



Road Map

Work Programme

**1 July 2013
to
30 June 2015**

as at 27 August 2013

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SECTION ONE: INTRODUCTION

Introduction

The purpose of this Road Map is to plan the work programme leading up to, and beyond the adoption of the 2015-2025 LTP.

In addition to projects relating to the LTP, there are other important projects that must also occur and it is important that Council does not focus on the LTP process to the detriment of other important commitments. The non-LTP commitments are of importance to the functional roles of Council which feed into the decision making process.

This Road Map is divided into Sections for ease of use as follows:

- Section One** Provides an Introduction to the Reader.
- Section Two** Details identified projects of work for the 2013/2014 year (Year 2 of the 2012-2022 LTP), (including descriptions and indicative timelines). It is important to note that the content of this Section will alter as time goes on.
- Section Three** Contains known projects of work for the 2014/2015 year (Year 3 of the 2012-2022 LTP), (including descriptions and indicative timelines). It is important to note that the content of Section Three will alter as time goes on.

It is important to note that the Road Map is a "living document". Other projects of work will be identified over time that will need to be tested against the Road Map and organisational capacity to identify priority ranking against the already established work programme.

Integrated Planning

The Road Map shows how projects are interlinked. Both the Activity Management Plans and the Long Term Plan are made up of many components. The successful completion of these projects requires that planning must take into account the integrated nature of the components that make up these projects. Starting projects early, having the correct resources and detailed planning are necessary to ensure that these projects are completed successfully.

Background

The LGA has created an environment of integrated planning, monitoring and reporting where sustainable development, consultation and accountability are fundamental to its structure.

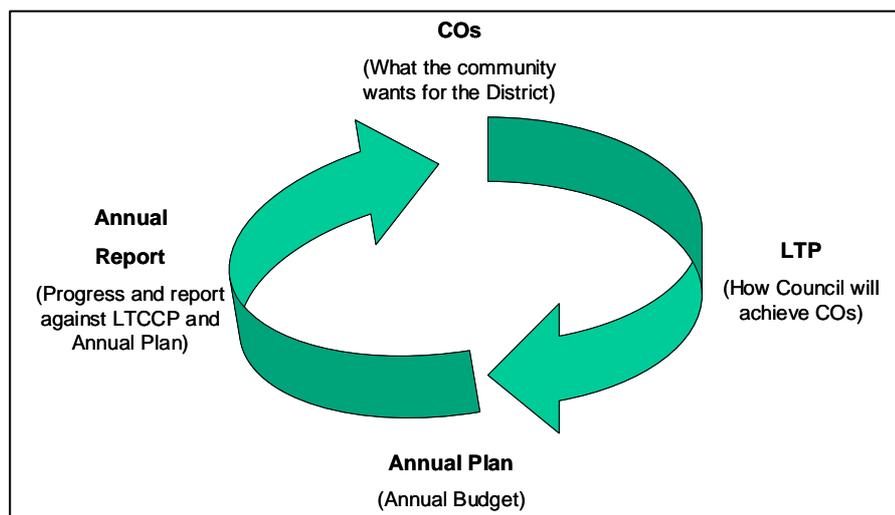


Diagram 1: Planning and Reporting Cycle

At a simplified level, the planning cycle promoted by the LGA consists of consultation with the community to find out what the community wants for the District – "Community Outcomes" (COs) and feeding this information into Council's planning processes.

Council’s progress against the LTP is reported on via monthly and annual reports. Any significant changes to the LTP work programme are consulted on in an Exceptions Annual Plan (EAP) process. Council is required to review its LTP every three years and produce an EAP in the interim years.

LTP Reporting Structure

The following diagram presents the reporting structure that is used in the development of an LTP.



Council

Council will be presented with the issues underpinning the LTP (including the Work Programme for years 1 to 3 of the LTP) for consideration and will decide on the content and strategic direction of the LTP.

Management Team

The Management Team will provide advice to Council regarding issues relating to the LTP’s contents.

Project Team

A Project Team will manage the overall project. The Project Team is responsible for keeping the Management Team informed of the progress of each work stream, advise the Management Team of any issues that arise and provide recommendations for resolving any identified issues.

SECTION TWO: 2013/2014 WORK PROGRAMME (YEAR TWO OF LTP)

Development of 2015-2025 LTP

Review of Development/Financial Contributions

1.0 DESCRIPTION

When development occurs in the District, additional capacity may be required from Council's infrastructural assets. The existing ratepayer base has already paid for the infrastructural assets in their Community. For this reason it is unreasonable for the existing ratepayer base to be expected to pay for additional demand that is imposed on the existing infrastructural assets when the reason that this additional load has been imposed is due to development in the District. Council is empowered to develop two contribution policies and to use either of them to collect contributions from developers.

Council currently has two different policy tools available to it that can be used for funding the additional demand or capacity imposed on existing infrastructural asset. The Resource Management Act 1991 (RMA) allows Council to charge developers financial contributions while the LGA allows Council to charge developers development contributions.

2.0 DISCUSSION/ISSUES

Council's existing District Plan enables financial contributions to be charged where necessary but remains untested.

This particular work stream is designed to review the existing Development Contributions Policy to determine its appropriateness in a redeveloped LTP.

To comply with Section 106(2)(a) of the Local Government Act, a well-structured Development Contributions Policy will require that the Capital Expenditure, caused by additional development but needed to maintain the current level of service from Council assets, be carefully assessed and characterised. This provides Council, the Community and developers with certainty as to the actual cost of creating new development in the District. As a result, any Development Contributions Policy will rely on the completion of robust Asset Management Plans.

There are three basic steps to the method for developing a Development Contributions Policy, this method is set out in Schedule 13 of the LGA. The three basic steps are shown below:

1. Identify growth trends in distinct areas
2. Translate these trends into demands for services, and identify any projects required to be carried out to meet the increased demand within catchments
3. Allocate costs of meeting increased demand across the developments creating that demand within each service catchment area

The Local Government Know How Guide identifies eight steps to developing a Development Contributions Policy, listed below:

1. Divide the District into logical catchments on the basis of logical service delivery characteristics
2. Quantify estimated growth (population, housing or business) within each catchment if possible
3. Translate that information into anticipated demand for services by catchment, with reference to Levels of Service
4. Identify works required to meet that increased demand (in addition to works that may otherwise be required) within each service catchment
5. Programme the works and estimate their individual costs for each development
6. Allocate the cost of each work between the 'shared drivers' with reference to the levels of service (growth catch-up service level improvements environmental renewal)
7. Aggregate the growth costs for each catchments of each service as the draft contributions
8. Progress, adopt and publish a schedule of contributions through the funding and financial policies / LTCCP process.

The Table below is an extract from the Monitoring Schedule against 16 December 2008 Road Map as at 30 June 2009 (Doc No 210419) and details the process carried out at that time.

Key Milestone	Indicative Timeframe	Commentary
<i>Confirm support for preparation of a draft Development Contributions Policy</i>	<i>4 December 2008 Workshop</i>	<i>The case for a Development Contributions Policy hinges on agreement for a managed development plan for the Mokau-Awakino and Te Waitere areas.</i>

Key Milestone	Indicative Timeframe	Commentary
<i>Establish catchment boundaries for the purposes of defining area based capital expenditure associated with growth (namely Mokau – Awakino and Te Waitere)</i>	<i>11 December 2008</i>	<i>Preliminary planning boundaries have been established for Mokau-Awakino, Te Waitere and Waitomo Village.</i>
<i>Quantify number of growth units within each catchment and district wide</i>	<i>19 December 2008</i>	<i>Growth units have been quantified for the above identified planning areas.</i>
<i>Quantify demand for services for each catchment, with reference to levels of service.</i>	<i>19 December 2008</i>	<i>Preliminary service demand for each of the above planning areas has been quantified, specifically in the form of water supply and wastewater services.</i>
<i>Identify the capital works required to meet increased demand within each catchment</i>	<i>15 January 2009</i>	
<i>Programme the works and estimate their costs for each catchment. Differentiate between levels of service and additional/new asset capacity</i>	<i>15 January 2009</i>	<i>Progressing. Conversion of design parameters into cost estimates and programming to be done. This is a fundamental issue in managing the risk to Council by aligning capital expenditure with demand.</i>
<i>Update draft AMPs to reflect new capital works required to manage growth.</i>	<i>22 January 2009</i>	<i>This work will follow the above step. (See also comments on AMPs below.)</i>
<i>Working draft Development Contributions Policy presented to Council Workshop for briefing</i>	<i>29 January 2009 Workshop</i>	<i>The working draft Development Contributions Policy is still being developed and will be included in the Reader for the Council workshop scheduled for 17 February 2009. The current Revenue and Financing Policy (RFP) does not provide for allocation of capital cost of asset improvements as a user/applicant benefit. Council needs to consider and decide the proportion of its capital expenditure programme that is to be funded from Development Contributions. The current RFP signals an intention to review the 2006–2016 Development Contributions Policy, implying that there will be a consequential need to review the RFP.</i>
<i>Review Revenue and Financing Policy to confirm alignment with draft Development Contributions Policy in accordance with Section 101 of the LGA and prepare draft amendments as necessary</i>	<i>17 February 2009 Workshop</i>	<i>Not achieved – due to unforeseen circumstances, this Workshop dealt with further LTP Strategic Issues. Consideration of a draft Policy will now take place at either the 26 February or 3 March 2009 Workshop.</i>
<i>Incorporate changes and prepare policy for inclusion in preliminary draft LTP for adoption for Audit</i>	<i>10 March 2009 Council Meeting</i>	<i>At a Council Workshop on 3 March 2009, Council agreed that given the lack of development expenditure in the LTP, that currently there is no need or indeed basis for a Development Contributions policy. If the infrastructure needs change in the future, the Development Contributions Policy can be progressed as part of the Exceptions Annual Plan process or as part of the next LTP, in 3 years time.</i>
<i>Draft LTP, including Development Contributions Policy, adopted for public consultation</i>	<i>8 April 2009 Council Meeting</i>	

Council also considered Development and Financial Contributions as part of the 2012-2022 LTP development process to:

- assist Council with a review of its existing policies;
- determine whether Council wishes to introduce a development/financial contributions regime as part of the 2012-2022 LTP; or
- determine whether Council wished to confirm its existing financial contributions policy (contained within the Operative District Plan) and whether to include the development of a development contributions policy as part of the District Plan review scheduled to commence in 2012.

Council noted –

- the existing Financial Contributions Policy contained in the Operative District Plan; and
- the forecast population trends and determining there is little forecast growth for the District in the short to medium term; and
- the matter of the development of a Development Contributions Policy be reviewed as part of the District Plan review commencing during the 2012-13 financial year.

During the process of developing the 2013/14 Exceptions Annual Plan, Council noted that changes to the RMA as well as the work being undertaken by the Waikato Mayoral Forum could have a significant impact on the review of the District Plan and agreed, given the change in circumstances, that in the 2013/14 year, a thorough Scope and Needs Analysis be undertaken for the Review. One of the main outcomes of this assessment would be Council's decision on whether to undertake a comprehensive review or a rolling review of its District Plan.

Confirmation of Council's intention to run the District Plan review and the development of a Development Contributions Policy in tandem has been assumed.

3.0 KEY MILESTONES

This work stream has been deferred with the intention of developing a Development Contributions Policy as part of the District Plan review which may not occur now until the 2014/15 year at the earliest.

Key Milestone	Date	Commentary
Scope and Needs Analysis for District Plan Review	30 June 2014	Since a SNA has been agreed to as part of the 2013/14 Annual Plan it is assumed that it will be completed in the 2013/14 financial year. <u>Note:</u> The following milestones are indicative only and dependent on the Council's decision to undertake a comprehensive or rolling review. Timelines will be agreed at that time
Expected Future Demand and Expected Future Capital expenditure on Infrastructural Assets developed.	August-September 2014	
Assessment for need to develop a DC Policy and a timeline for the development	October 2014	The timing for development of this policy will depend on the planned timing of the District Plan review

Leadership

Local Government Funding Agency (Debenture Trust Deed)

1.0 DESCRIPTION

Council's Treasury Management Policy states that Council may borrow from the NZ Local Government Funding Agency Ltd (LGFA) and, in connect with that borrowing, may enter into related transactions to the extent it considers necessary or desirable.

- Contribute a portion of its borrowing back to the LGFA as an equity contribution to the LGFA;
- Provide guarantees of the indebtedness of other local authorities to the LGFA and of the indebtedness of the LGFA itself;
- Commit to contribution additional equity (or subordinated debt) to the LGFA if required;
- Subscribe for shares and uncalled capital in LGFA;
- Secure its borrowing from the LGFA, and the performance of other obligations to the LGFA or its creditors with a charge over the Council's rates and rates revenue.

2.0 DISCUSSION/ISSUES

The financial markets have undergone significant change over the last twelve months and funding through the LGFA is now an attractive option for Council to consider as an alternative to its traditional funding methods through banks and more recently by way of bond issues.

Before Council can take advantage of funding available from the LGFA it needs to amend its Debenture Trust Deed (at a cost yet to be determined) and undertake public consultation through the special consultative procedure. This is best undertaken as part of the public consultation on the 2013/14 EAP.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting – report on the LGFA and amendments required to the Debenture Trust deed.	25 September 2012	Completed.
Council Meeting – SoP adopted for public consultation	26 March 2013	Included in the dEAP adopted for public consultation.
Public Notification of SoP	April 2013	Completed.
Consultation period	9 April – 7 May 2013	Completed.
Council Meeting – to adopt EAP	25 June 2013	Completed.
Council Meeting – to adopt amended Debenture Trust Deed	24 September 2013	Mr Phil Coombes (LGFA) contacted re WDC's eligibility – proposal to go from WDC to LGFA (incl updated financial forecasts, confirmation of WDC's Debt Repayment Strategy, update on financial position of ICL). The Debenture Trust Deed will be amended once outcome of WDC's proposal is known.

Local Government Act 2002 – Amendment Act 2012

1.0 DESCRIPTION

In March 2012, the Minister of Local Government announced the Better Local Government work programme, designed to "improve the legislative framework for New Zealand's 78 councils" and to "provide better clarity about councils' roles, stronger governance, improved efficiency and more responsible fiscal management". The programme sets out to:

1. Refocus the purpose of local government;
2. Introduce fiscal responsibility requirements;
3. Strengthen council governance provisions;
4. Streamline council reorganisation procedures;
5. Establish a local government efficiency taskforce;
6. Develop a framework for central/local government regulatory roles;

7. Investigate the efficiency of local government infrastructure provision; and
8. Review the use of development contributions.

The first four points have been addressed in the LGAA 2012, and the subsequent four will feed into a further Local Government Reform Bill proposed for 2013.

Local Government Act 2002 Amendment Act 2012

This Act makes significant changes to the LGA 02. It came into force on 5 December 2012, except for provisions concerning the role and powers of mayors, which commence 12 October 2013.

In a controversial shift in approach, the purpose of the LGA 02 and the purpose of local government were both changed to eliminate reference to the social, economic, environmental and cultural well-being of communities. Replacing the four well-beings is provision for "good-quality local infrastructure, local public services, and performance of regulatory functions" (s 3(d)). Seen widely as a deliberate "reining in" of local government, the impact on activities actually undertaken by the sector has yet to be felt.

Reorganisation procedures have been streamlined under subpt 2 of pt 3 (reorganisation of local authorities), and the role of the Local Government Commission refined under subpt 3 of pt 3 (local government commission). Schedule 3 (reorganisation proposals) has been replaced in its entirety, with perhaps the most significant change being to cl 28, which now allows the determination of a proposal to be decided on the majority of valid votes cast across the whole of the affected area. This replaces the provision that required an affirmative majority in each of the separate constituent districts or regions before a proposal could proceed, and is expected to make it more likely that reorganisation proposals should succeed.

The role of a mayor is expanded from the traditional "first among equals" of the past to include specific new powers relating to leadership, planning, and the appointment of the deputy mayor and committee chairpersons. It is similar to, but not as expansive as, the role of the Mayor of Auckland under the Local Government (Auckland Council) Act 2009.

The role of the chief executive in employment matters may now be constrained by a remuneration and employment policy adopted by the council. There is also a requirement to report on staffing levels and remuneration in the annual report.

The whole of pt 10 (powers of Minister to act in relation to local authorities) has been replaced and the provisions of the former sch 15 migrated to this Part of the Act. Part 10 applies to a local authority that has a "problem", as that term is defined in s 256. It offers the Minister a wider range of options to address the problem than was previously the case. These include the appointment of various ministerial bodies (ie Crown Review Team, Crown Observer, Crown Manager, Commission) and allow for the postponement of a general election for members when a Commissioner has been appointed, or for an early election in some circumstances.

Regulations may be made to prescribe parameters or benchmarks for assessing whether a local authority is prudently managing financial matters. These may relate to things such as fixed debt and expenditure ratios, and may differ between different types or class of local authorities. Failure to meet these standards may in turn trigger Ministerial intervention under pt 10. There is also provision for parameters or benchmarks to be in accordance with financial reporting standards, which may be incorporated by reference in the regulation.

Legal Advice

Following enactment of the LGAA 2012, there has been a significant change to the purpose of local government. As a result, LGNZ commissioned Simpson Grierson to provide advice on how this change will affect the sector. That advice details the nature of the legal risk associated with the legislative change and recommends procedural changes to minimise, as much as possible, the legal exposure. However, there will be legal uncertainty until the parameters of the law are tested in court.

2.0 DISCUSSION/ISSUES

As discussed above, s.10 of the LGA (as amended) has changed the **purpose** of local government.

It is necessary therefore to revisit Council's Revenue and Financing Policy and to review on an activity by activity basis whether the delivery of existing services and the provision of existing facilities and amenities continue to meet the intent of the Act.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Workshop #1: Review Revenue & Financing Policy	19 November 2013	
Council Workshop #2: Review Revenue & Financing Policy	3 December 2013	

Waikato Mayoral Forum Workstreams

1.0 DESCRIPTION

Note: There are numerous regional and cross-boundary collaboration opportunities that WDC is either involved in, or may become involved in over time through the Waikato Triennial Forum, the Waikato Mayoral Forum, Local Authority Shared Services and arrangements with neighbouring Councils. The majority of these link into the Mayoral Forum initiatives and therefore for the purpose of reporting and monitoring they will be considered to form this portion of the Road Map Work Programme.

The Waikato Mayoral Forum (WMF) is a group involving the Mayors and Chief Executives of local authorities within the Waikato Region (with the exception of Thames Coromandel District Council) and is aimed at achieving a collaborative and co-operative approach to local governance in the Region.

In May 2012 the WMF agreed to create four Working Parties to scope and define potential collaborative opportunities in the areas of Governance, Planning, Roading and Waters. Subsequently Economic Development was created as a fifth Working Party, and the Planning and Governance workstreams put together in a collaborative manner. Each Working Party consists of three or four Mayors/Chairs supported by a Council CEO.

Governance:	Mayors Hugh Vercoe and Julie Hardaker and WRC Chair Peter Buckley CEO: Gavin Ion
Planning:	Mayors Julie Hardaker and Neil Sinclair and WRC Chair Peter Buckley CEO: Garry Dyet
Water & Waste Water:	Mayors Glenn Leach, Alan Livingston and Dale Williams CEO: David Hall
Roading:	Mayors Brian Hanna, Allan Sanson and John Tregidga CEO: Don McLeod
Economic Development:	Mayors Julie Hardaker, Alan Livingston and John Tregidga and WRC Chair Peter Buckley

The workstreams were created to examine the potential for economies of scale if services were provided in a collaborative manner across the region. There were a variety of reasons for this decision including, an acknowledgement that communities were demanding lower costs but higher service standards; that central government was demanding that local authorities demonstrate that they were pursuing all options for efficiencies; and that traditional methods of service delivery were being challenged, particularly as a result of the Auckland Council merger and the consequent creation of targeted CCOs.

There was also a feeling that recent drives for amalgamation were being predicated on a desire for cost savings, with little acknowledgement that some of the services provided by territorial authorities (such as community representation) could only be effectively provided at a local level.

If cost savings could be realised through joint service arrangements and Councils were willing to implement the recommendations, arguments for amalgamation would be mitigated. If an investigation demonstrated that efficiencies from jointly providing services were illusory, that too could be used in the amalgamation debate.

In either case a greater level of information would be available for an informed public debate; with the potential for cost savings for ratepayers if scale efficiencies were found to exist.

The individual Councils agreed to support these opportunities and provided, via Local Authority Shared Services Ltd (LASS), a budget of \$100,000. In addition, each Council has provided significant internal expertise to inform the Working Parties.

Each of the Working Parties is working in an environment of likely external change, driven by Central Government and major external stakeholders. The projects are collaborative in nature and Waikato wide crossing existing territorial boundaries.

By December 2012 each of the Working Parties had completed a scoping project identifying benefits, and the resources, budgets and timelines for future work. The Waikato Mayoral Forum requested that the Council CEOs consider the matters of funding, project priorities and timeframes, and report back in February 2013.

The CEOs met in December 2012 and debated the matters of equitable funding, examined proposed project costs and the timing and priority of expenditure. Impacts on existing work programmes and internal resources were also considered. The CEOs agreed that the projects collectively –

- help inform likely discussions during the 2013-16 period on potential local government structure in the Waikato
- are aligned with external stakeholder work such as NZTA funding
- align with existing planned work on economic development that would benefit from a collective approach
- identify some joint procurement opportunities in water and roads
- will help prepare for the next round of RMA reforms

The CEOs also agreed that the timing of these opportunities requires advancement of all projects as proposed.

Equitable funding models were examined, and different funding mechanisms identified for each project on the basis of allocation back to ratepayers via councils on a distribution of benefits appropriate for that project.

Financial consideration was given to the impact on approved Council budgets for the 2013/14 financial year and funding into subsequent years. Expenditure has been prioritised to develop a work plan that results in costs being spread across each of the three years.

2.0 DISCUSSION/ISSUES

Governance and Planning

Governance

Governance will be the last of the collaborative opportunities to be considered in detail by the Mayoral Forum, due to the fact that it is likely that governance requirements for individual councils will alter significantly subject to the implementation of other collaborative opportunities.

In the interim WDC continues to work collaboratively on opportunities for shared services i.e. information technology.

Shared Services – Information Technology

WDC has been represented on the Regional IT – Shared Strategic Planning Project Committee which has been working on the development of a Strategic Information Systems Plan (SISP) for the Region. Tenders for the shared work were recently called and evaluated and it has been recommended that KPMG be contracted to work with Councils to:

- identify the common strategic principles and business drivers
- have a common framework for each SISP that incorporates common elements and points of difference. It is intended that KPMG would write the common elements on behalf of the contributing Councils.
- Have a common format of future work programmes across Councils' plans.

And where requested by an individual Council, at their own cost:

- Guide and mentor Council staff through the process and outputs
- Provide a QA on the Council staff's work
- Help identify collaboration opportunities
- Further development of Council's individual SISP.

There are currently 10 of the 12 Waikato Councils participating in this workstream.

A Project Manager is to be appointed and a Steering Committee formed to oversee the project.

Council will receive briefings on progress.

Planning

Waikato Spatial Plan

The Waikato Spatial Plan is a key project of the Planning and Governance workstream. The outcome of the Spatial Plan process is to provide a collective voice in high priority regional and sub-regional issues that affect the wellbeing of the communities of the region.

The first stage of the Spatial Plan process is to develop a common evidence base across the region from which priority issues can be determined. The Governance Group for this stage of the project comprises WRC Chairman Buckley, Mayor Hardaker, Mayor Sinclair and Mayor Vercoe. The Governance Group is supported by the Chief Executive's Group.

James Bevan (Latitude Planning Services), the independent Project Director appointed by the WMF, manages the day-to-day running of the project.

The University of Waikato was engaged to ensure that population data analysis is regionally consistent and robust. That piece of research has been completed and will be incorporated into the data gathering phase of Stage 1.

The Technical Leadership Group, comprising staff from some of the Region's councils, will soon meet to discuss the preliminary analysis of information gathered to determine gaps and key patterns or issues emerging.

As at August 2013, the following actions have been, or are in the process of being completed:

- Workshops with local authorities and a report on findings.
- The Technical Leadership Group completing a high level analysis of the Waikato Region's high priority issues, and establish gaps in currently held data.
- Consultant inputs will commence to fill targeted gaps in currently held information.
- A high level analysis of existing infrastructure will be completed.
- A request for proposal document will be issued by Sport Waikato for consultant resource to develop a Regional Sport and Recreational Facilities Plan. An appointment will be made in August.
- A meeting of the Governance Group is scheduled in advance of the Waikato Mayoral Forum meeting on the 29th of July

Council will be kept briefed on this matter via Progress Reports on an "as required" basis.

Waters (Water Supply and Wastewater)

It was decided very early on that the provision of stormwater services would not be included in this work stream in the first instance. This was because the characteristics of water and waste water services have significant commonalities, not shared with stormwater services.

A decision was also made that the Waters work stream could not be adequately resourced from existing Council staff. There were a variety of reasons for this decision, however a principle concern was that the volume of work required to undertake a robust study would be difficult to achieve alongside existing work demands.

In order to select an Independent Advisor to complete the waters study, a Registration of Interest process was undertaken. The Project Scope for the study read, in part: "*The territorial authorities of the Waikato region (the Councils) wish to undertake an investigation into the merits and opportunities to enhance the delivery of water and waste water services through a strategy of joint provision*". The ROI went on to advise that the investigation was to be managed by LASS and that no form of service delivery was being either promoted or excluded from the study.

An unanticipated benefit of the ROI process was that four of the five ROIs received within the prescribed timeframe proposed a consortium approach to the study. This was motivated by the recognition that in order for the study to be successful a range of skills, including civil engineering, financial analysis and corporate governance, would need to be applied. The selection of an Independent Advisor was undertaken by a Panel and a unanimous decision was made to retain a consortium.

The first deliverable was a high level review of the opportunities/risks around the joint provision of water services. The report covered a range of areas (governance options, operational efficiencies, financial outcomes, etc.) and was intended to provide a robust platform to allow the WMF to decide whether there was sufficient merit to justify undertaking a substantial, comprehensive analysis of joint water infrastructure options.

The WMF Waters Working Party have now agreed to proceed with a comprehensive analysis on the formation of a Regional CCO for water and waste water activities.

At the conclusion of those investigations, regardless of what final recommendation the WMF Waters Working Party makes, Council needs to be fully informed before making any decisions.

Therefore, it is essential that WDC complete its own inhouse analysis to identify the impact on both the Waitomo community and WDC's organisational interests for a scenario where the water and waste water activities are removed from WDC.

Roading

The Roothing work stream reflects a mutual desire to improve the way roading services are managed and delivered. It is led by the national strategic context of the Government Policy Statement (GPS 2012) and the findings of the NZTA Maintenance & Operations (M&O) Review and the Road Maintenance Task Force (RMTF).

Workshop sessions held with each of the Road Controlling Authorities in May 2013 identified key issues and challenges that councils face, along with the objectives and opportunities to address these. The workshop findings form the basis of the collaboration proposal, along with other regional information and an understanding of the advances being made in asset management and its importance in road management decision making.

The WMF preferred option proposes a three pronged approach based upon a model of evolution over time:

- 1 **"Centre of Excellence"** All Councils collaborate to establish a regional "Centre of Excellence" which initially concentrates on providing asset management services to the respective Roading Managers. This will create a highly skilled resource that focuses on network data collection, technical analysis and providing recommendations to support high calibre decision making and the optimisation of roading investments. NZTA may also choose to draw on this resource as it will provide some functions which are comparable to the new NZTA Network Outcomes group.
- 2 **"Localised Clusters"** Sub-regional collaborations in operational or service delivery functions are developed between Councils and/or NZTA on a localised basis where they make good sense and are relatively easy to implement. The Councils collaborating in these arrangements will also participate in the Centre of Excellence.
- 3 **"Broader Collaboration"** Broader regional collaborations in operations and service delivery are developed as time goes by and as levels of consistency increase. This will be facilitated by the Centre of Excellence and will depend on the collective demands of the participants. It may see the role of the Centre of Excellence expand to employ in-house specialists or coordinate the joint procurement of particular services.

The primary focus is on improving asset management through the Centre of Excellence. This co-governed business unit would take advantage of the scale offered by collaboration to employ and develop asset management skills and systems that are superior to those that any council could achieve independently. This would in turn create the consistency of data, analysis, systems and strategy that will underpin the development of localised clusters and broader regional collaborations. It will also:

- Achieve many of the shared objectives identified by the workshop process.
- Deliver a range of financial and intangible benefits.
- Assist in "one-network" regional planning and customer interaction.
- Help overcome skill shortages/succession issues being faced by many Councils.
- Position the Waikato Region to take advantage of future asset management advances occurring in the industry and within NZTA.

The benefits from improved asset management would be achieved without the need for Councils to radically alter service delivery structures or local decision making. The Centre of Excellence would enable Councils to better manage their existing networks and would lay the foundation to move towards performance based contracting models, if such were desired.

One Network Classification

Another work stream being worked on at the Regional level is the "One Network Classification" approach. In this scenario each of the Waikato Region Councils classified their roads to fit in a regional context i.e.

