise of Directors to add value.
- Monitor the effectiveness of overall governance and make changes as needed.

- Monitor and manage potential conflicts of interest of management, board members and shareholder.
- Appoint and monitor the performance and remuneration of the Chief Executive Officer and oversee succession planning.
- Ensure the Company's financial management is consistent with good business practice.
- Decide on necessary actions to protect the Company's financial position and the ability to meet its debts and other obligations when they fall due, and ensure such actions are taken.
- Ensure the Company's goals are clearly established, and that strategies are in place for achieving them (such strategies being expected to originate, in the first instance, from management).
- In the spirit of 'no surprises', keep the shareholder informed on significant events and issues, including those sensitive to publicity that may arise from Council being a political organisation.
- Promote a culture which requires all employees to adhere to high levels of ethical behaviour.
- Ensure the Company has appropriate risk management/regulatory compliance policies in place and that these are monitored on a regular basis.

(b) The Role of the Shareholder

The Board aims to ensure that the shareholder is informed in a timely manner of all major developments affecting the Company's state of affairs. The shareholder is consulted on the review of the Company's Statement of Intent and is responsible for the appointment of Directors. Information is communicated to the shareholder in the Annual Report, the Half-Annual Report and special meetings where required.

The shareholder is expected to:

- Deal with issues raised by the Company in a prompt and expedient fashion.
- Maintain a high level of communication with the Company on relevant matters.
- Ensure transparent and collaborative relationships are maintained with the Company.

5.0 PERFORMANCE INDICATORS

In its half-year and annual report, the Company will record its performance relating to its goals and objectives.

6.0 PERFORMANCE MEASURES AND TARGETS

The Company will endeavour to exceed the targets of the Projected Business Plan.

6.1 Ratio of Shareholder's Funds to Total Assets

The Ratio of Shareholder's Funds to Total Assets shall not be less than that set out in this Statement of Intent.

6.2 Current Ratio

The Current Ratio measures solvency. The Company will maintain a positive Current Ratio. For the purposes of this measure, "Positive" means equal to or greater than 100%.

6.3 EBITDA

Earnings before interest, tax, depreciation and amortisation gives an indication on the underlying operational profitability of the business.

6.4 Revenue

Measuring revenue growth gives a good indication of the rate at which the company has expanded the business.

6.5 Bank Covenants

The Company will meet all bank covenants.

	30 June 27	30 June 2028	30 June 2028
6.1 Equity Ratio Shareholders Funds expressed as a % of Total Assets	Greater than 48%	Greater than 48%	Greater than 48%
6.2 Current Ratio Current Assets expressed as a % of Current Liabilities	Positive	Positive	Positive
6.3 EBITDA Earnings Before Interest, Tax, Depreciation and Amortisation	\$4.0m	\$4.2m	\$4.4m
6.4 Revenue Revenue Targets	\$44m	\$48m	\$50m
6.5 Bank Covenants As agreed with the Bank from time to time	Met	Met	Met

7.0 NON-FINANCIAL PERFORMANCE MEASURES

7.1 Health and safety observations (leadership) per year

Safety observations are a health and safety lead indicator which allow managers and front-line workers to have conversations about how effectively health and safety risks are being controlled and how Inframax can continue to improve. Safety observations require managers to engage with workers to get feedback on risk controls and the effectiveness of them and to actively follow up on improvements. They provide assurance to managers that hazard controls are fit for purpose taking into account the working environment, operational pressures or other factors.

7.2 Field safety inspections (critical risk controls check)

Field safety inspections are a health and safety lead indicator. A field safety inspection is a planned examination of a sample of an Inframax workplace or work activity to assess the effectiveness of health and safety management. Field safety inspections are focussed on the activities identified as critical risks on Inframax's risk register.

7.3 ISO 9001 Accreditation

ISO 9001 is a quality accreditation standard verifying that the company has systems and processes in place to operate to industry best practices. It confirms that issues within the company are identified, recorded and information used to generate continual business improvement.

7.4 ISO 45001 Accreditation

ISO 45001 is a global standard for Occupational Health and Safety (OS&S) Management Systems that provides a practical solution to improve the safety and health of both employees and other personnel by preventing work-related injury and ill health, as well as by proactively improving the Company's OH&S performance.

7.5 Environmental Consent Compliance

There are three measures of environment consent compliance - full, partial and non-compliance. Full compliance of consents held by the Company indicates that all conditions of consents are met in full and the organisation is acting in an environmentally responsible manner.

7.6 Number of Broader Outcome Initiatives

The Local Government (Community Well-being) Amendment Act 2019 provides for local authorities to play a broad role in promoting social, economic, environmental and cultural well-being of their communities. Broader Outcome Initiatives are initiatives the Company deploys that contribute to the wider social, economic, cultural and environmental well-being of the communities for which it operates in.

	30 June 27	30 June 28	30 June 29
7.1 Health and safety observations (leadership) per year	360	360	360
7.2 Field safety inspections (critical risk controls check) per year	300	300	300
7.3 ISO 9001 Accreditation	Standard Achieved	Standard Achieved	Standard Achieved
7.4 ISO 45001 Accreditation	Standard Achieved	Standard Achieved	Standard Achieved
7.5 Environmental Consent Compliance	Full Compliance	Full Compliance	Full Compliance
7.6 Number of Broader Outcome Initiatives	15 (Waitomo District 9, Other 6)	15 20 (Waitomo District 9 10, Other 6 10)	25 (Waitomo District 13, Other 12)

8.0 DIVIDEND POLICY

- 8.1** Subject to the Directors being satisfied as to the solvency of the Company, the meeting of its bank covenants and the integrity of its asset replacement and investment programme, the Company is committed to the provision of annual distributions to the Shareholder in accordance with the Company's Capital Structure Policy and Dividend Policy.
- 8.2** The Company may declare dividends as approved by the Directors in accordance with the timings outlined in the Company's Dividend Policy.
- 8.3** The Directors may from time to time pay interim dividends in accordance with the timings outlined in the Company's Dividend Policy.
- 8.4** The Company's policy is to distribute to its Shareholder up to 50% of net profit after tax (NPAT) (excluding asset revaluations) each financial year, as a dividend payment, subject to the Dividend Policy guidelines.
- 8.5** Should a distribution to the Shareholder occur, it will be made, after consultation with the Shareholder, and after taking account of all tax considerations.

9.0 ACCOUNTING POLICIES

- 9.1** The Company will maintain accounting records in accordance with the Companies Act 1993 and the Financial Reporting Act 2013.

Significant accounting policies adopted by the Company in its Annual Report are –

- Compliance with New Zealand generally accepted accounting practice (NZ GAAP).
- Preparation on a historical cost basis, apart from Land and Buildings and Heavy Quarry Equipment which are stated at their fair value.
- Preparation on a going concern basis.
- Financial assets, other than those at fair value, are assessed for impairment at each balance date.
- Revenue and profit are primarily recognised based on value earned.
- Trade and other receivables are stated at their expected realisable value after providing for impairment.
- Aggregate stocks are valued using standard costs based on the estimated average cost of production.
- Property, plant and equipment other than Land and Buildings and Heavy Quarry Equipment (which are measured at fair value), are carried at cost less accumulated depreciation and impairment losses.
- Trade and Other Payable are recognised when the Company becomes obliged to make future payments.

10.0 INFORMATION TO BE PROVIDED TO SHAREHOLDERS

- 10.1** Annual Report and half-yearly operational report will be submitted in accordance with the Local Government Act 2002.
- 10.2** The half-yearly report will include details as are necessary to enable an informed assessment of the Company's performance during the reported period. This report will be accompanied by the Chairman's review of the period. The half-yearly report will be made available to the Shareholder no later than 1 March in every year.
- 10.3** The Annual Report will include all items required by the Companies Act 1993, the Financial Reporting Act 2013 and such other information as the Directors deem necessary for the Shareholder to measure performance of the Company against performance targets as agreed in the Statement of Intent.

11.0 SIGNIFICANT ACQUISITIONS

- 11.1** Procedure to be followed as per Schedule 8, Clause 9(1)(i) of the Local Government Act 2002 regarding share transactions will be at the discretion of the Directors unless the acquisition qualifies as a major transaction as defined in 10.3.
- 11.2** The Board will consult with the Shareholder before making any significant acquisition including investment in another entity.
- 11.3** Acquisitions involving more than 10% of the total assets of the company will constitute a "major transaction" under Section 129 of the Companies Act 1993 and will require a special resolution of the Shareholder.

12.0 ESTIMATED COMMERCIAL VALUE OF SHAREHOLDER'S INVESTMENT

- 12.1** Net Assets in the Annual Report as at 30 June 2025 stood at \$13.53m.
- 12.2** An independent valuation of the shares in the company was undertaken in September 2025. The valuation method adopted for the valuation was an earnings capitalisation valuation (as opposed to an asset based valuation method). The valuation, using the earnings based approach, assessed that the fair value of 100% of the shares in the Company at 30 June 2025 was between \$12.5m and \$14.6m, with a midpoint of \$13.5m.
- 12.3** The Directors believe that as the business continues to deploy and realise value from business improvement initiatives, the company's operating performance and, in turn, the earnings based valuation of the shares will continue to grow.

13.0 CAPITAL SUBSCRIPTION

- 13.1** No capital will be required from the Shareholder.
- 13.2** No capital injections from the Shareholder are expected in the current period.

Document No: 956087

Report To: Council



Meeting Date: 24 March 2026

Subject: **Waikato Waters Limited - Half Yearly Report to 31 December 2025**

Type: Information Only

Author(s): Wayne La Roche
Asset Accountant

Tina Hitchen
Chief Financial Officer

1 Purpose of Report

- 1.1 The purpose of this business paper is to present the first half yearly report for Waikato Waters Limited (WWL).

2 Suggested Resolutions

- 2.1 The following are suggested resolutions only and do not represent Council policy until such time as they might be adopted by resolution.
- 1 The business paper on Waikato Waters Limited - Half Yearly Report to 31 December 2025 be received and the Half Yearly Report be published on Council's website.

3 Background

- 3.1 WWL is the newly formed company that will be responsible for delivery of water and wastewater services to six districts across the Waikato region. The first day of operations as a water organisation will be 1 July 2026.
- 3.2 Prior to the first day of operations, work is underway for the company setup and transfer arrangements from transferring councils.
- 3.3 The Board of WWL must report on its operations to its shareholders half annually and Councils are obligated to publish these reports on their respective websites. Providing half yearly, annual and other reports of Council's council controlled organisations is important for oversight and governance of these entities.
- 3.4 Enclosure separately and forming part of this business paper, is the first Half Yearly Report to 31 December 2025 for WWL.

4 Commentary

- 4.1 The report provides a snapshot at the report date of how the company is progressing in its readiness to assume responsibility for water services from 1 July 2026.
- 4.2 The Establishment Board has three members: Elena Trout (Chair), Jaydene Kana and Jon Lamonte as directors who were appointed by the Shareholder Representative Forum on behalf of partner councils.
- 4.3 The message from the Chair acknowledges and thanks several individuals and parties for their efforts and contributions to forming the company so far. Noted is the recent appointment of Neil Brennan as Interim Chief Executive.

- 4.4 The report summarises performance against the Establishment Strategy. It states that directionally the programme is on track. To give comfort of progress, the Board commissioned an independent assessment of the workstreams to ascertain whether there are any areas for improvement. The review pointed to a number of recommendations to ensure robust foundations.
- 4.5 Some further detail is provided around the various workstreams and four pressure areas are identified on page 7 of the report, these being People and capability, Systems and technology, Operational readiness and LGFA and financing.
- 4.6 The report further states that the fundamentals are sound, these being “governance is in place, funding paths are progressing, asset and operational planning is well advanced and programme controls are actively managing risk”.
- 4.7 Pages 10 to 12 of the report provide financial performance information from 24 July 2025 (the date of company incorporation) to 31 December 2025.
- 4.8 Operating expenses for the period were \$5.0 million. These are costs associated with executing the agreed establishment strategy, including company structure, systems and processes.
- 4.9 The balance sheet states funds held by Co-Lab (on behalf of WWL) of \$6.5 million and Establishment Loans from shareholding councils of \$11.0 million. The accounts show that interest is accruing on those loans provided from transferring councils and will be included in the repayment of loans to shareholder councils.
- 4.10 As the company is in the establishment phase, shareholders equity is negative as planned. With the transfer of assets and liabilities from transferring councils on transition date, the balance sheet will be significantly different to this first report.

5 Attachments/Separate Enclosures

Separate Enclosure:

- 1 Waikato Waters Limited - Half Yearly Report to 31 December 2025 (Doc 956088)

Document No: 953865

Report To: Council



Meeting Date: 24 March 2026

Subject: **Solid Waste Bylaw Review - Adoption of Statement of Proposal for Consultation**

Type: Decision Required

Authors: Charmaine Ellery
Manager – Strategy and Policy

Komal Devi
Manager – Solid Waste

1. Purpose of Report

- 1.1 The purpose of this business paper is to seek Council’s approval of the Statement of Proposal for Consultation on Draft Waitomo District Council Solid Waste Bylaw (the Bylaw).

