



Road Map

Work Programme

**1 July 2014
to
30 June 2015**

as at 26 August 2014

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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 2014/2015 year (Year 3 of the 2012-2022 LTP), (including descriptions and indicative timelines).
- This section also contains carried forward projects from previous years and other new/re-prioritised projects.

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 Work Programme 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.

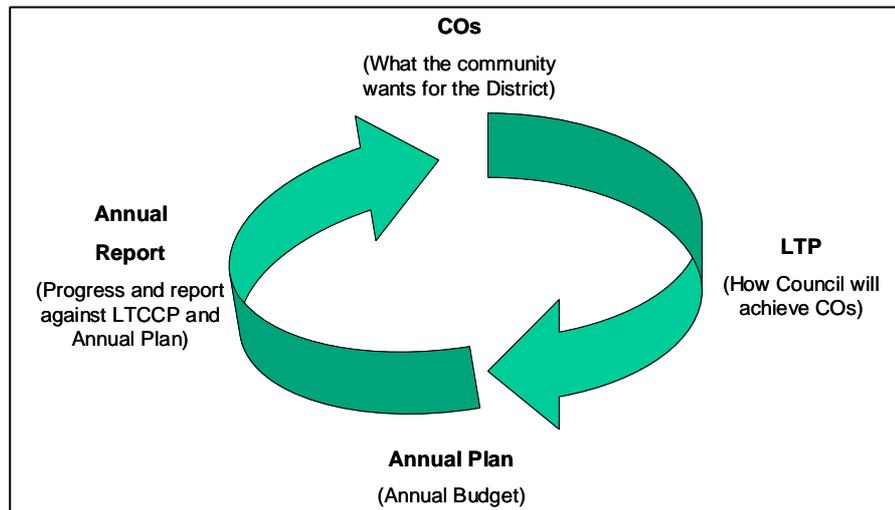


Diagram 1: Planning and Reporting Cycle

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.

DISCLAIMER: AMP Improvement and Monitoring

This annual edition of the Road Map Work Programme represents "Year 3" of a Work Programme developed following adoption of the 2012-2022 LTP and leading up to adoption of the 2015-2025 LTP.

The "Development of 2015-2025 LTP" Section of this Road Map contains the timeline for updating and adoption of AMPs in preparation of the 2015-2025 LTP.

It is important to note that the AMP Improvement and Monitoring Milestones, Timeframes and Commentary contained elsewhere in this Road Map relate to monitoring against the AMPs adopted for the 2012-2022 LTP (i.e. they are now coming up three years old) and as such may not align exactly to the updated draft AMPs Council will consider as part of developing the 2015-2025 LTP.

Following adoption of the 2015-2025 LTP, a new Road Map Work Programme will be developed for the three year period 2015-2018 which will include updated sections for AMP Improvement and Monitoring to align with the AMPs adopted for 2015-2025 LTP purposes.

SECTION TWO: 2014/2015 Work Programme

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 work streams 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 and Activity Management Plans, Financial Strategy, Revenue and Financing 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 on 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 LTP Workshop #1 <ul style="list-style-type: none"> • LTP Project Plan overview • Review of Vision • Strategic Direction and Guiding Principles 	22 July 2014	Complete
Council LTP Workshop #2 <ul style="list-style-type: none"> • Strategic Issue – Te Kuiti Railway Buildings Projects • Community Outcomes • LTP Forecasting Assumptions 	12 August 2014	Complete
Council LTP Workshop #3 <ul style="list-style-type: none"> • Rates Remission Policy • Treasury Management Policy • Policy on Appointment of Directors to CCOs, • Development of Maori Capacity - (Council direction) 	19 August 2014	Complete
Council LTP Workshop #4 <ul style="list-style-type: none"> • AMPs: <ul style="list-style-type: none"> – Solid Waste Activity – Water and Sanitary Services Assessments – Information Technology – Regulatory and Safety/Resource Management 	4 September 2014	
Council LTP Workshop #5 <ul style="list-style-type: none"> • AMPs: <ul style="list-style-type: none"> – Parks and Reserves – Recreation and Culture – Public Amenities 	9 September 2014	
Council LTP Workshop #6 <ul style="list-style-type: none"> • AMPs: <ul style="list-style-type: none"> – Roading – Water 	16 September 2014	