- National Arterial
- Major Arterial
- Minor Arterial
- Collector
- Roads and Streets
- Low Volume Road

This information was then provided to NZTA. However NZTA's interpretation and/or reclassification has raised significant concerns for WDC. NZTA's own "One Network Classifications" are as follows:

- National Strategic High Volume
- National Strategic
- Regional Strategic
- Regional Arterial
- Collector
- Local
- Access

Under NZTA's classification, nearly all roads within the Waitomo District fall into NZTA's "Access" category and this has significant issues for Waitomo in relation to the proposed levels of service for the Access category, which are as follows:

- Travel times can vary greatly depending on other road users (stock trucks and farm vehicles, weather and road condition (gravel))
- Expect to travel at a wide range of speeds
- Route not available in moderate weather events, unlikely to have alternative route available
- High sense of extra care required many unmarked hazards on route
- Low level of comfort, extended lengths of roughness
- Access is generally permitted but may not be visible

WDC staff are currently preparing a submission to NZTA in respect to the classification of Waitomo District Roads.

Council will be kept briefed on all regional roading collaboration activity via Progress Reports on an “as required” basis.

Economic Development

The Economic Development work stream relates to the WMF’s decision to develop a Regional Economic Development Strategy, which would include the following components:

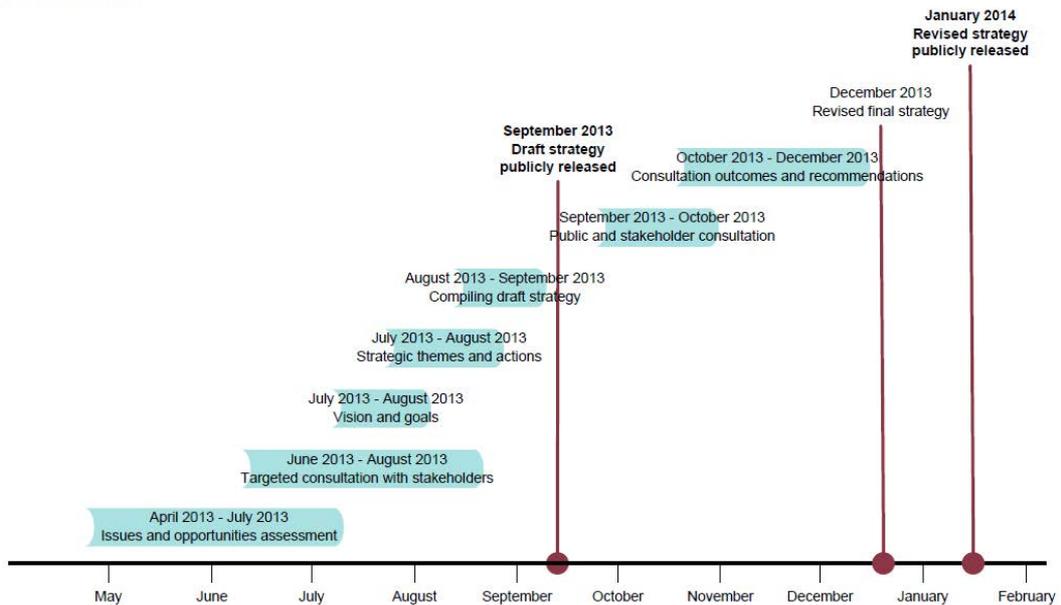
- Context
- Strengths and weaknesses, opportunities and threats
- Vision
- Goals/objectives
- Drivers/themes
- Actions
- Monitoring and evaluation

The Strategy is being developed by a Governance Group which includes representatives of industry (including Māori business) and local government.

As at August 2013, good progress has been made on starting to develop the Regional Economic Development Strategy. An independent Project Manager and most of an independent Governance Group have been appointed and work is progressing in line with an agreed Project Plan.

The Project Manager (Martin, Jenkins and Associates Ltd in partnership with Beca Carter Hollings and Ferner Ltd) is expected to deliver a draft strategy by September 2013. The strategy is expected to be finalised by February 2014.

Figure 3 Process timeline



3.0 KEY MILESTONES

Governance and Planning		
Key Milestone	Indicative Timeframe	Commentary
Council Meeting – progress report on Governance and Planning work stream	As required	Council will be presented with progress reports on the Governance and Planning work stream as required.

Waters (Water Supply and Waste Water Activities)		
Key Milestone	Indicative Timeframe	Commentary
Impact Analysis Water and Waste Water activities.	September–October 2013	

Waters (Water Supply and Waste Water Activities)		
Key Milestone	Indicative Timeframe	Commentary
Council Workshop – presentation of findings to Council	As required	
Council Meeting – progress report on Waters work stream	As required	Council will be presented with progress reports on the Waters work stream as required.

Roading		
Key Milestone	Indicative Timeframe	Commentary
Council Meeting – progress report on Roading work stream	As required	Council will be presented with progress reports on the Roading work stream as required.

Economic Development		
Key Milestone	Indicative Timeframe	Commentary
Council Meeting – progress report on Economic Development work stream	As required	Council will be presented with progress reports on the Economic Development work stream as required.

Local Government Reform - Positioning of WDC

1.0 DESCRIPTION

Notwithstanding the collaborative regional work programme being completed through the Waikato Mayoral Forum (WMF), the potential exists for an early reorganisation application to be triggered.

The Property Council is manoeuvring as a likely starter, possibly in conjunction with Thames Coromandel DC (not part of the WMF). Both proposals, as currently described, are complementary in that they entail proposals for neighbouring unitary authorities. Either will impact on Waitomo District.

There may be other proposals in an incubation stage e.g. an application from either an individual or organisation for a single unitary authority (UA) for the entire Waikato region – an application does not need to be initiated by a local authority.

While the Regional Mayors have agreed to hold any application for reorganisation until the current work streams have been completed, WDC needs to work towards an agreed position independent of the WMF work stream process and outcomes in anticipation of an early application – the timing and source of a reorganisation application will not necessarily be synchronised with the timetable and membership of the WMF workstreams.

2.0 DISCUSSION/ISSUES

The October 2013 Triennial Local Government Elections and the 2nd instalment of the “Better Local Government” programme of changes to the Local Government Act 2002 (expected to first appear in a Bill in October this year) will be important catalysts for re-energised reform processes in Waikato and elsewhere.

The mooted changes to the LGA include removal of the thresholds for local boards and more flexibility around combining local boards and community boards – currently, community boards cannot be used in conjunction with local boards.

A single UA would become an option for Waikato if the current threshold of ‘predominantly urban’ is removed from the legislation, as is mooted.

A key factor in preparing a lead application is demonstration of community support, both for the application in particular and for reorganisation in general, in the district of each territorial authority affected by the application.

Any proposal for change to the current structure of local government in the Waikato needs to demonstrate that it will best promote good local government in the area affected by the proposal, ahead of any other option that must include the status quo, before it would gain the support of the Local Government Commission and enter the next stage of the statutory reorganisation process.

An application from WDC would inherently involve amalgamation with one or more neighbouring territorial authorities (a UA for Waitomo district is an unlikely option). In the absence of any current proposal that has the mutual agreement of neighbouring districts, Waitomo is likely to position itself through an alternative application. The advantage of the latter is that there is no need to demonstrate community support additional to the lead application, although recommended good practice is that community support for an application is an advantage whether a lead or alternative application – the LGC would not proceed with a proposal that did not have substantial community support.

The opportunity for developing renewed political interest in developing an alternative proposal aligned with the objective of protecting the local governance and autonomy of the Waitomo and neighbouring communities is soon after the October 2013 triennial elections. Reorganisation is less likely to be a political platform beforehand, and new elected members may bring a fresh approach.

It is possible that, out of the post-election discussions, there is sufficient support within the new political landscape for WDC to be part of a lead application. Community support and strategic imperatives would be key to that. The steps below allow for that possibility

Next steps

Given the above, the key next steps towards readying WDC's response to a reorganisation application include:

1. Brief the Council:
 - a. Political landscape post 2012 WDC positioning with ODC
 - b. Update "*Better local government*" programme including impact of imminent legislative changes ex Phase 2
 - c. Outline the reorganisation legislative process
 - d. 2014 general election issues
 - e. Report impacts of WMF findings
 - f. Timing issues – immediate, short term, long term
2. Identify the options, e.g.
 - a. Enhanced status quo (based on the WMF findings). Note that retention of local control over infrastructure and services needs to be weighed against any financial advantages of shared services for the waters etc. under some regionally based and sized CCO or similar structure, as noted in the discussion under the WMF Workstreams item. Note also that the status quo does not require an application or alternative application for reorganisation
 - b. Amalgamation with 1 or more neighbouring districts (all or part) into a single district
 - c. Amalgamation with 1 or more neighbouring districts (all or part) into a single unitary authority
 - d. Become a local board under a larger reorganisation proposal
 - e. Identify sub-catchments/communities of interest/points in common to help identify boundaries of a potential new district (e.g. alignment with the boundaries of the recent Waipa JMA)
 - f. Other
3. Identify the potential improvements that would result from each scenario and how they would promote good local government
4. Consult with TAs affected by the scenarios
5. Measure community support for the options (optional but recommended)
6. Prepare a preferred option including governance arrangements
7. Consult with public on preferred option (optional)
8. Consult with stakeholders – Iwi, WRC, Federated Farmers, sector interest groups (optional but recommended)
9. Assess economic, strategic and financial impacts of preferred option
10. Obtain formal support for proposal from each affected TA
11. Communicate with affected community throughout process
12. Prepare/finalise application
13. Decide if wish to lead or wait
14. Review lead application, refine and submit as alternative, OR;
15. Submit

3.0 KEY MILESTONES

Ideally the above process would commence as a natural sequel to the current WMF workstreams, given the drivers relating to informing future discussion on amalgamation. For the reasons given, that exposes WDC to an unanticipated application and 20 working days after notification by the LGC in which to prepare an alternative application.

An earlier start is therefore suggested with Step 1 commencing soon after the new council has taken office in October this year. The remaining steps would then follow in sequence over the next 12 months – shorter if the optional consultation steps are removed, longer if a more comprehensive application is to be prepared

Reorganisation Proposal		
Key Milestone	Indicative Timeframe	Commentary
<p>Council Workshop – briefing on:</p> <ul style="list-style-type: none"> Political landscape post 2012 WDC positioning with ODC Update “<i>Better local government</i>” programme including impact of imminent legislative changes ex Phase 2 Outline the reorganisation legislative process 2014 general election issues Report impacts of WMF findings Timing issues – immediate, short term, long term 	12 November 2013	Initial briefing post-election. Other briefings as new developments occur – standing item
<p>Identify the options, e.g.</p> <ul style="list-style-type: none"> Enhanced status quo (based on the WMF findings). Note that retention of local control over infrastructure and services needs to be weighed against any financial advantages of shared services for the waters etc. under some regionally based and sized CCO or similar structure, as noted in the discussion under the WMF Workstreams item. Note also that the status quo does not require an application or alternative application for reorganisation Amalgamation with 1 or more neighbouring districts (all or part) into a single district Amalgamation with 1 or more neighbouring districts (all or part) into a single unitary authority Become a local board under a larger reorganisation proposal Identify sub-catchments/communities of interest/points in common to help identify boundaries of a potential new district (e.g. alignment with the boundaries of the recent Waipa JMA) Other 	December 2013 – February 2014	

Reorganisation Proposal		
Key Milestone	Indicative Timeframe	Commentary
Identify the potential improvements that would result from each scenario and how they would promote good local government	March 2014	
Consult with TAs affected by the scenarios	April – May 2014	
Measure community support for the options	June – July 2014	Optional for an alternative application but recommended
Prepare a preferred option including governance arrangements	August 2014	Need census data for this step.
Consult with public on preferred option optional	September 2014	Optional for an alternative application but recommended
Consult with stakeholders – Iwi, WRC, Federated Farmers, sector interest groups (optional but recommended)	September 2014	Optional for an alternative application but recommended
Assess economic, strategic and financial impacts of preferred option	September 2014	
Obtain formal support for proposal from each affected TA	October 2014	
Communicate with affected community throughout process	February 2014 - end	
Prepare/finalise application	November 2014	
Review lead application, refine and submit as alternative, OR;	December 2014	
Submit as lead application	December 2014	

Development of a WDC Stakeholder Engagement Strategy

1.0 DESCRIPTION

Development of a Stakeholder Engagement Strategy will document how WDC's organisational stakeholder relationships can be positively maintained/enhanced in a way that assists Council to achieve the levels of service goals and objectives of the agreed LTP.

2.0 DISCUSSION/ISSUES

WDC engages with people and communities in many ways through its consultation, communication, community development, and customer services. The Council also engages with people through the everyday services it provides – water, roading, libraries, parks and playgrounds, animal control and health services as examples. All of these are important in building a high level of trust between the stakeholders and Council.

Council's community engagement occurs within a statutory framework, especially the Local Government Act, which is focused on representative decision making.

The aim of the Stakeholder Engagement Strategy is to meet those legal requirements while ensuring a good understanding of the diverse views of all stakeholders so that WDC can actively and consistently work with those stakeholders, including, but not limited to, central government agencies, local government, local Iwi, business and community groups.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Development of draft Stakeholder Engagement Strategy (SES)	September – October	
Council Workshop – presentation of draft SES	12 November 2013	
Council Meeting – presentation of draft SES for adoption	26 November 2013	

Review of Representation Arrangements (including Maori Representation)

1.0 DESCRIPTION

The Local Electoral Amendment Act 2002 made changes to the Local Electoral Act 2001 which provided legislative requirements for local government representation, processes and review.

Council must follow the procedure set out in the Local Electoral Act 2001 when conducting this review, and should also follow guidelines published by the Local Government Commission. The Act gives the community the right to make a written submission to the Council, and the right to be heard.

The Council is required to review its representation arrangements at least once every six years. Council undertook a review of Representation Arrangements, including Electoral System and Maori representation in October 2011 for the 2013 election.

In completing the Representation Review in October 2011, Council resolved that the introduction of Maori Wards or constituencies be reviewed again in 2014 in time for the 2016 triennial elections.

2.0 DISCUSSION/ISSUES

A full Representation Arrangement review must include the following:

- The number of elected members (within the legal requirement of a minimum of six and a maximum of 30 members, including the Mayor).
- Whether the elected members (other than the Mayor) shall be elected by the entire district, or whether the district will be divided into wards for electoral purposes, or whether there will be a mix of 'at large' and 'ward' representation.
- If election by wards is preferred, then the boundaries and names of those wards and the number of members that will represent each ward.
- Whether or not to have separate wards for electors on the Maori roll.
- Whether to have community boards and if so how many, their boundaries and membership and whether to subdivide a community for electoral purposes.

A full review was completed in October 2011, and therefore another full review is not required until 2017. However, Council resolved to further consider Maori Wards and Constituencies in 2014 for the 2016 Triennial Elections.

The Act defines that a territorial authority may resolve for a district to be divided into 1 or more Maori wards for electoral purposes. The Act also defines that such resolution, if not made before 23 November of the year that is 2 years before the next triennial general election (i.e. 23 November 2011 for the 2013 election), would take effect for the purposes of the next but one triennial general election (i.e. implementation would not be able to take effect until the 2016 election).

Council must follow the procedure set out in the Local Electoral Act 2001 when conducting this review, and should also follow guidelines published by the Local Government Commission. The Act gives the community the right to make a written submission to the Council, and the right to be heard.

Set out below is the Procedural steps and timelines as set out in the Local Government Commission's November 2008 Guidelines:

Procedure	Legislative provision	Deadline
<i>Local authority determines proposed representation arrangements</i>	<i>Section 19H for territorial authorities, section 19I for regional councils, and section 19J relating to community boards (Schedule 1A if Māori wards or constituencies are to be established)</i>	<i>No specific deadline, except that</i> <ul style="list-style-type: none"> <i>determinations must be made by 31 August in the year prior to election where Māori wards/constituencies are to be established</i> <i>determinations must be made in time for the deadline for public notice</i>
<i>Local authority gives public notice of "initial" proposal and invites submissions</i>	<i>Section 19M(1)</i>	<i>Within 14 days of resolution, and not later than 8 September in the year prior to election</i>
<i>Submissions close</i>	<i>Section 19M(2)(d)</i>	<i>Not less than one month after public notice</i>
<i>If no submissions then proposal becomes final</i>	<i>Section 19Y(1)</i>	<i>Public notice to be given when there are no submissions but no date fixed for doing this</i>
<i>Local authority considers submissions and may amend proposal</i>	<i>Section 19N(1)(a)</i>	<i>Within 6 weeks of closing date for submissions</i>

Procedure	Legislative provision	Deadline
Local authority gives public notice of its "final" proposal	Section 19N(1)(b)	Within 6 weeks of closing date for submissions
Appeals and objections close	Sections 19O and 19P	Not less than 1 month after the date of the public notice issued under section 19N(1)(b), and not later than 20 December in the year prior to election
If no appeals or objections then proposal becomes final	Section 19Y(1)	Public notice to be given when there are no appeals/objections, but no date fixed for doing this
Local authority forwards appeals, objections and other relevant information to the Commission	Sections 19Q and 19V(4)	As soon as practicable, but not later than 15 January in election year
Commission considers resolutions, submissions, appeals and objections and makes determination	Section 19R	Before 11 April in election year
Determination subject to appeal to High Court on a point of law	Clause 2, Schedule 5, Local Government Act 2002	Appeals to be lodged within 1 month of determination

3.0 KEY MILESTONES

Maori Wards and Constituencies

Key Milestone	Indicative Timeframe	Commentary
Council Workshop: Consideration of briefing paper on Maori Wards and Constituencies	17 September 2013	
Council Meeting: Resolution to be taken in respect to Council's consideration of Maori Wards and Constituencies	10 October 2013 Statutory Deadline 23 November 2014	

Should Council resolve to consult on a proposal altering the current Representation Arrangement i.e. proposing the creation Maori Wards, a full review of the Representation Arrangements will be required.

Representation Arrangement

Key Milestone	Indicative Timeframe	Commentary
Council Workshop to consider options for representation arrangements	Pre-August 2014	
Council Meeting - Resolution of proposed representation arrangements for consultation	26 August 2014	
Public notice of proposal and invites submissions	September 2014	
Submissions close	October 2014	
If no submissions then proposal becomes final		
Council Meeting - consideration of submissions and possible amendment of proposal	28 October 2014	
Public notice of Council's "final" proposal	November 2014	
Appeals and objections close	December 2014	
If no appeals or objections then proposal becomes final		
If appeals/objections received, Council forwards appeals, objections and other relevant information to the Commission	December 2014	

Key Milestone	Indicative Timeframe	Commentary
Commission considers resolutions, submissions, appeals and objections and makes determination	April 2014	
Determination subject to appeal to High Court on a point of law		

Community Satisfaction Survey (for 2012/2013 Annual Report)

1.0 DESCRIPTION

A Customer Satisfaction Survey is identified as the key tool for monitoring some of the Service Performance Objectives contained in the LTP and also as a tool for the informing of decisions around future levels of service.

For the purpose of annual reporting against the LTP it is necessary to carry out the Customer Satisfaction Surveys annually.

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Review or design new annual Customer Satisfaction (Levels of Service) Survey	May 2013	Completed
Survey to test: 1. Importance of Service 2. Satisfaction with Service 3. Provide for commentary/ suggestions	May 2013	Completed
Undertake Survey	June - July 2013	Completed
Analyse / Report Survey Results	August 2013	In progress
Council Meeting - Customer Satisfaction Survey Results to Council	27 August 2013	
Customer Satisfaction Results ready for inclusion in Annual Report	August 2013	

2012/2013 Annual Report

1.0 DESCRIPTION

The LGA requires Council to complete and adopt its Annual Report within four months after the end of the financial year to which it relates and also that Council make available an audited Summary of Information that fairly reflects the contents of the Annual Report. However due to the triennial elections in October, the Annual Report must be adopted by Council prior to the elections.

The LGA requires the Annual Report to provide a measure of Council's performance against the targets set in the LTP and Annual Plan. The Annual Report is also intended to be a tool that promotes Council's accountability to the community for decisions made during the year.

2.0 DISCUSSION/ISSUES

Finalisation of the reporting timeline is dependent on when the auditors confirm their review date. The planning and timing for the development of the 2012/13 Annual Report will need to be confirmed upon confirmation of audit dates.

Due to the requirement to adopt the annual report prior to the Elections, the preparation of the annual report will be completed within a condensed timeframe.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting - Brief Council on timeframe and present the audit service plan	28 May 2013	Completed
Interim audit to test systems and control	June 2013	Completed
Completing year end adjustments and preparing draft Annual Report	July-September 2013	In progress
Final Audit visit to test balances and disclosures	9-20 September 2013	
Council Meeting - Interim Report and progress report to Council on annual report preparation.	24 September 2013	
Deloitte technical and final review	Late September 2013	
Council Meeting - signed audit opinion available and adoption of Annual Report	10 October 2013	Annual report must be signed by Council prior to election day.

2013 Triennial Elections

1.0 DESCRIPTION

Pursuant to the Local Electoral Act 2001, triennial elections are scheduled on a three-yearly basis with the next election occurring in October 2010.

Whilst Council contracts out the role of Electoral Officer for the triennial elections, significant resource time is still required in-house to provide the Contractor with the necessary information to carry out this task.

2.0 KEY MILESTONES

Note: Actual dates for this project will be added as soon as they are known.

Key Milestone	Indicative Timeframe	Commentary
Nominations and Electoral Roll close	16 August 2013	
Mail out of Voting Papers	20-25 September 2013	
Voting	20 Sept – 12 October 2013	
Provisional Result available	12 October 2013	
Official Declaration	12-23 October 2013	
Inaugural Council Meeting	22 October 2013	

2013 Elected Member Induction Process

1.0 DESCRIPTION

Following the Official Declaration of the Triennial Election results, consideration will need to be given to any new elected Council Members in respect to an induction process and training for their new role.

A significant amount of reference material for newly elected members will be distributed in the form of an Induction Package.

LGNZ convenes seminars for Mayors and Council Members following each Triennial Election. Consideration will also be given to the necessary RMA qualifications required for Members of Hearings Committees.

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Provisional Result available	12 October 2013	
Official Declaration	12-23 October 2013	
Distribution of Induction Package	17 October 2013	
Inaugural Council Meeting	22 October 2013	
Elected Member Training (LGNZ)	TBA by LGNZ	
Council Workshop: Induction Issues	12 November 2013	This date is tentative only. The number of new Elected Council Members will determine whether or not this Workshop will be required.

2013 Code of Conduct Review

1.0 DESCRIPTION

The Code of Conduct is a statutory requirement under the LGA setting out expectations adopted by the Council in respect to the manner in which members may conduct themselves while acting in their capacity as elected members.

Council can amend the Code of Conduct or adopt a new Code of Conduct at any time, however it is deemed prudent that the Code of Conduct be reviewed following the Triennial Elections to enable the new Council to consider and if necessary make amendments.

2.0 DISCUSSION ISSUES

The current Code of Conduct was originally developed and adopted by the Council of the day, on 18 December 2007 (for the 2007-2010 triennium). That Code of Conduct was re-presented to the newly elected Council for the 2010-2013 triennium in November 2010 and was reconfirmed without change.

As no issues have arisen over the last two trienniums (six years) with the current Code of Conduct, the Code will be re-presented to the Council for the 2013-2016 triennium for consideration without proposing any amendments.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Review of current Code of Conduct (Doc No. 161530)	October/November 2013	
Council Meeting to consider and adopt reviewed Code of Conduct	26 November 2013	

2013 Governance Statement Review

1.0 DESCRIPTION

After each triennial election, the Local Governance Statement must be updated within six months.

The purpose of the Local Governance Statement is to provide the public with one document that summarises the processes, structures and key policies of Council and to provide information as to how the community can influence these processes and policies.

The LGA requires that the Local Governance Statement be made available to the public. However, it does not need to be consulted on.

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Review current Governance Statements (Doc No. 244068)	December 2013/January 2014	
Council Meeting to consider and adopt reviewed Governance Statement	25 February 2014	

2013-2016 Triennial Agreements – Waikato and Manawatu-Wanganui Regions

1.0 DESCRIPTION

Pursuant to the LGA, all councils in a region are required under the LGA to sign a Triennial Agreement as soon as practicable after the triennial elections, but no later than 1 March following the triennial elections to:

- (a) give effect to the principles of local government by establishing protocols for communication and co-ordination; and
- (b) gives effect to the promotion of desired community and local authority outcomes and objectives in such a way as to achieve sustainable development and promote community well-being; and
- (c) establish the process for consultation on proposals for new Regional Council activities.

2.0 DISCUSSION ISSUES

It is important to note that the Waitomo District Council is a "Non-Primary Signatory" to the Manawatu-Wanganui Region Triennial Agreement. This is due to the fact that while Waitomo's boundary bisects the Manawatu-Wanganui Region, Waitomo is principally identified as being within the Waikato Region.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Co-ordinate with other Councils on the state of the agreement	November 2013 – February 2014	This project will be led by the Regional Councils as it involves all of the councils located within each of the Waikato and Manawatu-Wanganui regions.
Council Meeting – Statement must be adopted by Council by 1 March 2014	25 February 2014	

2014/2015 Exceptions Annual Plan

1.0 DESCRIPTION

The LGA requires Council to produce an LTP every three years and an Exceptions Annual Plan (EAP) for the years in between.

An EAP provides the public with the required information to participate in the decision making process undertaken by a Local Authority. It focuses on one financial year only, and its purpose is to report any exceptions from the forecast work plans and budgets set out in the LTP for the given financial year. The LGA requires the EAP to contain the proposed annual budget and funding impact statement for the year to which the EAP relates.

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Initial planning meetings to finalise high-level dates for EAP 2014/15 development	August 2013	

Key Milestone	Indicative Timeframe	Commentary
Identification of amendments to LTP for 2014/15 year	August - October 2013	
Review of 2014/15 budgets for year 2 of LTP and Managers complete 2014/15 budgets.	October 2013	
Modelling of budgets and finances from Affordability Review for 2014/15 including information.	November 2013	
Management Review of 2013/14 budgets and rating predictions	November 2013	
Council Workshop #1 of 3: Strategic Issues and Policy Considerations for dEAP	10 December 2013	
Council Workshop #2 of 3: Presentation of Rating Indications	11 February 2014	
Council Workshop #3 of 3: Presentation of dEAP complete with proposed rating depictions	20 February 2014	
Council Meeting: Adopt dEAP for Audit	6 March 2014	
Audit of dEAP	10 - 14 March 2014	
Council Meeting: Adopt SoP for public consultation	25 March 2014	
Public Notification of SoP	April 2014	
Consultation Period	8 April - 8 May 2014	
Hearing: Hearing of Submitters to dEAP	22 May 2014	
Council Meeting: Deliberation of Submissions	5 June 2014	
Council Meeting: Adopt EAP	24 June 2014	

Review Memorandum of Understanding between WDC and ICL

1.0 DESCRIPTION

Undertake a review of the Memorandum of Understanding between WDC and ICL (Doc No. 166441).

2.0 DISCUSSION/ISSUES

In late 2007 early 2008 a MoU was established between WDC and ICL in an attempt to improve the level and effectiveness of participation and reporting between ICL and WDC, supplementary to the minimum statutory requirements of the Local Government Act 2002.

In particular, more active engagement was sought in the areas of communications, planning, decision making input and monitoring. As 100% Shareholder of ICL, Council wished to be satisfied that its investment in the Company continued to promote the social, economic, environmental and cultural wellbeing of the Waitomo District community.

Council, through the Statements of Intent, annually agrees with the ICL Board the:

- Nature and Scope of Activities
- Objectives
- Role and Responsibilities of the Board
- Performance Indicators, Measures and Targets
- Dividend Policy
- Information to be provided to Shareholders.

ICL reports on performance targets at half yearly and yearly intervals. In addition, the Council's Relationship Committee meets on a regular basis with the Board to receive progress reports and discuss any issues affecting the shareholder.

Consideration could be given during the review of the MoU as to whether Council really needs this document given that:

- it can require ICL to report on all the matters covered by a MoU through a Statement of Intent; and

- the Relationship Committee meets regularly with ICL to monitor progress and discuss any issues of mutual concern.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Review of existing MoU by WDC Relationship Committee	February 2014	
Relationship Committee to meet with ICL and discuss any findings from review	March 2014	
Amended MoU adopted	31 March 2014	

Strategic Plan - Procurement Alignment between WDC and ICL

1.0 DESCRIPTION

WDC management and staff have been in consultation with ICL staff about a potential procurement alignment between WDC and ICL in relation to IT service delivery.

Council has requested development of a Strategic Plan, to be agreed between Council and the ICL Board to formally document the authority/agreement for this type of procurement alignment over further WDC functions, not just IT.

2.0 DISCUSSION/ISSUES

WDC management and staff are constantly on the lookout for procurement alternatives that will be of benefit to its subsidiary ICL. To date, alternative procurements actioned have included:

- inclusion in the Waikato Councils' insurance collective;
- fuel and oil procurement through BP as a result of the Ministry of Defence proposal to Waikato LASS

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Preliminary meeting between WDC and ICL to identify needs and opportunities	October-November 2013	
Draft Strategic Plan document to be developed between WDC & ICL	February-March 2014	
Joint Procurement Strategic Plan to be adopted by ICL and Council	31 March 2014	

Communications Strategy – Progress Report

1.0 DESCRIPTION

Communication is an essential part of good management and the effective delivery of Council services. This high-level plan has a focus on WDC Communication activities and key projects. WDC's Communications Strategy document (adopted October 2011) gave a detailed picture of the types of communications methods available to the organisation.

The Communications Strategy is a living document that changes with time. A six monthly reporting schedule has been developed to provide Council with an update on the achievement of its communications tasks and projects.