2. Suggested Resolutions

- 2.1 The following are suggested resolutions only and do not represent Council policy until such time as they are adopted by formal resolution.
- 1 The business paper on Solid Waste Bylaw Review - Adoption of Statement of Proposal for Consultation be received.
 - 2 Council adopts the Statement of Proposal, which includes the Draft Waitomo District Solid Waste Bylaw 2026 for public consultation.
 - 3 Council approves that the public consultation period begins on 30 March 2026 and concludes on 30 April 2026.
 - 4 Council authorises the Chief Executive to make editorial or layout changes to the Statement of Proposal that may be necessary before it is made publicly available.

3. Background

- 3.1 Under the Local Government Act 2002 (LGA) and the Waste Minimisation Act 2008 (WMA) Waitomo District Council has adopted a Solid Waste bylaw under these Acts.
- 3.2 The Waste Minimisation Act allows a territorial authority may make bylaws for one or more of the following purposes:
- (a) prohibiting or regulating the deposit of waste
 - (b) regulating the collection and transportation of waste
 - (c) regulating the manner of disposal of dead animals, including their short-term storage pending disposal
 - (d) prescribing charges to be paid for use of waste management and minimisation facilities provided, owned, or operated by the territorial authority
 - (e) prohibiting, restricting, or controlling access to waste management and minimisation facilities provided, owned, or operated by the territorial authority

- (f) prohibiting the removal of waste intended for recycling from receptacles provided by the territorial authority by anyone other than—
- (i) the occupier of the property from which the waste in the receptacle has come; or
 - (ii) a person authorised by the territorial authority to remove the waste.
- 3.3 A bylaw must not be inconsistent with the territorial authority's waste management and minimisation plan.
- 3.4 Bylaws may provide for the licensing of persons who carry out the collection and transportation of waste, and the conditions specified in the bylaws as conditions of the licences may include conditions requiring each licensee.

4 Commentary

- 4.1 The Bylaw was due for review by August 2024 (10-year review), however due to changes with Waitomo District Landfill and the kerbside contract coming up for renewal, Council decided to utilise the 2-year period allowed for in LGA to retain the current bylaw. Bylaws that are due for review are automatically revoked once two years have passed from the review date.
- 4.2 Council determined in the November Council meeting that the Bylaw should now be reviewed and aligned with any requirements for the new kerbside contract.
- 4.3 Elected members had the opportunity to review an initial draft at the workshops on 10 February and 24 February.
- 4.4 The following changes are proposed:
- Update definitions: define household waste, prohibited waste, and bin audits, addition of Plastic 5 to the list of accepted recycling.
 - Kerbside collection: waste should not have overfilled rubbish bags or recycling bins.
 - Offloading waste: include as per signage.
 - Green waste: only received at Te Kuiti Transfer Station.
 - Public litter bins: no disposing of motorhome/camping rubbish
 - Updates to event management: simplifying our approach that the event organisers are responsible
 - for managing waste during and after their event. If litter is left behind cost to remove and dispose
 - would be charged back to the organisers. Council also expects event organisers to offer recycling receptacles.
- 4.5 **STATEMENT OF PROPOSAL**
- 4.6 The special consultative procedure in section 86 of the LGA is required to be used when Council makes Bylaws under the LGA. Section 86(2) of the LGA requires a Statement of Proposal for a Bylaw to include:
- A draft of the bylaw as proposed to be made;
 - The reasons for the proposal; and
 - A report on any relevant determinations by the local authority under section 155.
- 4.7 The Statement of Proposal for this report complies with these requirements and is enclosed as **Attachment 1**. A copy of the track changed draft Bylaw is included in the Statement of Proposal.

- 4.8 The general public will be informed by way of public notice in the local newspaper, promotion on the WDC website and Facebook page. Hardcopies will also be available at Queen Street Office reception, Waitomo District Library and Customer Service Centre on Rora Street.

5 Analysis of Options

- 5.1 Should the Council choose not to adopt the Statement of Proposal and retain the current Bylaw without amendment, the Bylaw would not reflect any updates and will cease to have effect two years after the date on which the Bylaw was required to be reviewed.
- 5.2 If the Council chooses to proceed with the suggested updates to the Bylaw, thereby requiring the adoption of the Statement of Proposal for public consultation as prescribed by the LGA.

6 Considerations

RISK

- 6.2 There is very little risk involved in undertaking a Bylaw review. The Statement of Proposal has been prepared to fulfil the requirements of section 86 of the LGA. A consultation period of 1 month allowing public submissions has been suggested which meets the legislative requirement.

CONSISTENCY WITH EXISTING PLANS AND POLICIES

- 6.4 Reviewing the Bylaw retains consistency with the historical Council position to have a bylaw on this matter.

SIGNIFICANCE AND COMMUNITY VIEWS

- 6.6 The Council's Significance and Engagement Policy require the Council to assess the degree of significance of proposals and decisions, which informs the appropriate level of engagement.
- 6.7 Based on the list of criteria for significance listed in the Significance and Engagement Policy, this draft Bylaw is considered to be of medium significance for the people of the District, which corresponds to the 'consult' level of engagement.
- 6.8 Additionally, the Significance and Engagement Policy state that Council will use the special consultative procedure set out in section 83 of the LGA for reviewing Bylaws.
- 6.9 Staff therefore recommend that Council undertake public consultation in accordance with the requirements of the LGA and its Significance and Engagement Policy.
- 6.10 Section 83 of the LGA requires the Council to make some specific decisions which are summarised as follows:
- Prepare and adopt a Statement of Proposal.
 - Ensure the Statement of Proposal is publicly available.
 - Ensure a description of how the Council will provide people interested in the Proposal with an opportunity to present their views is publicly available.
 - Ensure a statement of the period (not less than 1 month) within which views on the Proposal may be provided to the Council is publicly available.
 - Provide an opportunity for people to present their views to the Council in a manner that enables spoken interaction between the person and Elected Members (or delegated representatives) and ensure that any such person is informed about how and when they may take up that opportunity.

6.11 The proposed timetable for consultation and the adoption process is:

Key Milestone	Planned timeframe
Council Meeting – Adoption of the Statement of Proposal and proposed Bylaw for public consultation.	24 March 2026
Consultation Period	30 March to 30 April 2026
Hearing of submitters who wish to speak to their submissions.	12-13 May 2026
Deliberations Council - Discuss feedback from the community and changes are agreed to if appropriate.	12-13 May 2026
Council Meeting – Adoption of the final Bylaw.	30 June 2026

7 Attachments

Attachment:

- 1 Statement of Proposal including Draft Waitomo District Solid Waste Bylaw 2026 (Doc # 953045 V1.0.1)

STATEMENT OF PROPOSAL

Solid Waste Bylaw Review

Waitomo District Council



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PURPOSE

Waitomo District Council's (Council) vision for our District is "*Te hanga tahi o tātou Takiwa - Shaping our District together*". Council policies and bylaws support this vision and the community outcomes.

The purpose of the Solid Waste Bylaw is to:

- ensure that household waste is reduced, collected and disposed of in the interests of public health and in an efficient and cost-effective manner
- provide for the efficient collection and recovery of recyclable waste
- ensure safe collection and disposal of waste; and
- manage waste management facilities for the optimum disposal or recycling of waste.

OVERVIEW

The Solid Waste Bylaw was developed in accordance with the powers under the Waste Minimisation Act 2008 (WMA), and the Local Government Act 2002 (LGA).

The WMA mandates that each council in New Zealand advocate for effective and efficient waste management and minimisation, and take actions that helps to reduce waste and protect the environment.

Section 56 of the WMA allows councils to establish bylaws for waste management and minimisation to enable enforcement. These regulations generally govern the collection, transportation, storage, and disposal of waste, and instruct waste operators to uphold standards.

The scope of the Bylaw is to ensure that acceptable standards of health, safety and compliance are maintained for the wellbeing and enjoyment of residents, visitors and businesses within the district.

REASON FOR PROPOSAL

The Solid Waste Bylaw was extensively redrafted in 2009 to fit in with the latest legislative requirements, and a full review was conducted in 2014 where some minor amendments were made on accumulated refuse nuisance and out of district waste disposal at Council facilities.

This review has provided the opportunity to further update the Bylaw.

Council wants your feedback on the changes proposed.

KEY DATES

WHEN	WHAT
30 March 2026	Submissions open
30 April 2026	Submissions close
12 May 2026	Hearings (should people wish to speak to their submissions) and Deliberations (Council discusses feedback from the community and changes are agreed to if appropriate)
30 June 2026	Council adopts the final Bylaw

This Statement of Proposal has been prepared to fulfill the requirements of section 83 and 87 of the Local Government Act 2002.

PROPOSED UPDATES

Information about perceived problems with solid waste management has been gathered using Council records of public enquiries and complaints, advice from compliance staff, and from discussions with other relevant staff across the organisation.

Council has reviewed and updated its existing Solid Waste Bylaw as required and is seeking your views.

The main changes proposed are:

Update definitions: define household waste, prohibited waste, and bin audits, addition of Plastic 5 to the list of accepted recycling.

Kerbside collection: waste should not have overfilled rubbish bags or recycling bins.

Offloading waste: include as per signage.

Green waste: only received at Te Kuiti Transfer Station.

Public litter bins: no disposing of motorhome/camping rubbish

Updates to event management: simplifying our approach that the event organisers are responsible for managing waste during and after their event. If litter is left behind cost to remove and dispose would be charged back to the organisers. Council also expects event organisers to offer recycling receptacles.

Waitomo District Council

DRAFT

Solid Waste Bylaw ~~2009~~ 2026

~~Amended Bylaw Adopted 25 June 2014~~

~~Effective 1 August 2014~~

First Adopted:	1 December 2009
Review History:	March 2014, March 2026
Date of Next Review:	March 2035
Responsibility:	GM Environment and Strategy Infrastructure Services
Adopted by:	2026

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INTRODUCTION | KUPU ARATAKI

This Bylaw controls activities relating to the collection and disposal of solid waste in the Waitomo District.

The initial resolution to create this Bylaw, was passed by the Waitomo District Council a....., prior to this ~~Council~~ WDC controlled solid waste collection through the Removal of Refuse bylaw. The Bylaw was extensively reviewed in line with legislation in 2009 and adopted by Council following the special consultative procedure, by a resolution at a meeting of the Council on 24 March 2009. This Bylaw came into force on 1 April 2009.

Other documents that should be referred to as relevant to this Bylaw include:

- Local Government Act 2002
- Waste Minimisation Act 2008
- Health Act 1956
- Litter Act 1979

TITLE | TAITARA

This Bylaw is the Waitomo District Council Solid Waste Bylaw 2026.

COMMENCEMENT | TĪMATA

- 2.1. This Bylaw will come into effect once adopted by Council with the commencement date being part of the Council resolution.

Guidance note:

This Bylaw comes into force on [date 2026], by order of Council.

This Bylaw remains in force until [date 2036], unless reviewed or repealed earlier.

PURPOSE AND SCOPE | TE ARONGA ME TE KORAHĪ

3.1. The purpose of this Bylaw is to ensure that solid waste is reduced, collected and disposed of in the interests of public health and in an efficient and cost-effective manner in the Waitomo District.

3.2. To achieve the purpose in clause 3.1, this Bylaw regulates: collection of waste and recyclables, waste disposal sites and transfer stations, public litter bins, waste management of events and licencing of waste collectors.

3.3. This Bylaw is made under the general authority given to it by the Local Government Act 2002, as well as other legislation which outlines some of the powers and requirements of the Council in regards to solid waste. These include:

Waste Minimisation Act 2008

Health Act 1956

Litter Act 1979

~~3.3.~~3.4. The scope of this bylaw is to:

- a) To ensure that household waste is reduced, collected and disposed of in the interests of public health and in an efficient and cost effective manner; and
- b) To provide for the efficient collection and recovery of recyclable waste; and
- c) To ensure ~~that the obstruction of streets and roads by waste for collection is minimised;~~ and safe collection and disposal of waste; and
- d) To manage waste management facilities for the optimum disposal or recycling of waste.

~~3.4.~~3.5. This bylaw is ~~was~~ made pursuant to the Waste Minimisation Act 2008 and the Local Government Act 2002.

DEFINITIONS | NGĀ WHAKAMĀRAMATANGA

4.1. In this Bylaw, unless the context otherwise requires, the following words have the meanings as specified:

Approval Or Approved	means Approval or Approved in writing by Council WDC, either by resolution of Council or by an Authorised Officer.
Approved Container	includes approved bins, approved pre-paid rubbish bags, and approved rubbish bags with prepaid tokens attached.
Authorised Officer	means any person appointed by Council WDC to act on its behalf and with its authority and includes an agent of Council WDC.
<u>Bin Audit</u>	<u>is where an authorised officer will conduct waste inspections at the kerbside for the general waste and recyclables.</u>
Cleanfill Waste	means any inert material that does not undergo any physical, chemical or biological transformation and will not cause adverse environmental effects or health effects once it is disposed of to ground.
Collection Day	means the day nominated by Council WDC for the collection of refuse and recyclables from the street kerbside .
Council	means the Waitomo District Council <u>shall mean the elected members that form the governing body of the Waitomo District Council.</u>
District	means the district of the Waitomo District Council.
Fees And Charges Manual	means the list of items, terms and prices for services associated with services as adopted and approved by Council.
Footpath And Accessway	have the respective meanings given to them by Section 315 of the Local Government Act 1974.
Hazardous Waste	means any waste that: <ul style="list-style-type: none"> a) Contains substances defined in Section 2 of the Hazardous Substances and New Organisms Act 1996, which exceed the minimum degree of hazard specified by the Hazardous Substances (Minimum Degrees of Hazard) Regulations 2001, or b) Meets the definition for infectious substances included in the Land Transport Rule: Dangerous Goods 1999 and the NZ standard 5433: 1999 – Transport of Dangerous Goods on land; or

- c) Is publicly notified by ~~Council~~ WDC from time to time by resolution publicly notified to be hazardous and to require special handling for the purpose of collection transportation or disposal.