Key Milestone	Indicative Timeframe	Commentary
Council LTP Workshop #7 • AMPs: – Housing and Other Property – Community Development • Revenue and Financing Policy #1	18 September 2014	
Council LTP Workshop #8 • AMPs – Wastewater – Stormwater • Financial Strategy #1 (including Debt reduction Strategy) • District Plan	23 September 2014	
Council LTP Workshop #9 • Infrastructure Strategy #1 • Revenue and Financing Policy #2	7 October 2014	
Council LTP Workshop #10 • Financial Strategy #2 • Revenue and Financing Policy #3	16 October 2014	
Council Meeting • Adoption of Policies for inclusion in prelim draft LTP – Rates Remission – CCOs – Treasury Management – Financial Strategy	28 October 2014	
Council LTP Workshop #11 • Significance and Engagement Policy • Financial Forecasts #1 – Issues – Operational Expenditure – Capex	30 October 2014	
Council LTP Workshop #12 • Financial Forecasts #2 (with prelim rating implications) • Significance and Engagement Policy (if required)	18 November 2014	
Council Meeting • Adopt SEP for inclusion into LTP • Adopt draft AMPs for LTP	25 November 2014	
Council LTP Workshop #13 • Financial Forecasts #3 • Recap of issues	9 December 2014	
Council Meeting • Adoption of Policies and Strategies for inclusion in prelim draft LTP: – RFP and any others	16 December 2014	
Council LTP Workshop #14 • Reserve for financials or any late unforeseen issues.	16 December 2014	
Council LTP Workshop #15 • Budgets • Rating indications final (Reserve date)	10 February 2015	
Council LTP Workshop #16 • Prelim Draft LTP • Consultation Document	17 February 2015	
Council Meeting • Adopt pdLTP for Audit • Adopt Consult Document for Audit	24 February 2015	
Audit (Deloittes)	2 March 2015 – 10 March 2015	
Hot Review (OAG)	11 March 2015 – 13 March 2015	
Receipt of Audit Opinion	16 March 2015	
Council Meeting • Adopt pdLTP for Consultation • Adopt Consult Document for Consultation	24 March 2015	
dLTP document Finalisation	25 March 2015 – 7 April 2015	
Public notification	7 April 2015	
Consultation Period – Starts	8 April 2015 - 8 May 2015	
Council Hearings (x 2 days)	21-22 May 2015	
Council Deliberations Meeting	4 June 2015	

Key Milestone	Indicative Timeframe	Commentary
Changes following deliberations	5 - 10 June 2015	
Audit Hot Review	11 – 12 June 2015	
Sign off from Deloitte	15 June 2015	
Council Meeting – Adoption of LTP	23 June 2015	

Local Government Act 2002 Amendment Bill No. 3

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 achieve eight objectives:

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 objectives were addressed in the LGA Amendment Act 2012 which came into effect in December 2012. The remaining four objectives were progressed and the subsequent proposals were included into the Local Government Act 2002 Amendment Bill No. 3 (No. 3 Bill) which is undergoing the Parliamentary process.

2.0 DISCUSSION/ISSUES

At the time of preparing this version of the Roadmap, the No. 3 Bill is looking likely to be passed by Parliament before the 2014 General Elections, possibly around the beginning of August 2014. If the Bill passes into law, depending on the transition provisions, there will be implications on the content of the LTP. Key aspects of the No. 3 Bill relevant to the development of WDC’s 2015-2025 LTP include:

- A new mandatory 30 year Infrastructure Strategy
- A new Significance and Engagement Policy (to be adopted by 1 December 2014)
- A new Consultation document (focussed on significant issues that are important to ratepayers)
- Changes to consultation requirements and
- Changes to audit requirements

The detail of the implications will be worked through once the Bill is passed and will be incorporated into the 2015-2025 LTP Document Project Plan.