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting - Council receives and adopts the Communications Strategy Progress Report	10 December 2013	
Council Meeting - Six monthly progress report	24 June 2014	

Community Development

Waitomo District Council recognises the importance of a proud and capable community, being involved in Community Development, and the significant contribution organisations like community groups, voluntary groups, Maori, commercial operators and business owners make to the well-being of the District. Groups such as these contribute in different ways, and they help to build a strong District identity. Through a partnership approach both Community and WDC can achieve more together than they can alone.

In addition to fostering community pride, there is also a need for WDC to create a framework for working with community organisations and local businesses to foster, and assist in, growing capacity and the economy for the District. Within Waitomo, this can be achieved through supporting economic development initiatives and by making strategic tourism decisions.

Community Development is a group of activities where WDC, in a number of diverse roles, is actively involved in 'helping the community to help itself'. Community Development activities represent a group of collaborative and partnership approaches and initiatives involving many agencies and organisations. These activities involve a common theme of promoting a better quality of life and a better living environment within the District.

Waitomo District Council's Community Development group involves Community Support, Customer Services, District and Regional Promotions and Economic Development. These activities form the foundation for engagement and the focus of work.

The Community Development Group comprises the following functions:

1 Community Support

Community Support seeks to improve social outcomes within Waitomo District by working closely with the District community. The key goals underpinning Community Support are:

- To create a better quality of life for our community
- To create a better living environment, helping local groups create local opportunities and solutions
- To encourage active engagement within the community as well as fostering international relationships.

These goals are assisted through making grants to the community, provision of service contracts, WDC's sister city relationship and youth initiatives.

2 Customer Service

Customer Services enables service delivery and support for residents across three Council sites:

- Council's Administration Building (Queen Street)
- Waitomo District Library (Taupiri Street)
- Te Kuiti i-SITE (Rora Street)

3 District Development

District Development Activity includes:

- District and Regional Promotion – District and Regional Promotion involves the promotion of our District to national and international markets. This includes a strategic partnership with the Hamilton and Waikato Regional Tourism Organisation.
- Economic Development – Economic Development involves the facilitation and support of district development to enhance the District's economic sustainability.
- Management of the Visitor Information Centre I-Site.
- Coordination of District Events - this is to enhance the social and cultural well-being of the District as well as to provide economic benefits that events are known to bring.

4 District Economic Development Board

To assist with a more integrated strategic focus on sustainable delivery of economic development initiatives within Waitomo District, Council has agreed to establish a District Economic Development Board (Board). The establishment of the Board (as a separate entity independent of WDC) will serve to engage more business and community involvement in economic initiatives within the District.

Community Development Partnership Fund

1.0 DESCRIPTION

Administration of the Community Partnership Fund, as part of the wide Community Development Fund assists Council in supporting partnering large community projects.

2.0 DISCUSSION/ISSUES

To ensure that the Council's objectives for supporting larger community projects are achieved, careful consideration must be given to each application for funding.

A formal application and assessment process allows for due consideration and transparency in Council's grant making.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Accountability Statements Due	August 2013	
Funding Round advertised	October/November 2013	
Assessment/Reporting documentation developed	November 2013	
Council Meeting: Consideration of Funding Applications	10 December 2013	

Sport Waikato Services – Development of Performance Based Contract

1.0 DESCRIPTION

Council confirmed, through development of the 2012-2022 LTP, that it would review the Service Level Agreement with Sports Waikato, in conjunction with Otorohanga District, to improve service delivery within the North King Country.

2.0 DISCUSSION/ISSUES

The 2012-2022 LTP identified Councils aspiration to realise efficiencies of service delivery through the investigation of shared services opportunities. One such potential opportunity was the delivery of Sport Waikato services via a cross boundary shared services agreement with Otorohanga District Council.

Funding included within the LTP for Year 2 amounted to \$40,000 and was provisional based on the realisation of this aspiration and a full scoping of the opportunity. No consultation was, or could be, undertaken concerning a reduced level of service for Sports Waikato until a thorough investigation of the opportunity was undertaken.

WDC requested that, Sport Waikato, as the service provider, canvass and investigate this opportunity with the parties involved. Sport Waikato agreed to this undertaking. A single year contract was negotiated while this work took place.

Throughout the year, WDC maintained contact with Sport Waikato and reinforced the need for Sport Waikato to undertake this work as agreed. Progress in this area was slow, however Sport Waikato presented what they felt were the three options available to Waitomo District Council. These options included: the retention of the status quo, a reduction to a .5 FTE and a 2014 review of services (2015 combined role).

Council considered the information received from Sport Waikato and the service delivery options offered for 2013/14. Council accepted that its aspiration to enter into a shared-service arrangement with Otorohanga was unlikely to eventuate and agreed that funding for Sport Waikato services should be fully reinstated in 2013/14. This meant an increase of \$35,000 in rate funding would be required, which was agreed to be met from the Community Services Reserve Account and not rates.

Council also indicated that until future service delivery options have been identified only a 12 month performance based contract be negotiated with Sport Waikato from 1 July 2013.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Finalisation of Sport Waikato Schedule of Services detailing required outcomes, activities and evidence of progress for the 2013/2014 year.	August 2013	Completed
In conjunction with Sport Waikato, develop a Contacts Register, identifying key Stakeholders.	August 2013	Completed
In conjunction with Sport Waikato develop a Projects Register for the 2013/2014 year as a supplement to the Schedule of Services.	August 2013	Completed
Council Meeting – Sport Waikato Contract for Services, Schedule of Services, Contacts Register and Projects Register presented to Council.	27 August 2013	
Council Meeting Deputation – Sport Waikato Reporting on delivery of services against Schedule of Services and Projects Register.	24 September 2013	
Council Meeting Deputation – Sport Waikato Reporting on delivery of services against Schedule of Services and Projects Register.	25 March 2014	

Otorohanga District Development Board – Service Level Agreement

1.0 DESCRIPTION

The Otorohanga District Development Board (ODDB) submitted to Council's dEAP requesting that WDC reconsider an earlier request from ODDB for funding of \$15,000 per annum for three years for ODDB Youth Support programs.

The submission stated that the proposal has been developed to formalise what has been provided for the past 8 years, and also that the proposed partnership will provide on-going sustainability for the programmes, to help protect the economic sustainability of the businesses.

A list of local employers and employees who have received support from the service were attached to the ODDB Submissions and letters of support from five Te Kuiti organisations were also attached – McIndoe Group Ltd, Work and Income, Jones' Truck & Tractor Service, General Automotive Services Ltd and Greg's Auto repairs Ltd.

2.0 DISCUSSION/ISSUES

Council reconsidered the funding request from ODDB for Youth Support Programs taking into account the matters raised in the submission and support for the program from the local organisations and agreed to include a funding capacity of \$15,000 in its Exceptions Annual Plan.

The funding will be provided to ODDB subject to an appropriate Service Level Agreement being put in place with clear detail of the service deliverables and Performance Measures to be reported against.

This is in alignment with the current practise of Council for any such funding provided, so that there is a clear understanding of the service being obtained by the Council for the community.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Finalisation of ODDB Service Level Agreement detailing service deliverables and	August 2013	

Key Milestone	Indicative Timeframe	Commentary
performance measures for the 2013/2014 year.		
Council Meeting – ODDB Service Level Agreement presented to Council.	24 September 2013	

Economic Development Plan

1.0 DESCRIPTION

WDC's 2012-2022 Long Term Plan (LTP) provides for the establishment of a District Economic Development Board (DEDB) "to assist with the provision of economic development within the district".

This project of work is to implement Council's objectives in relation to the development of a District Economic Development Board as identified in the 2012-2022 LTP.

Council agreed to a phased implementation of the Board, to ensure a robust governance structure and strategic direction occur.

2.0 DISCUSSION/ISSUES

Through the process of developing the 2013/2014 Annual Plan, Council agreed to revisit the establishment of the DEDB.

Two key reasons influenced this proposal:

- 1 The change to the purpose of local government promulgated through the LGA Amendment Act (which has been detailed previously). The new purpose is more restrictive and the preliminary legal advice is that any new activity should undergo a pragmatic testing on economic concepts. Even for decisions that have been matters mandated through the 2012-22 LTP it is important that the delivery of the service/activity is tested as being most cost effective.
- 2 Regional Economic Development is one of the workstreams being undertaken on a collaborative basis by the Waikato Mayoral Forum. Recently, there has been agreement to develop an economic development strategy for the Waikato region. It would be prudent for Council to use the outcomes of this process to inform its own plans.

In the 2013/14 year, Council will undertake to develop an Economic Development Plan for the District. This could involve:

- The formation of a reference group
- Undertake a 'state of local economy assessment'
- Complete a 'needs assessment' (possibly through a survey)
- Develop an Economic Development Action Plan (3 Years)
- Assess the need and scope of a Board/Trust to deliver on the Action Plan (strategy informs structure).

If the need for a separate entity is clearly established, the DEDB can be established in 2014/15.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Waitomo District Economic Development Plan scoping project completed.	October 2013	
Research and Assessment: 1. Socio Demographic Profile for the Waitomo District. 2. Economic and Industry Profile for the Waitomo District. 3. Public and Social Service Sectors Profile for the Waitomo District.	February 2014	

Key Milestone	Indicative Timeframe	Commentary
Council Meeting – Regional Economic Development Strategy presented to Council.	March 2014	Advice received is that development of the Regional Strategy is running behind schedule. As WDC's Economic Development Plan will be informed by the Regional Strategy, the key milestones for beyond February 2014 will be reviewed in early 2014. A progress report will be presented to Council at the February 2014 meeting.
Survey local community to establish "needs and wants".		
Form a Reference Group to inform the development of an Economic Development Plan for the Waitomo District.		
Council Workshop – Consideration of the preliminary draft Waitomo District Economic Development Plan.		
Draft Plan released for public consultation.		
Finalise Waitomo District Economic Development Plan.		
Council Meeting – Draft Waitomo District Economic Development Plan presented for adoption by Council.		
Assess the need and scope of a Board/Trust to deliver on the Waitomo District Economic Development Action Plan outcomes.		
Waitomo District Economic Development Action Plan implemented.		

Development of Customer Services Strategy

1.0 DESCRIPTION

This project is to develop a Strategic Plan for Council's Customer Service activities.

During development of the 2012-2022 LTP, the need to develop a Customer Services Strategy was identified and the project was included as a project within the Community Development Activity Management Plan for 2012.

2.0 DISCUSSION/ISSUES

Due to an internal reorganisation, Council agreed to defer this project until the 2013/2014 year to enable the Group Manager – Customer Services to inform the development of the Strategy.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Development of preliminary draft Customer Services Charter.	November 2013	
Council Meeting – Draft Customer Services Charter presented for adoption by Council.	10 December 2013	

Key Milestone	Indicative Timeframe	Commentary
Development of a preliminary draft Customer Services Strategy	March 2014	
Council Workshop – Consideration of the preliminary draft Customer Services Strategy	11 March 2014	
Finalise Draft Customer Services Strategy	April 2014	
Council Meeting – Draft Customer Services Strategy presented for adoption by Council	29 April 2014	

Youth Liaison/Youth Council

1.0 DESCRIPTION

For the healthy development of young people within our community, Youth Liaison is about supporting and encouraging young people to develop the skills and attitudes they need to take a positive part in society, now and in the future. This can be achieved through working with organisations and individuals to ensure they have the skills to work alongside young people.

2.0 DISCUSSION/ISSUES

Council in developing the 2012-2022 LTP identified the importance of Youth Liaison and participation. In 2012, Council supported an inaugural Youth Council and become involved in the Mayor's Taskforce for Jobs Tuia Programme. The 2012-2022 LTP outlines key performance indicators relating to Youth Liaison.

To support the achievement of these outcomes WDC has led and invested time in supporting a number of youth related projects including:

- The Waitomo Youth Council;
- Mayor's Taskforce for Jobs;
- Tuia Programme; and
- Social Sector Youth Trials.

As this youth engagement was a development area for WDC and therefore cost and resource allocation in this area was circumspect. After a full year of youth engagement, WDC is now better placed to size the level of resourcing involved to support youth engagement.

It has been assessed that to adequately support this area of endeavour, the level of resource required is significant. An example is the Youth Council. Initially the level of resourcing allocated to this project was relatively low. Recently the Youth Council at their Leadership Camp developed their desired work plan for the Year. If all of the projects within this work plan are to be implemented it is estimated that the resourcing required to support its achievement will be approximately 300 hours of WDC time.

In addition, over the last 12 months WDC has developed a number of key relationships in this area, and has become increasingly aware how interconnected the youth projects within our community are. Through these relationships there has been a level of morphing or identification of new projects that would improve youth outcomes within Waitomo. If WDC is to support these initiatives, adequate resource allocation is important.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Youth Event held	August 2013	
Advertise for replacement Youth Council Members	September – October 2013	
New Youth Council members appointed	November 2013	
Youth Leadership Camp convened	January 2014	
Meetings scheduled throughout year.	Monthly	
Youth Event held	February – May 2014	

Key Milestone	Indicative Timeframe	Commentary
Submission to Exceptions Annual Plan by Youth Council	April/May 2014	
Council Meeting Progress Reports on Youth Activities will be presented to Council quarterly.	24 September 2013 10 December 2013 25 March 2014 24 June 2014	

Community Events

1.0 DESCRIPTION

Community events help provide a positive community image and have the ability to focus the community on key projects. Council is currently involved in providing one particular event which could be considered to be interrelated with the Tourism Development and Promotion Activity.

2.0 DISCUSSION/ISSUES

Council agreed, when developing the 2009-19 LTP, that it only wishes to be involved in the delivery of a Christmas Parade for the Te Kuiti community and the large annual event known as The Great New Zealand Muster.

Implementation of a Project Plan for The Muster outlining tasks together with the assessment of timeframes and risks will be necessary as will consultation with key stakeholders and community groups.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
2013 Christmas Parade		
Consultation with Key Stakeholders.	September 2013	
Development and implementation of a Project Plan and Safety Plan.	October 2013	
Advertise and communicate: Continue communication with key stakeholders, community and other target markets.	November/December 2013	
Execution of event	6 December 2013 (tentative)	
Council Meeting: Management Report on the event identifying success and the budget.	25 February 2014	

Key Milestone	Indicative Timeframe	Commentary
2014 Great New Zealand Muster		
Identify and consult with key stakeholders.	September 2013	
Development and implementation of a Project Plan and Safety Plan.	October/November 2013	
Advertise and communicate: Continue communication with key stakeholders, community and other target markets.	November 2013 to March 2014	
Execution of event	29 March 2014	
Council Meeting: Management Report on the main event (The Muster) identifying success and the budget.	27 May 2014	

Review of Waitomo District Council Citizens Awards Policy

1.0 DESCRIPTION

In December 2011, Council adopted the Waitomo District Council Citizens Awards Policy. The Policy came into effect in January 2012.

2.0 DISCUSSION/ISSUES

Initially the Policy provided for an annual review. That provision was made to ensure that the inaugural Policy fully met the needs and intent of the Council and provided an opportunity for any identified amendments to be made prior to the second nomination round of the annual Citizen Awards.

From an administrative perspective, following completion of the inaugural Citizens Awards in line with the Policy, there were no issues identified which would be improved by amending the Policy.

At the first annual review of the Policy in December 2012, Council resolved to amend the Policy so that rather than the Policy being reviewed annually, that reviews of the Policy be on a three yearly basis, with each review being in November immediately following a triennial election.

This three yearly review will enable any newly elected Council to take ownership of the Policy at that time.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting – Presentation of existing Policy for review and confirmation/amendment	26 November 2013	

Waitomo District Citizens Awards

1.0 DESCRIPTION

The Citizens Award concept was identified as a way to recognise the significant contribution made to the Waitomo District by individuals within the community. Waitomo residents are nominated for these awards via a formal nomination process with the Awards being made annually at an official Awards Ceremony hosted by the Mayor and Council. The Policy identifies two award types:

Lifetime Achievement: it is envisioned that Recipients of the Lifetime Achievement Award would have, over a number of years, demonstrated an outstanding community spirit and through their involvement in community projects and initiatives, made a significant difference to the Waitomo District.

Citizen of the Year: it is envisioned that Recipients of Citizen of the Year Award would have, over the relevant year, demonstrated an outstanding community spirit and been involved in projects and initiatives that have made a difference to the Waitomo District.

A Citizens Awards Working Party (CAwp) is appointed by Council, made up of community members who have a strong knowledge of the district. The CAwp can have up to four community members plus one Council representative. The CAwp members serve a term of three years.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Calling of Nominations	February 2014	
Consideration of Nominations by Working Party	March/April 2014	
Awards Ceremony	May 2014	

Regulation Services

District Plan Review

1.0 DESCRIPTION

The Resource Management Act 1991 (RMA) requires all councils to prepare a District Plan and review it every 10 years. It also prescribes the content and process for the development and review.

The District Plan is a key document of Council that sets the framework for the planning and management of land use in the District. It contains all of the rules and policies of a local authority with regard to resource management.

The preparation of a District Plan is analogous to the development of the Long Term Plan and indeed can be more onerous and involved because of the RMA requirements. As an example, the submission process around a proposed District Plan (consultation on the draft Plan) is much more involved. Once submissions are received public notification of the summary of submissions needs to be made. Further submissions can then be lodged by interested parties on this summary. Once the decisions on the submissions are made and the submitters notified of the decisions, submitters can choose to appeal the decisions, in which case the Environment Court gets involved. In a nutshell, the statutory requirements are very prescriptive and arduous.

Waitomo District Council's current plan was developed in the 1990's and this is the first complete review of the Plan since then. It is therefore imperative that a careful planning exercise is undertaken to understand the strategic and environmental issues that have arisen in the intervening years and to adequately address them and to future proof the District. It is also important that the District Plan is well aligned with other strategic documents of Council like the Long Term Plan and any Structure Plans being developed or in place.

A well thought out engagement plan and careful project planning will be critical especially because the District Plan Review process will overlap other important statutory processes like the next Long Term Plan development starting in 2014 and the local government elections of 2013.

Most Councils' in the Waikato (and across the country) are at various stages of their District Plan review at this time and it is intended that WDC will share information, processes and any learning from the others. This will be built into the review process as appropriate.

2.0 DISCUSSION/ISSUES

Initial scoping work for the development of Council's 2nd generation District Plan was commenced which involved an analysis of a range of policy documents which are likely to impact on the content of the District Plan – e.g. national policy statements, regional policy statement, Maniapoto environmental management plan and plans prepared by neighbouring Councils.

However, given the changes occurring in the external policy and regulatory environment, it would be prudent for Council to relook at this work stream. The two key external factors that will have an impact on the District Plan Review process are –

Changes to the RMA – The Resource Management Reform Bill was introduced to Parliament on 5 December 2012. Submissions to the Bill close on 28 February 2013. Changes to legislation can be expected in the middle to 3rd quarter of the year. The Bill aims to make improvements to the consenting regime, provide for the delivery of the first combined plan for Auckland, provide further powers to make regulations, and make technical and operational changes. Some of these operational and technical changes involve more stringent information requirements from applicants, and tighter consenting timeframes. There is also the introduction of the regulation making power regarding a duty to gather information, monitor and keep records and changes to evaluations for plan and policy making. The Government has made clear that the Bill includes stronger requirements for councils to base their planning decisions on robust and thorough cost-benefit analysis, including assessing how jobs and employment will be affected. And that further substantial reform of the RMA will continue during 2013, with further details to be released early this year.

Mayoral Forum – One of the main workstreams being worked on by the Mayors and CE's Forum is the Integrated Planning Framework. This work stream aims to come up with options on collaborative resource management planning in the Waikato region for maximum effectiveness and efficiency and best utilisation of scarce resources.

A comprehensive District Plan review is an onerous and extremely resource intensive process. And given that a range of potential changes are imminent (some of which could be material), it is advisable to await the outcome of these processes before embarking on a full scale review.

In the 2013/14 year, a thorough scope and needs analysis will be undertaken for the District Plan Review, given the change in circumstances. One of the main outcomes of this assessment can be Council's decision on whether to undertake a comprehensive review or a rolling review of its District Plan.

This decision has resulted in a decrease of \$160,084 in the rate requirement for the District and Urban Development Activity compared to the forecast rate requirement in Year Two of the 2012-2022 LTP. Most of that decrease relates to advertising and planning/consultancy costs associated with the review.

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Issues and Options paper for coastal subdivision and development prepared.	May 2011	Completed
Open days at Mokau and Te Waitere convened	5 and 12 November 2011	Completed
Council Meeting – reporting on feedback received	13 December 2011	Completed. Council considered a business paper advising of the work done since June 2011 on the District Plan review.
Review setup involving - identification of key milestones, important stakeholders, communication to be undertaken and assessment of resources required.	September-November 2012	This work is currently ongoing.
Assessment of "current state" of the District Plan rules and policies e.g.- what's working and what isn't, which rules have been challenged, how are the linkages with neighbouring local authorities in terms of resource use policies, alignment with RPS.	November/December 2012	
RPS becomes operative	December 2012	Given the changes occurring in the external policy and regulatory environment (RMA changes and Waikato Mayoral Forum workstreams) Council in developing its 2013/14 Annual Plan resolved to postpone this project by one year. (Refer page 8 of 2013/14 EAP).
Completion of a Scope and Needs Analysis (as per 2013/14 EAP)	1 September 2013 - 25 February 2014	In postponing this project as above, Council agreed that a Scope and Needs Analysis be completed in the interim. One of the main outcomes of this work will be Council's decision on whether to undertake a comprehensive review or a rolling review of its District Plan. <u>Note:</u> The outcome of this Scope and Needs Analysis together with the WMF work on Integrated Planning will provide guidance for setting the work plan forward in the 2014/15 EAP.
Council Meeting – Outcome of Scope and Needs Analysis to Council for consideration	25 February 2014	

Key Milestone	Indicative Timeframe	Commentary
Council assimilates a team to scope the development of a new District Plan (using information gathered earlier).		Timelines for the project from this point forward will be revisited subject to Council's decision following consideration of the Scope and Needs Analysis.
Consultation with stakeholders		
New District Plan drafted		
Further consultation with stakeholders		
Public notification of proposed District Plan		
Submissions received and analysed		
Public notification of submission		
Further cross submissions		
Hearing of submissions		
Decisions on District Plan notified		
Subsequent appeal process to Environment Court		

Urban Structure Plans

1.0 DESCRIPTION

Contained in Council's LTP 2006-2016 pertaining to the Community Development – Administration Sub-Activity (page 73) is a Key Performance Indicator stating that Council will commence Urban Development Plans in order of priority.

The LTP 2006-2016 stated that high priority plans were to be commenced by 30 June 2007 and completed by 30 June 2008, with all other Urban Development Plans being completed by 30 June 2009. A review of all Plans is to be scheduled before 2016.

The terminology of 'Urban Development Plans' has been changed to 'Urban Structure Plans'. This is because at present there is no planning tool that clearly sets out Council's expectation for future growth areas. There should be public debate on what the community's expectations are around future growth. The various options (and costings to achieve those expectations) should be developed and consulted on prior to any significant investment in development is made.

Urban Structure Plans provide the vehicle for this discussion. Urban Structure plans should integrate the principles of sound planning and future capital infrastructure requirements can form part of the considerations/consultation. Urban structure plans can provide the community with a clear understanding of growth options, a good indication of the costs associated with each option and will, once finalised inform asset management planning and also the development of a Development Contributions Policy (if so desired).

When Urban Structure Plans are finalised all aspects of services and land use controls (via the District Plan) can be established to reinforce the preferred growth option(s).

2.0 DISCUSSION/ISSUES

It could be argued that Urban Structure Plans are required for Mokau, Waitomo and to some degree Te Kuiti. Council has resolved (through the 2007/08 Exceptions Annual Plan process) to undertake further investigation into the future provision of Water and Wastewater services in the Waitomo Village. It is suggested that taking a more comprehensive approach to Waitomo Village by undertaking a fit for purpose Urban Structure Planning exercise will ensure that future growth is managed in a sustainable way. An Urban Structure Planning exercise will consider all future infrastructure needs for the Waitomo Village as opposed to only focusing on Water and Wastewater.

The Waitomo Caves community also recognised that a Structure Plan is necessary for the Waitomo Village and as a consequence Tere Waitomo Community Trust was formed in 2012.

The Trust, with funding assistance from WDC, has engaged consultants to develop a Structure Plan for the Waitomo Caves Village.

The Structure Plan will be available unconditionally for use by WDC and will be used to inform the review of WDC's District Plan.

Given the changes occurring in the external policy and regulatory environment (RMA changes and Waikato Mayoral Forum workstreams) Council, in developing its 2013/14 Annual Plan, agreed to postpone the development of Urban Structure Plans by one year.

3.0 KEY MILESTONES

Key Milestone	Date	Commentary
Completion of a Scope and needs Analysis	1 September 2013 - 25 February 2014	

Jurisdictional Issues

1.0 DESCRIPTION

Council's jurisdiction stops at the landward side of the mean high water mark and Environment Waikato has jurisdiction from the seaward side of the mean high water mark to the New Zealand Territorial Boundary.

Bylaws such as the beach speed limits, dog control and the proposed reviewed Beaches bylaw will therefore not be applicable on the tidal strip. There are two possible ways of addressing this issue.

One – Extension of Boundary

An application can be made to the Minister to extend the seaward boundary of the district to the mean low water mark in terms of Part 3 of Schedule 2 of the LGA. The Minister has already made this offer which was declined in light of the discussion during the April meeting that Council was not in favour of accepting additional responsibilities on the coastal strip.

Two – Negotiate with EW to transfer Bylaw making responsibilities

Section 17 of the LGA authorises District Councils and Regional Councils to agree on the transfer of certain responsibilities subject to the special consultative procedure. The relevant responsibilities can either be transferral or delegation of responsibilities.

Delegation entails that the delegating authority retains ultimate responsibility for the exercising of the transferred responsibility.

Transfer of the Bylaw making responsibility for the tidal strip will hence be the preferred option to ensure that EW does not have veto rights over bylaws to be made.

2.0 KEY MILESTONES

Note: It is very difficult to predict accurate timelines as a lot will depend on Environment Waikato's response to the initial approach.

Key Milestone	Indicative Timeframe	Commentary
Council Meeting - Report re S17 LGA	25 August 2009	During 2008 a Working Group (WG) consisting of officers from Franklin, Waikato, Otorohanga and Waitomo District Councils started discussions on a common approach to jurisdiction on beaches. The WG has not met for some time and fresh attempts are currently underway to ascertain whether the other councils are still interested in pursuing a common response to jurisdiction on beaches. The timeline will be revised after certainty has been reached on the proposed common approach.
Negotiations with EW on obtaining selective jurisdiction for bylaws on tidal beach strip		
Inform Minister of intention		
Public Notification		

Key Milestone	Indicative Timeframe	Commentary
Joint Special consultative procedure with EW		
Joint Hearing with EW		
Approve transfer of bylaw making power		

Alcohol Reform Legislation

1.0 DESCRIPTION

Legislation reforming New Zealand's alcohol laws was passed by Parliament on 11 December 2012 and has received Royal Assent.

The new legislation puts decision-making for liquor licensing at the local level. This means that in 2013 the sector will concentrate on the establishment of District Licensing Committees. These DLCs are a cornerstone of the new legislation.

Licence criteria and grounds for objection are expanded meaning that communities will have better input into alcohol licensing decisions.

In the initial stages of the Parliamentary process, the legislation was known as the Alcohol Reform Bill, but it was split into the three bills at the end of the Committee of the Whole House stage. The alcohol reform legislation now comprises three Acts:

- Sale and Supply of Alcohol Act 2012
- Local Government (Alcohol Reform) Amendment Act 2012
- Summary Offences (Alcohol Reform) Amendment Act 2012.

The new laws replace the Sale of Liquor Act 1989 in stages over the next 12 months.

The purpose of the legislative change is to improve New Zealand's drinking culture and reduce the harm caused by excessive drinking. Key features include:

- increasing the ability of communities to have a say on local alcohol licensing matters
- allowing local-level decision-making for all licence applications
- requiring express consent of a parent or guardian before supplying alcohol to a minor
- requiring anyone who supplies alcohol to under 18-year-olds to do so responsibly
- strengthening the rules around the types of stores eligible to sell alcohol
- introducing maximum default trading hours for licensed premises
- restricting supermarket and grocery store alcohol displays to a single area.

The new Acts come into force in stages to allow time for everyone to prepare for the new system. The main changes include:

- **From 19 December 2012:**
 - The new Alcohol Regulatory and Licensing Authority (ARLA) replaces the Liquor Licensing Authority
 - Only interim one-year licences can be issued for new liquor licences. When interim licences expire, holders must apply for a new licence under the criteria of the new laws
 - Local authorities can start drafting local alcohol policies (LAPs)
- **From 18 June 2013:**
 - All licence applications have to meet new, expanded criteria (eg, whether the licence is likely to increase alcohol-related harm or negatively impact the community)
 - All licence applications are also subject to new grounds for objection
- **From 18 December 2013, when the rest of the new laws come into force:**
 - Anyone who supplies alcohol to under 18 year olds must do so responsibly (eg, by supplying food and non-alcoholic drinks and arranging safe transport). The penalty for failing to do so is a fine of up to \$2,000
 - Territorial authorities can implement local alcohol policies (LAPs)
 - New national maximum trading hours apply
 - On-Licences, such as bars, will have to provide water, low-alcohol beverages, food and information about safe transport
 - Using a fake ID, using someone else's ID and giving or lending an ID to an underage person knowing they intend to use it to buy alcohol becomes an offence
 - New offences apply for irresponsible advertising and promotions

- Licences and managers certificates can be cancelled for five years for specified repeat offences
- District Licensing Committees (DLCs) replace District Licensing Agencies. DLCs will decide all applications for new or renewed licences and managers certificates.