<u>Household Waste</u>	<u>means refuse consisting of recyclable material, organic waste or residual waste originating from any residential household but does not include, whiteware, appliances, commercial or industrial waste, prohibited waste, hazardous waste, trade waste, liquid waste, or construction and demolition waste.</u>
Infringement	means an offence as specified by this bylaw under sections 243 and 259 of the Local Government Act 2002.
Inorganic Household Collection	means a kerbside collection of unwanted household items specifically allowed by Council resolution from time-to time.
Landfill	means land set aside by Council upon which the deposit and disposal of solid waste to ground can lawfully occur.
Landfill Contractor	means any person or company, employed by Council <u>WDC</u> , engaged in the operation, control or management of a landfill.
Licensed Collector	means any person that has been granted a licence by Council <u>WDC</u> to collect rubbish or recyclables from the street.
Litter	shall have the meaning as under the Litter Act 1979.
Litter Bin	means a refuse receptacle placed or installed by Council <u>WDC</u> on a street or other public place for public use to deposit litter so as to prevent littering.
Long Term Plan (LTP^{tp})	means the operative Long Term Council <u>Community</u> Plan adopted under section 93 of the Local Government Act 2002.
Occupier	means the occupier of any property, and in any case where any building, house, tenement or premises is or are unoccupied shall be deemed to include the owner of such building, house, tenement or premises.
Person	includes a corporation sole and also a body of persons, whether corporate or unincorporated.
Premises	means any land, house, storehouse, warehouse, shop, cellar, yard, building, or part of the same, or enclosed space separately occupied, and all lands, buildings and places adjoining each other and occupied together shall be deemed to be the same premises.
<u>Prohibited Waste</u>	means any explosive(s), liquid or viscous fluid, radioactive wastes (excluding domestic smoke detectors), used oil, lead acid battery and refrigerators and/or freezers that have not been professionally degassed, <u>sharp objects or blades not sufficiently wrapped to prevent injury, and flammable materials including unemptied aerosol cans</u>
Public Place	means every road, footpath and thoroughfare of a public nature or open to or used by the public as of right, reserve, park,

domain, walkway, walking track, beach, foreshore, river esplanade and recreational ground under the control of Council.

Recyclables

means tin cans, aluminium cans, steel cans, plastic products coded "1, 2 or 5", glass, paper, cardboard and such other items as may be publicly notified by the council as recyclable refuse from time to time.

Recycle Bin

means a ~~Council~~ WDC approved bin or other container for the placement of recyclables only for collection.

Road

has the meaning given to it by the Land Transport (Road User) Rule 2004.

Roadway

has the meaning given to it by the Land Transport (Road User) Rule 2004.

Sharp Healthcare Waste

means any waste generated by healthcare services that is also sharp and includes a sharp home healthcare waste as defined by NZS 4304:2002 and specifically includes needles:

- a) The meaning of "sharp" shall be the same as included in NZS 4304:2002 under the definition of "sharps".

Special Waste

means any waste whether from a trade premise or any other source which is hazardous, toxic or by its nature requires special disposal because of environmental considerations or landfill operational requirements.

Stormwater

means surface water run-off resulting from precipitation.

Street

shall have the same meaning as **ROAD** herein.

TCLP Test

means a 'Toxicity Characteristic Leaching Procedure' test that estimates the potential for both organic and inorganic constituents to leach from a non-liquid waste. The test results indicate the environmental acceptability of disposing the non-liquid to landfill.

Trade Refuse

means scrap, waste material, any sewerage or liquid, or rubbish resulting from the conduct of any factory, manufacture, process, trade, market or other industrial operation or undertaking.

Transfer Station

means a facility that receives material for possible segregation consolidation or compaction for bulk transport for resource recovery, treatment, or disposal facilities.

Transfer Station Contractor

means any person or company contracted to ~~Council~~ WDC to operate, control or manage or assist in the control or management of a transfer station.

Waitomo District Council (WDC)

shall mean the organisation established to administer Council affairs, conduct operations, and bring effect to Council policy and strategies.

<u>Waitomo District Landfill</u>	<u>means the facility in Te Kūiti designated for controlled disposal of solid waste.</u>
Waste	means any solid, material or thing that is discarded, discharged or selected for disposal.
Waste Collection Contractor	means any person or company contracted or licensed by Council <u>WDC</u> for the purpose of the collection of refuse.
Waste Disposal Site	means any landfill or closed landfill operated by or for Council <u>WDC</u> for the disposal or temporary storage of refuse or any specified refuse. It includes those transfer stations owned by and operated for Council <u>WDC</u> .
Residual Waste Or Solid Waste	means waste <u>refuse</u> which is not suitable for composting or for recycling and which is not trade refuse.
Working Day	means any day of the week other than: <ul style="list-style-type: none"> a. a Saturday, a Sunday, Waitangi Day, Good Friday, Easter Monday, Anzac Day, the Sovereign's birthday, Labour Day; b. a day in the period commencing with the 25th day of December in a year and ending with the 2nd day of January in the following year; c. if 1 January falls on a Friday, the following Monday; and d. if 1 January falls on a Saturday, the following Monday and Tuesday.

5. Collection Of Waste and Recyclables

5.1. Household Waste and Recyclables

- 5.2. Council may from time to time amend rules governing the collection of waste and/or recyclable waste by or for Council, including:
- a) The days and hours that an operated transfer station will be available for solid waste disposal and management.
 - b) The days that a collection is to take place.
- 5.3. Such rules shall be enforceable under this part.
- 5.4. Every owner or occupier of any premises shall ensure that no accumulation or collection of refuse, ~~except as is herein provided,~~ is permitted ~~or suffered to remain or be in~~ except in accordance with this bylaw, on or about ~~such their~~ premises, ~~or any portion thereof without Waitomo District Council consent~~
- 5.5. No person shall dispose of ~~household~~ refuse by burying it or burning it in such a manner as to cause a nuisance or in breach of any enactment.

5.6. Separation of Recyclables

- 5.7. No occupier of any premises shall cause or allow to be put out for collection from the street any recyclable materials unless the recyclables have been separated from the household waste and are contained in an approved recycling a separate container, ~~except that paper and cardboard need only be secured as a package.~~

5.8. Use of Collection Service

- 5.9. Where ~~Council~~ WDC makes provision for a waste collection service, users of that service must:

- a) Place approved refuse bags and recycling bins out before 8.00am on the morning of the collection. (Neither ~~Council~~ WDC nor any waste collection contractor or agent employed by ~~Council~~ WDC will accept responsibility for the non-collection of waste if it is not put out for collection by 8.00am on the day appointed for collection in the area concerned, or in the case of special circumstances, the time specified on the notification).
- b) Ensure that all waste is in a ~~Council~~ WDC approved rubbish bag.
- c) Ensure that the contents of any rubbish bag do not soak or escape there from so as to be injurious or dangerous to health, cause an offensive smell or be a source of litter.
- d) Tie each bag securely closed so as to protect contents from the rain, dispersal by wind or ingress of flies and vermin.
- e) Must ensure that recyclables are contained in a WDC approved recycling ~~bag~~ bin.

- 5.10. No person shall place waste out for collection in a manner where:

- a) The rubbish bag is damaged or otherwise likely to cause injury to the collector; or
- b) In the opinion of ~~Council~~ an authorised officer or waste collection contractor, the waste is in an unsanitary or in an offensive condition; or
- c) The waste includes waste prohibited under this bylaw; or
- d) The bag is not an approved ~~Council~~ WDC rubbish bag; or
- e) The bag is in a condition that allows spillage of waste; or
- f) The bag is overfilled or overweight (more than 15kgs); or
- g) The recycling bin is overfilled (above the height of the bin); or

e)h) The bag or the waste does not comply with the rules under this part in terms of type;
or

f)i) Any other reason which the waste collector deems would cause a health and safety concern to the waste collection operation.

- 5.11. No person shall put their waste outside another person's property without the prior approval of an authorised officer.

5.12. Prohibition of Certain Materials

5.13. No person shall put out or cause or allow to be put out for collection, whether or not in an approved container:

- a) Any explosive, hot ashes, highly flammable material, sharp healthcare waste or any other matter or thing other than household or garden rubbish.
- b) Any liquid or other fluid.
- c) Any sharp material or thing unless such material or thing is wrapped so as to prevent injury to any person engaged in collection work.

5.14. Trade Refuse

5.15. No person shall cause or permit any undue accumulation of trade refuse to be or remain in, upon or about any trade premises occupied by that person.

5.16. Household type waste placed out in an approved container will be collected by Council's waste collection contractor.

5.17. The occupier shall make ~~his/her~~ their own arrangements either to remove any trade refuse from the premises for disposal, or ~~with the Council or~~ a private collection service to collect and dispose of any trade refuse from the premises.

5.18. Where in the opinion of ~~Waitomo District Council~~ an authorised officer an accumulation exists on any premises of trade refuse or salvaged material which is, or is likely to be, injurious to health, or offensive, or to harbour vermin, or is likely to create a fire hazard, ~~Waitomo District Council~~ WDC may by notice in writing require its removal and disposal.

5.19. ~~Obstruction of Footpath~~

5.20. No person shall place any receptacle for rubbish or recyclables, whether full or empty, on a footpath, ~~carriage way~~ entranceway, roadway, cycleway or pedestrian way or at any location which would endanger the public and/or restrict visibility.

5.21. ~~Non-Collection~~

5.22. When the waste collector does not remove any bag of waste or recyclables because of non-compliance with this bylaw they are required to place a "Rejected Notice" on the bag/bin to inform the occupier why the waste has been rejected.

5.23. The occupier is responsible for any waste not collected because of non-compliance with this bylaw. Any waste or recyclables shall be removed back to the occupier's premises by evening of collection day and alternative arrangements for disposal shall be made by the occupier as soon as practicable.

5.24. Responsibility for Litter-Free Collection

5.25. Except in the case of any litter resulting from an occupier's failure to comply with clause 5.8 and/or 5.12 above, the waste collector must ensure that all of the waste or recyclables put out for collection by that collector is collected and that no consequent litter remains once the relevant waste collection or recyclables collection has been completed.

5.26. Inorganic Collection

5.27. No person shall place any household items such as white-ware, furniture or any other objects out for collection other than on a day determined by Council by special resolution and publicly notified.

5.28. Interference with or Removal of Waste or Recyclable Materials

5.29. The interference with or removal of waste or recyclables from any public place by anyone other than either the occupier or owner of the property from which the waste or recyclables were generated, or a person authorised by ~~Council~~ WDC to remove such waste or recyclables, is prohibited.

6. Waste Disposal Sites and Transfer Stations

6.1 General Provisions

6.2 All persons entering any waste disposal site, transfer station or landfill shall observe and comply with all erected signs, or any instructions given by an authorised officer with regard to operational and safety matters relating to the site or the depositing of waste or recyclable waste therein.

6.3 No person shall at any waste disposal site or landfill site:

- a) Enter other than for the purpose of depositing waste and/or recyclables and only during such hours as the site is open.
- b) Dispose any special waste without the written consent of an authorised officer and in accordance with whatever conditions may be imposed in relation to the nature of the disposal required, or any charges that may be imposed.
- c) Tip, throw, or deposit any waste in any manner at any place on any waste disposal site which is not intended for that purpose.

6.4 An authorised officer may refuse to accept, at any waste disposal site any waste for which fees or charges have not been paid or which, in ~~his or her~~ their opinion:

- a) May cause undue hazard to the health and safety of the public or to any operator of the site, or
- b) May damage the environment; or
- c) Cannot be adequately treated or handled by the normal methods used on that site.

6.5 No person shall remove any deposited waste, article or materials from any waste disposal site without the consent of an authorised officer, provided that this shall not apply to any person authorised by ~~Council~~ WDC to remove articles or materials for recycling or reuse.

6.6 All waste, garden waste, recyclable waste unwanted articles or other things deposited and left at any waste disposal site shall be deemed to be the property of ~~Council~~ WDC which may dispose of such materials by recycling or in such other manner as it sees fit.

6.7 The person so depositing and leaving such waste shall be deemed to have —abandoned— all claims to ownership thereof but shall not be relieved of any liability for damage flowing in any way from such action nor from the penalties provided for offences against this part.

6.8 No person shall take any animal on to any waste disposal site or allow any —stock to wander or graze thereon without the prior consent of an authorised officer.

6.9 An authorised officer may require any person to leave any waste disposal site, with or without any waste brought by that person for disposal, who is on the site contravening the provisions of this part.

6.10 All waste to be transported by vehicle through, over or upon any road or public place, is to be sufficiently and adequately covered to prevent the waste from falling or otherwise escaping on to any road or other public place.