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	August 2014	Complete
Prepare Recommendations	August 2014	Complete
Council LTP Workshop # 3 Present Desktop Review findings	19 August 2014	Complete
Council Meeting Adoption of reviewed Policy	28 October 2014	

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 to meet the current and future needs of its communities. Community Outcomes provide an important framework for future planning since the Outcomes reflect what Council considers important for its community.

Council's 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 work areas are aligned to areas of greatest needs of the community.

2.0 DISCUSSION/ISSUES

A new set of eight Outcomes was established for the 2012-2022 LTP. These need to be reviewed to ensure alignment with Council's overall strategic direction. It needs to be noted that the LGA 2002 (subsequent to 2010 and 2012 amendments) still requires the Community Outcomes to be included in its LTP and indicate which outcomes each group of activities primarily contribute to, but the focus has shifted away from Community outcomes developed for the community's four well beings to outcomes that meet the needs of the community in the areas of 'core Council services'.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop review of COs	August 2014	Complete
Council LTP Workshop # 3 Present Desktop Review findings	12 August 2014	Complete
Include COs in pdLTP for adoption as part of draft LTP	17 February 2015	

Forecasting Assumptions

1.0 DESCRIPTION

Forecasting 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 work stream 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	August 2014	Complete
Test assumptions against AMPs and prepare recommendations		Complete

Key Milestone	Indicative Timeframe	Commentary
Council LTP Workshop # 3 Consideration of Assumptions	12 August 2014	Complete
Include Forecasting Assumptions in pdLTP for adoption as part of draft LTP	17 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.

2.0 DISCUSSION/ISSUES

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.

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 in time for the 2012-22 LTP. This Policy will be reviewed and included as part of Council's Financial Strategy.

3.0 MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop Review		Review to recognise comments from the OAG on the Strategy prepared for the 2012-22 LTP
Prepare Recommendations		
Council LTP Workshop # 8 Review of Financial Strategy	23 September 2014	
Council LTP Workshop # 10 Review of Financial Strategy	16 October 2014	
Include Financial Strategy in pdLTP for adoption as part of draft LTP	17 February 2015	

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 CCOs.

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 Council has resolved for the Trust to become exempt from CCO status. Council must review this exemption at least every three years, but may revoke the exemption at any time. The next 3-yearly review of this exemption is due in April 2016.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop Review of wording 2012-2022 LTP	September 2014	
Prepare recommended disclosure for inclusion in 2015-2025 LTP	October 2014	
Council Meeting – Adopt CCO disclosure for inclusion in draft LTP	28 October 2014	

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.

2.0 DISCUSSIONS/ISSUES

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 Policy when reviewing the LTP.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop Review of existing policy	August 2014	Complete
Prepare Recommendations		Complete
Council LTP Workshop # 3 Present Desktop Review findings	19 August 2014	Council agreed to update the Policy in line with current practice.
Council Meeting Adopt reviewed Policy	28 October 2014	

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

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

2.0 DISCUSSION/ISSUES

Council has both a Liability Management Policy and an Investment Policy which are 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	August 2014	Complete
Prepare Recommendations		Complete
Council LTP Workshop # 3 Present Desktop Review findings	19 August 2014	Complete
Council Meeting – Adoption of Policy for inclusion in draft LTP	28 October 2014	

Significance and Engagement Policy

1.0 DESCRIPTION

The LGA Amendment Bill No. 3 proposes that the Significance Policy needs to be changed to a Significance and Engagement Policy (SEP) and that such a policy be adopted by Councils' by 1 December 2014.

The SEP must also identify those assets considered by the Council to be strategic assets. The Waikato Councils' have developed a common template collaboratively for this policy which needs to be populated with local inputs by each Council.