2.0 DISCUSSION/ISSUES

Council has agreed to work collaboratively with Otorohanga and Waipa District Councils to develop separate but aligned local alcohol policies.

Each Council would then need to consult extensively with their respective communities in order to ensure localised alcohol related issues are well understood and that appropriate responses are incorporated into individual policies.

Key stakeholders such as licence holders, police and health providers will also have to be involved in the development of the local alcohol Policy.

The new Act requires Council to establish a District Licensing Committee (DLC) to commence operations on 18 December 2013. The DLC is formed of one elected Councillor as Chairperson and two 'approved persons'. Approved persons must have experience in liquor licensing but not be involved in the industry.

Council has also agreed to work collaboratively with Waipa and Otorohanga District Councils to develop a pool of approved persons available for all three Councils.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council confirms it will work collaboratively with Waipa and Otorohanga District Councils to develop a Local Alcohol Policy (LAP) and a list of approved persons to sit on District Licensing Committees.	26 February 2013	Council agreed to a collaborative approach at February 2013 Council meeting.
Draft LAP developed in consultation with Police and Area Health Board.	June 2013	Completed.
Council approves draft LAP for public consultation	30 July 2013	Completed.
Consultation period	13 August – 13 September 2013	
Council meeting – hear submissions and deliberation	24 September 2013	
Council meeting to adopt provisional LAP	10 October 2013	
Council meeting to confirm approved persons to sit on District Licensing Committee	26 November 2013	
District Licensing Committee operational	18 December 2013	

Waikato River Catchment Economic Studies

1.0 DESCRIPTION

A series of economic studies are being commissioned by the Ministry for the Environment, Dairy NZ, Waikato Regional Council and the Waikato River Catchment Authority on the Waikato and Waipa River catchments

The objectives of the economic studies are to:

- Model the impact of setting specified quality limits for the Waikato River catchment on a range of relevant matters including water quality outcomes and economic activity.
- Provide information on the economic and environmental trade-offs and quality limits to support the Governments work policy options.
- To ensure that the "Healthy Rivers : Plan for Change" project is supported by and based on robust economic analysis.
- Provide analysis to evaluate the costs and benefits of meeting water quality objectives.

2.0 DISCUSSION / ISSUES

As a separate but related work stream the Waikato Regional Council together with the Waikato River and Waipa River Iwi will undertake a regional plan review that will focus on the effects of discharges to land and water in the Waikato and Waipa River catchments.

The review will be referred to as "Healthy Rivers – Plan for Change" and will be one of the projects which link to economic studies to be carried out.

To ensure a collaborative approach is taken with this project Waikato Regional Council propose to form stakeholder groups made up of Councils and individuals and organisations representing a wide range of values and interests.

Waikato Regional Council staff have indicated that it will take some months to establish the stakeholder groups and from there develop a detailed work programme.

3.0 KEY MILESTONES

Once key milestones are identified an indicative timeline will be included in a future version of the Road Map document.

Te Maika Zone

1.0 DESCRIPTION

In April 2012 the Te Maika Trust Board (the Board) approached Council, confidentially, with a proposal for the long term management of the Te Maika Zone (the Proposal).

Council subsequently confirmed that it was willing to consider entering into a Memorandum of Understanding with the Board in order to investigate the Proposal further.

2.0 DISCUSSION / ISSUES

Although some work has started on this work stream little progress has been made to date as the Board's representative is currently overseas working on other projects.

Once there is a clear understanding of the Board's suggested District Plan rules and the implications of those rules on the range of stakeholders who have an interest in Te Maika, key milestones and indicative timelines will be developed. In the interim, Council will be kept briefed on progress through monthly "confidential" progress reports.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Confidential Progress Reports to Council	Monthly	

2013/2014 Review of Dog Control Policy and Practices

1.0 DESCRIPTION

Section 10A of the Dog Control Act 1996 requires local authorities to report annually on their Dog Control Policy and practices and to give public notice of the availability of the report.

2.0 KEY MILESTONES

Key Milestone	Date	Commentary
Prepare Report	September 2013	
Council Meeting - considered	24 September 2013	
Public notification	October 2013	

Dog Control Review

1.0 DESCRIPTION

Recently there has been a degree of public concern that stray dogs in the District are on the increase and that the number of dogs which appear to be unregistered is also escalating.

These concerns have lead some residents to question the effectiveness of the delivery of Animal Control Services in the Waitomo District.

Waitomo Animal Control has provided both dog control and registration services to WDC under contract for a number of years. The current contract expires in April 2014 and therefore it is considered timely to initiate a review of WDCs existing dog control arrangements.

2.0 DISCUSSION

In order to review the effectiveness of the delivery of dog control services WDC needs to clearly scope what is to be reviewed and then proceed with the project in a fair and transparent way.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Clearly scope the proposed review detailing deliverables and timelines	August – September 2013	
Council Meeting Progress Report	27 August 2013	
Council Meeting Report detailing confirmed project and timelines	24 September 2013	
Review of Dog Control Service Delivery	October – November 2013	
Council Meeting Findings of Audit presented to Council with recommendations in terms of enforcement options.	26 November 2013	

Gambling Policy Review

1.0 DESCRIPTION

Pursuant to the Gambling Act 2003 Council must adopt a policy on Class 4 Venues within the District having regard to the social impact of gambling within the territorial authority district. Review of this Policy is required within three years of the policy being adopted and then within three years for each subsequent review.

Any amendment to the Policy must be made in accordance with the special consultative procedure contained in the LGA.

Council's current policy was first adopted by Council on 30 September 2008 and reviewed in May 2011. Therefore the next review is due by May 2014. The LGA also states that a policy does not cease to have effect because it is due for review or being reviewed.

2.0 KEY MILESTONES

Key Milestone	Date	Commentary
Identification of Issues – review of Policy	March 2014	
Council Meeting – Review and adoption of Policy by Council.	27 May 2014	

Bylaws Review

1.0 DESCRIPTION

Section 158 of the Local Government Act requires that Council must review any bylaw made under the LGA no later than five years after the date on which the Bylaw was made.

Once the initial review is completed bylaws are then reviewed on a 10 year cycle.

If bylaws are not reviewed as detailed above, they cease to have effect two years after the date on which the Bylaw was required to be reviewed.

2.0 DISCUSSION

Historically WDC had a large number of Bylaws. As a result of a full review completed in the period 2008-2011, Council consolidated the many old Bylaws into new Bylaws as follows:

- Dog Control Bylaw reviewed and adopted – 16 December 2008
- Public Places Bylaw reviewed and adopted – 24 March 2009
- Public Health and Safety reviewed and adopted – 3 November 2009
- Solid Waste reviewed and adopted – 3 November 2009
- Public Amenities reviewed and adopted – 10 February 2010
- Water Services reviewed and adopted – 10 February 2010
- Land Transport reviewed and adopted – 25 May 2010
- Trade Waste Bylaw reviewed and adopted – 26 July 2011

Pursuant to the Act, the following bylaws require review in 2013/2014:

- Dog Control Bylaw
- Public Places Bylaw
- Solid Waste Bylaw
- Public Health & Safety Bylaw

3.0 KEY MILESTONES

This review process will run concurrent with the dEAP public consultation process.

Key Milestone	Indicative Timeframe	Commentary
Council Workshop: Review of Bylaws	18 March 2014	
Council Meeting: Adoption for public consultation	25 March 2014	
Public Consultation	8 April – 8 May 2014	
Hearing of Submissions	22 May 2014	
Council Meeting: Deliberation of Submissions	5 June 2014	
Council Meeting: Adoption of Bylaws	24 June 2014	
Public Notification of Bylaw Review	July 2014	

District Plan Rules – Audit of Signs/Hoardings

1.0 DESCRIPTION

Council's District Plan contains a number of rules covering signs including location, size and in some cases the number and size of characters or symbols a sign may contain.

The objectives of the rules are to ensure that the design and location of signs does not have a significant effect on visual amenity and that signs do not detract from the safe and efficient operation of roads.

Signs that do not comply with District Plan rules become a discretionary activity and as such trigger the need for a resource consent.

In such circumstances an application for a resource consent would have to be accompanied with a location plan, details of the signs size, lettering and colours to be used and the written approval for the signs erection from the property owner.

Because most signs are located near State Highways for maximum exposure, the NZTA becomes an effected party. NZTA has tended to take a hard line when dealing with signs and is not inclined to agree to any sign which does not comply with the District Plan.

For that reason many of the signs in the District have been erected without a resource consent. Although no firm numbers are currently available it is estimated that 50% of the signs erected in the rural zone have not been consented.

Initial estimates would indicate that there may be in the order of 50 unlawful advertising hoardings in and around the Hangatiki/Waitomo Caves area and at the entrances to Te Kuiti township.

2.0 DISCUSSION

As a first step to understanding how big the signage problem is locally, a Strategy will be developed to audit all the District's advertising hoardings.

When the audit is completed the information will be collated and a further business paper will be prepared for Council confirming the size of the problem and seeking guidance from elected members in terms of dealing with unlawful hoardings.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Audit completed of District advertising hoardings.	28 February 2014	
Council Meeting Elected Members to provide guidance to staff in terms of enforcement options.	25 March 2014	

Establishment of a Rural Fire Authority for Waikato Valley Operational Area

1.0 DESCRIPTION

Investigation into the establishment of a Rural fire Authority for the Waikato Valley Operational Area is a joint project in partnership with the Department of Conservation, New Zealand Fire Service, Waipa, Waikato, Otorohanga, Waitomo, Hauraki, Matamata Piako and Thames District Councils along with the New Zealand Rural Fire Authority.

2.0 DISCUSSION / ISSUES

The process is being driven by the National Rural Fire Authority. To progress discussion a Steering Committee has been established to develop a proposal moving forward. A draft proposal is currently being prepared and will then be forwarded to participating councils for consideration.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Complete draft proposal	31 October 2011	Council was briefed on this proposal as part of the Public Amenities AMP on 8 November 2011.
Council Meeting – consideration of draft Proposal	29 November 2011	As of 29 November 2011, no further information had been received on the proposal for reporting to Council. The next meeting to discuss the proposals is now scheduled for mid March.
Inclusion of proposal in Public Amenities AMP	6 December 2011	The finances and details associated with the enlarged Rural Fire district have been included in the Public Amenities Activity Plan as a proposal, which as yet is not finalised.

Key Milestone	Indicative Timeframe	Commentary
Consulted on as part of 2012-22 LTP process	April/May 2012	Information was still not available at the time of consulting on WDC's 2012-22 LTP.
Council Meeting - progress report	28 August 2012	<p>A progress report was presented to Council at its 28 August 2012 meeting.</p> <p>At that time the Department of Conservation (DoC) indicated that although it was yet to have talks with Thames-Coromandel on the proposed amalgamation, DoC's stance was that both current proposals were not in their interest and therefore DoC did not support the consultation document for the proposal to establish the Waikato Valley Rural Fire District, as the proposal will effectively split the DoC Conservancy into three.</p> <p>All four Councils agreed it would be a waste of time to formally consider any consultation document for the proposal in the absence of DoC support.</p> <p>The National Rural Fire Authority has indicated that they would have further meetings with DoC and Thames-Coromandel District Council to try and resolve the deadlock.</p> <p>A progress report on this matter was presented to Council at its 30 July 2013 meeting.</p>

Community Services

Te Kuiti Railway Building

1.0 DESCRIPTION

Council confirmed, through development of the 2012-2022 LTP, that it would endeavour to secure ownership or long term lease over the central Te Kuiti railway buildings and pursue the refurbishment and development of the building as a community and commercial facility. A monetary allowance was included in the 2012-2013 and 2013-2014 financial years as seed funding to assist with this proposal.

2.0 DISCUSSION / ISSUES

The station in Te Kuiti is historically significant, holding a category B heritage status. However, the buildings are currently vacant and were historically poorly maintained while tenanted. WDC recognised the importance and value of the railway heritage of Te Kuiti and the prominence of the buildings within the Te Kuiti Township (being in the centre of the main street) and secured these buildings, including a long-term lease of the land on which they are sited, from KiwiRail in 2012.

Because of their historical significance KiwiRail would only consider the transfer of ownership of the railway buildings to a local government organisation. Ownership has been transferred on the condition that any future development of the buildings is in the community's interest and their historic nature and significance is protected in the long term.

With the purchase of the building asset and the commitment to a long term ground lease, Council is committed to building upkeep, security and maintenance of the asset. An operating budget of approximately \$47,000 was established to include works such as insurance, building maintenance, security, electricity and lease payments. The budget also includes a monetary allowance around marketing and legal costs associated with the future use of the asset.

Council also has a vision of revitalising and redeveloping the railway buildings and adjacent plaza to create a vibrant hub in the centre of Te Kuiti, over the next few years. Council's intention is that the community will lead this initiative.

The 2012-22 LTP included a budget of \$25,000 for years 2012/13 and 2013/14 to progress investigations (Note: working draft LTP budgets made a provision of \$75,000 for each year).

At its 19 February 2013 Workshop Council confirmed:

- its vision of revitalising and redeveloping the railway buildings and surrounds to create a vibrant hub over the next few years in the centre of Te Kuiti, and
- its intention that this will be a community led initiative.

Council also agreed that the development of the railway buildings should be classified into two distinct categories:

- 1 Railway Buildings Restoration Project
- 2 Railway Buildings Revitalisation Project.

The restoration or renewals of the buildings have been classified as three separate projects which will be planned and carried out as per Council's regular asset management practices over a number of years. Renewals for the Plaza area which have been scheduled in the Asset Management Plan will be linked in with the renewals of buildings where appropriate to achieve cost efficiencies.

The renewals of the Railway buildings relate specifically to the outer shell of the buildings i.e. bringing these buildings up to an acceptable heritage standard as required by the conservation plan.

The EAP proposes the following renewal works in 2013/14:

- Structural assessment of the three Railway Buildings
- Preparation of detailed architectural and engineering plans for Buildings for the exterior restoration
- Commence exterior renewals of the three Buildings (dependent on funding)
- Carry out some associated work on road space
- Undertake EOI for the Community Space associated with Building 1 and undertake sufficient works for the buildings to be utilised
- Undertake EOI for the Commercial Space, negotiate contract, prepare development drawings and undertake works (subject to funding).

The following allowances have been made in the EAP 2013/014 to commence this work:

- \$355,082 for the restoration of the buildings exterior (balance to be funded externally)
- \$115,639 for engineering assessment, working drawings and contract documentation for the restoration of building exterior
- \$47,000 to prepare Building 1 for Community Space
- \$61,500 to commence preparation of Building 2 for Commercial Space

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Development of Conservation Plan, Maintenance Plan and preliminary budget estimates for the restoration of the buildings	July 2012	Completed
Ownership / lease of the building and land to be secured from New Zealand Rail	July 2012	Completed by MOU only. Finalised lease to be submitted
Council Meeting Business/Positioning paper to Council for consideration and approval of the establishment of a working group to prepare a site and building development proposal	28 August 2012	Completed Council will be kept updated on progress through the presentation of progress reports to the monthly Council meetings.
Preparation of site and building development proposal	September – December 2012	Ongoing with Reference Group. Initial proposal included as part of the November Agenda.
Council Workshop # 5 Consideration the preliminary draft site and building development proposal	19 February 2013	Completed Council work shopped scenarios for the development including cost implications.
Council Meeting Business Paper to Council for financial programme and costings for approval and inclusion in dEAP	20 March 2013	Completed Business Paper adopted by Council for inclusion in dEAP documentation.
Council Meeting Adoption of EAP	25 June 2013	Completed Programme of restoration condensed to match proposal for funding from Lotteries Commission.
Council Meeting	Monthly	Ongoing A Monthly Progress report will be made to Council for the entire project i.e. Restoration, Rooding and Revitalisation.

RAILWAY BUILDING: PROJECT 1 - RESTORATION

Key Milestone	Indicative Timeframe	Commentary
Engineering structural assessment of building 1,2 and 3	August 2013	Commenced
Preparation of working drawings and contract documents for restoration of exterior, buildings 1,2 and 3	July – August 2013	Commenced
Historic Places Trust Approval	September 2013	
KiwiRail Approval	September 2013	
Tender for works	November - December 2013 (subject to approval of alternative funding services)	
Construction works	January 2013 – September 2014	

RAILWAY BUILDING: PROJECT 3 – ROADING RENEWAL

Key Milestone	Indicative Timeframe	Commentary
Redesign of carriageway to align with Railway development proposals	August 2013	Commenced
Retendering negotiations	August – September 2013	
Roading construction	October – November 2013	

RAILWAY BUILDING: PROJECT 4 – COMMUNITY SPACE REVITALISATION

Key Milestone	Indicative Timeframe	Commentary
Expressions of Interest process	August – November 2013	
Minor construction to allow temporary use of building	January 2014	
Building useage by tenants	February 2014	

RAILWAY BUILDING: PROJECT 5– COMMERCIAL SPACE REVITALISATION

Key Milestone	Indicative Timeframe	Commentary
Expressions of Interest process	October – November 2013	
Lease agreement negotiations	November 2013 – January 2014	
Application to NKCDT for funding to assist with document preparation and development associated with Cornerstone tenant.	November – December 2013	
Preparation of working drawings and contract documentation of areas associated with Cornerstone tenant	December 2013 – February 2014 (subject to funding availability)	
Tender process for works	March – April 2014 (subject to funding)	
Construction of internal work and site services associated with Cornerstone tenant	May 2014 – September 2014 (subject to funding)	
Cornerstone tenant operational	October 2014	

Centennial Park Drainage

1.0 DESCRIPTION

The community and users of the Centennial park fields have shown increasing concerns regarding the condition / drainage of the fields. This has been confirmed during inspections from the NZ Turf Institute.

2.0 DISCUSSION / ISSUES

A preliminary proposal to improve the fields was developed and costed as part of the Parks and Reserves Activity Plan and a monetary allowance for some work has been included in the 2012-2013 financial year.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Confirm / finalisation of the design by the NZ Turf Institute	January – February 2013	Instructions given to NZTI August 2012 to complete design. Survey and design to be undertaken end of October 2012. Design completed.
Contractor pricing	February 2013	
Tender Committee approval		

Key Milestone	Indicative Timeframe	Commentary
Implementation of the drainage network	February – March 2013	This project was deferred during the drought period due to the implications on mole drainage of very dry crumbly soils. Now that the soils are moister, discussions on timing of implementation are being held with the Te Kuiti Soccer Club. This has now been rescheduled January – March 2014.
Rescheduled implementation of drainage networks	January – March 2014	

Te Kuiti Library Roof Renewal

1.0 DESCRIPTION

During the development of the 2012-2022 LTP several roofs that were showing signs of poor condition were inspected and costed. The replacement of part of the Library roof has been included in the 2012-2013 financial year.

2.0 DISCUSSION / ISSUES

No design is required for this renewal.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Obtain quotations for the roof renewal	October 2012	This project has been delayed pending outcomes of shifting Te Kuiti Community House to the building and the earthquake assessment outcomes.
Earthquake Assessment	May 2013	Completed
Roof Renewal Works	February – March 2014 (awaiting outcomes of TK Community House funding to combine works)	

Civic Centre Upgrade : Stage 4 – Main Hall Ceiling

1.0 DESCRIPTION

Councils Recreation and Culture Activity Plan identified the need to undertake a complete refurbishment of the Civic Centre as little or no renewal work has been undertaken since construction.

2.0 DISCUSSION / ISSUES

A Renewal Strategy was included in the LTP financials, with renewal works being spread over six years, commencing 2010/2011.

A preliminary assessment of works required has been undertaken and included in a business paper to Council in 2008. At that time, consideration of the business paper was deferred as it was felt this should be workshopped by Council, including a site visit.

Since this preliminary assessment further prioritisation work has been undertaken as there is some urgent work required. This urgent work will be undertaken as required, utilising carried forward renewals funds.

The Civic Centre is one of Council's most valuable community assets which, with the exception for fire, was not alarmed before refurbishment commenced. Other key community assets such as the library and the swimming pool have security systems for asset protection. There is a need to provide better security for this asset which can then be linked into an access system for management of user access.

4.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Business paper to review upgrade options / proposals for Stage 4 with Council	25 September 2012	Completed A business paper was presented to Council at the October 2012 Council Meeting.
Preparation of upgrade documentation	March - April 2013	Preliminary meeting held with Architects. Documents on hold until March 2013. A second meeting with the architect was held 12 April to discuss the three options for the ceiling. These are currently being assessed by AECOM's quantity surveyor to provide information relating to the most cost effective option before proceeding with working drawings. The QS confirmed that approval of the texture on the surface will be the most cost effective solution. Draft working drawings and tender documentation will be available 18 June.
Building Consent – Stage 4 as required	August 2013	
Tenders	August – September 2013	
Construction – Stage 4	To be fitted to hireage timeframes	

Sale of 6 Te Kumi Road

1.0 DESCRIPTION

During the development and workshopping of the Housing and Other Property Activity Plan, Council identified 6 Te Kumi Road, Te Kuiti, as a non strategic investment and resolved to dispose of the residential property during the 2012-2013 financial year.

2.0 DISCUSSION / ISSUES

The most likely time to gain a sale of this property is in the summer months when real estate activity is at its peak. Some minor maintenance work will be required to be undertaken before marketing the property.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Letter to tenant advising of Councils intentions moving forward	August 2012	Completed A letter has been forwarded to the tenant advising WDC's intention to dispose of the property in November.
Valuation of the property	January 2013	Completed
Marketing of property through real estate company	March 2013 onwards	The property has been listed for several months, with no enquiries to date.

Sale of 6 Jennings Street – Community House

1.0 DESCRIPTION

During the development and workshopping of the Housing and Other Property Activity Plan, Council identified 6 Jennings Street, Piopio, as a non strategic investment and resolved to dispose of the residential property during the 2012-2013 financial year. The property is in extremely poor condition and requires extensive renewals work.

2.0 DISCUSSION / ISSUES

This residential property is a residential property leased on a long term lease to the Te Kuiti community house. Any sale of the property will require lease negotiations and the relocation of the community house operations. The Community house at the same time has been investigating its strategic direction as to services provided and the facility required to provide these services and received a Lotteries Grant to undertake the necessary study. This has been completed and presented to Council through a Business Paper presentation. Council has asked to review alternative options from that presented in the study.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Preparation of services provision study undertaken by the Community House	May – June 2012	Completed
Council Meeting Business paper to present study findings to Council	May 2012	Completed Council has requested the study be expanded to include alternative locations and to confirm requirements
Council Meeting Business paper to seek funding to assist with the additional study	28 August 2012	Completed
Undertake the additional study by the community house	28 August 2012 – October 2012	Council resolved not to assist in the undertaking of the additional study but to support the Trust's endeavours to raise funding for the use of the upstairs floor of the Library. Changes to the report are being worked through with a Consultant.
Council Meeting Report findings to Council		Council will be kept updated on progress through the presentation of progress reports to the monthly Council meetings. A draft floor layout has been agreed with TK Community House Trust.
Preparation of advanced sketch drawings and Quantity Surveyor costs	August – September 2013	Commenced
Application to Lotteries Community Facilities Fund for funding	February 2014	

Benneydale Hall Replacement / Disposal

1.0 DESCRIPTION

During the development of the Housing & Other Property AMP and the 2012-2022 LTP three halls were identified for disposal, noting that disposal can take many forms and could include a greater community involvement. This proposal was consulted as part of the LTP consultation process and included as part of the 2013-2014 year. However the community consultation around these halls is included in the current work plan due to the long community process involved in reaching the desired disposal process.

2.0 DISCUSSION / ISSUES

The Benneydale Hall is a very large hall which is not an ideal facility for the community, requiring extensive future maintenance. As part of the disposal process WDC has committed to working with the community to establish an alternative facility moving forward.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Progress Report on discussion within the community on alternatives for use as a community hall	Monthly	Council will be kept updated on progress through the presentation of progress reports to the monthly Council meetings.
Community Consultation regarding establishment of community society and leasing of building.	August – September 2013	Commenced

Parkside Subdivision Disposal

1.0 DESCRIPTION

Waitomo District Council purchased the Parkside subdivision from Inframax Construction Ltd in November 2011 as part of the restructure of the company.

For the purposes of development of the 2012-2022 LTP development, a gradual sell down of the sections was forecast for the period of the plan and beyond.

Council has indicated that while sell down is budgeted over a longer term, it is best from a Waitomo District Council affordability perspective that Waitomo District Council dispose of the sections as quickly as possible.

2.0 DISCUSSION / ISSUES

Sell down of the sections will be an ongoing task and the initial move to divest WDC of this asset will be undertaken during the latter half of 2012. This will involve advertising, promotion, Real Estate Agency involvement and open days.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Progress Reports	Monthly	Council will be kept updated on progress through the presentation of progress reports to the monthly Council meetings.
Initial open day	30 June 2012	Completed
Finalisation of promotional material including bank display	August 2012	Completed
Open day	25 August	Completed
Open day	1 September 2012	Completed
Open day	8 September 2012	Completed
Establish Real Estate Agreement for sales	September – October 2012	Completed
Provide Real Estate board onsite	September – October 2012	Completed Agreement has been reached with Real Estate Agents. Real Estate boards will be installed by end of November.
Section Sales		Ongoing One section sold in the 2013 calendar year (8 February 2013).

Mokauiti Hall Disposal

1.0 DESCRIPTION

During the development of the Housing & Other Property AMP and the 2012-2022 LTP three halls were identified for disposal, noting that disposal can take many forms and could include a greater community involvement. This proposal was consulted as part of the LTP consultation process and included as part of the 2013-2014 year. However the community consultation around these halls is included in the current work plan due to the long community process involved in reaching the desired disposal process.

2.0 DISCUSSION / ISSUES

As part of the disposal process WDC has committed to working with the Mokauiti community to establish an alternative structure for the facility moving forward.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Progress report on discussion within the community on alternatives for use as a community hall	Monthly	Council will be kept updated on progress through the presentation of progress reports to the monthly Council meetings.
Establish a committee to look at options for disposal.	October 2012	Hall Committee asked to nominate three working group members. Completed at hall meeting December 2012.
Meeting to discuss options for the hall	May 2013	Meeting scheduled for 12 June 2013 (telephone discussion)
Proposal developed and provided to committee for discussion	September 2013	
Finalised proposal	October 2013	
Council Meeting Sign-off of proposal by Council	26 November 2013	
Implementation	December 2013 – January 2014	

Oparure Hall Disposal

1.0 DESCRIPTION

During the development of the Housing & Other Property AMP and the 2012-2022 LTP three halls were identified for disposal, noting that disposal can take many forms and could include a greater community involvement. This proposal was consulted as part of the LTP consultation process and included as part of the 2013-2014 year. However the community consultation around these halls is included in the current work plan due to the long community process involved in reaching the desired disposal process.

2.0 DISCUSSION / ISSUES

Oparure hall is not part of WDC asset structure and is on Crown land, operated by the Department of conservation. There are no issues associated with confirming that the hall belongs to the Crown and should be operated by the Crown.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Letter to be sent to Department of conservation advising of WDC decision during the LTP process	September 2012	Council will be kept updated through the presentation of progress reports to the monthly Council meetings.
Adjust Councils records to remove WDC as the owner / ratepayer of the facility	September 2012	Completed A second letter forwarded to Department of Conservation 30 May 2013.

Mokau Effluent Disposal Upgrade

1.0 DESCRIPTION

The Mokau toilet effluent disposal system has been causing problems for Council for several years. The LTP contains a monetary allowance to improve the system so as to minimise the smell and disposal complaints. This was a key issue identified in Council's Sanitary Assessments prepared in 2008.

2.0 DISCUSSION / ISSUES

Little information is available on Council's files as to the layout of the existing system and how it operates. Initial works will involve the development of a complete As Built diagram to enable a review to be carried out which will identify the issues, so that recommendations can be developed and implemented.

Further assessments have been undertaken that have identified the only solution available to council is to purchase Ministry of Education land to allow the development of a comprehensive soakfield.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
As-built preparation of existing system	August/September 2010	Completed McDonald Plumbing completed initial "As Built" sketches and DM Engineering completed detailed "As Built" Plans.
Review of system and identification of suitable upgrade treatments	April 2011	On site meeting scheduled for 27 th June 2011. Completed
Letters to MOE and School BOT investigating potential land purchase	June – July 2011	Completed Mokau effluent disposal was work-shopped as part of the Public Amenities AMP on 8 November 2011. A direct approach to other parties is to be made.
Report to Council once response received from MOE		Contact has been established with MOE. Councillor Brodie and Group Manager Community Services attending BOT meeting in Mokau 12 June 2012. BOT approved in principal the course of action to acquire land
Survey of the land to be undertaken to allow the quantification of land requirement	July 2012	Acceptance of Quotation from Arrow surveys to undertake this work has been accepted, with completion due 31 July 2012
Draft proposals prepared and presented to the Mokau School board of Trustees for signoff	August- September 2012	Council will be kept updated on progress through the presentation of progress reports to the monthly Council meetings.
Formal application to the Ministry of Education for land purchase	January – February 2013	Completed
Declaration of land as surplus to MOE requirements and available for sale	August 2013	Completed
Negotiations for purchase of land with government disposal team	August – October 2013	
Subdivision resource consent to be obtained		
Detailed design of effluent field		
Tendering of work		
Implementation of works		

Quarry Resources Review

1.0 DESCRIPTION

Council owns some 22 separate quarries across the district, five of which are currently operational. The quarries are a primary source of roading aggregate for Inframax Construction Ltd and other roading contractors.