6.11 ~~Council~~ WDC Transfer Stations

6.12 All persons using any transfer station facilities shall ensure that:

- a) All waste is separated into recyclable refuse and residual waste categories.
- b) All waste is off-loaded at the place and in the manner directed by the site operator, or as directed by signage onsite.
- c) All reasonable steps are taken to assist in the minimisation of waste.
- d) All reasonable steps are taken to protect the health and safety of ~~all of~~all those persons on site including site staff.
- e) No prohibited waste is off-loaded.
- f) Green waste is only accepted at Te Kuiti Transfer Station, no green waste is to be off loaded at any other WDC Transfer Station.

6.13 No person shall deposit any special or hazardous waste in any place except at the hazardous waste facility at Waitomo District Landfill, and persons using the hazardous waste facility must before using the facility:

- a) Complete all Health and Safety documentation.
- b) Pay any applicable fee for the disposal of commercial quantities of hazardous waste.

6.14 No person shall:

- a) Deposit any general waste in any place, facility or container designated for the deposition of recyclables.
- b) Disregard any reasonable instruction of an authorised officer to separate recyclables from general waste and to deposit them as directed.
- c) Wrongly or unlawfully dispose of non-recyclable waste or hazardous waste —through the recycling system.

6.15 Te Kuiti Transfer Station

6.16 The minimum opening hours for the ~~Council landfill~~ Te Kuiti Transfer Station shall be ~~approved by resolution~~ publicly notified.

6.17 The following types of general waste will be accepted at the ~~Council~~ Te Kuiti Transfer Station:

- a) Municipal or domestic waste collected for disposal.

- b) End of life tyres.
 - c) Non-hazardous commercial and industrial refuse acceptable for co-disposal with municipal or domestic waste.
 - d) Clean fill if authorised as acceptable material by an authorised officer.
- 6.18 No person shall deposit any special waste, other than listed below, at the [Te Kuiti Transfer Station](#):
- a) Asbestos (acceptable only if provided in accordance with the Asbestos Regulations 1998); or
 - b) Small quantities of solids and liquid waste suitable for co-disposal with municipal refuse; or
 - c) Hydrocarbon contaminated material; or
 - d) Non-hazardous liquid waste and waste from commercial grease interceptors which cannot be disposed of at the Te Kuiti ~~Waste Water~~[Wastewater](#) Treatment Plant; or
 - e) Non-hazardous commercial and industrial refuse; or
 - f) Screenings from approved waste-water treatment plants; or
 - g) Small quantities of waste products containing potentially hazardous materials that is not likely to have adverse effects when contained within the residential refuse collection; or
 - h) Landfill leachate; or
 - i) Other such waste which when tested by a TCLP test shows that the leachate concentrations will not affect the ~~landfill's~~[Waitomo District Landfill](#) trade waste consent conditions.
- 6.19 No person shall dispose of special waste without first having obtained the written permission of ~~Council~~[WDC](#) and unless all relevant documentation has been completed and submitted to the weighbridge operator.
- 6.20 Prohibited wastes shall not be accepted ~~at any landfill~~.
- 6.21 Out of District Waste**
- 6.22 Except ~~of~~ with the prior permission of the ~~Council~~[WDC](#), no person shall be allowed entry to any waste management and minimisation facility who has brought into the District commercial waste or recyclables for the purpose of depositing such waste or recyclables, whether in its original or some other form.
- 7. [Public Litter Bins](#)**
- 7.1 No person shall interfere with, or remove any litter bin erected or placed on any road or other public place for the depositing of litter by the general public, or the contents thereof other than an employee or agent of the person or organisation responsible for the emptying, cleansing or repair of that receptacle.

- 7.2 No unauthorised person shall remove, relocate, damage, deface, write or place any sign or in any way interfere with any litter bin being the property of ~~Council~~ WDC.
- 7.3 No person shall dispose of household, motorhome/camping, or commercial waste into any street litter bin.

8. Waste Management for Events

8.1 Event organisers are responsible for the management and removal of all waste generated at their event.

8.2 The organiser of a special event held in a Public Place shall at the time of making application to ~~Council~~ WDC for consent to the use of the Public Place provide, to the satisfaction of ~~Council~~ WDC, a Waste Management Plan produced for the special event.

8.3 Event organisers are encouraged to promote recycling by providing necessary provisions for recycling during the event.

8.4 Should waste not be removed following an event, WDC will recover all reasonable costs incurred for its removal from the event organisers.

~~1.1. The organiser of a special event held in a Public Place shall at the time of making application to Council for consent to the use of the Public Place provide, to the satisfaction of Council, a Waste Management Plan produced for the special event.~~

~~1.2. The Waste Management Plan shall identify:~~

- ~~a) An estimate of the types and volumes of waste to be generated by the event;~~
- ~~b) Any opportunities for waste minimisation;~~
- ~~c) The steps to be taken to maximise the use and collection of recyclables or re-useable materials;~~
- ~~d) The waste and recyclables collection, storage and transportation equipment to be provided;~~
- ~~e) The method of and person responsible for the collection and disposal of waste generated by the event;~~
- ~~f) The arrangements made for the provision of post-event waste analysis and reporting of that information to Council.~~

9. Licensing Of Waste Collectors

9.1 Obligation to Obtain Licence

9.2 All waste collectors operating or intending to operate within the District must ~~within six months from the date that this Bylaw becomes operational~~ obtain a licence from ~~Council~~ WDC to do so.

9.3 Application for Licence

9.4 Applications for licences, permissions or approvals under this part of bylaw must be made in the prescribed form as determined by ~~Council~~ WDC from time to time and be accompanied by any application or processing fee and such further supporting information as ~~Council~~ WDC requests.

9.5 No application made under Section 5.4 and no payment of or receipt for any fee paid in connection with such an application, shall confer any right, authority or immunity on the person making the application.

9.6 Granting of Licence

9.7 Licences, permissions or approvals shall be granted at the discretion of the ~~Council~~WDC, and may be subject to such terms and conditions as ~~Council~~WDC ~~thinks~~ sees fit.

9.8 In considering whether to grant a licence to any person to carry on a trade or business that involves the collection of any waste or recyclables from the street, ~~Council~~WDC may take into account any matters bearing on the suitability of the applicant to hold the licence and the need for and suitability of the collection including but not limited to the following matters:

- a. The extent to which the licensed activities will promote public health and safety and achievement of ~~Council's~~WDC's waste management and minimisation plan ~~and zero-waste philosophy~~;
- b. The type of waste or recyclables proposed to be collected;
- c. The type and specification of vehicles, equipment and containers proposed to be used for the collection services;
- d. The frequency and location of the proposed services;
- e. The proposed manner of treatment (if any) and disposal of the waste and recyclables.
- f. The applicant's experience, reputation and track record in the waste industry;
- g. The applicant's financial position;
- h. The terms of any contracts or proposed contracts between the applicant and the occupiers of premises, and in particular contractual provisions relating to:
 - i. Waste minimisation;
 - ii. Containers not obstructing footpaths, ~~carriageways~~entranceways, roadways, cycleways or pedestrian ways or otherwise causing an obstruction that would endanger the public.

9.9 The terms and conditions upon which a licence to carry on a trade or business that involves the collection of any waste or recyclables from the street may be granted will include but are not limited to the following matters:

- a. The term of the licence;
- b. The licence fee;
- c. The provision to ~~Council~~WDC of a works performance bond or security for the performance of the work licensed, of an amount determined by ~~Council~~WDC from time to time;
- d. Compliance with any relevant ~~Council~~WDC standards and policies for the collection, transportation and/or disposal of refuse or recyclables;
- e. Provision of services on the days and times and at the locations, specified in the licence;

- f. The identification and display by the collector of a telephone number free of charge to callers from the District;
- g. The holding of public liability insurance acceptable to ~~Council~~WDC;
- h. Provision to ~~Council~~WDC of information as specified by ~~Council~~WDC from time to time relating to:
 - (i) The quantities and types of waste and recyclables collected; and
 - (ii) The source and destination of the waste and recyclables collected.

9.10 ~~Suspending~~ **Suspending ~~or~~ Revoking, or Waiving Licences**

9.11 ~~Council~~WDC may revoke or suspend a licence granted under this bylaw if it reasonably believes the licence holder:

- a. Has acted or is acting or is proposing to act in breach of the licence; or
- b. Is unfit in any way to hold or retain such a licence.

9.12 ~~Council~~WDC may require the licence holder to attend a hearing to explain why the licence should not be revoked or suspended. ~~Council~~WDC may revoke or suspend the licence at its discretion, if either;

- a. The licence holder does not attend the hearing; or
- b. If after the hearing the ~~Council~~WDC is satisfied that either of the grounds in clause existed beyond a reasonable doubt.

9.13 ~~Council~~WDC may suspend any licence granted under this bylaw for a period not exceeding 72 hours during the staging of any special event, by giving the licence holder 15 days' notice in writing. ~~Council~~WDC may suspend any such licence for the purposes of protecting the public from nuisance or for protecting, promoting or maintaining public health and safety.

~~9.13~~9.14 ~~WDC may waive the requirement for a licence if satisfied terms and conditions under 5.9 are met by way of a signed contractual agreement.~~

10. Administration of Bylaw

10.1 Offences

10.2 No person shall do anything or cause any condition to exist for which a licence or approval from ~~Council~~WDC is required under this bylaw without first obtaining that licence or approval and the failure to do so shall constitute a breach of this bylaw.

10.3 No application for a licence or authority from ~~Council~~WDC and no payment of or receipt for any fee paid in connection with such application, licence or authority, shall confer any right, authority or immunity on the person making such application or payment.

10.4 ~~Everyone~~Any person commits an offence against this Bylaw who:

- (a) Does, or causes to be done, or permits or suffers to be done, or is concerned in doing, anything whatsoever contrary to or otherwise than as provided by this bylaw; or

- (b) Omits, or neglects to do, or permits, or suffers to remain undone, anything which according to the true intent and meaning of this bylaw, ought to be done at the time and in the manner therein provided; or
 - (c) Does not refrain from doing anything which under this bylaw ~~he or she~~they is/are required to refrain from doing; or
 - (d) Permits or suffers any condition of things to exist contrary to any provision contained in this bylaw; or
 - (e) Refuses or neglects to comply with any notice duly given under this bylaw; or
 - (f) Obstructs or hinders any ~~officer of Council~~authorised officer in the performance of any duty to be discharged by such officer under or in the exercise of any power, conferred by this bylaw: or
 - (g) Fails to comply with or acts in contravention of any provision of this bylaw or any direction given in this bylaw; or
 - (h) Breaches the conditions of any consent to discharge granted pursuant to this bylaw.
- 10.5 In all cases ~~Council~~WDC may recover costs associated with damage to any ~~Council~~WDC property and/or breach of this bylaw in accordance with Sections 175 and 176 of the Local Government Act 2002 respectively.

10.6 Penalties

- 10.7 Every person convicted of an offence against this bylaw shall be liable to the penalties as set out in Section 242 (4) of the Local Government Act 2002 and further if the offence is one to which Section 243 of the Local Government Act 2002 applies (and is therefore an infringement offence) shall be liable to infringement fees as prescribed by Regulations made under Section 259 ~~(b)~~ of the Local Government Act 2002, or where any person is alleged to have committed an offence against this bylaw; be proceeded against pursuant to any other enactment so empowering Council.

- 10.8 The continued existence of any building, land, premises or thing in such a state or form as to be in contravention of any provision of this bylaw, shall be deemed to be a continuing offence under this bylaw.

10.9 Exemptions

- 10.10 Where in the opinion of ~~Council~~WDC full compliance with any of the provisions of this bylaw would needlessly or injuriously affect any person, or the course or operation of the business of, or bring loss or inconvenience to any person without any corresponding benefit to the community, ~~Council~~WDC may, on the special application of that person, dispense with the full compliance with the provisions of the bylaw; provided that any other terms and conditions (if any) that ~~Council~~WDC may deem fit to impose shall be complied with by that person.

11. Fees

11.1 General

- 11.2 The fees for the use of ~~Council~~WDC solid waste disposal facilities, the collection of waste, and any other matter described in this bylaw shall be as set out in ~~Council~~WDC's Fees and Charges ~~Manual~~Schedule and/or calculated in terms of formulae approved by ~~Council~~WDC from time to time.

Note: Section 46 of the Waste Minimisation Act 2008 authorises ~~Council~~WDC to structure its Solid Waste fees and charges without reference to its actual costs to act as incentive or disincentive to promote the objectives of the Solid Waste Management and Minimisation Plan.

11.3 Recovery of Costs

11.4 ~~Council~~ **WDC** may recover costs under Local Government Act 2002 relating to wilful damage or negligent behaviour (section 175) and remedying damage arising from any breach of this bylaw (section 176).

Common Seal of Waitomo District Council:

The Common Seal of the Waitomo District Council
was hereto affixed in the presence of:

Mayor

Chief Executive

Submission Form



Draft Solid Waste Bylaw 2026

Submissions close 5pm on Thursday 30 April 2026

Sub No.