2.0 DISCUSSION/ISSUES

In November 2013, Council adopted a draft Stakeholder Engagement Strategy (SES) to 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.

When the LGA 2002 Amendment Bill No. 3. was proposed, Council agreed to combine the SES into the SEP to provide a holistic and clear view of Council's engagement objectives.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Seek feedback from community through LTP engagement process	September 2014	
Input local content in Policy	September 2014	
Council LTP Workshop # 11 Presentation of findings	30 October 2014	
Council Meeting – Adoption of Policy	25 November 2014	

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

The Water and Sanitary Services Assessments (WSSA) prepared under section 125 must either be included in the LTP or be adopted using the Special Consultative Procedure.

2.0 DISCUSSION/ISSUES

It is considered best practice to review the WSSA at least every six years. WDC's current WSSA was reviewed and adopted as part of the 2012-2022 LTP.

The WSSA is also important for the requirements of Water Safety Plans pursuant to the Health Act 1956. Council's Water Safety Plan is being reviewed in the current (2014/2015) year and it is prudent to complete a review of the WSSA in correlation with this review.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Review of WSSA	September 2014	
Council LTP Workshop # 4 Consideration of draft WSSA	4 September 2014	
Council Meeting – Adopt WSSA for inclusion in draft LTP	25 October 2014	
WSSA included in pdLTP for adoption as part of draft LTP	17 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 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

Key Milestone	Date	Commentary
Review of AMPs including: <ul style="list-style-type: none"> • Levels of Service – mandatory, technical and community; the what, when and how • Demand Management – planning for the future and optimising current capacity • Lifecycle Management - Asset Inventory, Condition and performance Assessment, Management Strategies. • Risk Management – strategies in the event of failure modes for critical components • Completion of Financial Projections – the expenditure needed over the next 10 years or more to meet and maintain levels of service 	July /August 2014	
Council LTP Workshop #4: <ul style="list-style-type: none"> • Solid Waste Activity • Water and Sanitary Services Assessment • Information Technology • Regulatory and Safety/Resource Management 	4 Sept 2014	Workshops are scheduled to present AMPs and gain Council feedback on Levels of Service, Risks and Development Expenditure
Council LTP Workshop #5: <ul style="list-style-type: none"> • Parks and Reserves • Recreation and Culture • Public Amenities 	9 Sept 2014	
Council LTP Workshop # 6: <ul style="list-style-type: none"> • Rooding • Water 	16 Sept 2014	
Council LTP Workshop # 7: <ul style="list-style-type: none"> • Housing and Other Property • Community Development 	18 Sept 2014	
Council LTP Workshop #8: <ul style="list-style-type: none"> • Wastewater • Stormwater 	23 Sept 2014	
Council Meeting: Adoption of draft AMPs for inclusion in 2015-2025 LTP	28 November 2014	

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.

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.

2.0 DISCUSSION/ISSUES

WDC's SWaMMP was last reviewed by Council in developing the 2012-2022 LTP, being formally adopted by Council at its meeting of 29 June 2012. The key policy measures contained in the 2012-2018 SWaMMP are;

1. Continuation of the existing kerbside collection of bagged refuse and recyclables to existing areas.
2. Maintaining a network of waste transfer stations to rural townships to support District wide public accessibility to recycling and/or disposal facilities outside Te Kuiti.
3. Maintaining a common schedule of fees and charges across the Waitomo District Landfill and all waste transfer stations.
4. Ensuring the most cost effective waste minimisation and disposal service possible under local conditions.

3.0 KEY MILESTONES

Since adoption of the 2012-2018 SWaMMP in June 2012, there has been no demand made of Council to revisit levels of service for the delivery of waste minimisation and disposal services across the District and as a result there is no need to carry out a review of SWaMMP at this time. The need for a formal review of SWaMMP will be visited again prior to development of the 2018-2028 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>
<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>

Key Milestone	Indicative Timeframe	Commentary
<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.