This initial review will focus on Council's quarry assets primarily as an investment activity. It will identify Council's ownership and management of these assets against a desktop assessment of future demand and current capacity. Future assessment works will be identified so that a monetary allowance can be included in the EAP 2013/2014. The goal is to ascertain the optimum, sustainable return on this investment activity.

2.0 DISCUSSION / ISSUES

Much information has been gathered over the last two years relating to the land available for quarrying and this now needs to be collated into a review of the investment with options moving forward

The current lease arrangements for the five operational quarries have expired, with extraction rights currently on a month to month basis pending the results of this review.

The quarries were the subject of queries during the 2012-2022 LTP consultation process and the response below was provided to the submitter

The following is an extract from the 2012/13 EAP Submitter response letters relating to Quarries:

The existing quarries are encumbered, in the sense a leasehold interest is held by a third party. The productive quarries also provide royalty income.

WDC has commissioned a project to investigate the future of these quarries in the context of future development potential.

Many of the quarries are in fact established on designated reserve land and disposal of that reserve land by sale is problematic. There is substantial risk that such a process will be time consuming and expensive to facilitate.

Any disposal of the land must meet the requirements of the Reserves Act and the Public Works Act. This might require that WDC declare the land as surplus to requirements and where the status of the land requires it, return same to the Crown or initiate an "offer back" arrangement to the original owners in certain circumstances.

The business case for any sale option would need to be evaluated against ongoing income earning potential from royalties received and the strategic benefits to the District from having readily accessible quarry material.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Land status investigation for Quarries	September 2010/December 2011	Completed Including surveys for key leased quarries.
Desktop assessment of Quarries	October 2010/March 2011	Progressing. Legal implications relating to lease renewals were identified and a legal opinion was obtained. Leases have not been renewed and are operating on a monthly system.
Council Workshop 15 – consideration of investigation and assessment outcomes	15 November 2011	Preliminary outcomes of site investigations will be presented as part of the new Investments AMP. Following this Workshop a detailed timeline of Key Milestones will be developed. The newly developed working draft Investments AMP was presented to Council in December 2011.

Key Milestone	Indicative Timeframe	Commentary
Prepare a review of all land ownership/survey information and leases collated to date into a review document, identifying future discussion points and options	January 2013	Discussions have been held with a quarry consultant in relation to providing a desktop review of the quarry site information for Councils key quarries.
Council Workshop 5 – consideration of review document	19 February 2013	Completed A quarry resources review was presented to Council along with recommendations for inclusion in the dEAP. Council asked for the work to be reviewed with ICL in an endeavour for the work to be completed over time with a zero budget to WDC.

Review Lease/Licences

1.0 DESCRIPTION

Council has a considerable lease and license register covering many of its buildings and land holdings. The returns from these licenses and leases form a valuable part of Council's yearly income.

2.0 DISCUSSION / ISSUES

Many of these licenses and leases have expired or have not been renewed – ie Council is potentially foregoing revenue by not keeping them current. The LTP makes an allowance for the continual review of these expired licenses over the life of the plan which should increase Councils revenue

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Identification of all property based Leases and Licences	July 2011 – ongoing	Leases and Licences are reviewed as they fall due.
Renewal of Leases and Licences as required	July 2011 - ongoing	
Input Leases and Licences into new NCS property module	August 2012 – December 2012	

Old Ministry of Works Building, Queen Street, Te Kuiti

1.0 DESCRIPTION

Council on 28 June 2011, received an informal briefing from Jim O'Halloran and Russell Aldridge on behalf of the Te Kuiti Historical Society and indicated to Council that the old Ministry of Works building in Queen Street, Te Kuiti, which is currently tenanted by the Society will not be required by the Society in the future.

2.0 DISCUSSION / ISSUES

The ex Ministry of Works building owned by Council in Queen Street is in need of renewal works in order to maintain the building in a utilisable state. Council has indicated it wishes to consider the future of this building strategically and consult with the community before giving any consideration to allocating significant funding to renewal works.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Workshop 15 – presentation of background information to Council to enable informed decision on future of the building	15 November 2011	Following this Workshop a detailed timeline of Key Milestones will be developed for inclusion in the next version of the Road Map.

Key Milestone	Indicative Timeframe	Commentary
		Council agreed that it does not wish to expend any further funds on this building and proposes to consult with the community on the basis that Council will advise the Crown that the property is no longer of use to the Council and that Council wishes to relinquish its holding of the property.
Letter to Crown advising outcomes of the LTP consultation process and seeking approval to relinquish Councils involvement in the property	September 2012	Writing to the Crown was put on hold as an offer of finance with conditions was made through the LTP process. The conditions included WDC as well as the community matching the funding proposal. Council advised the submitter that it would not contribute to funding the renewals works but delayed contacting the Ministry to allow the community to match the proposal. As no correspondence has been received to date, it is proposed to write to the Ministry seeking approval to be released from Councils commitment.

Land Purchase – Te Kuiti Cemetery

1.0 DESCRIPTION

Councils Sanitary Assessment for cemeteries provided calculations determining the remaining use of each cemetery. The assessment identified a need to purchase land for the Te Kuiti Cemetery in the 2011/2012 to 2012/2013 years. The purchase cost is spread over two financial years.

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Review of requirements and identification of suitable land	January 2012	Completed
Negotiation with Landholder	February 2012	Completed
Council Meeting - Report to Council seeking resolution to purchase	24 April 2012	A business paper detailing options was presented to Council at the 24 April 2012 meeting.
Purchase/Settlement	July – August 2012	Discussions have been held with an independent Purchaser with an approach to the land owner being made. Council will be kept updated on progress through the presentation of progress reports to the monthly Council meetings. Completed.

Riverview Heights Land Disposal

1.0 DESCRIPTION

Council, in 2006/2007 proceeded with the Section 40 offer back process for this land, to the previous owners, with each owner confirming that they did not wish to proceed with the repurchase of the land.

2.0 DISCUSSION / ISSUES

Council subsequently resolved in 2007, to review the land holding, taking account of the marketability of the available sections, and in particular in relation to the size of sections, building platforms, access and servicing.

The marketability review included realigning lot boundaries to create bigger, useable sections with each having an adequate building platform. The building platforms were confirmed by undertaking a geotechnical survey of each lot and a full cash flow analysis was undertaken on the total project and presented to Council in November 2008.

In January 2009 Council resolved to remedy the informal situation whereby part of the Riverview Heights property is used as public road in the 2009/2010 year, and to defer the proposed disposal of the balance of the Riverview Heights land until the remedial work has been completed.

As part of the draft 2010/11 EAP development, Council considered a preliminary estimate to form the entrance road into the proposed subdivision including the financial aspects of the subdivision proposal and resolved not to proceed with the proposal at that time. Ongoing assessment of economic conditions will be taken into consideration before reconsidering this project further.

Cemetery Maps and Records

1.0 DESCRIPTION

Council administers several cemeteries throughout the district. The administration of these cemeteries is governed by Councils Bylaw and the Burials and Crematoria Act. There is an obligation for Council to maintain accurate information for administration purposes as well as the provision of historical information.

Councils record keeping and procedures were identified as an issue in the Cemetery Sanitary Assessment prepared as part of the 2008 asset management process.

2.0 DISCUSSION / ISSUES

The need for accurate information relating to our cemeteries is paramount. There is also a need to ensure that Council deals with its customers in a consistent manner through having well defined procedures.

Recent occurrences at our cemeteries means that this project may have to be bought forward.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Review mapping/record requirements for each cemetery/gathering base information	November - December 2011	This project is due to commence on 14 May 2012 when staff are available.
Prioritised List of Requirements	May - December 2012 (Te Kuiti)	Priority has been given to Te Kuiti Cemetery and all the records for the cemetery are being collated into one data base for cross referencing.
Ongoing implementation of priorities		

Te Kuiti Mainstreet Garden Re-design

1.0 DESCRIPTION

The construction features of Te Kuiti mainstreet gardens deteriorated to the extent where repairs will no longer provide an image for the town.

A replacement programme to progressively upgrade and redevelopment these gardens has been included in the LTP over five years beginning in the 2012/2013 year.

In the 2011/12 year an allowance is provided for the necessary design works to be undertaken.

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Review of existing data relating to existing Main Street gardens	December 2011	
Establish design team of Councillor, Community Services, TK Business Association and Roding.	January – February 2012	A business paper was presented to Council at the 4 April 2012 Council meeting.
Develop design proposals in conjunction with Consultant	March – April 2012	A Design Team has been established and an initial draft sketch proposal for a typical area is to be available for discussion mid June.
Finalised sketch plans to be completed for Stage 1 – the ANZ intersection and roundabout	August - September 2012	Council will be kept updated on progress through the presentation of progress reports to the monthly Council meetings. Detail drawings and costings received by WDC. Needs to be discussed by the working group prior to presentation to Council.
Council Meeting: Presentation of Design	30 October 2012	As reported previously to Council, revised plans to be sought.
Revised plans for Stage 1 preparation	August 2013	Commenced Mansergh Graham Landscape Architects
Implement Stage 1	September – October 2013	

Walking Track Strategy

1.0 DESCRIPTION

WDC needs to measure and assess the tracks (including structures) we currently maintain. Once we know what we have and what condition it is in then a strategy can be developed for how best these tracks can be developed and maintained through a contractual basis, based on NZS Handbook 8630:2004. This project is scheduled to be undertaken spanning the 2013/14 and 2014/15 financial years.

2.0 DISCUSSION / ISSUES

Identification of the asset will be the initial priority in this process – location, grade, condition. Tracks will then be graded to the track standard and future maintenance and development established.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Base information gathering	November 2013 – April 2014	
Council Meeting: Initial progress report on extent of asset and its condition to council including timeline for completion	27 May 2014	

Te Kuiti Aerodrome Reserve Management Plan

1.0 DESCRIPTION

WDC is statutorily obliged to prepare a Reserve Management Plan for all of its reserves. This will give direction for the future development of the aerodrome and provide guidance as to how this reserve should be best managed for the benefit of the community and users. This project is scheduled to be undertaken spanning the 2013/14 and 2014/15 financial years.

2.0 DISCUSSION / ISSUES

The development of a management plan is through a community consultation process and a working group will be established to progress this project.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Business paper for the establishment of Working Group for the development of the Aerodrome Reserve Management Plan	10 October 2013	
Advertise intention to prepare Plan and calling for initial submissions	November – December 2013	
Consultation Meeting 1 with aerodrome users	December 2013	
Consultation Meeting 2 with aerodrome users	February 2014	
Consultation Meeting 3 with aerodrome users	July 2014	
Preparation of Management Plan	January – June 2014	
Council Meeting Adoption of Draft Aerodrome Plan by Council	August 2014	
Public consultation	September – October 2014	
Hearing of submissions and consideration	November 2014	
Council Meeting Deliberation of Submissions	November 2014	
Council Meeting Adoption of Finalised Plan	December 2014	

Cultural and Arts Centre - Shared Parking Investigation

1.0 DESCRIPTION

WDC has been approached by "The Cottage" Day Care Centre to rationalise and improve parking within the adjacent area, which would also benefit the parking availability at the Cultural and Arts Centre. The establishment would be on a cost share basis although details to date have not been established

2.0 DISCUSSION / ISSUES

Detailed site development plan / design will be required for this project to allow competitive tendering.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Site topographical survey undertaken	June – July 2013	Completed
Development of concept design	July – August 2013	On hold pending report to Council relating to making that section of road one way as this impacts on design (due August 2013)
Approval of design by "The Cottage"	September 2013	
Council Meeting: Seeking Council's approval of the Concept Design	24 September 2013	
Detailed tender documentation prepared	October – November 2013	
Tender process	December 2013	
Construction	January – February 2014	

Investigation into Provision of Joint Services Facility

1.0 DESCRIPTION

Council has expressed an interest in the investigation of the provision of multiple services from a single location to take advantage of economies of scale and a better service to the public. The project allows for the full investigation into options so that informed decision making can be undertaken leading into the 2015 review of the Long term Plan. This project is funded over years 2013-2014 and 2014 -2015 in the LTP

2.0 DISCUSSION / ISSUES

A Working Group will need to be established to progress this project.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Scope of project to determine parameters and outcomes	January – March 2014 (to align with Customer Services Strategy 2014)	
Council Workshop Project scope and outcomes in conjunction with Customer Services Strategy	11 March 2014	
Future timelines dependant on outcomes of workshop		

Library Building Renewal and Entrance

1.0 DESCRIPTION

This project is dependent on the future tenanting and use of the building.

Parks and Reserves AMP – Plan Improvement and Monitoring

1.0 DESCRIPTION

This project is about the implementation of the Improvement Plans contained in each of the Asset Management Plans and refreshing Asset Management Plans in anticipation of the next Long Term Planning Cycle.

2.0 DISCUSSION / ISSUES

The detailed planning for giving affect to the improvement plans is contained in each of the Asset Management Plans and key milestones for refreshing the Plans themselves and Council involvement therein will be provided closer to the time.

The content of the AMP is based on current levels of service, asset information and the knowledge of WDC staff. The AMP will be regularly reviewed, regularly monitored and updated to improve the quality of AM planning and accuracy of financial projections. This process is dependent upon improved knowledge of customer expectations, further developed AM practices, data to optimise decision making, review of outputs, development of strategies and further planning.

The purpose of an AM Improvement Programme is to improve the current management practices for AM processes, information systems and data, by implementing an improvement programme that brings current management practices in to line with desired management practices. The improvement plan will provide for the staged improvement of AM practices to an appropriate level for AM plan preparation, process improvements, information system development, and data collection and recording.

3.0 KEY MILESTONES

Parks and Reserves AMP		
Key Milestone	Indicative Timeframe	Commentary
AMP Improvement		
1. Review AMP every three years.	December 2014	To be conducted during the review of AMP in anticipation of the 2015-25 LTP planning cycle.
2. Review Levels of Service.	December 2014	To be conducted during the review of AMP in anticipation of the 2015-25 LTP planning cycle.
3. Confirm corporate AM objectives.	December 2014	To be conducted during the review of AMP in anticipation of the 2015-25 LTP planning cycle.
4. Define current Levels of Service/performance measures.	December 2014	To be conducted during the review of AMP in anticipation of the 2015-25 LTP planning cycle.
5. Conduct external audit of AMP.	December 2014	To be conducted during the final review of AMP in anticipation of the 2015-22 LTP planning cycle.
6. Identify and include any assets that are not included in this AMP.	Ongoing process to improve the integrity of asset base.	If and when assets are identified which are not already included in the AMP they will be added accordingly. Formation of Asset Appendix for AMP.
7. Identify, development, renewal and maintenance strategies where required.	Ongoing process	As maintenance contracts are reviewed and tendered the package of delivery of the maintenance strategy will be reviewed.
8. Link financial forecasts to the lifecycle management strategies.	2013-2018	Developed during preparation of an Advanced AMP for Parks and Reserves.
9. Include valuation results.	December 2014	To be conducted during the review of AMP in anticipation of the 2015-25 LTP planning cycle.
Data Improvements		
10. Continue to collect asset attribute information.	Ongoing process	Asset data is being collated on an ongoing basis to ensure the quality of planning and accuracy of financial projections is optimised.
11. Collect maintenance data against significant assets or asset groups.	Ongoing process	Asset data is being collated on an ongoing basis to ensure the quality of planning and accuracy of financial projections is optimised.
12. Collect lifecycle costs for significant assets or asset groups.	Ongoing process	Asset data is being collated on an ongoing basis to ensure the quality of planning and accuracy of financial projections is optimised.
13. Future prediction data.	2013-2018	Developed during preparation of an Advanced AMP for Parks and Reserves.
14. Monitor actual versus predicted growth.	2013-2018	Developed during preparation of an Advanced AMP for Parks and Reserves.
15. Measure performance in Levels of Service against targets.	Ongoing process	Financial and Non-financial performance is reported to Council on a 3-monthly basis.
AM Process Improvements		
16. Ensure operations and maintenance are competitively tendered	Ongoing process	Where contracts are of a significant value they are competitively tendered. Small, isolated contracts are dependent on the availability of contractors.

Parks and Reserves AMP		
Key Milestone	Indicative Timeframe	Commentary
17. Optimise operations to minimise lifecycle costs	Ongoing process	The most optimum processes and procedures/operations are continually reviewed to minimise costs.
18. Documentation of operations and maintenance activities	Ongoing process	Contract details to be recorded accurately for each Parks and Reserves contract.
19. Process in place for monitoring, analysing and reporting of performance against levels of service and other performance measures.	2012/13	Process developed to ensure accurate collection of KPI information based on new KPI regime.
20. Predict failure works	2013-2018	Predictive failure to be part of the Advanced AMP.
21. Assess risks and identify treatment options	December 2014	Review risk section of Parks and Reserves AMP and include any newly identified risks in review.
22. Determine and optimise lifecycle costs using NPV analysis for major new works.	2019 Onwards	Outside the scope of this AMP.
23. Develop process for updating asset data with new assets and data collected via the maintenance contract.	December 2012	Asset inventory processes to be created
24. Asset register available to all relevant staff	December 2014	Development of an Asset Appendix for the Parks and Reserves AMP.
25. Compile up to date information on leased reserves	December 2012	Part of Asset Appendix.
26. Complete reserves management plan	Ongoing process.	The Brook Park Management Plan was finalised and adopted by Council in February 2010. Further Management Plans dependant upon funding.
27. Process in place for the condition assessment of assets including assets to be assessed, frequency and ranking procedures.	December 2014	Initial broad assessments conducted 2009. Detailed assessments for 2015-2025 LTP.
28. Designers to consider lifecycle costs and risk.	2013-2018	Part of Advanced AMP.
29. Audit CAPEX development plans	December 2014	New three year CAPEX programme included in review of AMP.
30. Processes in place to ensure identify current asset utilisation of significant assets	2013-2018	Process to be developed for recording parks utilisation.
31. Develop and assess options for non performing assets	2013-2018	Process to be developed for recording parks utilisation.
32. Develop disposal/rationalisation policy	2010/2011 (annually)	Surplus property process review for land completed 2009/2010. Disposal/rationalisation policy to take into account of adopted processes.
33. Process in place for collecting costs against assets where appropriate	2013-2018	To be developed with accounting process and property AM System.
34. FRS-3 compliant valuation complete for Parks and Reserves assets	December 2014	Accurate compliant valuation will develop with ongoing update of asset inventory.
35. Process developed for the review of levels of service (inc. customer consultation procedures)	2013-2018	Additional resourcing required to fully test levels of service.

Parks and Reserves AMP		
Key Milestone	Indicative Timeframe	Commentary
AM System Improvements		
36. Develop database for all community facilities	December 2014	Development of Asset Appendix for AMP.
37. Financial system available to allocate maintenance costs against individual assets	2020/2021	Outside 2012-2015 planning period. Long term objective to effectively monitor the need for future capital expenditure.
38. Use AMS to store asset condition, performance and utilisation data where appropriate.	2020/2021	AMS to be developed in long term to cover community facilities assets.
39. Record all customer enquiries against individual assets	2020/2021	AMS to be developed in long term to cover community facilities assets.
40. Develop a risk register	December 2014	Developed in conjunction with Item 21.
41. Investigate the integration of AMS with GIS and the financial system, integrate if appropriate.	2013-2018	Development as part of Advanced AMP.
42. Link electronic plans and records to GIS database	Ongoing	To be developed over the life of the AMP.
Specific Improvement Projects 2009-2012		
43. Underground services investigations.	2013; 2014; 2015	As built drawings to be compiled for key assets to improve asset base information.
44. Including building data in a "designed" Asset Management Programme such as SPM.	2013-2014	Dependent on Council's ability to purchase an AM Programme suitable for buildings. Options to be investigated and resources required.
45. Adoption and funding for three year improvement plan.	Annually	Completed - included in Annual Plan budgets.
46. Asset Management planning miscellaneous.	2013; 2014; 2015- 20122	An allowance of funding for ongoing asset investigation.
47. Review of Leases and Licenses.	Register developed in NCS by 2013.	Leases/Licences Register to be developed and renewals as appropriate on an ongoing basis.

Recreation and Culture AMP – Plan Improvement and Monitoring

1.0 DESCRIPTION

This project is about the implementation of the Improvement Plans contained in each of the Asset Management Plans and refreshing Asset Management Plans in anticipation of the next Long Term Planning Cycle.

2.0 DISCUSSION / ISSUES

The detailed planning for giving affect to the improvement plans is contained in each of the Asset Management Plans and key milestones for refreshing the Plans themselves and Council involvement therein will be provided closer to the time.

The content of the AMP is based on current levels of service, asset information and the knowledge of WDC staff. The AMP will be regularly reviewed, regularly monitored and updated to improve the quality of AM planning and accuracy of financial projections. This process is dependent upon improved knowledge of customer expectations, further developed AM practices, data to optimise decision making, review of outputs, development of strategies and further planning.

The purpose of an AM improvement programme is to improve the current management practices for AM processes, information systems and data, by implementing an improvement programme that brings current management practices in to line with desired management practices. The improvement

plan will provide for the staged improvement of AM practices to an appropriate level for AMP preparation, process improvements, information system development, and data collection and recording.

3.0 KEY MILESTONES

Recreation and Culture AMP		
Key Milestone	Indicative Timeframe	Commentary
AMP Improvement		
1. Review AMP every three years.	December 2014	To be conducted during the review of AMP in anticipation of the 2015
2. Review levels of service	December 2014	To be conducted during the review of AMP in anticipation of the 2015
3. Confirm corporate AM objectives	December 2014	To be conducted during the review of AMP in anticipation of the 2015
4. Define current levels of service/performance measures	December 2014	To be conducted during the review of AMP in anticipation of the 2015
5. Conduct external audit of AMP	December 2014	To be conducted during the final review of AMP in anticipation of the 2015-25 LTP planning cycle.
6. Identify and include any assets that are not included in this AP	Ongoing process to improve the integrity of asset base.	If and when assets are identified which are not already included in the AMP they will be added accordingly. Formation of Asset Appendix for AMP.
7. Identify development, renewal, maintenance strategies where required	Ongoing process	As maintenance contracts are reviewed and tendered the package of delivery of the maintenance strategy will be reviewed.
8. Link financial forecasts to the lifecycle management strategies	2013-2018	Developed during preparation of an Advanced AMP for Parks and Reserves.
9. Include valuation results	December 2014	To be conducted during the review of AMP in anticipation of the 2015
AM Data Improvements		
10. Develop and document formal asset classification system for all assets	2013-2018	Review of Biz Assets use as AM program will involve asset classification and hierarchy.
11. Continue to collect asset attribute information	Ongoing process	Asset data is being collated on an ongoing basis to ensure the quality of planning and accuracy of financial projections is optimised.
12. Collect maintenance data against significant assets or asset groups	Ongoing process	Asset data is being collated on an ongoing basis to ensure the quality of planning and accuracy of financial projections is optimised.
13. Collect lifecycle costs for significant assets or asset groups and recorded in Confirm	Ongoing process	Asset data is being collated on an ongoing basis to ensure the quality of planning and accuracy of financial projections is optimised.
14. Monitor actual versus predicted growth	2013-2018	Developed during preparation of an Advanced AMP for Parks and Reserves.
15. Measure performance in levels of service against targets	Ongoing process	Financial and Non-financial performance is reported to Council on a 3-monthly basis.
AM Process Improvements		
16. Ensure operations and maintenance are	Ongoing process	Where contracts are of a significant value they are

Recreation and Culture AMP		
Key Milestone	Indicative Timeframe	Commentary
competitively tendered		competitively tendered. Small, isolated contracts are dependent on the availability of contractors.
17. Optimise operations to minimise lifecycle costs	Ongoing process	The most optimum processes and procedures/operations are continually reviewed to minimise costs.
18. Documentation of operations and maintenance activities	Ongoing process	Contract details to be recorded accurately for each Parks and Reserves contract.
19. Process in place for monitoring, analysing and reporting of performance against levels of service and other performance measures.	2012/13	Process developed to ensure accurate collection of KPI information based on new KPI regime.
20. Predict failure works	2013-2018	Predictive failure to be part of the Advanced AMP.
21. Assess risks and identify treatment options	December 2011	Review risk section of Parks and Reserves AMP and include any newly identified risks in review.
22. Determine and optimise lifecycle costs using NPV analysis for major new works.	2019 Onwards	Outside the scope of this AMP.
23. Develop process for updating asset data with new assets and data collected via the maintenance contract.	December 2012	Asset inventory processes to be created during review for the 2015-2025 LTP.
24. Asset register available to all relevant staff	December 2014	Development of an Asset Appendix for the Parks and Reserves AMP.
25. Process in place for the condition assessment of assets including assets to be assessed, frequency and ranking procedures.	December 2014	Initial broad assessments conducted 2009. Detailed assessments for 2015-2025 LTP.
26. Designers to consider lifecycle costs and risk.	2013-2018	Part of Advanced AMP.
27. Audit CAPEX development plans	December 2014	New three year CAPEX programme included in review of AMP.
28. Processes in place to ensure identify current asset utilisation of significant assets	2013-2018	Process to be developed for recording parks utilisation.
29. Develop and assess options for non performing assets	2013-2018	Process to be developed for recording parks utilisation.
30. Develop disposal/rationalisation policy	2010/2011 (annually)	Surplus property process review for land completed 2009/2010. Disposal/rationalisation policy to take into account of adopted processes.
31. Process in place for collecting costs against assets where appropriate	2013-2018	To be developed with accounting process and property AM System.
32. FRS-3 compliant valuation complete for parks and reserves assets	December 2014	Accurate compliant valuation will develop with ongoing update of asset inventory.
33. Process developed for the review of levels of service (including customer consultation procedures)	2013-2018	Additional resourcing required to fully test levels of service.
34. Ensure operations and maintenance are competitively tendered	Ongoing process	Where contracts are of a significant value they are competitively tendered. Small, isolated contracts are

Recreation and Culture AMP		
Key Milestone	Indicative Timeframe	Commentary
		dependent on the availability of contractors.
AM System Improvements		
35. Develop database for all community facilities	December 2014	Development of Asset Appendix for AMP.
36. System available to allocate maintenance costs against individual assets. Use AM System to generate valuation	2020/2021	Outside 2012-2015 planning period. Long term objective to effectively monitor the need for future capital expenditure.
37. Link maintenance history to significant assets or asset groups Criticality of assets identified in AM System	2020/2021	Outside 2012-2015 planning period.
38. Use AM System to store asset condition, performance and utilisation data where appropriate	2012-2022	Review of Biz Assets will determine asset storage requirement during 2012-22 LTP.
39. Record all customer enquiries against individual assets	2020/2021	AMS to be developed in long term to cover community facilities assets.
40. Develop a risk register	December 2014	Developed in conjunction with 37.
41. Investigate the integration of AMS with GIS and the financial system, integrate if appropriate.	2013-2018	Development as part of Advanced AMP.
42. Link electronic plans and records to GIS database	Ongoing	To be developed over the life of the AMP.
Specific Improvement Projects 2009-2012		
43. Underground services investigations	2013; 2014;	As built drawings to be compiled for key assets to improve asset base information.
44. Undertake DRC valuation	2011	Review of valuation for Parks and Reserves assets in preparation for next asset valuation.
45. Include Building data in a "designed" asset management Programme such as SPM	2014	Dependent on Council's ability to purchase an AM Programme suitable for buildings. Options to be investigated and resources required.
46. Expand recovery plans to sit with risk Analysis	2014 - 2015	Develop Recovery Plans in conjunction with Item 21.
47. Adoption of funding for three year improvement plan	Annually	Completed - included in Annual Plan budgets.
48. Operation manual established for Library and Cultural and Arts Centre	2012 - 2013	Finalised Cultural and Arts Centre Manual on completing of Stage 1 renewal.
49. Asset Management planning	2016; 2022	Miscellaneous works.

Public Amenities AMP – Plan Improvement and Monitoring

1.0 DESCRIPTION

This project is about the implementation of the Improvement Plans contained in each of the Asset Management Plans and refreshing Asset Management Plans in anticipation of the next Long Term Planning Cycle.

2.0 DISCUSSION / ISSUES

The detailed planning for giving affect to the improvement plans is contained in each of the Asset Management Plans and key milestones for refreshing the Plans themselves and Council involvement therein will be provided closer to the time.

The content of the AMP is based on current levels of service, asset information and the knowledge of WDC staff. The AMP will be regularly reviewed, regularly monitored and updated to improve the quality of AM planning and accuracy of financial projections. This process is dependent upon improved knowledge of customer expectations, further developed AM practices, data to optimise decision making, review of outputs, development of strategies and further planning.

The purpose of an AM improvement programme is to improve the current management practices for AM processes, information systems and data, by implementing an improvement programme that brings current management practices in to line with desired management practices. The improvement plan will provide for the staged improvement of AM practices to an appropriate level for AMP preparation, process improvements, information system development, and data collection and recording.