For office use only

You can share your views by:

- Completing this submission form and returning it to us by:
 - Visiting our Customer Services and Visitor Hub on Rora Street, Te Kūiti
 - emailing it to: haveyoursay@waitomo.govt.nz (scan and pdf or take a photo)
 - Posting to: FREEPOST 112498, Waitomo District Council, PO Box 404, Te Kūiti 3941
- Visiting our website: waitomo.govt.nz/consultation and fill an online submission form

Full Name:	
Organisation: <i>(if responding on behalf of)</i>	
Phone: <i>(home/mobile)</i>	
Address:	
Postcode:	
Email:	

The Local Government Act 2002 requires submissions to be made available to the public. Your name and/or organisation will be published with your submission and made available in a report to elected members and to the public. Other personal information supplied (such as address / email address) will be removed from the public copy.

I wish to speak to Council about my submission.

(Hearings are scheduled for 12 May 2026. We will contact you to arrange a time.)

Yes No

YOUR FEEDBACK

Please give us your feedback on the Draft Solid Waste Bylaw 2026

Document No: 822241

Report To: Council



Meeting Date: 24 March 2026

Subject: **Proposed 2026-2027 Dog Registration Fees and Charges Schedule for Adoption**

Type: Decision Required

Author(s): Charmaine Ellery
Manager – Strategy and Policy

Alex Bell
General Manager – Strategy and Environment

1. Purpose of Report

- 1.1 The purpose of this business paper is to present to Council, for consideration and adoption, the proposed Dog Registration Fees and Charges Schedule 2026-2027.

2. Suggested Resolutions

- 2.1 The following are suggested resolutions only and do not represent Council policy until such time as they are adopted by formal resolution.
1. The business paper on Proposed 2026-2027 Dog Registration Fees and Charges schedule for adoption be received.
 2. The Proposed Dog Registration Fees and Charges for 2026-2027 be adopted as set out in Attachment 1.

3. Background

3.1 REQUIREMENTS OF THE LOCAL GOVERNMENT ACT 2002

- 3.2 Council's Revenue and Financing Policy (RFP) provides information on funding sources that are available to the Waitomo District Council and provides the rationale for the use of each funding source. Fees and Charges (FCs) are a legitimate source for funding activities (or parts of activities), and the rationale for their use in funding certain activities is set out in detail in the RFP.
- 3.3 In setting FCs Council must do so in a manner set by section 150 of the Local Government Act 2002 (LGA), namely that the FCs must represent the recovery of fair and reasonable costs incurred by Council in the matter for which the fee is charged. The legislative requirements for dog specific fees and charges are defined in the Dog Control Act 1996.
- 3.4 FCs are one funding source evaluated as part of the construction of the annual planning and budgeting process. This annual review provides the opportunity to reflect the changing circumstances in the operating environment.
- 3.5 Dog FCs can be adopted by Council resolution without the need to undertake the special consultative procedure (SCP). However, if the change is deemed significant then an SCP process would need to be followed.
- 3.6 The proposed dog fees and charges schedule is attached in Attachment 1 and forms part of this business paper.

4. Commentary

4.1 **ANNUAL FEES AND CHARGES REVIEW**

4.2 The annual review of the current (2025/26) FCs has been carried out as part of the annual planning process, to determine whether any changes are required for the next financial year (2026/27). In reviewing the current FCs, the need for alignment with the Revenue and Financing Policy has been kept in mind and proposed changes have been incorporated into budgeted revenue in the draft Annual Plan 2026/27.

4.3 The outcome of this review was that due to the increase in operating costs most FCs needed to be increased by 3% in line with inflation to ensure that costs are recovered so that Council services are not subsidised further by rates. Changes and increased fees are indicated in red text.

4.4 The variations from Council's 2025/26 fees and charges schedule are set out in the table below. For the majority the 3% increase has been applied with practical rounding. Seizure fee has been increased as a stronger deterrent in line with neighbouring Councils.

4.5 Table 1: Proposed Dog Registration Fees

Description	2025/26 Fee or Charge (\$)	Proposed 2026/27 Fee or Charge (\$)
Animal and Dog Control Fees All Fees are set in accordance with the Dog Control Act 1996 and by Council Resolution.		
Urban (for dogs in an urban area which comply with the provisions of Dog Control Act 1996)	134.00	135.00
Spayed or Neutered Dogs in the Urban Area	101.00	102.00
Special Owner Dogs - as defined in WDC Dog Control Policy	79.00	80.00
Gold card holder - discount of 11% for urban dogs	117.00	120.00
Rural Dogs	57.00	57.00
Rural Dogs > 5 For every 5 rural dogs you register the 6th dog registration is free if paid on or before registration date.	Multiple rural dog discount	Multiple rural dog discount
Late registration	50% of the fee that would have been payable if that dog had been registered on the first day of the registration	50% of the fee that would have been payable if that dog had been registered on the first day of the registration
Dangerous Dogs registration	150% of the fee that would apply if the dog were not classified as a Dangerous Dog.	150% of the fee that would apply if the dog were not classified as a Dangerous Dog.
Disability Assist Dog registration <i>Note: To be eligible, the dog must be certified as a disability assist dog in accordance with Schedule 5 of the Dog Control Act 1996.</i>	No charge	No charge
Replacement Registration Tag	5.40	5.60
Impounding Fees The owner of an impounded dog that is not claimed or signed over to Council remains liable for all impounding and sustenance fees, veterinary costs, irrespective of the fate of the dog.		
Seizure (per dog seized)	70.00	85.00

Description	2025/26 Fee or Charge (\$)	Proposed 2026/27 Fee or Charge (\$)
First Impounding (registered dog)	80.00	85.00
First Impounding (unregistered dog)	115.00	120.00
Second Impounding	154.00	160.00
Third and subsequent impounding	230.00	237.00
Plus Sustenance fees - per day	20.00	22.00
Veterinary charges	Actual cost	Actual cost
Re-Homing Re-homing of unwanted/ unclaimed dogs (unregistered) dogs will be the applicable registration fee and micro-chipping fee and all other reasonable associated costs.	Applicable costs	Applicable costs
Surrender/disposal (in addition to applicable impounding charges and sustenance)	90.00	95.00
Micro-chipping	35.00	36.00
Permits		
Consent to keep more than 2 dogs in the urban area. Provided that if more than one inspection is required prior to approval, a further fee of \$35.00 will apply per inspection.	65.00	70.00
Special Owner property check	40.00	41.00
Dog Collars		
Barking collars	40.00	45.00
Batteries for barking collars	8.00	8.50
Small	10.00	11.00
Medium	12.00	12.50
Large	14.00	14.50
Extra large	16.00	16.50

- 4.6 The early adoption of the dog FCs will allow plenty of notice to our dog owners of the 2026/27 registration fees and reduce the risk of late penalties being applied (from 1 August) which add 50% to the registration cost. This is considered more beneficial to dog owners than adopting dog FCs with the other FCs on 30 June 2026 after public consultation.
- 4.7 Council is also required to inform dog owners by way of public notice in a circulating newspaper at least once during the month prior to the new registration year of the fixed dog registration fees.
- 4.8 **COMMUNITY CONSULTATION**
- 4.9 By adopting the dog FCs there would be no opportunity for dog owners to give feedback on the proposed changes to the FCs. However, it is noted that Council has kept the increase in fees and charges in line with inflation and Council is not required to consult on all FCs, so it is able to resolve to approve the FCs without the need to consult.
- 4.10 Council officers have also ensured that the increases in FCs have been kept to a minimum to ensure that we are not further increasing rate subsidisation. Typically, there are very few submissions on any fees and charges that are consulted on.

5. Analysis of Options

- 5.1 **Option 1:** Adoption of the Proposed Dog Registration Fees and Charges for 2026-2027 be adopted as set out in Attachment 1 (recommended).
- 5.2 **Option 2:** Adoption after public consultation (month of April) at May Council meeting, any submissions to the Dog Registration Fees and Charges would need to be heard, deliberated

and then a decision made to adopt the fees at this meeting to allow public notification in June.

6. Considerations

6.1 RISK

6.2 There are no significant risks associated with adopting the proposed changes to the dog fees and charges for the 2026/27 year as the charges are proposed to move in keeping with inflation and actual costs to ensure cost recovery as per legislation.

6.3 The risk of not adopting the dog registration FCs at this time would be that dog registration notices may not be sent in a timely manner prior to the registration date, and this may lead to more dog owners facing late payment penalties.

6.4 As dog registration fees need to be publicly notified at the latest in June, adoption prior to this is required.

6.5 CONSISTENCY WITH EXISTING PLANS AND POLICIES

6.6 The proposed dog fees and charges for the 2026/27 year are consistent with, and are required to fund delivery of, current Council plans or policies, specifically the Revenue and Financing Policy and the draft 2026/27 Annual Plan.

6.7 SIGNIFICANCE AND COMMUNITY VIEWS

6.8 The changes proposed are not considered to be significant, and submissions on FCs are usually very low.

6.9 An assessment under Council's Significance and Engagement Policy was undertaken and if Council considers that consultation should be undertaken then it would need to be in accordance with the Special Consultative Procedure under LGA.

7. Recommendation

7.1 It is recommended that Council adopt the Proposed Dog Registration Fees and Charges for 2026-2027 as set out in Attachment 1.

8. Attachments

1. Proposed Dog Registration Fees and Charges 2026-2027 (Doc #952918 V1.0.0)

COMPLIANCE	
Description	2026/27 fee or charge (\$)
Animal and Dog Control Fees	
All Fees are set in accordance with the Dog Control Act 1996 and by Council Resolution.	
Urban (for dogs in an urban area which comply with the provisions of Dog Control Act 1996)	135.00
Spayed or Neutered Dogs in the Urban Area	102.00
Special Owner Dogs - as defined in WDC Dog Control Policy	80.00
Gold Card holder – discount of 11% holder for urban dogs	120.00
Rural Dogs	57.00
Rural Dogs > 5 For every 5 rural dogs you register the 6th dog registration is free if paid on or before registration date.	Multiple rural dog discount
Late registration	50% of the fee that would have been payable if that dog had been registered on the first day of the registration
Dangerous Dogs registration	150% of the fee that would apply if the dog were not classified as a Dangerous Dog.
Disability Assist Dog registration <i>Note: To be eligible, the dog must be certified as a disability assist dog in accordance with Schedule 5 of the Dog Control Act 1996.</i>	No charge
Replacement Registration Tag	5.60
Impounding Fees	
The owner of an impounded dog that is not claimed or signed over to Council remains liable for all impounding and sustenance fees, veterinary costs, irrespective of the fate of the dog.	
Seizure (per dog seized)	85.00
First Impounding (registered dog)	85.00
First Impounding (unregistered dog)	120.00
Second Impounding	160.00
Third and subsequent impounding	237.00
Plus Sustenance fees - per day	22.00
Veterinary charges	Actual cost
Re-Homing Re-homing of unwanted/ unclaimed dogs (unregistered) dogs will be the applicable registration fee and micro-chipping fee and all other reasonable associated costs.	Applicable costs
Surrender/disposal (in addition to applicable impounding charges and sustenance)	95.00
Micro-chipping	36.00
Permits	
Consent to keep more than 2 dogs in the urban area. Provided that if more than one inspection is required prior to approval, a further fee of \$35.00 will apply per inspection.	70.00
Special Owner property check	41.00
Dog Collars	
Barking collars	45.00
Batteries for barking collars	8.50
Small	11.00
Medium	12.50
Large	14.50
Extra large	16.50

Document ID: 955980

Report To: Council



Meeting Date: 24 March 2026

Subject: **Long Term Plan 2027-2037 - Development Process and Timeframes**

Type: Decision Required

Author(s): Charmaine Ellery
Manager – Policy and Strategy

1 Purpose of Report

- 1.1 The purpose of this business paper is to provide an overview of the work programme for the Long Term Plan (LTP) 2027-2037 Project.

2 Suggested Resolutions

- 2.1 The following are suggested resolutions only and do not represent Council policy until such time as they are adopted by formal resolution.
- 1 The business paper on Long Term Plan 2027-2037 Development Process and Timeframes be received.
 - 2 The key milestones and indicative timeframes for the development of LTP 2027-2037 be approved / not approved / approved subject to amendment.

3 Background

- 3.1 The Local Government Act 2002 (LGA) requires Council to produce an LTP every three years.
- 3.2 Waitomo District Council's current LTP was prepared for the period 2024-2034 and was adopted in June 2024.
- 3.3 The next LTP will cover the 2027-2037 period. Given the extensive range of issues to be considered for inclusion in a LTP, and the discussions required regarding Council's intended direction of travel, its development must start now.
- 3.4 A major difference for this LTP is the exclusion of water supply and wastewater. WDC will transition responsibility for the delivery of water supply and wastewater activities to Waikato Waters Limited (WWL) on 1 July 2026.
- 3.5 This paper covers the key building blocks of a LTP, the project structure and various key milestones for Council inputs, feedback and direction.
- 3.6 The purpose of the LTP Project is to pull together a large number of complex 'building blocks' to produce an integrated LTP with a complete and accurate base of underlying financial, asset and performance information. It requires considerable resourcing, careful sequencing of tasks and Councillor input at every key milestone.
- 3.7 The LGA section 93(6) states that the purpose of a Long Term Plan is to:
- (a) describe the **activities** of the local authority; and
 - (b) describe the **community outcomes** of the local authority's district or region; and
 - (c) provide **integrated decision-making and co-ordination of the resources** of the local authority; and
 - (d) provide a **long-term focus** for the decisions and activities of the local authority; and
 - (e) provide a **basis for accountability** of the local authority to the community.