Leadership

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
Council Meeting – Brief Council on timeframe.	27 May 2014	Complete.
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.	8 – 19 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 – Progress Report to Council on Interim June results. 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.	30 September 2014	As per "Audit Service Plan for the Audit of Council's 2013/2014 Annual Report" business paper presented to Council on 27 May 2014.
Signed Audit Opinion available	28 October 2014	
Council Meeting - Adopt 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	

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

Council needed to amend its Debenture Trust Deed (at a cost yet to be determined) and undertake public consultation through the special consultative procedure before it could take advantage of funding available from the LGFA. Public consultation on the proposal to join the LGFA was completed as part of the 2013/14 EAP and there were no objections raised by the community to the proposal. However the matter was not progressed further due to a variety of resourcing issues and changes in management at LGFA, which were reported to Council as part of the Roadmap progress update.

This project is planned to be undertaken in the 2014/15 financial year. As part of the process LGFA will need a proposal from WDC around its financial forecasts, confirmation of its debt forecast and update on the financial position of ICL. Given the development of the 2015-2025 LTP, Council will be undertaking a review of its key strategies and policies like the debt repayment strategy, the financial strategy and its financial forecasts, therefore it will be prudent to wait until these reviews have reached near completion before approaching the LGFA so that the most up to date information can be provided.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Proposal to go from WDC to LGFA	February 2015	Depending on the outcome of this milestone the following process/dates might change
Amendments to Debenture Trust Deed	March 2015	The Debenture Trust Deed will be amended once outcome of WDC's proposal is known.
Council Meeting – Adoption of amended Debenture Trust Deed	28 April 2015	

Waikato Mayoral Forum Work streams

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 work streams 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 work streams 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 work stream.

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 work stream. 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 Roothing 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:

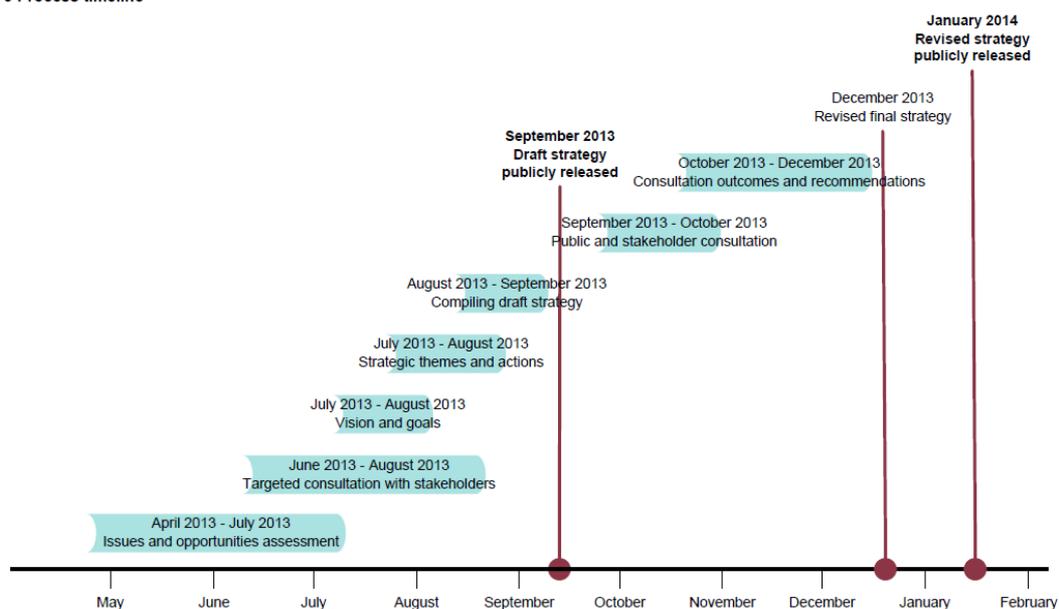
- Context
- Strengths and weaknesses, opportunities and threats
- Vision
- Goals/objectives
- Drivers/themes
- Actions
- Monitoring and evaluation

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	
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 work streams.