3.0 KEY MILESTONES

Public Amenities AMP		
Key Milestone	Indicative Timeframe	Commentary
AMP Improvements		
1. Review AMP every three years.	December 2014	To be conducted during the review of AMP in anticipation of the 2015
2. Review LOS	December 2014	To be conducted during the review of AMP in anticipation of the 2015
3. Confirm corporate AM objectives	December 2014	To be conducted during the review of AMP in anticipation of the 2015
4. Define current LOS/performance measures	December 2014	To be conducted during the review of AMP in anticipation of the 2015
5. Conduct external audit of AMP	December 2014	To be conducted during the final review of AMP in anticipation of the 2015-25 LTP planning cycle.
6. Identify and include any assets that are not included in this AMP	Ongoing process to improve the integrity of asset base.	If and when assets are identified which are not already included in the AMP they will be added accordingly. Formation of Asset Appendix for AMP.
7. Identify development, renewal, maintenance strategies where required	Ongoing process	As maintenance contracts are reviewed and tendered the package of delivery of the maintenance strategy will be reviewed.
8. Link financial forecasts to the lifecycle management strategies	2013-2018	Developed during preparation of an Advanced AMP for Parks and Reserves.
9. Include valuation results	December 2014	Update valuation/ depreciation information in AMP during review in anticipation of 2015-25 LTP planning cycle.
AMP Data Improvements		
10. Continue to collect asset attribute information	Ongoing process	Asset data is being collated on an ongoing basis to ensure the quality of planning and accuracy of financial projections is optimised.
11. Collect maintenance data against significant assets or asset groups	Ongoing process	Asset data is being collated on an ongoing basis to ensure the quality of planning and accuracy of financial projections is optimised.
12. Collect lifecycle costs for significant assets or asset	Ongoing process	Asset data is being collated on an ongoing basis to ensure the

Public Amenities AMP		
Key Milestone	Indicative Timeframe	Commentary
groups and recorded in Confirm		quality of planning and accuracy of financial projections is optimised.
13. Monitor actual versus predicted growth	2013-2018	Developed during preparation of an Advanced AMP for Parks and Reserves.
14. Measure performance in LOS against targets	Ongoing process	Financial and Non-financial performance is reported to Council on a 3-monthly basis.
AMP Process Improvements		
15. Ensure operations and maintenance are competitively tendered where possible	Ongoing process	Where contracts are of a significant value they are competitively tendered. Small, isolated contracts are dependent on the availability of contractors.
16. Optimise operations to minimise lifecycle costs and Documentation of operations and maintenance activities	Ongoing process	The most optimum processes and procedures/operations are continually reviewed to minimise costs.
17. Process in place for monitoring, analysing and reporting of performance against Levels of Service and other performance measures.	2012/13	Process developed to ensure accurate collection of KPI information based on new KPI regime.
18. Predict failure works and identify treatment options for risks	2013-2018	Predictive failure to be part of the Advanced AMP.
19. Determine and optimise lifecycle costs using NPV analysis for major new works.	2019 Onwards	Outside the scope of this AMP.
20. Develop process for updating asset data with new assets and data collected via the maintenance contract.	December 2012	Asset inventory processes to be created during review for the 2012-2022 LTP.
21. Process in place for the condition assessment of assets including assets to be assessed, frequency and ranking procedures.	December 2014	Initial broad assessments conducted 2009. Detailed assessments for 2015-2025 LTP.
22. Designers to consider lifecycle costs and risk.	2013-2018	Part of Advanced AMP.
23. Audit CAPEX development plans	December 2014	New three year CAPEX programme included in review of AMP.
24. Processes in place to ensure identify current asset utilisation of significant assets	2013-2018	Process to be developed for recording parks utilisation.
25. Develop and assess options for non performing assets	2013-2018	Process to be developed for recording parks utilisation.
26. Develop disposal/rationalisation policy	2010/2011 (annually)	Surplus property process review for land completed 2009/2010. Disposal/rationalisation policy to take into account of adopted processes.
27. Process in place for collecting costs against assets where appropriate	Ongoing process	Asset data is being collated on an ongoing basis to ensure the quality of planning and accuracy of financial projections is optimised.
28. FRS-3 compliant valuation complete for public amenities assets	December 2014	Accurate compliant valuation will develop with ongoing update of asset inventory.

Public Amenities AMP		
Key Milestone	Indicative Timeframe	Commentary
29. Process developed for the review of Levels of Service (including customer consultation procedures)	2013-2018	Additional resourcing required to fully test levels of service.
AM System Improvements		
30. Develop database for all community services	December 2014	Development of Asset Appendix for AMP.
31. System available to allocate maintenance costs against individual assets	2020/2021	Outside 2012-2015 planning period. Long term objective to effectively monitor the need for future capital expenditure.
32. Use "System" to generate valuation	2020/2021	Outside 2012-2015 planning period.
33. Link maintenance history to significant assets or asset groups	2020/2021	Outside 2012-2015 planning period.
34. Criticality of assets identified in "System"	2012-2022	Review of Biz Assets will determine asset storage requirement during 2012-22 LTP.
35. Use "System" to store asset condition, performance and utilisation data where appropriate	2020/2021	AMS to be developed in long term to cover community facilities assets.
36. Record all customer enquiries against individual assets	2020/2021	AMS to be developed in long term to cover community facilities assets.
37. Investigate the integration of "system" with GIS and the financial system, integrate if appropriate.	2013-2018	Development as part of Advanced AMP.
38. Link electronic plans and records to GIS database	Ongoing	Developed in conjunction with Item 31.
Specific Improvement Projects 2009-2012		
39. Underground services investigations	2014; 2015; 2016	As built drawings to be compiled for key assets to improve asset base information.
40. Include Building data in a "designed" Asset management Programme such as SPM	2014-2015	Dependent on Council's ability to purchase an AM Programme suitable for buildings. Options to be investigated and resources required.
41. Review AMP	December 2014	To be conducted during the review of AMP in anticipation of the 2015
42. Asset Management Planning miscellaneous	2015-2016 onwards	Completed - included in Annual Plan budgets.

Housing and Other Property AMP – Plan Improvement and Monitoring

1.0 DESCRIPTION

This project is about the implementation of the Improvement Plans contained in each of the Asset Management Plans and refreshing Asset Management Plans in anticipation of the next Long Term Planning Cycle.

2.0 DISCUSSION / ISSUES

The detailed planning for giving affect to the improvement plans is contained in each of the Asset Management Plans and key milestones for refreshing the Plans themselves and Council involvement therein will be provided closer to the time.

The content of the AMP is based on current levels of service, asset information and the knowledge of WDC staff. The AMP will be regularly reviewed, regularly monitored and updated to improve the quality of AM planning and accuracy of financial projections. This process is dependent upon improved knowledge of customer expectations, further developed AM practices, data to optimise decision making, review of outputs, development of strategies and further planning.

The purpose of an AM improvement programme is to improve the current management practices for AM processes, information systems and data, by implementing an improvement programme that brings current management practices in to line with desired management practices. The improvement plan will provide for the staged improvement of AM practices to an appropriate level for AMP preparation, process improvements, information system development, and data collection and recording.

3.0 KEY MILESTONES

Housing and Other Property AMP		
Key Milestone	Indicative Timeframe	Commentary
AMP Improvements		
1. Review AMP every three years.	December 2014	To be conducted during the review of AMP in anticipation of the 2015
2. Review Levels of Service	December 2014	To be conducted during the review of AMP in anticipation of the 2015
3. Confirm corporate AM objectives	December 2014	To be conducted during the review of AMP in anticipation of the 2015
4. Define current LOS/ performance measures	December 2014	To be conducted during the review of AMP in anticipation of the 2015
5. Conduct external audit of AMP	December 2014	To be conducted during the final review of AMP in anticipation of the 2015-25 LTP planning cycle.
6. Identify and include any assets that are not included in this AMP	Ongoing process to improve the integrity of asset base.	If and when assets are identified which are not already included in the AMP they will be added accordingly. Formation of Asset Appendix for AMP.
7. Identify development, renewal, maintenance strategies where required	Ongoing process	As maintenance contracts are reviewed and tendered the package of delivery of the maintenance strategy will be reviewed.
8. Link financial forecasts to the lifecycle management strategies	2013-2018	Developed during preparation of an Advanced AMP for Parks and Reserves.
9. Include valuation results	December 2014	Update valuation/ depreciation information in AMP during review in anticipation of 2015-25 LTP planning cycle.
AM Data Improvements		
10. Develop and document formal asset classification system for all assets	2013-2018	Review of Biz Assets use as AM program will involve asset classification and hierarchy.
11. Continue to collect asset attribute information	Ongoing process	Asset data is being collated on an ongoing basis to ensure the quality of planning and accuracy of financial projections is optimised.
12. Collect maintenance data against significant assets or asset groups	Ongoing process	Asset data is being collated on an ongoing basis to ensure the quality of planning and accuracy of financial projections is optimised.
13. Collect lifecycle costs for significant assets or asset groups and recorded in Confirm	Ongoing process	Asset data is being collated on an ongoing basis to ensure the quality of planning and accuracy of financial projections is optimised.

Housing and Other Property AMP		
Key Milestone	Indicative Timeframe	Commentary
14. Monitor actual versus predicted growth	2013-2018	Developed during preparation of an Advanced AMP for Parks and Reserves.
15. Measure performance in Levels of Service against targets	Ongoing process	Financial and Non-financial performance is reported to Council on a 3-monthly basis.
AMP Process Improvements		
16. Ensure operations and maintenance are competitively tendered	Ongoing process	Where contracts are of a significant value they are competitively tendered. Small, isolated contracts are dependent on the availability of contractors.
17. Optimise operations to minimise lifecycle costs	Ongoing process	The most optimum processes and procedures/operations are continually reviewed to minimise costs.
18. Documentation of operations and maintenance activities	Ongoing process	Contract details to be recorded accurately for each Parks and Reserves contract.
19. Process in place for monitoring, analysing and reporting of performance against LOS and other performance measures.	2012/13	Process developed to ensure accurate collection of KPI information based on new KPI regime.
20. Predict failure works	2013-2018	Predictive failure to be part of the Advanced AMP.
21. Assess risks and identify treatment options	December 2014	Review risk section of Parks and Reserves AMP and include any newly identified risks in review.
22. Determine and optimise lifecycle costs using NPV analysis for major new works.	2019 Onwards	Outside the scope of this AMP.
23. Develop process for updating asset data with new assets and data collected via the maintenance contract.	December 2012	Asset inventory processes to be created
24. Asset register available to all relevant staff	December 2014	Development of an Asset Appendix for the housing and Other Property AMP
25. Process in place for the condition assessment of assets including assets to be assessed, frequency and ranking procedures.	December 2014	Initial broad assessments conducted 2009. Detailed assessments for 2015-2025 LTP.
26. Designers to consider lifecycle costs and risk.	2013-2018	Part of Advanced AMP.
27. Audit CAPEX development plans	December 2014	New three year CAPEX programme included in review of AMP.
28. Processes in place to ensure identify current asset utilisation of significant assets	2013-2018	Process to be developed for recording parks utilisation.
29. Develop and assess options for non performing assets	2013-2018	Process to be developed for recording parks utilisation.
30. Develop disposal/rationalisation policy	2010/2011 (annually)	Surplus property process review for land completed 2009/2010. Disposal/rationalisation policy to take into account of adopted processes.
31. Process in place for collecting costs against assets where appropriate	2013-2018	To be developed with accounting process and property AM System.
32. FRS-3 compliant valuation	December 2014	Accurate compliant valuation

Housing and Other Property AMP		
Key Milestone	Indicative Timeframe	Commentary
complete for public amenities assets		will develop with ongoing update of asset inventory.
33. Process developed for the review of Levels of Service (including customer consultation procedures)	2013-2018	Additional resourcing required to fully test levels of service.
AM System Improvements		
34. Develop database for all community facilities	December 2014	Development of Asset Appendix for AMP.
35. System available to allocate maintenance costs against individual assets	2020/2021	Outside 2012-2015 planning period. Long term objective to effectively monitor the need for future capital expenditure.
36. Use AM System to generate valuation	2020/2021	Outside 2012-2015 planning period. Long term objective to effectively monitor the need for future capital expenditure.
37. Link maintenance history to significant assets or asset groups	2020/2021	Outside 2012-2015 planning period.
38. Criticality of assets identified in AM System	2013-2018	Information available for inclusion in AM System chosen 2012-2022 LTP.
39. Use AM System to store asset condition, performance and utilisation data where appropriate	2012-2022	Review of Biz Assets will determine asset storage requirement during 2012-22 LTP.
40. Record all customer enquiries against individual assets	2020/2021	AMS to be developed in long term to cover community facilities assets.
41. Develop a risk register	December 2014	Developed in conjunction with Item 36.
42. Investigate the integration of AM System with GIS and the financial system, integrate if appropriate.	2013-2018	Development as part of Advanced AMP.
43. Link electronic plans and records to GIS database	Ongoing	To be developed over the life of the AMP.
Specific Improvement Projects 2009-2012		
44. Underground services investigations	2013; 2014; 2015	As built drawings to be compiled for key assets to improve asset base information.
45. Independent review AMP	2014	To be conducted during the review of AMP in anticipation of the 2015
46. Include Building data in a "designed" Asset management Programme such as SPM	2014	Dependent on Council's ability to purchase an AM Programme suitable for buildings. Options to be investigated and resources required.
47. Adoption and funding for three year improvement plan	Annually	Completed – included in Annual Plan budgets.
48. Miscellaneous Asset Management	2016-2017	Miscellaneous Works.
49. Input leases and licences into NCS System	2012-2013	Record data into NCS

Asset Management

Note: The significant key projects for Water, Wastewater, Stormwater and Roading are capital works and therefore detailed reporting on these is undertaken by way of a monthly progress report to Council on the Roading activity, and quarterly progress reports on each of the Water activities.

Te Kuiti Wastewater Treatment Plant Upgrade

1.0 DESCRIPTION

The Te Kuiti Wastewater Treatment Plant is not meeting the conditions of the consent under which it is currently operating. An upgrade of the Plant is required.

2.0 DISCUSSION/ISSUES

A new resource consent application for Te Kuiti wastewater discharge was lodged in 2005, and an amended application was lodged in 2009. Assessment of draft conditions for the new consent by WRC is in progress by Submitters and WDC. If submitters concerns can not be allayed the application will go to an Environment Court hearing. The outcome of the hearing will determine future actions.

The single biggest risk from a cost point of view is a short consent period – 10 years or less. The application was notified asking for a 35 year consent period, the maximum possible under present legislation. The main obstacle to a longer consent is the history of years of non compliance which have destroyed trust and confidence in WDC to deliver on what has been asked for.

Construction of the treatment plant has been completed by 30 June 2013. Construction of a sludge management system is expected to be completed by end October 2013.

It is intended for the dewatered sludge to be used as soil conditioner to this end an expression of interest will be publicly requested by end September 2013 to see what the potential there is.

The alternative is that the dewatered sludge will have to be disposed of at the landfill which will attract the Carbon Emissions Levy

The funding from MoH of \$3.65 million plus GST had been claimed.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Inlet control and bypass line,	March 2008	Completed
Process supernatant return to front of Plant	April 2013	Complete
Aeration	April 2013	Complete
Tertiary filter and UV disinfection	May 2013	Complete
New inlet works and screen and Temporary treatment	April 2013	Completed
Activated sludge reactor upgrade and modification	May 2013	Complete
Final Full Commissioning	June 2013	In progress – will continue until November 2013
Sludge thickening, dewatering and handling.	Ongoing	Note: This process will be ongoing after 30 June 2013 and will result in the removal of the sludge build up from the previous 30 years over the following 15 years.

Te Waitere Water and Wastewater Strategic Review

1.0 DESCRIPTION

During the 2008/09 Annual Plan consultation process some members of the Te Waitere community raised various issues with regard to the sewer system in place.

Council indicated that a strategic review would be scheduled as part of the review of Asset Management Plans for 2012-22 LTP, the review to consider future growth and demand, treatment

options, environmental and associated resource consent issues as well as future development and operational costs of the sewerage scheme.

2.0 BACKGROUND

Initial scoping was completed and a discussion paper prepared for Council at its 29 October 2008 meeting. At that meeting Council agreed to support further development at Te Waitere and funding was approved for a Structure Plan and an in-depth study of the existing sewerage system including the scoping of solutions that can serve development in the interim of between 50 and 100 residential equivalent sites.

Whilst the strategic review was commenced, workloads meant that no reasonable concept, including cost, etc. could be prepared for inclusion in the 2012-2022 LTP in any detailed way.

Initial investigation indicated that parts of the Te Waitere peninsula are not geotechnically stable and any subdivision or development in that area should be subject to a geotechnical assessment report.

A high level development strategy involving provision of water and upgraded sewerage services is needed, but is not provided for in the 2012-22 LTP.

3.0 DISCUSSION/ISSUES

A staged sewerage scheme with initial capacity for an additional 50 dwellings over the next ten years, at the apex end of the peninsular, would facilitate infill development. However a cadastral survey of the existing disposal site and older survey records revealed that a large section of land (including the soakage filed) is shifting at a rate of about 1m per 20 years.

Permeability tests to assess sustainability of existing land discharge and possible future development have been completed and the results show that additional land will have to be obtained for disposal. These findings have put the whole idea of development in question until a comprehensive geotechnical investigation of the peninsula has been done.

A project was also proposed to investigate water supply options for the Te Waitere settlement, partly driven by the consequential requirements of the Health (Drinking Water) Amendment Act 2007 for supplies to permanent populations of 16 or more people and associated new drinking water standards.

This water supply investigation will require dedicated resourcing which is not available and is estimated to be outside the scope of work of the 2012-2022 LTP.

4.0 KEY MILESTONES

Options and forward planning are to be reviewed in the context of the 2012-2022 LTP.

Key Milestone	Indicative Timeframe	Commentary
Permeability tests to assess sustainability of existing land discharge of waste water and possible future development		Completed results show that additional land will have to be obtained for wastewater disposal. The whole future development project will be assessed as part of the District Plan
Development of detailed scoping and associated project plan for inclusion in the Road Map.	Outside 2022	Dependent on outcome of 1 above.
Consultation with landowners about development plans and land availability for land discharge	During the life of 2012-22 LTP	Dependent on outcome of 1 above and available resources.
Consultation with all property owners on separator/septic tank maintenance service	During the life of 2012-22 LTP	Dependent on available resources.
Report to Council on conclusions		On completion of each action.

Benneydale Sewerage

1.0 DESCRIPTION

The key projects for Benneydale Sewerage, established by the 2009-19 LTP for the 2011/12 financial year, have been completed with Government funding.

1.0 DISCUSSION/ISSUES

The old reticulation system is theoretically past the end of its asset life cycle. An investigation process (CCTV) has been completed to determine the actual condition of the reticulation to inform the review of the AMP for the 2012-22 LTP. The proposed reticulation renewal work has been deferred to the 2012-22 LTP.

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Reticulation renewal	2012-2015	
Reticulation minor renewals	2012-2015	

Waitomo Water and Wastewater – Feasibility Studies

1.0 DESCRIPTION

Council resolved (through the 2007/08 Exceptions Annual Plan process) to undertake further investigation into the future provision of Water and Wastewater services in the Waitomo Village.

Under the 'Urban Structure Planning' work stream it is suggested that Council integrate the investigation into the future provision of Water and Wastewater services in the Waitomo Village into a comprehensive Urban Structure Planning exercise that will consider all future infrastructure needs for the Waitomo Village.

2.0 DISCUSSION/ISSUES

The water and wastewater infrastructure is held in private ownership and is therefore not currently part of Council's asset management responsibilities. Discussion with the owners has taken place, however, the preferred water supply/wastewater option is for a greenfields concept funded by Council to avoid uncertainties and hence financial risks associated with the location, age, condition and performance of the existing services.

The main issues are that the volume of water used and the volume of wastewater produced is of such a minimal level that upgrading the existing infrastructure, or commencing a greenfields infrastructure development, is not feasible because of the very high unit cost that will result. Also the present owner has an expectation that the existing infrastructure would be purchased by Council.

In August 2012, Council received a deputation from Tourism Holdings Limited (THL) and members of the Waitomo Village community requesting Council takeover the service provision for Water and Wastewater in the Waitomo Village. N.B. There is no mandate derived from the 2012-22 LTP for any WDC involvement in Water and Wastewater assets in Waitomo Village.

In the interest of community needs, Council considered this in October 2012 and some initial investigation around the condition of assets (mainly a desktop exercise) and an initial project scoping was undertaken. Council indicated its wish to continue investigations on this matter.

The investigation was raised as a Strategic Issue in the context of the 2013/14 Draft EAP development process, since it was an unbudgeted investigation.

Numerous considerations were assessed and it was identified that any proposal required detailed investigations prior to a decision by Council. Below are the key areas of further investigation assessed to be completed –

- **Engineering assessment** - condition of assets, remaining life, and performance against national/required standards. Assessment of these will help to determine value of the assets (for ascertaining purchase cost), short term upgrade costs (the bare minimum required of public supplies and treatments) and longer term operating and upgrade costs.
- **Property issues** – The treatment plants as well as reticulation are built over private land with no legal access rights in some cases. A complete assessment and mapping of the

reticulation and costs involved in negotiating legal access agreements and easements needs to be made.

- **Legislative Issues** - There are a number of legislative obligations mostly under the aegis of the Local Government Act 2002 (LGA) (though there are other legislation whose stipulations must be taken into account like the Drinking Water Act) that need to be considered and taken into account.
- **Consultation** - Community consultation and planning for it is vital to ensure the full import of any proposition is understood. Sections 82-89 of the LGA prescribe the consultation process. Any communication plan will need to cover three stages i) during the development of any proposal - prior to formal consultation ii) during the formal consultation and iii) during the implementation (while dealing with easements etc).

It was suggested that if the process and the findings supported the proposal then Council can put it before the community for consideration during the 2014/15 dEAP process.

An estimated cost of \$56,530 (excl GST) was forecast for the planned investigation work as presented at the Council workshop on 19 February 2013.

Further investigations have helped to 'right-size' the investigatory work involved. Given the small nature of these schemes, extensive investigation does not need to be carried out to mitigate all the risks, though it will be advisable to be aware of them and decide on any 'deal breakers'.

It is considered possible to undertake much of the investigation work in current year within existing budget provisions. The extent of work proposed for the 2013/14 financial year is to progress negotiations with the current owners of the assets and possibly discussions with some land owners (as deemed appropriate) and the development of estimates.

Consequently, the forecast cost was reduced to **\$5,000** (mainly staff time) for inclusion in the 2013/14 dEAP for completion of the investigative work detailed above.

Depending on the outcome of the negotiations proposed in 2013/14 with the asset owners and estimates of costs, community consultation can be undertaken through the 2014/15 dEAP, as suggested earlier. At this stage, it cannot be concluded that the investigative process will culminate in the Waitomo Village Water and Wastewater assets being taken over by Council.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
1. Development of detailed scoping and associated project plan for inclusion in Road Map.	Preliminary scope with indicative cost by end October 2013.	This project of work is to be reconsidered by the Council. Community and THL consultation initiated. THL would like WDC condition assessment and valuation.
2. Define proposed planning map and develop development scenarios which will indicate demand		Progressing this project will be dependant upon the outcome of Council considerations as above and availability of resources. Awaiting structure plan by Beca Consultants.
3. Investigate high technology solutions with cost and establish economic feasibility		Progressing this project will be dependant upon the outcome of the Council considerations as above and availability of resources. High level assessment and guestimate of cost done. High technology solutions result in very high unit cost. Experimenting with lower technology solution should be less costly but will take time and there is no up front guarantee of final quality.
4. Report to Council on conclusions	On completion of each section	

Te Kuiti Water Supply

1.0 DESCRIPTION

Work is required due to the relative poor condition of this asset and is fundamental for Council to move towards the goal of compliance with the requirements of the Drinking Water Act 2007 (amended 2008) by the new compliance date of 1 July 2014, as announced by the Government in March 2011.

The following key projects were established but have been deferred to start in the 2013/14 financial year and spread over the following five years:

- Filter pipe work Upgrade of the Te Kuiti Water Treatment Plant
- Sterilisation (UV) plus appropriate chlorine contact tanks
- Carbon dosing equipment upgrade
- Upgrade of clarifiers
- Improve intake structure
- Additional storage

The following key projects were eligible for Ministry of Health funding:

- Ultra Violet
- Scada and Telemetry
- Filter pipe work upgrade

5.0 DISCUSSION/ISSUES

A MoH subsidy of \$780,820.56 has been approved for eligible work (as listed above). These subsidised projects will have to get first priority in any Upgrade Plan when developed.

6.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Funding Outcome	October 2011	On 19 September 2011 WDC received written confirmation from the Minister of Health that the application for Drinking-Water Subsidy for Te Kuiti has been approved to the value of \$780,820.56 excluding GST. Council will be kept updated on progress through the presentation of quarterly progress reports.
Broad Upgrade Plan	June 2014	Preliminary design revisited 2013. Documentation is in progress for completion of 1 st of 4 phases by end June 2014
Filter & UV	June 2014	Targeted completion date
Identified Retic Renewals	July 2012 – June 2015	

Mokau Water Supply

1.0 DESCRIPTION

The following key projects for Mokau Water Supply were established by the 2009-19 LTP for the 2011/12 financial year:

- Raw water storage dam to improve the security of supply particularly over the summer period.
- Upgrade of storage dam to meet building consent requirements
- Upgrade of clarifiers

During 2010-11 financial year subsidy funding was applied for to bring the Mokau Treatment Plant up to compliance with the requirements of the Drinking Water Act 2007 (amended 2008) by the new compliance date of 1 July 2014, as announced by the Government in March 2011.

2.0 DISCUSSION/ISSUES

Subsidy of \$725,789 excluding GST which was 95% of the capital cost as per the preliminary design estimate, was approved for the raw water storage dam.

However as reported to Council on 24 February 2011, *during the final design phase additional testing showed that some of the soils available and suitable for the required earth wall construction, changes characteristics more significantly when put through the construction process than what was established during the concept design. The design and engineers estimate of the construction cost is now \$1,052,000 (excluding GST) as opposed to the \$763,989.25 (excluding GST) that was funded at 95%.*

The above issue as well as opposition by local Iwi to development of a borrow pit for fill, delayed the construction to the 2011/12 year. Additional funding was sought from MoH during this period but was refused. A subsequent value engineering exercise has brought the estimate to \$907,000 (excluding GST), the actual cost will be determined by the tender process.

The outcome of Iwi opposition is that an alternative site has been identified on land of Mr David Black, agreement was reached and Iwi buy in was obtained, geotechnical investigation has been completed and final design completed, tender documentation is nearly complete. Construction is now targeted for the 2013/14 summer.

Further funding of \$58,743.50 has been approved by MoH to install UV sterilisation at the treatment plant which will enable the Mokau water treatment plant to comply with the requirements of the Drinking Water Act 2007 (amended 2008).

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Dam Tender	End September 2013	
Dam Construction	2013/14 Summer	Actual completion in that period very much weather dependent. Council will be kept updated on progress through the presentation of quarterly progress reports. Alternative solution under investigation.
Treatment plant upgrade	2012/13 financial year	All work except electrical and SCADA complete.

Benneydale Water Supply

1.0 DESCRIPTION

During 2011/12 financial year subsidy funding was applied for to bring the Benneydale water treatment plant to compliance with the requirements of the Drinking Water Act 2007 (amended 2008) by the new compliance date of 1 July 2014, as announced by the Government in March 2011.

Further funding of \$67,107.50 has been approved to install UV sterilisation which will, enable the Benneydale water treatment plant to comply with the requirements of the Drinking Water Act 2007 (amended 2008)

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Treatment plant upgrade	2012/13 financial year	Council will be kept updated on progress through the presentation of quarterly progress reports. All work except electrical and SCADA complete.

Cross Boundary Collaboration (WDC/RDC)

1.0 DESCRIPTION

On 26 September 2012, the Chief Executive of Ruapehu District Council (RDC) met with the WDC Chief Executive to discuss possible cross boundary collaboration, with a particular emphasis on solid waste matters.

2.0 KEY MILESTONES

Once key milestones are identified, an indicative timeline will be included in a future version of the full Road Map document.

Para Kore "Marae Working Toward Zero Waste"

1.0 DESCRIPTION

Para Kore is a joint project funded by the Ministry for the Environment (Sustainable Management Fund) and working with Waikato Regional Council, Xtreme Waste and other Sponsors/Partners regarding the need to investigate and create/agree an interface between that initiative and our established plans and services for Solid Waste.

2.0 DISCUSSION/ISSUES

This project has been identified for inclusion in the Road Map as it is possible that it may result in amendments being required to WDC's recently adopted Solid Waste Management and Minimisation Plan.

WRC drives this project and after liaising with Maraes in Waitomo District WRC have got two Maraes onboard. WDC provide support as requested by WRC, it is a long term project which is very slow moving.

2.0 KEY MILESTONES

Once key milestones are identified, an indicative timeline will be included in a future version of the full Road Map document.

Waitomo District Landfill

3.0 DESCRIPTION

Landfill front end operations (kiosk, recycling and landscape supplies) are being managed in-house with the backend (refuse handling) operations currently being contracted to Envirowaste Services.

The customer interface is being managed by WDC staff to place emphasis on recycling as per Council's commitment and legal requirement. Moving the recycling area to a position before the weighbridge has made it easier for the public to recycle the maximum before disposing of residual waste. This new layout is providing customers easy access to a customised recycling service as well as a streamlined disposal service for residual waste all in one area.

Landscape supplies have also been moved to the front to improve service to the customer.