3.8 Taituara recommends the following approach to LTP planning and following the process map outlined in appendix 1:

- **Long-term planning means long-term:** the horizon for a long-term plan is the useful life of assets, as opposed to the triennial cycle or even the legislative timeframe of ten years.
- **Long-term planning requires an understanding of community needs:** successful long-term planning is grounded in an understanding of demographic, economic, and environmental factors shaping the community and of the implications these have for the community's present and future needs for good-quality public services.
- **Long-term planning strikes a balance:** long-term planning balances the community's needs and wants, service realities and the community's willingness and ability to pay. Getting the balance right is a matter for the policy judgement on the part of elected members, informed through the community engagement process.
- **Long-term planning tells one integrated story:** a long-term plan should tell a single overall story, and each part of the story should line up in a way that supports and amplifies the other parts of this story.
- **Long-term planning requires project management disciplines:** a long-term planning process contains a lot of moving parts. Successful long-term planning requires careful project planning and sequencing the right things in the right order.
- **Long-term planning requires a robust base of underpinning information and assumptions:** successful long-term planning draws on the best information available to local authorities at the time of the plan, and on a set of supportable forecasting assumptions.

4 Commentary

4.1 Key Building Blocks

4.2 The table below provides a brief summary of the key building blocks for the development of the LTP.

Key Building Block	Brief Description
Strategic Direction	This is guided by the legislative requirement "to promote the wellbeing of communities in the present and for the future" and provides the direction of travel for the council to guide the development of the LTP.
Context Setting	Provides contextual information to elected members on council's business (what we do, why we do it, how it is funded) and seeks feedback on key issues to be considered through the LTP.
Groups of Activities (GOA)	Schedule 10 of the Local Government Act 2002 requires all councils to organise their work into groups of activities (GOAs). Staff will provide an assessment of the GOA structure against the new strategic direction to show the alignment of the activities against the community outcomes.
Engagement Coordination Plan	This Plan establishes what engagement is necessary and feasible in the lead up to the LTP, how we plan to engage on issues and rationalises engagement to the time and resource available. Work will be undertaken to identify recent engagements, and any upcoming opportunities to engage with key stakeholders.
Significance and Engagement Policy (SEP)	The Local Government Act (LGA) 2002 required all councils to have a Significance and Engagement Policy. Council's SEP was reviewed for the water transition and will require a further review for this LTP.
Levels of Service (LoS) Reviews	Review of each activity and determining the changes to levels of service that will better meet the Council's Strategic Direction. (determination of what services and how much of each service we will deliver)

Key Building Block	Brief Description
Infrastructure Strategy (IS)	The purpose of the Infrastructure Strategy is to identify the significant infrastructure issues for the Council over a 30-year period, the principal options for managing these issues, and the associated implications. The strategy will provide visibility to the regional community of the investment needed beyond the current 10-year long term planning horizon. For this LTP, the IS will only include Rooding. The IS can be broadened to include other activities, but this is not recommended.
Water Services Strategy	Requirements for Water Services Strategies are set out in the Local Government Water Services Act 2025.
Financial Strategy	Required by the LGA to address statement of factors that are expected to have significant impact on the Council during the consecutive financial years covered by the Strategy.
Revenue and Financing Policy (RFP)	The Revenue and Financing Policy is the mechanism through which the council considers how it will fund the activities it undertakes. In accordance with the Local Government Act 2002

4.3 Long Term Plan - Project Plan Development

4.4 A structured formal project management approach is being deployed to produce an integrated LTP. The Project is overseen by the Senior Management Team.

4.5 This Project Structure provides the necessary guidance and appropriate decision making to ensure that the complexities and the resources required are being deployed at the right time towards the right issues. For ease of management the project is subdivided into six work streams.

1. Foundations
2. Activity Planning
3. Performance Measures
4. Infrastructure
5. Financials
6. Engagement

4.6 The following table outlines the Key Milestones, including proposed dates, for Council input and feedback.

Council Touchpoint	Key Milestones	Date
LTP Workshop 1	Project Structure and Timeframes	10 March 2026 - completed
Council Meeting	Endorsement of Project development process and anticipated timeframes	24 March 2026
LTP Workshop 2	<ul style="list-style-type: none"> • Review of Council's Strategic direction including (including New LG purpose) • Community outcomes • Focus areas • Context Setting: Business we are in • Waikato Waters Limited – Transition impacts • Pre-engagement • LTP 2024-34 Submissions 	14 April 2026
LTP Workshop 3 (full day)	<ul style="list-style-type: none"> • Groups of Activities Structure • Rating considerations <ul style="list-style-type: none"> – General Rate – UAGC – Targeted – Stormwater – Forestry • Performance measurement framework • LOS / AMP Rooding #1 (back-up June) • LOS / AMP Stormwater #1 (back-up June) • Infrastructure + Stormwater Strategies #1 (back-up June) • Non-financial assumptions • Pre-engagement content (if required) 	5 May 2026

Council Touchpoint	Key Milestones	Date
Council Meeting	Council's Strategic direction community outcomes and focus - Adoption	26 May 2026
LTP Workshop 4 (full day)	<ul style="list-style-type: none"> Financial Strategy #1 Revenue and Financing Policy (RFP) #1 Financial forecasting assumptions Rating structure review Rate increase appetite Rates remission #1 Draft Public Amenities Bylaw 	7 July 2026
LTP Workshop 5	<ul style="list-style-type: none"> Financial Strategy #2 Revenue and Financing Policy (RFP) #2 Infrastructure and Stormwater strategies #2 LOS / AMP Rooding #2 LOS / AMP Stormwater #2 S&E Policy review Community Insurance Policy Review of the Community Development Fund Policy 	4 August 2026
LTP Workshop 6 (full day)	<ul style="list-style-type: none"> Treasury Policy Solid Waste AMP LOS/ AMP Parks and Reserves LOS / AMP Recreation and Culture LOS / AMP Public Amenities LOS/ AMP Housing and Property LOS / AMP Community and Partnerships LOS / AMP Information Services LOS / AMP Regulatory / Resource Management 	18 August 2026
LTP Workshop 7	<ul style="list-style-type: none"> Business cases for new projects 	6 October 2026
LTP Workshop 8	<ul style="list-style-type: none"> Development of capital programme Performance measures – outcome of reviews Review of inflation forecast and DIA rate targets 	20 October 2026
LTP Workshop 9	<ul style="list-style-type: none"> Post election review Review of CapEx Programme Revenue and Financing Policy and Financial Strategy – Analysis and discussion of issues Confirm Assumptions (Financial and Non-Financial) Consultation topics LTP Policies 	17 November 2026
LTP Workshop 10	<ul style="list-style-type: none"> Revenue and Finance Policy #3 Financial Strategy #3 Confirm Rate Appetite Confirm Rate Structure Rates remission #2 Rooding AMP and Infrastructure Strategy (NZTA numbers) Stormwater Strategy Draft Budget Forecasts Strategic Financial Issues Confirm topics and options to be included in CD 	1 December 2026
LTP Workshop 11	<ul style="list-style-type: none"> Draft Financial Forecasts #2 Draft CD – 1st review Final Draft Policies 	9 February 2027
LTP Workshop 12	<ul style="list-style-type: none"> Finalising draft LTP Consultation Document Preliminary Draft Financial Forecasts 	23 February 2027
Council Meeting	<ul style="list-style-type: none"> Adopt Consultation Document for Audit Adopt Draft Financials for Audit Adopt supporting information for Audit 	4 March 2027
	AUDIT	8-12 March
	AUDIT (hot review)	15-17 March 2027

Council Touchpoint	Key Milestones	Date
Council Meeting - Adoption of Supporting Information	Adopt for Consultation: <ul style="list-style-type: none"> • Consultation Document • Supporting Information • Supporting Information on proposals • Financial Statements • LoS and Performance Measures • Infrastructure Strategy • Stormwater Strategy • Financial Strategy • Revenue and Financing Policy • Rates Remission Policy • Planning Assumptions • Treasury Policy • Significance and Engagement Policy 	30 March 2027
Public Notification		2 April 2027
Consultation Period		2 April – 3 May 2027
Council Meeting		27 April 2027
Council Hearings	Hearing of Submitters LTP	11 May 2027
Council Meeting	Deliberation of Submissions LTP	25 May 2027
Council Meeting	Adoption LTP	29 June 2027

5 Analysis of Options

- 5.1 Council is required by LGA 2002 to adopt an LTP every three years.
- 5.2 Council has an option of not adopting the LTP timeframes, however, this would have the effect of delaying the start of LTP 2027-37 development work programme for no defined advantage and therefore is not the preferred option.

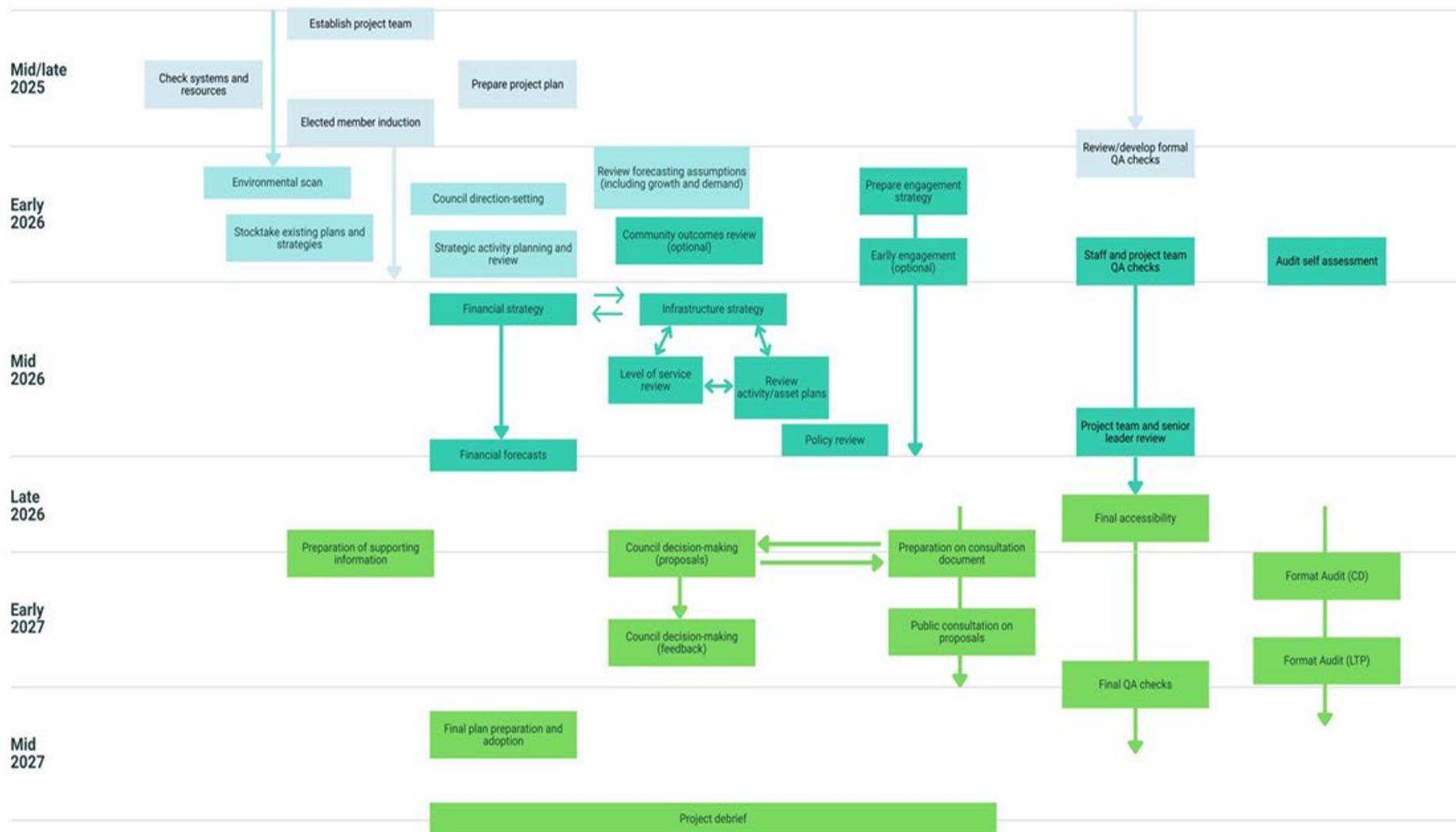
6 Considerations

- 6.1 **RISK**
- 6.2 There is no risk as the Council is required by LGA 2002 to adopt an LTP every three years.
- 6.3 **CONSISTENCY WITH EXISTING PLANS AND POLICIES**
- 6.4 A decision to adopt the LTP development timeframes is consistent with existing plans and policies.
- 6.5. **SIGNIFICANCE AND COMMUNITY VIEWS**
- 6.6. Section 78 of the LGA requires Council to, in the course of its decision making, give consideration to the views and preferences of persons likely to be affected by, or to have an interest in, the matter.
- 6.7. Under the Significant and Engagement Policy 2024 this matter is of low significance.