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 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 Work streams 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 work streams, 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
Council Workshop – briefing on: <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 The Workshop scheduled for 12 November 2013 was cancelled and this matter will be referred to the Workshop scheduled for 19 November 2013. No longer required
Identify the options, e.g. <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 	December 2013 – February 2014	

Reorganisation Proposal		
Key Milestone	Indicative Timeframe	Commentary
<p>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 Work streams item. Note also that the status quo does not require an application or alternative application for reorganisation</p> <ul style="list-style-type: none"> • 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 		
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	

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

Representation Review

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.

In the event Council resolves to proceed with the implementation of Maori Wards then a full Representation Review will be triggered.

Electoral Systems

For local electoral purposes, there are two electoral systems – First Past the Post (FPP) and Single Transferable Voting (STV). The electoral system utilised by Council in past elections has been "First Past the Post".

The Act defines that a local authority may change its electoral system by making a resolution to do so, not later than 12 September in the year that is 2 years before the year in which the next triennial general election is to be held, (ie 12 September 2011 for the October 2013 Election).

The Act also provides that a resolution taken to change an Electoral System shall take effect for the next 2 triennial general elections and continues in effect until a further resolution is taken or a poll of electors.

Council resolved in August 2011, for the 2013 election, not to change the electoral system to STV – i.e. to retain the 'First Past the Post' system. Public notice of Council's resolution was made and no poll was demanded.

As Council resolved not to change the electoral system, pursuant to the Act, Council must consider and resolve an Electoral System for the 2016 Triennial Election and make the required public notification of such decision.

Maori Representation

As stated above, as part of the 2011 full representation review, 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 2014 for the 2016 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 2019 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 are the Procedural steps and timelines as set out in the Local Government Commission's November 2008 Guidelines:

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

Electoral Systems

Key Milestone	Timeframe	Commentary
Council Meeting: Resolution to change/not change the electoral system	26 August 2014	
Public notice of the right for electors to demand a poll on the electoral system	4 September 2014	
Deadline for polls to be received to be effective for the 2016 triennial local election	28 February 2015	If by 28 February 2015 it is ascertained that a poll is required, a timeline for dealing with the requirements of that poll will be developed at that time.

Maori Wards and Constituencies

Key Milestone	Indicative Timeframe	Commentary
Council Workshop: Consideration of briefing paper on Maori Wards and Constituencies	7 October 2014	
Council Meeting: Resolution to be taken in respect to Council's consideration of Maori Wards and Constituencies	28 October 2014 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. Indicative timelines presented below.

Representation Arrangement (only required if Maori Wards are to be created)

Key Milestone	Indicative Timeframe	Commentary
Council Workshop to consider options for representation arrangements	Pre-August 2015	
Council Meeting – Resolution of proposed representation arrangements for consultation	25 August 2015	
Public notice of proposal and invites submissions	September 2015	
Submissions close	October 2015	
If no submissions then proposal becomes final		
Council Meeting – consideration of submissions and possible amendment of proposal	28 October 2015	
Public notice of Council's "final" proposal	November 2015	
Appeals and objections close	December 2015	
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 2015	
Commission considers resolutions, submissions, appeals and objections and makes determination	April 2016	
Determination subject to appeal to High Court on a point of law		

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	<p>ICL Board is in the process of developing a Strategic Plan (SP) which the Board will pass on to Council. It has been indicated by ICL that this SP will replace the approved Recovery Plan, since it is more relevant for ICL to be planning strategically for the future, at this stage.</p> <p>It will be advisable for WDC to wait for and review this Strategic Plan prior to reviewing the MOU with ICL. This will enable alignment of the MOU with the Strategic Plan so that WDC can provide any relevant support to ICL to achieve its strategic direction.</p> <p>MOU review process will be started once the ICL Strategic Plan is received and reviewed.</p>
Relationship Committee to meet with ICL and discuss any findings from review		
Council Meeting - Amended MoU adopted		

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 - Six monthly progress report	16 December 2014	
Council Meeting - Six monthly progress report	30 June 2015	

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.
- 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 Economic Development

Economic Development involves the facilitation and support of district development to enhance the District's economic sustainability.