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Future Demand Study	December 2015	<p>A 'whole of life' study needs to be completed to determine:-</p> <ul style="list-style-type: none"> • Where refuse will come from for the balance of the resource consent. • The effects the statutory cost increases from the ETS will have on the landfill. • The costs of further developing the landfill; and

Key Milestone	Indicative Timeframe	Commentary
		<ul style="list-style-type: none"> The financial viability of the landfill due to increased costs to the user following ETS legislation Purchase of NZU units (Carbon Credits) has reduced the impact of the cost of the ETS legislation for the next 3 years buying time to find a feasible way forward

Water Supply AMP – Plan Improvement and Monitoring

1.0 DESCRIPTION

Activity management planning involves a process of constant improvement and monitoring.

The Key Milestones Table below is a summary of the “Plan Improvement and Monitoring” Section of the AMP as adopted by Council in 2012 for preparation of the 2012-2022 LTP.

The Planning Improvement and Monitoring Table has been summarised in this Road Map Work Programme for the purpose of reporting against progress.

The Key Milestones below identify and prioritise actions required with Targeted Completion Dates. Many of the milestones will entail additional resourcing to enable completion and the full Plan Improvement and Monitoring Table in the AMP details these requirements will be transferred to the relevant budgets of the LTP.

2.0 DISCUSSION/ISSUES

The main issues are upgrades of Treatment Plants required to reduce risk and move closer to the requirement of the Drinking Water Act 2007 (Amendment 2008) and generally catching up on long standing neglect of the infrastructure.

Benneydale and Mokau are nearly compliant with only electrical and SCADA for UV to be installed during 2013, Piopio is complete, Te Kuiti needs major renewal and upgrading work. The following key projects were eligible for Ministry of Health funding:

- Ultra Violet
- Scada and Telemetry
- Filter pipe work upgrade

A subsidy of \$780,820.56 has been approved for the work that was eligible those will have to get first priority in the upgrade plan when it commences.

An application to increase raw water storage capacity of the dam at Mokau was lodged and was approved by the Minister of Health. The project needed to be revisited with major change in approach as addressed in more detail under Mokau water

Part funding has been approved by MoH to bring the Mokau and Benneydale water treatment plants to compliance with Drinking Water Act 2007 (amended 2008)

3.0 KEY MILESTONES

Water Supply AMP		
Key Milestone	Indicative Timeframe	Commentary
1. Consultation to ascertain needs and preferences of the communities with regard to water supply services and to ensure their views are considered when selecting the best level of service scenario.	Next review due December 2014	Driven by raw water source, the DWS and risks as identified in PHRMP's. Requires incremental improvement and updating of current knowledge.
2. Ensure the right level of funding is being allocated to maintain the asset service potential.	Monitored	Considering the affordability/sustainability the District finds itself in, Asset Service potential is monitored and just enough done to maintain the status quo.

Water Supply AMP		
Key Milestone	Indicative Timeframe	Commentary
3. Implement predictive modelling techniques that will allow consideration of alternative long term cost scenarios.	On-going	Some work had been done and much catch-up work has been identified before further analysis will be of use. Considering the affordability/sustainability the District finds itself in, Asset Service potential is monitored and just enough done to maintain the status quo.
4. Initiate a long term zonal metering and leak detection programme, initially for Te Kuiti.	On-going process	Monitor
5. Initiate a scheme proposal for Marokopa.	2015-25 LTP	Unless legislative requirements force such a step.
6. Construct a new, larger raw water storage dam for Mokau.	2012-13 financial year	New final tender documentation is nearly finished following Iwi consultation and HTP direction. Council has been kept updated on progress by business papers report. Alternative solution under investigation.
7. Install automated monitoring equipment at the Piopio water treatment plant to provide evidence for compliance with MoH gradings.	2012 Calendar year	Completed.
8. Develop accurate and complete asset inventory registers for each scheme.	On-going process	The improvement of accuracy of asset data is the first step and has become very important for effective efficient future asset management. To progress will require additional resource.
9. Develop a greater focus on risk identification and management for critical assets.	On-going process	To progress will require additional resource.
10. Prioritise the works developed from the risk assessment exercise.	Following 8 and 9 above	To meet this will require additional resource.
11. Construct additional treated storage at Te Kuiti to meet 24 hours demand.	2020-21	No subsidy - considering the affordability/sustainability the District finds itself in, Asset Service potential will continue to be monitored and just enough done to maintain the status quo. Structural assessment of existing reservoirs in conjunction with earthquake compliance / risk is needed and is now first priority
12. Evaluate groundwater test bores as a potential auxiliary source for Te Kuiti water supply.	After 2022 if ever	Not regarded as a feasible option at this stage
13. Install SCADA and telemetry for automated monitoring and control of treatment and pumping/storage at Te Kuiti supply for compliance with MOH gradings and improved risk management.	July 2014	CAPS subsidy funding from MoH approved work has been put on hold for affordability reasons until 2013-14. Asset Service potential is monitored and just enough done to maintain the status quo. 1 st phase tender documentation in process
14. Develop informal strategies for meeting more stringent water quality standards and consent requirements.	On-going	Benneydale and Mokau will comply from end October 2013 Piopio is fully compliant

Water Supply AMP		
Key Milestone	Indicative Timeframe	Commentary
15. Install coagulation to improve filtration, install UV and upgrade telemetry and SCADA at Mokau.	2013 Calendar year	Part of 14 above.
16. Arrange a routine forum of adjacent councils' water supply officers to discuss trends, concerns, future developments that may affect neighbouring authorities, cost sharing of consultants or specialist providers, spare survey or design capacity in larger councils shared by others.	On-going	Informal networking and structured training already occurs.
Unachievable due to Budget Restrictions		
17. Upgrade supply main from Mokau to Awakino.	2013-16	MoH criteria have changed – No funding for renewals.

Wastewater AMP – Plan Improvement and Monitoring

1.0 DESCRIPTION

Activity management planning involves a process of constant improvement and monitoring.

The Key Milestones Table below is a summary of the “Plan Improvement and Monitoring” Section of the AMP as adopted by Council in 2012 for preparation of the 2012-2022 LTP.

The Planning Improvement and Monitoring Table has been summarised in this Road Map Work Programme for the purpose of reporting against progress

The Key Milestones below identify and prioritise actions required with Target Completion Dates. Many of the milestones will entail additional resourcing to enable completion and the full Plan Improvement and Monitoring Table in the AMP details these requirements will be transferred to the relevant budgets of the LTP.

2.0 DISCUSSION/ISSUES

The main issue is obtaining a discharge consent for Te Kuiti and the construction and upgrade of the treatment plant as needed to meet consent conditions. Finding the resource to address the issue of the inflow and infiltration issue in Te Kuiti and generally catching up on long standing neglect of the infrastructure.

3.0 KEY MILESTONES

Wastewater AMP – Plan Improvement and Monitoring		
Key Milestone	Indicative Timeframe	Commentary
1. Consultation to ascertain the community's service needs and preferences and to ensure their views are considered when selecting the best level of service scenario.	December 2014	The LOS survey is completed at about 2 year intervals
2. Ensure the right level of funding is being allocated to maintain the asset service potential.	Monitored	Review frequency consistent with annual and long term planning cycle.
3. Implement predictive modelling techniques that will allow consideration of alternative long term cost	Monitored	True modelling for waste water systems is not economically feasible. Sound engineering judgement is used to

Wastewater AMP – Plan Improvement and Monitoring		
Key Milestone	Indicative Timeframe	Commentary
scenarios.		formulate solutions.
4. Initiate a long term infiltration and inflow investigation and reduction programme, initially for Te Kuiti.	On-going	Start date August 2009. Eight catchments identified. Actual remedial work of one catchment is complete. Investigation to assess remedial work required in next two catchments has been done. Contracts for identified remedial work in the next catchments will commence in 2013-14. Work delayed due to workload around capital upgrades at water and wastewater treatment plants
5. Investigate a design concept for a wastewater scheme to service planned development at Mokau – Awakino.	Beyond 2022	Not economically feasible.
6. Investigate extension of the Te Waitere scheme to service a two stage development of the area with the 2nd stage encompassing the area not currently reticulated.	Beyond 2022	Discussed in more detail on page 6. Two main streams of thought in community that will require considerable consultation and mediation to reconcile.
7. Develop accurate and complete asset inventory registers for each scheme.	On-going	Needs specific resource to improve asset data, that resources not available at this stage
8. Develop a greater focus on risk identification and management, obtaining more detailed information on critical assets.	On-going	The improvement of accuracy of asset data is the first step and has become very important for effective efficient future asset management. To progress will require additional resource.
9. Prioritise the works developed from risk assessment exercises.	On-going	Needs specific resource to improve asset data, that resource is not available at this stage to utilise the improved asset data that support such an exercise.
10. Develop strategies to meet the community's desire for higher environmental standards and anticipated more stringent resource consent requirements.	On-going	To speed up will require specific additional resource and it is not economically feasible in the present and foreseeable future to carry out work identified.
11. Arrange a routine forum of adjacent councils wastewater officers to discuss trends, concerns, future developments that may affect neighbouring authorities, cost sharing of consultants or specialist providers, spare survey or design capacity in larger councils shared by others.	On-going	Informal networking already occurs.

Stormwater AMP – Plan Improvement and Monitoring

1.0 DESCRIPTION

Activity management planning involves a process of constant improvement and monitoring.

The Key Milestones Table below is a summary of the “Plan Improvement and Monitoring” Section of the AMP as adopted by Council in 2012 for preparation of the 2012-2022 LTP.

The Planning Improvement and Monitoring Table has been summarised in this Road Map Work Programme for the purpose of reporting against progress

The Key Milestones below identify and prioritise actions required with target Completion Dates. Many of the milestones will entail additional resourcing to enable completion and the full Plan Improvement and Monitoring Table in the AMP details these requirements will be transferred to the relevant budgets of the LTP.

2.0 DISCUSSION/ISSUES

Main issues are low level of accurate asset data, long term neglect of maintenance, lack of resources to make significant improvement.

3.0 KEY MILESTONES

Stormwater AMP – Plan Improvement and Monitoring		
Key Milestone	Indicative Timeframe	Commentary
1. Consultation to ascertain the community’s service needs and preferences and to ensure their views are considered when selecting the best level of service scenario.	December 2014	The LOS survey is completed at about 2 year intervals.
2. Ensure the right level of funding is allocated to maintain the asset service potential.	Monitored	Monitor – To refine requires detailed Catchment Assessments to be completed, which requires specific additional resources
3. Develop accurate and complete asset inventory registers for each urban drainage area.	On-going	Needs specific resource that is not available at this stage to improve asset data
4. Initiate a long term condition and performance assessment programme, initially for Te Kuiti.		Needs specific resource that is not available
5. Initiate a SW scheme proposal for Mokau- Awakino and Te Waitere during the planning period	Beyond 2022	Need structure plan
6. Develop a greater focus on risk identification and management, obtaining more detailed information on critical assets.	On-going	The improvement of accuracy of asset data is the first step and has become very important for effective efficient future asset management. To progress will require additional resource.
7. Cost and prioritise the works developed from the risk assessment exercise.	On-going	Needs specific resource that is not available at this stage to utilise the improved asset data that support such an exercise
8. Develop strategies to meet the community’s desire for higher environmental standards and anticipated more stringent Resource Consent requirements.	On-going	To speed up will require specific additional resource and it is not economically feasible in the present and foreseeable future to carry out work identified
9. Review design standards for stormwater pipe sizing based on effects of climate change on rain storm intensity and frequency		Basic design has been completed to assist decisions on renewal. Greater detail needs specific resource that is not available at this stage.
10. Review design capacity of		Follows item # 9

Stormwater AMP – Plan Improvement and Monitoring		
Key Milestone	Indicative Timeframe	Commentary
existing SW pipes and prepare plan for extension of network to areas currently not serviced using augmentation strategy		Completed
11. Arrange regular forum of adjacent councils stormwater officers to discuss trends, concerns, future developments, that may affect neighbouring authorities, cost sharing on consultants or specialist providers (e.g. spare survey or design capacity in larger councils shared by others).	On-going	Monitor
12. Minor stormwater issues will be addressed as they become repaired.	June 2015	Each year new areas are raised by residents.
Unachievable due to Budget Restrictions		
13. Implement predictive modelling techniques that will allow consideration of alternative long term cost scenarios.	Follow on from Catchment Management Plans beyond 2022	True modelling is not economically feasible. Sound engineering judgement will be used to formulate solutions. To progress will need additional resource
14. Prepare SW catchment assessments for each urban area beginning with Te Kuiti		Very basic work was done in 2011 Greater detail needs specific resource that is not available
15. Complete environmental impact studies for each stormwater drain and receiving water		Follows item # 16
16. Prepare Catchment Management Plans for each urban drainage area including calculation of design runoff, identify gaps and capacity limitations of the existing stormwater network at each location, identification and protection of (through use of easements, district plan rules etc) secondary flow paths and an assessment of the impact of each flow path on the relevant properties.		Follows item # 14 This is a much more detailed version of the proposed Catchment Assessments

Land Transport AMP – Plan Improvement and Monitoring

1.0 DESCRIPTION

Activity management planning involves a process of constant improvement and monitoring.

The Key Milestones Table below is a summary of the "Plan Improvement and Monitoring" Section of the AMP as adopted by Council in June 2012 for preparation of the 2012-22 LTP.

An updated Planning Improvement and Monitoring Table has been summarised in this 2012-13 Road Map Work Programme for the purpose of reporting against progress.

The Key Milestones below prioritise actions required with target Completion Dates. Many of the milestones will entail additional resourcing to enable completion and the full Plan Improvement and Monitoring Table in the AMP details these requirements, which have subsequently transferred to the relevant budgets of the LTCCP.

2.0 KEY MILESTONES

Land Transport AMP – Plan Improvement and Monitoring		
Key Milestone	Indicative Timeframe	Commentary
1. Complete rating survey of footpaths and input to RAMM	July 2015	Should be done but period had to be extended due to cuts in Network and Asset Management budget. NZTA has not approved funds for this type of work in GPS 2 so it is likely that this work will be extended out further.
2. Populate RAMM with retaining wall data.	December 2013	NZTA have changed the inspection policy. It is expected that inspections will take three years for completion. This process is underway, however a number of "unknown" retaining structures are being identified.
3. Future use data and information obtained regarding future road requirements, especially for forestry/quarries.	December 2013	Additional resources required not available at this time. Included in 2012-2022 LTP.
4. Estimate impact of expected tourism numbers on existing road capacity	To be confirmed	
5. Complete traffic management plans for Waitomo Village and Te Kuiti	To be confirmed	This follows item 4 – Fullerton Road carpark was sealed as part of the 2010/11 pavement rehabilitation package.
6. Review of Roading assets required to support development plan/structure plans for growth areas (Waitomo village, Mokau etc) following completion of structure plans	December 2014	This will be completed once the structure plans are in place. 2012-22 LTP item
7. Development of detailed plans and schedules for maintenance activities such as road marking and car parking within the network	December 2014	Identified all car parks in town and recorded these on aerial photos in July 08. Still to complete inventory for surface marking, asset data and maintenance scheduling. Additional resources required not available at this time.
8. Training in the use of relevant asset management programmes such as Bize@sset at WDC	December 2014	Extended due to appointment of new staff to critical asset roles.
9. Upgrade of all cross road culverts to a minimum size of 375mm dia in high rainfall areas, taking account of appropriate sizing for catchment areas	July 2024	Extended to July 2024 following budget cuts to the Drainage Renewals programme. Capital expenditure on this item is reported in the monthly LT Monitoring paper supplied to Council.
10. Review progress with implementation of improvement plan.	Review whole of AMP on 3 yearly cycle	Next review December 2014.
11. 2012/13 Financial Year budget is targeted at maintenance work with minimal capital work.	June 2013	Reported monthly to Council. Refer to the LT monitoring paper.
Unachievable due to Budget Restrictions		
1. Complete a cycling and walking strategy.		Draft strategy completed. Investigation currently underway prior to consultation. Strategy work on hold due to NZTA removing funding for Walking and Cycling activities.

Land Transport AMP – Plan Improvement and Monitoring		
Key Milestone	Indicative Timeframe	Commentary
2. Investigate all roads to obtain metal depths and pavement CBR's	December 2013	Important for affective asset management but require resources not available . Period extended due to cuts in the Network and asset Management budget. NZTA has not approved any money for this type of work in GPS 1 so it is likely that this work will be extended out further. Money has been found to assess an initial 74 kms of unsealed collector roads. The assessment planned if successful will be rolled out for the 13/14 Fin year to complete RAMM records
3. Install correct RP pegs on all roads.	July 2014	As above.
4. Install correct CMP's on all roads.	June 2014	Has now been included as part of the inspection regime of the Maintenance Contract
5. Install correct RAPID numbers on all roads.		As above.

SWaMMP – Plan Improvement and Monitoring

1.0 DESCRIPTION

Activity management planning involves a process of constant improvement and monitoring.

The Key Milestones Table below is a summary of the "Plan Improvement and Monitoring" Section of the AMP.

The Key Milestones below identify and prioritise actions required with target Completion Dates. Many of the milestones will entail additional resourcing to enable completion and the full Plan Improvement and Monitoring Table in the AMP details these requirements, which have subsequently transferred to the relevant budgets of the LTP.

2.0 KEY MILESTONES

SWaMMP – Plan Improvement and Monitoring		
Key Milestone	Indicative Timeframe	Commentary
1. Undertake a two – yearly topographical survey of the landfill to determine compaction and filling rate	2012 then every two years thereafter	A full topographical survey of the Landfill will be done in 2014.
2. Improve monitoring of contractor performance	On-going	Monitor
3. Investigate all waste management facilities to identify hazards and safety improvements	Quarterly	On going.
4. Explore interest in development of landfill as a sub-regional or regional waste disposal asset	On-going	Monitor
5. Estimate impact of expected tourism numbers on capacity of existing solid waste facilities and services	On-going	Complete – This has been monitored and the impact on general waste is minimal. There has been an increased recycling volume through tourism areas since the installation of recycling bins.

SWaMMP – Plan Improvement and Monitoring		
Key Milestone	Indicative Timeframe	Commentary
6. Review solid waste management activities required to support development in growth areas (Waitomo village, Mokau etc) following completion of structure plans	On-going	
7. Review progress with implementation of improvement plan		To be reviewed as part of the 2012-15 AMP period.
8. Undertake waste audit on two yearly cycle	June 2012 two yearly from there on	An audit will be done in 2014.
9. Investigate ETS Liability (Start June 2013)	On-going	In progress.

SECTION THREE: 2014/2015 WORK PROGRAMME (YEAR THREE OF LTP)

Development of 2015-2025 LTP

2015-2025 LTP Document

1.0 DESCRIPTION

The LTP incorporates information from a wide range of projects. One of the component workstreams is the actual preparation of the final document.

2.0 DISCUSSION/ISSUES

To summarise, this project of work involves inputting all relevant updated information from each activity and checking the accuracy and background information. A review will also be carried out on the format, layout and images used in the document.

The LTP document will draw on information from a range of other places. To be legally compliant the LTP must include summary information from the likes of Asset Management Plans, Solid Waste Management and Minimisation Plan and Significance Policy, etc. The development of the LTP document is such an important task that it requires a work programme of its own.

Obtaining strategic inputs and decisions are a key part of the LTP development process. These inputs are intended to be gained through a series of Workshops with Council at different times throughout the LTP development process.

These Workshops are also intended to provide regular information to Council as to the assumptions being made or issues being explored as part of the LTP process so that Council is well informed and has adequate opportunity to be engaged and inform the LTP.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Workshop #1 Road Map Work Programme Calendar dates; Review of Vision; Strategic Direction; Groups of Activities' Performance Management Framework	22 July 2014	
Council Workshop #2	12 August 2014	
Council Workshop #3 Forecast Planning Assumptions; Review Financial Strategy; Debt Reduction Strategy	19 August 2014	Outcome(s) of Workshop to be conveyed to wider leadership group for inclusion in AMPs
Council Workshop #4 AMPs: • SWaMMP • Water and Sanitary Services Assessments; • Information Technology • Regulatory Services	9 September 2014	
Council Workshop #5 AMPs: • Parks and Reserves • Recreation and Culture • Public Amenities	11 September 2014	
Council Workshop #6 AMPs: • Roding • Water • Stormwater	16 September 2014	
Council Workshop #7 AMPs: • Wastewater • Housing and Other Property • Community Development	18 September 2014	
Council Workshop #8 • Wash-Up of all AMPs	23 September 2014	
Council Meeting – Adoption of SWaMMP for consultation	30 September 2014	

Key Milestone	Indicative Timeframe	Commentary
Council Workshop #9 Policy Issues: RFP; Rate Remissions/Postponement; Liability Management, Investment, CCOs, Appointment of Directors to CCOs; Procurement Policy;	14 October 2014	
Council Workshop #10 Policy Issues (continued)	16 October 2014	
Council Meeting – Adoption of Policies for inclusion in prelim draft LTP	28 October 2014	
Council Workshop #11 Council inputs and decisions identified so far (including any unforeseen issues) and to provide the first cut look and feel of the LTP in a preliminary draft document	11 November 2014	
Council Workshop #12 1 st Cut LTP and Financial Implications e.g. debt, reserves, etc	9 December 2014	
Council Meeting – Adoption of Policies and Strategies	16 December 2014	
Council Workshop #13 Financial Impact: Provision of overall financial picture including rates modelling	16 December 2014	
Council Workshop #14 LTP Wash-up	10 February 2015	
Council Workshop #15 LTP Wash-up	12 February 2015	
Details of AMPs/activities compiled into the preliminary working draft LTP Document	20 February 2015	
Financials input to the preliminary draft LTP document	20 February 2015	
Working Draft LTP document prepared	25 February 2015	
Council Meeting – Adoption of pdLTP for Audit	3 March 2015	
pdLTP forwarded to Audit	5 March 2015	
Audit (Deloitte)	5 – 17 March 2015	
Changes made as a result of Audit	18 - 19 March 2015	
Hot Review (Deloitte)	20 – 24 March 2015	
Changes Made	25 March 2015	
Council Meeting to adopt dLTP for Consultation	31 March 2015	
Receipt of Audit Opinion	2 April 2015	
Finalisation, printing and distribution of dLTP for consultation	7 - 17 April 2015	
Public notification	16 April 2015	
Consultation period – submissions open	20 April – 20 May 2015	
Public Forums	20 April – 20 May 2015	
Consultation period – submissions close	20 May 2015	
Preparation of Agenda (advice on submissions) for deliberations	8 June 2015	
Council Hearings (x 2 days)	28-29 May 2015	
Council Deliberations Meeting	11 June 2015	
Changes made to document following deliberations	12-15 June 2015	
Hot Review by Deloitte of any changes following consultation	16 – 19 June 2015	
Changes made as result of Hot Review	22 - 23 June 2015	

Key Milestone	Indicative Timeframe	Commentary
Sign off from Deloitte	24 June 2015	
Distribution of Agenda and document to Council	25 June 2015	
Council Meeting – Adoption of LTP	30 June 2015	

2014/2015 Affordability Review

1.0 DESCRIPTION

One of the key principles underpinning the 2009-19 Long Term Plan was affordability. Financial sustainability and affordability continue to be key principles.

The Affordability Review undertaken in 2009/2010 was directly linked to the top most principle "affordability" and was designed to test the 2009-19 LTP for affordability over the medium to long term.

Whilst the 2009-19 LTP was determined to be sustainable over time by the Office of the Auditor General it was critical that the strategies contained within the LTP were kept under constant review and tested against the forever changing local climate with a view to ensure that financial sustainability is not achieved at the cost of affordability and ultimately community well being.

As a result the affordability review will be an ongoing task designed to inform the development of any exception Annual Plan between LTP reviews.

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Initial Scope/Development of Discussion Paper	2 September 2014	
Council Workshop #4 Guidance and buy in from Council	9 September 2014	
Detailed Process Design	October 2014	
Implementation	October/November 2014	
Completion	December 2014	

Review of Rates Remission/Postponement Policy (including Rates on Maori Freehold Land)

1.0 DESCRIPTION

The Policy on Remission/Postponement of Rates (including rates on Maori Freehold Land) sets out the objectives sought to be achieved by the remission/postponement of rates and the conditions and criteria to be met in order for rates to be remitted or postponed.

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop Review		
Prepare Recommendations		
Council Workshop # 9 of findings	14 October 2014	
Council Meeting Council Approval for Consultation Purposes	28 October 2014 or 16 December 2014	
Draft Policy included in 2012/13 Annual Plan for Consultation	20 February 2015	

Review of Community Outcomes

1.0 DESCRIPTION

Community Outcomes are a description of the results or the desired state that a Council aims to achieve for its community, in order to promote the four well-beings. Community Outcomes provide an important framework for future planning since the Outcomes reflect what is important to a community and where it wants to head towards in the future.

As stated in the 2012-2022 LTP, the Community Outcomes are reviewed every three years along with the LTP review process to assess where the wants and needs of the community lie and to ensure that the activities and workstreams are aligned to areas of greatest needs and community wishes.

2.0 DISCUSSION/ISSUES

A new set of eight Outcomes was established for the 2012-2022 LTP. Those eight outcomes have been organised to show their linkage with the four well-beings (cultural, social, economic, and environmental). It needs to be noted that the amendments to LGA 2002 in 2010 brought changes to the Community Outcome provisions of the Act. Council must still include in its LTP the outcomes for its community and indicate which outcomes each group of activities primarily contributes to, but the focus has shifted away from "community outcomes" to delivery of what are now deemed 'core Council services'.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary

Forecasting Assumptions

1.0 DESCRIPTION

Planning Assumptions are necessary to forecast the growth and change that will be experienced in the District over the life of the LTP 2012-22.

The LGA 2002, Section 17 of Schedule 10, states that Council's LTP must clearly identify—

- (a) all the significant forecasting assumptions and risks underlying the financial estimates:
- (b) without limiting the generality of paragraph (a), the following assumptions on which the financial estimates are based:
 - (i) the assumptions of the local authority concerning the useful life of significant assets; and
 - (ii) the assumptions of the local authority concerning sources of funds for the future replacement of significant assets:
- (c) in any case where significant forecasting assumptions involve a high level of uncertainty,—
 - (i) the fact of that uncertainty; and
 - (ii) an estimate of the potential effects of that uncertainty on the financial estimates provided.

2.0 DISCUSSION/ISSUES

There are a range of indicators that can be used for forecasting growth and the rate of change within communities. This project will involve researching a range of data, from building consents, property sales, and population data from the Census etc to develop growth forecasts relevant to the Waitomo District.

Other forecasting assumptions will need to be made around Council's operating environment. Assumptions such as forecast interest and inflation rates, Council's core business etc will need to be available to enable planning ahead for 10 years.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Development of assumptions		
Test assumptions against AMPs and prepare recommendations		
Council Workshop # 3 Consideration of Assumptions for LTP	19 August 2014	
Council Meeting – Approval of Assumptions for LTP (include in, and adopt as part of draft LTP)	24 February 2015	

Review of Financial Strategy

1.0 DESCRIPTION

Pursuant to Section 101A of the LGA Council must, as part of its LTP, prepare and adopt a financial strategy for all of the consecutive financial years covered by the LTP.

The purpose of the financial strategy is to facilitate prudent financial management by providing a guide for the Council to consider proposals for funding and expenditure against; and to facilitate consultation on the Council's proposals for funding and expenditure by making transparent the overall effects of those proposals on the Council's services, rate, debt and investments.

2.0 MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop Review		Review to recognise comments from the OAG on the Financial Strategy prepared for the 2012-22 LTP
Prepare Recommendations		
Council Workshop # 3 Review of Financial Strategy	19 August 2014	
Council Meeting – Adoption of Financial Strategy for Audit	28 October 2014 or 16 December 2014	

Review of Debt Repayment Strategy/Policy

1.0 DESCRIPTION

At the Council meeting on 5 October 2010, Council resolved to develop a Debt Repayment Policy for the Application of Additional Landfill Income with a timeline in conjunction with the 2011/2012 Exceptions Annual Plan. Whilst the proposal for receiving additional Landfill income did not come to fruition, the Council agreed that it still wished to develop a Debt Repayment Strategy/Policy.

2.0 DISCUSSION/ISSUES

In October 2011, Council adopted a draft Debt Repayment Strategy, for inclusion in the draft 2012-2022 Long Term Plan, and subject to public consultation as part of the Long Term Plan development process. That draft Strategy was adopted as part of the 2012-2022 LTP.

It is prudent that Council review the Debt Repayment Strategy as part of the LTP development process.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop Review		
Prepare Recommendations		
Council Workshop # 10 Review of Financial Strategy	16 October 2014	
Council Meeting – Adoption of review Strategy (as part of	3 March 2015	

Key Milestone	Indicative Timeframe	Commentary
draft LTP adopted for Audit).		

Council Controlled Organisations

1.0 DESCRIPTION

Section 7, Schedule 10 of the LGA requires that Council's LTP must:

- (a) Name the council-controlled organisation and any subsidiary of the council-controlled organisation; and
- (b) Identify—
 - (i) The local authority's significant policies and objectives in regard to ownership and control of the organisation; and
 - (ii) The nature and scope of the activities to be provided by the council-controlled organisation; and
 - (iii) The key performance targets and other measures by which performance may be judged.

2.0 DISCUSSION/ISSUES

Council is owner or part owner of three CCO's and this work stream is designed to ensure the LTP is legally compliant around those.

The three CCOs are: Inframax Construction Ltd (including its subsidiary Independent Roadmarkers Taranaki Ltd); Local Authority Shared Services and DC Tynan Trust.