7 Attachments/Separate Enclosures

Attachment: Appendix: Indicative LTP Process Map

Appendix: Indicative LTP Process Map



Document ID: 955878

Report To: Council



Meeting Date: 24 March 2026

Subject: **Update on Te Kūiti Transfer Station Development**

Type: Information Only

Author(s): Ben Smit
Chief Executive
Richard Shailer
Solid Waste Advisor

Komal Devi
Solid Waste Manager

1 Purpose of Report

- 1.1 The purpose of this business paper is to advise Elected Members on the redevelopment of the Te Kuiti Transfer Station.

2 Suggested Resolutions

- 2.1 The following are suggested resolutions only and do not represent Council policy until such time as they are adopted by formal resolution.

- 1 The business paper on Update on Transfer Station Development be received.

3 Background

- 3.1 During the Long-Term Plan 2024-34 a major decision was made regarding the long-term disposal of residual solid waste. The decision was to close the Te Kuiti landfill and ship the waste out to an external landfill after the resource consent capacity has been exhausted.
- 3.2 At that time the decision was also to develop a transfer station and resource recovery facility to help minimise waste going to landfill and thereby meet some of our waste minimization goals and reduce the cost of waste transportation and gate fees at an external landfill.
- 3.3 \$1.9 million was put in the capital plan for this with the indication that under \$1million would be received from Ministry of Environment. The MoE funding would be in addition to the \$1.9million.
- 3.4 Evolve was the successful tender of the solid waste contract that WDC sent out for kerbside collection (Te Kuiti and Otorohanga), Te Kuiti transfer station management, transport and disposal of residual refuse, rural transfer station collections, recycling material disposal and bin collection.
- 3.5 An extract from the Waste Services Contract: Te Kūiti Transfer Station Site Operations follows:

As set out in the Waste Services Contract, the Scope of Work for **Item 5** "Te Kūiti Transfer Station Site Operations" sets out provisions for waste stream management as follows:

The Contractor shall manage all waste streams received at the Te Kūiti Transfer Station to ensure safe, efficient, and environmentally compliant operations. This includes the receipt, sorting, storage, uplift, and disposal arrangements for the following materials:

- Greenwaste
- Timber
- Steel
- Concrete
- Corrugated iron
- Fibreglass
- Gas bottles
- Paint
- Polystyrene
- Oil
- Oil heaters
- Gas heaters
- Tyres (all sizes)
- Whiteware (including fridges, with fridges requiring degassing prior to disposal or recycling)

- 3.6 The operational requirements in the contract include receiving and sorting, disposal arrangements and special handling. The contract also specifies uplift frequency requirements.
- 3.7 Later it was highlighted that there was approximately three years of capacity in the Te Kuiti landfill but, after a number of attempts to make this financially viable, it was decided to close the landfill on 30 June 2026 because of the high cost of continuing to operate the landfill site.
- 3.8 The disposal of Te Kuiti wastewater sludge into the Te Kuiti landfill was also considered but this did not yield enough return to make keeping the landfill open.
- 3.9 The ever-reducing waste volumes forecast to go into the landfill made keeping open the landfill even more risky.

4 Commentary

4.1 Waste Minimisation Funding

- 4.2 WDC have applied to Ministry of Environment through the Waste Minimisation Fund to help fund a potential Transfer Station. Based on the initial information the project meets eligibility criteria and aligns with our investment priorities and fund outcomes. We are now invited to submit an Application Form for the Waste Minimisation Fund.
- 4.3 However, the feedback indicates that MoE are accepting proposals through to application that focus on diverting organic waste from landfill. They strongly encouraged us to explore ways to maximise the diversion of organic waste that the project could achieve and highlight how any WMF investment would be directed towards/contribute to this maximised organic waste diversion.
- 4.4 Further they place significant emphasis on value for money. This typically relates to the amount of organic waste diversion achieved per dollar of investment.
- 4.5 This organic waste diversion goals are not achieved for us.
- 4.6 They did acknowledge that the Waitomo District Council has a small ratepayer base and is one of the most deprived districts, which might limit the ability to secure additional co-funding.
- 4.7 The disposal of organic waste is already a component of the contract WDC has with Evolve so could be difficult to change to stress or achieve higher levels of diversion – organic or otherwise.
- 4.8 The 'normal' operations of a Transfer Station are not funded by MoE so they would only fund elements where we were able to achieve more diversion. This means the level of their funding would be limited.

4.9 Transfer Station Operation and need for waste consolidation and loading.

- 4.10 It had been believed that there was a need for a bunkered and covered area to accumulate waste from the kerbside and sawtooth operation. This was to allow for the aggregation of waste and load out of refuse trucks.
- 4.11 We are exploring the opportunity of the kerbside collection trucks dumping directly into the hook bins and, once full, moving these bins to an area before being transported to the Hampton Down's landfill. The under or overfilling of these hook bins is the risk of Evolve because we pay on a rate per tonne basis. This significantly reduces the cost and time to develop a consolidation area.
- 4.12 The contractor was asked their perspective on whether infrastructure upgrades at the site would translate into any change in the contract pricing. His view was that it would be very difficult to see any reduction in the schedule of rates as a result of upgrading the infrastructure.
- 4.13 Under the new contract the same contractor is responsible for all operational streams, including kerbside collection, transfer station handling, recycling removal, and haulage to the disposal facility including trade waste and organics.
- 4.14 Their operational model is to consolidate waste into hook bins and uplift these to Hampton Downs as soon as practical, with recycling materials also removed regularly rather than stockpiled onsite.

- 4.15 Because of this, the main cost drivers sit with labour, fleet, transport, and landfill disposal charges rather than the physical layout of the transfer station. So infrastructure such as a diversion shed or compactor would not change the contractor's operations or reduce the schedule of rates.
- 4.16 From an operational and contract perspective, investing in a completely new transfer station or installing temporary covered bunkers does not appear to provide a clear value add at this stage.
- 4.17 A more practical approach may be to keep things simple for now and focus on maintaining and improving the existing infrastructure while we develop a clearer long-term direction. Staff will prepare a simple Asset Management Plan for the transfer station, set some longer-term objectives for how we want the site to operate in the future, and review the operational budget to ensure the right level of funding is available for ongoing maintenance and not continue with the MoE funding application.

4.18 Short-term (0 to 2 years)

- Internal roading repairs and addressing potholes along with drainage improvements.
- Improved safety signage and traffic markings everywhere
- Weighbridge software
- Tidying & installing some more shelving in the existing shop along with a bit of a tidy up.

4.19 Long-term (2 to 5 years)

- Exploring automatic number plate recognition to support future operations
- Extending the existing roofing structure to cover the final 3 slots at the saw tooth.
- Increasing the capacity of the resource recovery centre to support more reusing of materials and reducing waste to landfill.

4.20 Estimate Cost

Short – Term	Estimate
Internal roading repairs and addressing potholes along with drainage improvements.	\$250k
Improved safety signage and traffic markings everywhere	\$10k
Weighbridge software	\$8k with ongoing monitoring cost of \$/month
Estimate total for short-term	\$268k plus ongoing maintenance

Long – Term	Estimate
Exploring automatic number plate recognition to support future operations	\$40k
Extending the existing roofing structure to cover the final 3 slots at the saw tooth.	\$150k
Increasing the capacity of the resource recovery centre to support more reusing of materials and reducing waste to landfill.	\$30k
Estimate total for long-term	\$220k

- 4.21 Given the uncertainty around the future of the landfill and the trajectory of national waste levies, staff will focus on maintaining the existing infrastructure well and keeping the site operating safely and efficiently, rather than committing to major capital upgrades at this stage.
- 4.22 A workplan for 2026/27 will be brought to a future council meeting. At this late stage no change to the 2026/27 Annual Plan capex budget will be made.

Document ID: 953835

Report To: Council



Meeting Date: 24 March 2026

Subject: Bi-Monthly Activity Report: Infrastructure Services

Type: Information Only

Author(s): Shyamal Ram

1. Purpose of Report

- 1.1. The purpose of this business paper is to update Council on the activities that form part of the Infrastructure Services Group.

2. Suggested Resolutions

- 2.1 The following is a suggested resolution only and does not represent Council policy until such time as it is adopted by formal resolution.

- 1 The Bi-Monthly Activity Report: Infrastructure Services be received.

3. Background

- 3.1 At its meeting on 28 February 2023, Council adopted a new reporting framework detailing bi-monthly financial reporting and Council group activity reporting.
- 3.2 A reporting schedule was agreed, with Infrastructure and Community reporting on the same bi-monthly Agenda, and Business Support and Leadership / Governance and Regulatory reporting on the other month.
- 3.3 The Infrastructure Services report provides commentary on activities and operational projects covering three waters, roading, waste management, housing, and other property.
- 3.4 The report provides relatively high-level detail and will provide commentary on significant, not 'business as usual' matters.
- 3.5 Each sub-group will cover the following:

Current Activity This narrative will cover operational projects, any further narrative on capital expenditure projects not covered in the bi-monthly financial report, issues, and operational topics in these activities.

Risks and Opportunities Providing a comment on any risks/opportunities that are important to note.

Looking Forward What is happening in the next 1-3 months to give a picture of what is coming up.

4. Roads and Footpaths

- 4.1 The Roads and Footpaths group of activities incorporates maintenance and renewal of the road surface, pavement, footpaths and other roading assets such as bridges and structures.
- 4.2 **CURRENT ACTIVITY**
- 4.3 The capital works programme has transitioned from pre-Christmas completions into delivery of storm recovery and rehabilitation works. The primary focus for the month has been progressing Winter 2025 storm recovery packages, submitting the October 2025 storm funding application to NZTA, and preparing replacement rehabilitation works on Te Anga Road following storm impacts at Kopaki Road.
- 4.4 The Lawrence Street rehabilitation has reached practical completion. Minor outstanding matters were resolved in January and the works are now formally complete.
- 4.5 The Kopaki Road rehabilitation project has been superseded due to storm-related instability. A replacement rehabilitation site has been confirmed on Te Anga Road (RP 26.660–27.570). Design and tender documentation have been completed and the project is currently out to tender.
- 4.6 Urban drainage inspections have been completed and rural drainage inspections are progressing. The inspection data will inform future renewal prioritisation and contribute to upcoming Asset Management Plan updates.
- 4.7 Design for the Tuariri Road box culverts has been completed and additional NZTA funding has been secured. Tender documentation is being finalised with construction anticipated within this financial year.
- 4.8 The 2025/26 resurfacing programme, with an estimated value of approximately \$2.4M, commenced in early February following minor weather and resourcing delays.
- 4.9 Both the Streetlighting and Bridge Maintenance Contracts are due to be tendered this financial year. These are currently being worked on.
- 4.10 The Professional Services contract ends in June 2026. Work on the procurement stage is progressing to ensure there is time for the tender and award processes to be finalised. This will allow for a good handover period before the current contract ends.
- 4.11 The NZGTTM Transition Plan was finalised and approved by NZTA in December 2025.
- 4.12 **LOW-COST LOW-RISK (LCLR)**
- 4.13 The Kent Street slip repair works are complete, with minor finishing works programmed for March.
- 4.14 **SPEED MANAGEMENT**
- 4.15 Public consultation for the proposed speed limit change on Oparure Road, outside the school and marae, opened on 19 January and closed on 2 March 2026. Consultation results will be presented to elected members prior to submission for approval. Submission hearings are being held Tuesday, 24 March 2026.
- 4.16 **STORM RECOVERY**
- 4.17 All sites associated with the January 2023 storm event (NIWE) have been completed, with the exception of the Ramaroa Road culvert lining. This work should be completed this season.
- 4.18 For the Winter 2025 storm event, Phase 1 funding of \$2.81M and Phase 2 funding of \$4.665M have been approved by NZTA. Category A sites will commence construction in February, with more complex Category B and C sites progressing through design and procurement.

- 4.19 A funding application has been submitted to NZTA for the October 2025 storm event. The draft application includes Phase 1 works of \$5.25M, Phase 2 works of \$10.14M, and Phase 3 works of \$1.35M relating to the Kopaki Road landslide. Geotechnical investigations and survey works are largely complete.
- 4.20 Kopaki Road remains partially closed due to ongoing instability. Monitoring continues at Kopaki Road and Mokauti Road, with these sites identified as priority risk locations. Confirmation of NZTA funding for the October event remains critical to programme certainty.
- 4.21 The Cat A sites, which are the smaller sites, will be managed contractually within the maintenance contract but funded 95% by NZTA outside our current contracts. These are currently being priced.
- 4.22 The 18 sites that are undergoing further investigation and design work to enable reconstruction are:
- Gribbon Road RP 1.25
 - Kumara Road RP 3.625
 - Mangatōa Road RP 0.8 and 24.8
 - Rangitoto Road RP 0.2 and 6.743
 - Te Anga Road RP 4.34 and 22.97
 - Te Waitere Road RP 5.92, 8.5 and 9.67
 - Walker Road RP 7.1
 - Mapara South Road RP 2.66
 - Totoro Road RP 3.79 and 8.83
 - Mangarino Road RP 4.57
 - Manganui Road RP 20.47
 - Mangaotaki Road RP 4.37
- 4.23 We have had a number of packages out to tender for the July 2025 storm event repairs and aim to have most of the sites completed this financial year.
- 4.24 In addition to the July storm event, the district was hit hard again between the 12 and 15 October 2025. This resulted in 40 roads being affected with slips or flooding. Inframax responded to the initial clean up. Damage was assessed, and survey work is being carried out to determine any action required.
- 4.25 From the October storm event, there has been a major slip on Kopaki Road which has resulted in a road closure being set up between Pukerimu Road and Mapara South Road. Pukerimu Road has also suffered slips and is being monitored for further slippage occurring. There is additional cracking on Kopaki Rd that is being regularly monitored until a solution is determined. We are working with residents and logging companies to keep access for their vehicles during this time.
- 4.26 **MAINTENANCE CONTRACT**
- 4.27 The maintenance contract continues to operate within expected programme parameters, although storm impacts from October have resulted in some delays to zonal maintenance delivery. Resurfacing and structural patching activities are expected to increase through February and March.
- 4.28 **FINANCIAL OVERVIEW**
- 4.29 Storm recovery funding approvals to date include \$2.81M for Winter 2025 Phase 1 and \$4.665M for Phase 2. The October 2025 storm funding application remains under consideration by NZTA.
- 4.30 Storm recovery works are expected to attract a 95 percent Funding Assistance Rate, subject to approval. While this significantly reduces Council's net exposure, confirmation of October event funding remains a key financial dependency.