Economic Development

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".

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

2.0 DISCUSSION/ISSUES

Economic development of the District is one of Council's forward focus areas. This objective is crucial to building a better future for our District and one that needs sustained effort over a longer period to deliver on the Vision.

In the 2012-2022 LTP Council planned to establish a District Economic Development Board in order to assist with the planned Economic Development initiatives. Since then, the Waikato Mayoral Forum has presented the Regional Economic Development Strategy which sets broader economic development goals and direction whilst also providing baseline information.

During the 2014/2015 year Council will consider and confirm the direction it intends to take in regard to Economic Development initiatives. A decision on the need for a formal entity (Board) is not likely to be taken for the next 2-3 years.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting – Regional Economic Development Strategy presented to Council.	March 2014	A business paper was presented to Council at its March 2014 meeting.
Council Workshop Discussion regarding alignment to Regional Economic Development Strategy.	18 September 2014	
		Further key milestones will be identified when there is a clear understanding of the direction Council intends to take.

Customer Services – Monitoring against Strategy

1.0 DESCRIPTION

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. 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.

Council workshopped a preliminary draft Customer Services Strategy in May 2014 and adopted the finalised Strategy at the Council meeting on 24 June 2014.

Council will be briefed on monitoring progress against the Customer Services Strategy by way of six monthly reports to Council.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Findings from an investigation for the provision of a joint services facility reported to Council.		For further details relating to the key milestones and timeline for investigation of a joint services facility refer to the Community Services section of this Road Map.
Council Meeting Progress Reports will be presented to Council six monthly	16 December 2014 23 June 2015	

Community Development – Review of Strategies

1.0 DESCRIPTION

This project of work is to review Council's:

- Community Development Strategy
- i-SITE and Events Strategy
- Waitomo District Library Services Strategy

to ensure they continue to best meet the Strategic Goals identified for the 2015-2025 LTP.

2.0 DISCUSSIONS/ISSUES

Community Development Strategy

It is envisaged that this review will coincide with development of the draft 2015-2025 LTP.

I-Site and Events Strategic Plan

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. 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.

Waitomo District Library Services Strategic Plan

The Waitomo District Library Services Strategic Plan was adopted by Council in December 2008 and revised in 2011. It is deemed prudent that this 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 LTP Workshop #7 Council to provide feedback on proposal to consolidate strategies.	18 September 2014	
Council LTP Workshop #10 Review and/or consolidation of – • Community Dev Strategy • I-Site and Events Strategic Plan • Waitomo District Library Services Strategic Plan	16 October 2014	
Council Meeting • Adoption of Strategy(s)	25 November 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. 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	

Key Milestone	Indicative Timeframe	Commentary
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	

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 is necessary as is consultation with key stakeholders and community groups.

3.0 KEY MILESTONES

2014 Christmas Parade		
Key Milestone	Indicative Timeframe	Commentary
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	

2015 Great New Zealand Muster		
Key Milestone	Indicative Timeframe	Commentary
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 was reviewed in November 2013.

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 Report on renewal of the CAwp for next three years	25 November 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 was reviewed in November 2013. As a result, Council resolved that Clause 4.1 of the Policy be amended and that the reviews of the Policy be on a three yearly basis.

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 three yearly review is to be undertaken in November immediately following a triennial election. A three yearly review enables any newly elected Council to take ownership of the Policy at that time. The review of the Policy should be completed prior to calling for nominations for the next calendar year. The next review of this Policy is not due until November 2016.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Calling of Nominations	February 2015	
Consideration of Nominations by Working Party	March/April 2015	
Awards Ceremony	May 2015	

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 and 2014 Events. Otorohanga is scheduled to host the 2015 Event.