The DC Tynan Trust falls within the criteria of a CCO under the LGA, however in April 2010 Council resolved for the Trust to become exempt from CCO status. Council must review this exemption at least every three years but Council may revoke the exemption at any time. The next review of this exemption is due in early 2013.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop Review of wording contained in 2009-2019 LTP		
Prepare recommended disclosure for inclusion in 2012-2022 LTP		
Council Workshop # 9 Presentation of recommended disclosure	14 October 2014	
Inclusion of disclosure in preliminary draft LTP	20 February 2015	
Council Meeting - Approval of Disclosure for LTP purposes (as part of draft LTP adopted for Audit)	3 March 2015	

Appointment of Directors to a Council-Controlled Organisation

1.0 DESCRIPTION

Pursuant to Sections 57 and Schedule 10, Clause 7(b)(a) of the LGA, Council must adopt a policy that sets out a transparent process for the Appointment of Directors to a Council Controlled Organisation and identify Council's significant policies and objections in relation to ownership and control of its CCOs in its LTP.

Whilst there is no statutory requirement relating to the review timeline for a policy on the Appointment of Directors to a CCO, it is considered best practice to review the Appointment of Directors to a Council-Controlled Organisation Policy when reviewing the LTP.

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop Review of existing policy		
Prepare Recommendations		
Council Workshop # 9 Presentation of findings	14 October 2014	
Inclusion of disclosure in preliminary draft LTP	20 February 2015	
Council Meeting - Approval of Policy for LTP purposes (as part of draft LTP adopted for Audit)	3 March 2015	

Treasury Policy (incorporating existing Investment and Liability Management Policies)

1.0 DESCRIPTION

Council's Treasury Policy incorporates both the Investment and Liability Management Policies.

A Liability Management Policy is a statutory requirement under Sections 102(2)(b) and 104 of the LGA and sets out Council's policies in respect to the management of both borrowing and other liabilities, including:

- (a) interest rate exposure; and
- (b) liquidity; and
- (c) credit exposure; and
- (d) debt repayment; and
- (e) specific borrowing limits; and
- (f) the giving of securities.

An Investment Policy is a statutory requirement under Sections 102(2)(c) and 105 of the LGA and sets out Council's policies in respect to investments, including:

- (a) *[Repealed]*
- (b) the mix of investments; and
- (c) the acquisition of new investments; and
- (d) an outline of the procedures by which investments are managed and reported on to the local authority; and
- (e) an outline of how risks associated with investments are assessed and managed.

2.0 DISCUSSION/ISSUES

The both the Liability Management and Investment Policies can only be amended using the special consultative procedure. Council has both a Liability Management Policy and an Investment Policy (incorporated together into the Treasury Policy) and it is considered best practice to review the Policy when Council is developing a new LTP.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop Review of existing policy		
Prepare Recommendations		
Council Workshop # 10 Presentation of findings	16 October 2014	
Council Meeting - Approval of Policy for LTP purposes	20 February 2015	
Inclusion of disclosure in preliminary draft LTP (as part of draft LTP adopted for Audit).	3 March 2015	

Significance Policy

1.0 DESCRIPTION

The Significance Policy sets out Council's general approach to determining the significance of proposals and decisions in relation to issues and assets, together with any procedures that are to be used by Council in assessing the extent of significance.

The Significance Policy must also identify those assets considered by the Council to be strategic assets.

Council may amend its Significance Policy from time to time, but in doing so must use a special consultative procedure.

2.0 DISCUSSION/ISSUES

Section 11, Schedule 10 of the LGA requires that a Summary of Council's Significance Policy be included in the LTP. It is considered best practice to review the Significance Policy when reviewing the LTP.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop Review of existing policy		
Prepare Recommendations		
Council Workshop # 10 Presentation of findings	16 October 2014	
Council Meeting - Approval of Policy for LTP purposes	20 February 2015	
Inclusion of disclosure in preliminary draft LTP (as part of draft LTP adopted for Audit).	3 March 2015	

Summary Assessment of Water and Sanitary Services

1.0 DESCRIPTION

Council must, from time to time, in accordance with the LGA (Sections 124 and 125 and Section 6, Part 1, Schedule 10), assess the provision of water services and other sanitary services.

The assessment must include the provision of water and other sanitary services within the District including, but not limited to, how drinking water is provided, how sewage and stormwater are disposed of, identified risks to the community and estimated future demands.

Assessments are required for the following:

- Water
- Wastewater
- Stormwater
- Solid Waste
- Public Toilets
- Cemeteries

Council must include in its LTP a summary of the last assessment which was made under section 125 together with a summary of the waste management plan in force under section 539 of the LGA 1974.

2.0 DISCUSSION/ISSUES

It is considered best practice to review the Water and Sanitary Services Assessment on a three year basis to coincide with development of the LTP.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Review of Assessments	5 September 2014	
Council Workshop # 5	11 September 2014	

Key Milestone	Indicative Timeframe	Commentary
Consideration of draft Assessments		
Council Meeting – Adoption of Assessments inclusion in LTP for consultation	25 October 2014	
Assessments included in preliminary draft LTP	20 February 2015	

Asset Management Plans – Updating for 2015-2025 LTP Purpose

1.0 DESCRIPTION

Asset Management Plans (AMPs) provide the building blocks for the LTP. They contain business critical information about Council's infrastructural assets.

AMPs contain information relating to the performance and condition of Council's infrastructure assets. When compiled correctly AMPs accurately describe the existing capacity / capability in terms of service performance of infrastructure and provide an investment strategy in terms of asset renewal and development required to ensure that desired service levels are provided over time.

AMPs are "living" in nature in that they are subject to continuous change as improvements/additions and additional information comes to hand regarding Council's assets.

2.0 DISCUSSION/ISSUES

AMP's need to be updated in an integrated manner. It is important the Level of Service information (developed in consultation with the community) is fed into the asset management planning process so that the expected service performance of infrastructural assets is well understood and well informed investment decisions can be made. Likewise, planning assumptions need to be well developed so that AMPs take into consideration future capacity and demand issues.

AMPs need to be completed in draft form by the end of September 2014 so that they can link to and provide the basis for the LTP which will need to be available as a draft documents for consultation in early 2015.

Workshops will be held with Council on the AMPs in order to gain strategic inputs. The intended content of the workshops will be –

- Presentation of each AMP including an Executive Summary of the assets, 'state of the nation' type report.
- Information will be provided on (Council has the discretion to alter these)
 - Risk,
 - Levels of Service used and
 - Development expenditure
- Financial implications of these Asset Management decisions.

3.0 KEY MILESTONES

Note: 90% is to all intents and purposes considered complete for the following Steps, as AMPs are "living" documents and are subject to change continuously as improvements/additions are made to Council's assets.

Key Milestone	Date	Commentary
Completion of Levels of Service – mandatory, technical and community; the what, when and how	July /August 2014	Roading % complete Water % complete Wastewater % complete Stormwater % complete Solid Waste % complete Parks and Reserves % complete Housing and other Property % complete Recreation and Culture % complete Public Amenities % complete Community Development % complete Information Technology % complete Regulatory Services % complete
Demand Management – planning for the future and	April – August 2014	Roading % complete Water % complete

Key Milestone	Date	Commentary
optimising current capacity		Wastewater % complete Stormwater % complete Solid Waste % complete Parks & Reserves % complete Housing and other Property % complete Recreation and Culture % complete Public Amenities % complete Community Development % complete Information Technology % complete Regulatory Services % complete
Lifecycle Management - Asset Inventory, Condition and performance Assessment, Management Strategies.	August 2014	Roading % complete Water % complete Wastewater % complete Stormwater % complete Solid Waste % complete Parks & Reserves % complete Housing and other Property % complete Recreation and Culture % complete Public Amenities % complete Community Development % complete Information Technology % complete Regulatory Services % complete
Risk Management – strategies in the event of failure modes for critical components	August 2014	Roading % complete Water % complete Wastewater % complete Stormwater % complete Solid Waste % complete Parks & Reserves % complete Housing and other Property % complete Recreation and Culture % complete Public Amenities % complete Community Development % complete Information Technology % complete Regulatory Services % complete
Completion of Financial Projections – the expenditure needed over the next 10 years or more to meet and maintain levels of service	August 2014	Roading % complete Water % complete Wastewater % complete Stormwater % complete Solid Waste % complete Parks & Reserves % complete Housing and Other Property % complete Recreation and Culture % complete Public Amenities % complete Community Development % complete Information Technology % complete Regulatory Services % complete
Completion of Improvement Plan – what hasn't been done that needs to be done, by whom and when	August 2014	Roading % complete Water % complete Wastewater % complete Stormwater % complete Solid Waste (SWaMMP) % complete Parks & Reserves % complete Housing and Other Property % complete Recreation and Culture % complete Public Amenities % complete Community Development % complete Information Technology % complete Regulatory Services % complete
Council Workshop #4: * SWaMMP * Information Technology * Regulatory Services	9 Sept 2014	Workshops are scheduled to present AMPs and gain Council feedback on Levels of Service, Risks and Development Expenditure
Council Workshop #5: * Parks and Reserves * Recreation and Culture	11 Sept 2014	

Key Milestone	Date	Commentary
* Public Amenities		
Council Workshop # 6: * Wastewater * Housing and Other Property * Community Development	16 Sept 2014	
Council Workshop # 7: * Roading * Water * Stormwater	18 Sept 2014	
Council Workshop #8: * Wash-Up of all AMPs	23 Sept 2014	
Council Meeting: Adoption of AMPs for 2015-2025 LTP purposes by Council		Note: Adoption of the draft LTP for Public Consultation and adoption of the final LTP will be inclusive of the AMPs at that time.

SWaMMP

1.0 DESCRIPTION

The Solid Waste Management and Minimisation Plan (SWaMMP) outlines policies and methods for Council's solid waste management activities pursuant to S.43 of the Waste Minimisation Act 2008.

Section 6, Part 1, Schedule 10 of the LGA requires that Council's LTP must identify and explain any significant variation between the proposals outlined in the LTP and Council's SWaMMP.

2.0 DISCUSSION/ISSUES

Council needs to keep abreast of public opinion in changing behaviour towards environmental issues, including the reduction of waste into the waste stream. The SWaMMP will need to be consulted on with the public.

A well designed SWaMMP document assists in the development of the LTP as it clearly covers off on issues such as Levels of Service with the community and also assists in developing renewal and development investment needs for this activity.

Note: SWaMMP must be consulted upon using the Special Consultative Procedure.

3.0 KEY MILESTONES

Key Milestone	Date	Commentary
Revise SWaMMP document for Council consideration	29 August 2014	
Prepare positioning paper and draft revised SWaMMP document for Council Workshop	2 September 2014	
Council Workshop # 4	9 September 2014	
Prepare business paper for Council Meeting to adopt SoP for draft SWaMMP including SoI for consultation	16 September 2014	
Council Meeting - Adopt Draft SWaMMP for consultation	30 September 2014	
Advertise	2 October 2014	
Consultation Period	6 October to 7 November 2014	
Deliver Agenda for Hearing	18 November 2014	
Council Hearing	25 November 2014	
Prepare advice/adoption business paper	9 December 2014	
Council Meeting - Deliberations and Adoption of SWaMMP	16 December 2014	

Leadership

Community Satisfaction Survey (for 2013/2014 Annual Report)

1.0 DESCRIPTION

A Customer Satisfaction Survey is identified as the key tool for monitoring some of the Service Performance Objectives contained in the LTP and also as a tool for the informing of decisions around future levels of service.

For the purpose of annual reporting against the LTP it is necessary to carry out the Customer Satisfaction Surveys annually.

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Review or design new annual Customer Satisfaction (Levels of Service) Survey	May 2014	
Survey to test: 4. Importance of Service 5. Satisfaction with Service 6. Provide for commentary/ suggestions	May 2014	
Undertake Survey	June - July 2014	
Analyse / Report Survey Results	August 2014	
Council Meeting Customer Satisfaction Survey Results to Council	26 August 2014	Monthly Council Meeting
Customer Satisfaction Results ready for inclusion in Annual Report	August 2014	

2013/2014 Annual Report

1.0 DESCRIPTION

The LGA requires Council to complete and adopt its Annual Report within four months after the end of the financial year to which it relates and also that Council make available an audited Summary of Information that fairly reflects the contents of the Annual Report.

The LGA requires the Annual Report to provide a measure of Council's performance against the targets set in the LTP and Annual Plan. The Annual Report is also intended to be a tool that promotes Council's accountability to the community for decisions made during the year.

2.0 DISCUSSION/ISSUES

Finalisation of the reporting timeline is dependent on when the auditors confirm their review date. The planning and timing for the development of the 2013/14 Annual Report will need to be confirmed upon confirmation of audit dates.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Brief Council on timeframe and any significant issues.	June 2014	
Interim June results available to Council. These are draft results and subject to change as a result of the audit process. The interim reports will include commentary and any qualifications necessary.	August 2014	
Inframax accounts available.	September 2014	

Key Milestone	Indicative Timeframe	Commentary
Draft annual report (excl group info) available to Group Manager/CFO for review	September 2014	
WDC Audit. Deloitte will be onsite for 2 weeks. An additional week is also set aside for Deloitte to complete final queries from their Hamilton office.	September 2014	
Deloitte technical/final review. Once the audit field work is complete the final document is sent to Deloitte technical team for final review.	September 2014	
Council Meeting - Adoption of Annual Report.	28 October 2014	
Summary annual report available. The summary annual report is also audited by Deloitte and must be made available to the public within one month of the annual report adoption.	November 2014	

2015 General Revaluation for Rating Purposes

1.0 DESCRIPTION

The Rating Valuations Act 1998 requires that every property in New Zealand must be revalued for rating purposes at least once every three years. The last revaluation for the Waitomo District occurred in September 2009 and therefore the revaluation will be undertaken again in September 2012. The values from the 2012 district revaluation will be used for rating purposes from 1 July 2013. Council's appointed Valuation Service Provider, Quotable Value New Zealand (QV), undertakes the revaluation on behalf of Council.

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting - Brief Council on timeframe and process for revaluation	28 April 2015	
Market Surveys sent to random sample of property owners in district	May/June 2015	
Communication to ratepayers via rates newsletter and Waitomo Way	July and August 2015	
Final District Valuation Roll sent to OVG for audit	September 2015	
Communication to public that roll is open for inspection and notification of objection timeframes	October 2015	
Notice of general revaluation sent out to all owners and ratepayers detailing new values	October 2015	
Council Meeting - Quotable Value will present key highlights of revaluation to elected members	October 2015	
Objections close	December 2015	
Ratepayers notified of result of objection process	As each objection reviewed	

Regulatory Services

2014/2015 Review of Dog Control Policy and Practices

1.0 DESCRIPTION

Section 10A of the Dog Control Act 1996 requires local authorities annually to report on their Dog Control Policy and practices and to give public notice of the availability of the report.

2.0 KEY MILESTONES

Key Milestone	Date	Commentary
Prepare Report	September 2014	
Council Meeting - Consideration	30 September 2014	
Public notification	October 2014	

Bylaw Review

1.0 DESCRIPTION

Section 158 of the Local Government Act requires that Council must review any bylaw made under the LGA no later than five years after the date on which the Bylaw was made.

Once the initial review is completed bylaws are then reviewed on a 10 year cycle.

If bylaws are not reviewed as detailed above, they cease to have effect two years after the date on which the Bylaw was required to be reviewed.

2.0 DISCUSSION

Historically WDC had a large number of Bylaws. As a result of a full review completed in the period 2008-2011, Council consolidated the many old Bylaws into new Bylaws as follows:

- Dog Control Bylaw reviewed and adopted – 16 December 2008
- Public Places Bylaw reviewed and adopted – 24 March 2009
- Public Health and Safety reviewed and adopted – 3 November 2009
- Solid Waste reviewed and adopted – 3 November 2009
- Public Amenities reviewed and adopted – 10 February 2010
- Water Services reviewed and adopted – 10 February 2010
- Land Transport reviewed and adopted – 25 May 2010
- Trade Waste Bylaw reviewed and adopted – 26 July 2011

Pursuant to the Act, the following bylaws require review in 2014/2015:

- Public Amenities
- Water Services
- Land Transport

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Workshop – Review of Bylaws	10 March 2015	
Council Meeting - Adoption of Bylaws for public consultation	31 March 2015	
Public Consultation	March/April 2015	
Hearing of Submissions	26 May 2015	
Council Meeting – Deliberation of Submissions and adoption of Bylaws	30 June 2015	
Public Notification of Bylaw Review	July 2015	

Earthquake-Prone Buildings Policy

1.0 DESCRIPTION

The Building Act 2004 requires Council to adopt a Policy on Earthquake-Prone Buildings and to review the Policy at least every five years.

Council adopted a Policy in Earthquake-Prone Buildings in July 2006 and pursuant to the Building Act 2004 completed a review of Policy in July 2011.

The next review of this Policy is not due until July 2016.

Dangerous and Insanitary Buildings Policy

1.0 DESCRIPTION

The Building Act 2004 requires Council to adopt a policy on dangerous and insanitary buildings within its District and to complete a review of the policy within five years and then at subsequent intervals of not more than five years.

Council adopted a Policy on Dangerous and Insanitary Buildings in July 2006 and pursuant to the Building Act 2004 completed a review of the Policy in July 2011.

The next review of this Policy is not due until July 2016.

Community Development

Youth Liaison/Youth Council

1.0 DESCRIPTION

For the healthy development of young people within our community, Youth Liaison is about supporting and encouraging young people to develop the skills and attitudes they need to take a positive part in society, now and in the future. This can be achieved through working with organisations and individuals to ensure they have the skills to work alongside young people.

2.0 DISCUSSION/ISSUES

Council in developing the 2012-2022 LTP identified the importance of Youth Liaison and participation.

The 2012-2022 LTP outlines key performance indicators relating to Youth Liaison.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Advertise for replacement Youth Council Members	September – October 2014	
New Youth Council members appointed	November 2014	
Youth Leadership Camp convened	January 2015	
Meetings scheduled throughout year.	Monthly	
Youth Event held	February – May 2015	
Submission to Exceptions Annual Plan by Youth Council	April/May 2015	

Combined Mayoral ITO Graduation Ceremony

1.0 DESCRIPTION

This project of work supports the delivery of the Waitomo and Otorohanga Districts Combined Mayor ITO Graduation Ceremony.

2.0 DISCUSSION/ISSUES

For a number of years Waitomo District Council has been recognising, by way of a Graduation Ceremony, the achievements of residents who have completed Industry Training Qualifications.

In 2011, Waitomo and Otorohanga agreed to combine the Graduation Ceremonies. Otorohanga hosted the 2012 Event and Waitomo the 2013 Event. Waitomo is scheduled to host the 2015 Event.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Graduate names received from ITOs	December 2014/January 2015	
Invitation to Graduates and Families/Supporters	March 2015	
Graduation Ceremony	April 2015	

Community Events

1.0 DESCRIPTION

Community events help provide a positive community image and have the ability to focus the community on key projects. Council is currently involved in providing one particular event which could be considered to be interrelated with the Tourism Development and Promotion Activity.

2.0 DISCUSSION/ISSUES

Council agreed, when developing the 2009-19 LTP, that it only wishes to be involved in the delivery of a Christmas Parade for the Te Kuiti community and the large annual event known as The Great New Zealand Muster.

Implementation of a Project Plan for The Muster outlining tasks together with the assessment of timeframes and risks will be necessary as will consultation with key stakeholders and community groups.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
2014 Christmas Parade		
Consultation with key stakeholders.	September/October 2014	
Development and implementation of a Project Plan and Safety Plan	October 2014	
Advertise and communicate: Continue communication with key stakeholders, community and other target markets.	November/December 2014	
Execution of event	December 2014	
Council Meeting: Management Report on the event identifying success and the budget.	24 February 2015	

Key Milestone	Indicative Timeframe	Commentary
2015 Great New Zealand Muster		
Identify and consult with key stakeholders.	September/October 2014	
Development and implementation of a Project Plan and Safety Plan	October 2014	
Advertise and communicate: Continue communication with key stakeholders, community and other target markets.	January to March 2015	
Execution of event	March 2015	
Council Meeting: Management Report on the event identifying success and the budget.	26 May 2015	

Waitomo District Citizens Awards – Renewal of Working Party Membership

1.0 DESCRIPTION

In December 2011, Council adopted the Waitomo District Council Citizens Awards Policy. The Policy came into effect in January 2012 and is to be reviewed annually.

The Citizens Award concept was identified as a way to recognise the significant contribution made to the Waitomo District by individuals within the community. Waitomo residents are nominated for these awards via a formal nomination process with the Awards being made annually at an official Awards Ceremony hosted by the Mayor and Council.

The Policy provides for a Citizens Awards Working Party (CAwp) to be appointed by Council, made up of community members who have a strong knowledge of the District. The CAwp can have up to four community members plus one Council representative. The CAwp members serve a term of three years.

2.0 DISCUSSION/ISSUES

Pursuant to the Policy, renewal of the CAwp membership is required at the conclusion of the first three year term i.e. before January 2015

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Three-Yearly Working Party Membership Review		
Council Meeting: Management Report on the of the makeup of the CAwp	25 November 2014	

Review of Community Development Strategy

1.0 DESCRIPTION

This project of work is to review the effectiveness of Council's Community Development Strategy and supporting policies and principles to ensure they best meet the Strategic Goals identified for the 2015-2025 LTP.

2.0 DISCUSSION/ISSUES

This process will require a public consultation process and the revised Strategy will need to be adopted prior to adoption of the 2015-2025 LTP.

3.0 KEY MILESTONES

It is envisaged that this review will coincide with development of the draft 2015-2025 LTP. Key Milestones and Dates will be completed closer to the time.

Key Milestone	Indicative Timeframe	Commentary
Council Workshop # 2 Review of Community Development Strategy	12 August 2014	
Council Meeting - Community Development Strategy adopted by Council	30 September 2014	

Review of Effectiveness of Community Development Fund Policy

1.0 DESCRIPTION

This project of work is to review the effectiveness of the Community Development Fund and supporting policies and principles, which form the basis for the provision of funding grants to assist organisations that provide projects and activities which benefit the residents of communities within the Waitomo District.

2.0 DISCUSSION/ISSUES

Council carried out a review of its Grants and Funding Policy to bring it into line with the Community Development Strategy adopted in June 2008 and to ensure that it would continue to advance community outcomes.

On 25 November 2008 Council adopted a draft Community Development Fund for public consultation with the 2009-2019 LTP. At that time Council requested a further review of the Community Development Fund policy be conducted in the 2010/2011 year to ascertain its effectiveness.

The establishment of the Community Partnership Fund in 2010 resulted in a change to the Community Development Fund and related Policy. The revision of the Community Development Fund and the establishment of the new Community Partnership Fund, while separate tasks of work, will be carried out in unison.

In October 2011 the revised Community Development Fund Policy was adopted by Council. This document is to be revised every three years as a precursor to the LTP development.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Workshop # 2 Review Community Development Fund	12 August 2014	Completed.
Council Meeting – adoption of revised Community Development Fund Policy (including new Community Partnership Fund)	30 September 2014	
Fund advertised and applications taken	Ongoing	
Applications reviewed and funds administered	Ongoing	

Review of i-SITE and Events Strategic Plan

1.0 DESCRIPTION

This project of work is to review Council's i-SITE and Events Strategic Plan to ensure it best meets the Strategic Goals identified for the 2015/2025 LTP.

2.0 DISCUSSION/ISSUES

The intention is for the i-SITE is to have a strong relationship and to also deliver on outcomes that the Community Development Strategy identifies. The integration with the Community Development Strategy sets the direction for the district as a whole, including the i-SITE function.

To support the growth of the economy through the effective promotion of the District attractions to domestic and international markets, Council will develop an i-SITE Plan for the Waitomo District. This i-SITE and Events Strategic Plan will be developed in conjunction with other providers.

In order to ensure effective connectivity, it is important to retain the integration/relationships between the two Strategies.

The Plan is to be reviewed every three years as a precursor to the LTP.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Draft preliminary i-SITE and Events Co-ordination Plan to Management Team	July 2014	
Council Workshop # 2 Revised Plan to Council	12 August 2014	
Council Meeting - Draft i-SITE and Events Strategic Plan to Council for final adoption	28 October 2014	
Communication to key stakeholders	Ongoing post October 2014	

Review of Waitomo District Library Services Strategic Plan

1.0 DESCRIPTION

This project of work is to review Council's Waitomo District Library Services Strategic Plan to ensure it best meets the Strategic Goals identified for the 2015-2025 LTP.

2.0 BACKGROUND

The Waitomo District Library Services Strategic Plan was adopted by Council in December 2008 and revised in 2011. It is deemed prudent that the Plan be revised by the Council as part of the development process for the 2015-2025 LTP.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Workshop # 2 Strategy to Council for review	12 August 2014	
Council Meeting - Strategy adopted by Council	28 October 2014	

Waitomo District Citizens Awards

1.0 DESCRIPTION

In December 2011, Council adopted the Waitomo District Council Citizens Awards Policy. The Policy came into effect in January 2012 and is to be reviewed annually.

The Citizens Award concept was identified as a way to recognise the significant contribution made to the Waitomo District by individuals within the community. Waitomo residents are nominated for these awards via a formal nomination process with the Awards being made annually at an official Awards Ceremony hosted by the Mayor and Council.

The Policy identifies two award types; The Life-Time Achievement Award and Waitomo Citizen of the Year Award.

Lifetime Achievement: it is envisioned that Recipients of the Lifetime Achievement Award would have, over a number of years, demonstrated an outstanding community spirit and through their involvement in community projects and initiatives, made a significant difference to the Waitomo District.

Citizen of the Year: it is envisioned that Recipients of Citizen of the Year Award would have, over the relevant year, demonstrated an outstanding community spirit and been involved in projects and initiatives that have made a difference to the Waitomo District.

A Citizens Awards Working Party (CAwp) is appointed by Council, made up of community members who have a strong knowledge of the district. The CAwp can have up to four community members plus one Council representative. The CAwp members serve a term of three years.

2.0 DISCUSSION/ISSUES

The annual review of the Policy should be completed prior to calling for nominations for the next calendar year.

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting – Presentation of existing Policy for review and confirmation/amendment	16 December 2014	
Calling of Nominations	February 2015	
Consideration of Nominations by Working Party	March/April 2015	
Awards Ceremony	May 2015	

Community Services

Civic Centre Upgrade (including Alarm System) Stage 5

1.0 DESCRIPTION

Councils Recreation and Culture Activity Plan identified the need to undertake a complete refurbishment of the Civic Centre as little or no renewal work has been undertaken since construction.

2.0 DISCUSSION / ISSUES

A Renewal Strategy was included in the LTP financials, with renewal works being spread over six years, commencing 2010/2011.

A preliminary assessment of works required has been undertaken and included in a business paper to Council in 2008. At that time, consideration of the business paper was deferred as it was felt this should be workshopped by Council, including a site visit.

Since this preliminary assessment further prioritisation work has been undertaken as there is some urgent work required. This urgent work will be undertaken as required, utilising carried forward renewals funds.

The Civic Centre is one of Council's most valuable community assets which, with the exception for fire, was not alarmed before refurbishment commenced. Other key community assets such as the library and the swimming pool have security systems for asset protection. There is a need to provide better security for this asset which can then be linked into an access system for management of user access.

7.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting – Business paper to review upgrade options / proposals for Stage 5 with Council	26 August 2014	
Preparation of upgrade documentation		
Building Consent and Tendering – Stage 5		
Construction – Stage 5		

Civic Centre Courtyard upgrade

1.0 DESCRIPTION

The Recreational & Culture Activity Plan developed as part of the 2012-2022 LTP identified a need to refurbish the courtyard adjacent to the supper room at the Civic Centre. This refurbishment will complement the building refurbishment programme and will be undertaken so as to encourage the use of the venue for more weddings

2.0 DISCUSSION/ISSUES

The existing structure of the courtyard will form the basis of a future redesign and refreshment of the courtyard

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Development of a new concept plan for the Courtyard	July – September 2014	
Council Meeting – Business paper to council to introduce the concept proposals	28 October 2014	
Detailed working drawings	November – December 2014	
Tender for works	February 2014	
Implementation (dependent on timing of Shears)	March – April 2014	

Piopio Hall Roof Replacement

1.0 DESCRIPTION

During the development of the 2009-2019 LTP, the Piopio hall roof was identified as requiring renewal. For affordability reasons minor works were undertaken to allow the forecast works to be programmed later into the later years of the LTP

2.0 DISCUSSION/ISSUES

The complete roof will require replacement.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Preparation of documentation for the roof replacement	August - September 2014	
Obtaining quotations	October 2014	
Implementation	November 2014	

Passive Reserves Management Plan (2014 – 2016)

1.0 DESCRIPTION

WDC needs to develop an omnibus management plan for its passive reserves, this being a requirement under the Reserves Act 1977. Community consultation and feed back will provide WDC with information related to what the community want on these reserves and how they want them developed in the future.

2.0 DISCUSSION/ISSUES

Identification of the reserves to include in the plan will be a key planning feature, along with the production of maps and policies for each reserve. Following production of the plan, the draft must be consulted with the community and then formally adopted by Council.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Notification of the intention to prepare a management plan and the call for community input into ideas for the plan	July – August 2014	
Quotations from consultants to prepare plan	July – August 2014	
Preparation of Draft Passive Reserves Management Plan	September 2014 – February 2015	
Workshop 15 with Council	12 February 2015	
Council Meeting - Adoption of Draft Plan for Consultation	24 February 2015	
Community consultation		
Hearing of submissions and consideration		
Council Meeting - Adoption of plan		