4.31 **RISKS AND OPPORTUNITIES**

4.32 Key risks include delay in NZTA approval of October storm funding, ongoing instability at Kopaki Road, weather impacts on programme delivery, and capacity pressure across professional services due to concurrent storm recovery programmes.

4.33 **LOOKING FORWARD – THE NEXT 3 MONTHS**

4.34 Over the next three months the roading activity will continue implementing the internal team restructure to increase delivery capacity and strengthen procurement and contract management capability. This will support the delivery of storm recovery and resilience projects, while improving programme oversight and reducing reliance on external resources.

4.35 Work is ongoing on the Bridge Maintenance Forward Works Programme. Minor works are done through the maintenance contract with larger works being tendered as a larger package of work.

4.36 The Streetlighting contract is progressing and will be tendered this financial year.

4.37 The 2025/26 resurfacing programme will be delivered and completed by the end of April, subject to suitable weather conditions.

4.38 The July 2025 storm sites will have design work completed and several packages of work will be finalised and advertised for tender.

4.39 The Pavement Rehab Site on Kopaki Road has been cancelled due to the storm event. We are working on three sites on Te Anga Road as well as one on Haurua Road instead of Kopaki Road. These will be tendered this financial year.

<p>5. Three Waters</p>

5.1 The Three Waters group of activities includes drinking water, wastewater, stormwater, and management of treatment plants and the reticulation network. This section will also cover a summary of Waikato Waters Limited transition activities.

5.2 **CURRENT ACTIVITY**

5.3 **WAIKATO WATERS LIMITED (WWL)**

5.4 WWL have conducted interviews with Offer Guarantee and Ring-Fenced staff and anticipate sending out all Waitomo-related offers by the end of March 2026. The organisational structure was issued in February.

5.5 **DRINKING WATER**

5.6 **Water Resilience Project**

5.7 HEB have started on the physical works, with the pipeline on Rora Street and are soon to commence with the reservoir itself.

5.8 The hospital easement has been issued. We are currently still negotiating with one other landowner and this does seem to be progressing.

5.9 Due to decommissioning of outdated copper communication cables, all treatment plants are migrating to Starlink for telemetry and SCADA.

5.10 Water demand in Maniaiti/Benneydale reticulation network is normal after recent leak repairs. However, Piopio reticulation network has significantly higher-than-normal usage, and we will initiate a round of leak detection in April.

- 5.11 Piopio WTP has also been struggling with low production capacity due to membrane fouling. We have issued orders for a hot water tank to ensure membrane cleaning is more effective.
- 5.12 After the two recent land slips at the Mokau Water Treatment Plant that impacted the Treatment Plant Reservoir, the land slips that affected the access track to the top dams have been cleared, and the landowner has repaired the access.
- 5.13 **Bulk Water Filling Stations**
- 5.14 The installation of dedicated water filling stations in Te Kuiti, Maniaiti/Benneydale, Piopio, and Mokau was scoped, however some technical issues were subsequently identified. We are currently rescoping the project to ensure it meets all technical and safety requirements. It is likely that the project execution will not begin before transition to WWL.
- 5.15 **Three Waters Contract**
- 5.16 Physical works for the Takarei Terrace Water Main Renewal in Mōkau, involving the replacement of 303m of pipe along with associated valves, hydrants, and fittings, were completed December 2025.
- 5.17 The Te Kūiti water main renewal, covering 915m across William, Anzac, and Matai Streets was completed in February 2026.
- 5.18 **WASTEWATER**
- 5.19 The first year of the three-year sludge removal contract at the Te Kuiti Wastewater Treatment Plant has been completed. Separable Portion 2 was scheduled to start in January 2026, however the sludge was not dry enough to allow removal. We are retesting sludge regularly so that we can remove it as early as possible. There is a high chance that this will be done post July 2026 by Waikato Waters Limited.
- 5.20 A reassessment is being undertaken for properties identified as non-compliant during the 2024 inflow and infiltration (I&I) audit to verify whether these properties have implemented corrective action and achieved compliance. We will re-audit the same zone starting in April, before auditing other zones.
- 5.21 **Three Waters Contract**
- 5.22 The King Street East Wastewater Renewal, with the relining of 165m of pipe mains and rehabilitation of associated manholes, laterals, and fittings, was completed in October 2025.
- 5.23 **STORMWATER**
- 5.24 Inspections of the critical stormwater reticulation network, such as open channels, wingwalls and screens continue to be monitored before, during, and after heavy rainfall events.
- 5.25 From the physical survey work completed, modelling of the network was undertaken. As per the November Council meeting, the Queen St/King St catchment works have been included in the stormwater improvements package of works. We are currently seeking more information for the Brooke Park and Ward Street catchments and considering other options.
- 5.26 **Stormwater Improvements**
- 5.27 The quotation for the Stormwater Improvements project is currently being evaluated. Physical work is expected to start in April.
- 5.28 The project will upgrade stormwater infrastructure in Te Kuiti to meet level-of-service standards and mitigate flooding risks during intense or prolonged rainfall, protecting the community and environment.

5.29 Planned works include:

- Installing small and large wing walls
- Installing cesspits with outlet pipes
- Clearing debris to improve flow in open drains
- Installing gabion baskets at outlets to prevent erosion

5.30 **RISKS AND OPPORTUNITIES**

5.31 **Risks:** The highest risk currently is the high demand in Piopio while we struggle to produce to the full plant capacity.

5.32 **LOOKING FORWARD – THE NEXT 3 MONTHS**

5.33 The physical work related to the Te Kuiti Water Resilience project is underway.

5.34 Once the stormwater optioneering is approved, the approved sites will be progressed to detailed design and construction. This will be subject to resource consent approval by WRC.

5.35 Three Waters will transition on 01 July, with Stormwater moving to the Roding function and Drinking Water and Wastewater moving to Waikato Waters Ltd.

6. Waste Management

6.1 The Waste Management activity incorporates Landfill, Kerbside Collections and Transfer Station operations.

6.2 **CURRENT ACTIVITY**

6.3 The new Waste Services Contract has been awarded to Evolve.

6.4 A new service contract has been awarded to Black Sand Services Limited to operate both Marokopa and Kinohaku Transfer Stations.

6.5 Work has been completed on the landfill highwall both stormwater and earthworks to minimize the risk of water saturation on the top of the highwall and diverted to the side of the highwall to avoid overburden of the internal landfill stormwater system.

6.6 Piopio, Benneydale, and Kinohaku transfer stations require pavement repairs. Resealing the vehicle areas at these Transfer Stations has many benefits, including making the stations safer and easier to use. A smooth, well-kept surface also improves safety, helping to prevent accidents or close calls when people are disposing of waste. This work is planned for the summer months. The contract has been signed and returned, and the physical work is to start from Kinohaku on 17 March 2026. The contractor is to do letters drop to residents in a week.

6.7 **RISKS AND OPPORTUNITIES**

6.8 The instability of the landfill highwall may result in minor shifts to the surrounding area, which could influence surface water movement over time.

6.9 The opportunity to use the topsoil from the highwall as a final cover for the landfill

6.10 **LOOKING FORWARD – THE NEXT 3 MONTHS**

6.11 A business paper on the future of the Te Kuiti Transfer Station upgrade project will be brought to the elected members at this meeting.

6.12 Compiling of landfill processes and procedure for the landfill closing.

- 6.13 Solid Waste Bylaw review.
- 6.14 Review of the Solid Waste Asset Management Plan.
- 6.15 Solid Waste Minimisation Programme Plan which has been developed by the new Solid Waste Lead.
- 6.16 In-house training for our Transfer Station staff on Hazardous Substance Risk Management.

7. Property and Facilities

7.1 The Property and Other Facilities activity covers:

- Parks and Reserves
- Public Amenities
- Residential and Elder Housing
- Library (building)
- i-Site (building)
- Railway and Administration Buildings (building)
- Aerodrome
- Holiday Parks

7.2 **CURRENT ACTIVITY**

7.3 The process of transferring Property and Facility assets from spreadsheets and disconnected systems into the Asset and Work Manager (A&WM) is in the final stages of integration. A&WM is a modern, digital platform that centralises asset data and will be used to streamline site inspections, condition assessments and maintenance workflows to support long-term planning.

7.4 WDC is an active member of the Co-Lab RATA Spaces and Places Group, a collective of councils working together to improve asset management practices for those assets sitting under Property and Facilities portfolios. Within this group, A&WM has emerged as the preferred asset management system which means there will be increased levels of consistency between these councils.

7.5 Graffiti has been a problem over the past month, our objective is to have these painted as soon as it has been reported. If left unattended, it may result in higher maintenance costs as repeated tagging becomes more frequent.

7.6 A new service contract has been awarded to Black Sand Services Limited for the cleaning of both to operate both Marokopa and Te Waitere toilet blocks.

7.7 **RISK AND OPPORTUNITIES**

7.8 Persistent graffiti can lead to increased vandalism and give the impression that the area is not properly maintained and over time may attract unwanted behaviour.

7.9 **LOOKING FORWARD – THE NEXT 3 MONTHS**

7.10 Completion of property and facilities asset integration into A&WM. Next stage is to customise inspection forms and set up the Workflow manager which is used to capture maintenance activities.

Document ID:**Report To: Council**

Meeting Date: 24 March 2026

Subject: **Motion to Exclude the Public**

Type: Decision Required

Author(s): Michelle Higgie
Manager – Governance Support

1. Purpose of Report

- 1.1. The purpose of this business paper is to enable Council to consider whether or not the public should be excluded from the consideration of Council business.

Note: It is Council's choice whether to consider any of the business listed below in the public or public excluded portion of the meeting.

2. Suggested Resolutions

- 2.1 The following are suggested resolutions only and do not represent Council policy until such time as they are adopted by formal resolution.

- 1 The public be excluded from the following part of the proceedings of this meeting.
- 2 The general subject of each matter to be considered while the public is excluded and the reason for passing this resolution in relation to each matter, as specified by Section 48(1) of the Local Government Official Information and Meetings Act 1987 are as follows:

General Subject	Reason for passing this resolution	Section 48(1) grounds for the passing of this resolution
1. Update - Performance of Recently Installed Three Waters Infrastructure	Section 7(2) (g) To maintain legal professional privilege. and (i) To enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	Section 48(1) (d) The exclusion of the public from the whole or the relevant part of the proceedings of the meeting is necessary to enable the local authority to deliberate in private on its decision or recommendation in any proceedings to which this paragraph applies.
2. Update - Te Kuiti Water Supply Resilience Improvements	Section 7(2) (h) To enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities;	Section 48(1) (d) The exclusion of the public from the whole or the relevant part of the proceedings of the meeting is necessary to enable the local authority to deliberate in private on its decision or recommendation in any proceedings to which this paragraph applies.

General Subject	Reason for passing this resolution	Section 48(1) grounds for the passing of this resolution
3. Te Tari Whakatau - Request	Section 7(2) (h) To enable any local authority holding the information to carry on, without prejudice or disadvantage, commercial activities	Section 48(1) (d) The exclusion of the public from the whole or the relevant part of the proceedings of the meeting is necessary to enable the local authority to deliberate in private on its decision or recommendation in any proceedings to which this paragraph applies.
4. Verbal Briefing - CLM	Section 7(2) (h) To enable any local authority holding the information to carry on, without prejudice or disadvantage, commercial activities	Section 48(1) (d) The exclusion of the public from the whole or the relevant part of the proceedings of the meeting is necessary to enable the local authority to deliberate in private on its decision or recommendation in any proceedings to which this paragraph applies.

- 3 Council agree the following staff, having relevant knowledge to assist in the consideration of the items of business to be public excluded, remain in attendance to assist the Council with its decision making:

Staff Member	Reason for Remaining in Attendance
Chief Executive	Chief Executive
Manager – Governance Support	Committee Secretary
General Manager – Strategy and Environment	Portfolio Holder
General Manager – Community Services	Portfolio Holder

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

3. Commentary

- 3.1 Section 48 of the Local Government Official Information and Meetings Act 1987 gives Council the right, by resolution, to exclude the public from the whole or any part of the proceedings of any meeting, only on one or more of the grounds contained within that Section.