It should be noted that whilst Otorohanga and Waitomo alternate the actual hosting of the annual Event, the costs involved are shared between both councils and WINTEC.

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	

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.

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 key external factor that will have an impact on the District Plan Review process is:

Mayoral Forum – One of the main work streams 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 2014/15 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.

Review options for the District Plan were discussed at a Council Workshop on 12 February 2014. It was suggested that Council may wish to consider a targeted plan change focussing on the key areas of the Plan that require review for the Council to meet its statutory obligations and to maintain a relevant and effective plan that achieves its community outcomes.

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.
Council Workshop To consider strategy for reviewing District Plan	February 2014	Completed.
Changes to Plan to give effect to: <ul style="list-style-type: none"> • NES for Telecommunication Facilities • NES for Electricity Transmission Activities • NES for Assessing and Managing Contaminants in soil to protect human health 	June 2014	Completed.
Council Workshop To seek Councils approval for a targeted Plan change	23 September 2014	
Plan change to give effect to NPS for Electricity Transmission	July 2014 - December 2014	
Plan change to give effect to NPS for Renewable Energy Generation	July 2014 - December 2014	
Coastal Environment and Outstanding Natural Landscapes Plan change to give effect to WDC community outcomes, RMA, NZCPS and Regional Policy Statement	July 2014 - December 2014	
Township Growth Plan change (Mokau/Awakino, Waitomo Caves and Te Waitere)	July 2014 – December 2015	
Significant Natural Areas Plan change to give effect to Regional Policy Statement	January 2015 – January 2016	
Administrative Plan change to address any straight forward zoning amendments	June 2016 – July 2017	

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.

2.0 DISCUSSION

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

The audit revealed that there are currently 70 unconsented advertising hoardings located throughout the district with the area of most significant non compliance being the Hangatiki-Waitomo corridor.

An action plan is currently being developed which will detail a sensible strategy for dealing with this issue which will allow business operations to promote their businesses whilst still complying with the objectives of the District Plan.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Audit completed of District advertising hoardings.	28 February 2014	Completed
Council Meeting Council to provide guidance in terms of enforcement options.	25 March 2014	Completed. Business Paper presented to Council on outcome of audit.
Council Meeting Action Plan presented to Council.	30 September 2014	

Urban Structure Plans

1.0 DESCRIPTION

Councils LTP 2012-2022 signalled the need to commence developing urban structure plans for many of the districts communities. This is because at present there is no planning tool that clearly sets out Councils expectations for future growth.

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 Council, in developing its 2013/14 Annual Plan, agreed to postpone the development of Urban Structure Plans by one year.

3.0 KEY MILESTONES

This work stream will run in conjunction with the proposed review of the District Plan.

Jurisdictional Issues

1.0 DESCRIPTION

Council's jurisdiction stops at the landward side of the mean high water mark and Waikato Regional Council 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 options for addressing this issue.

Option 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.

Option 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 a 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 Waikato Regional Council's response to the initial approach.

There has been no activity around this work stream now for several years as the issues has not been pressing for the Councils involved.

The issue remains in the roadmap so that it can be reactivated if the Councils believe there are benefits in further reviewing and reconsidering coastal jurisdiction.

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 6 monthly "confidential" progress reports.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Progress Reports to Council	16 December 2014 23 June 2015	

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 was completed in the period 2008-2011, where 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

Review of the Dog Control Bylaw, the Public Places Bylaw, the Public Health and Safety Bylaw and the Solid Waste Bylaw was completed in early 2014 with the reviewed Bylaws being adopted by Council on 25 June 2014.

Pursuant to the Act, the initial five year review of the following Bylaws is required as follows:

- Public Amenities – by 10 February 2015
- Water Services – by 10 February 2015
- Land Transport – by 25 May 2015

The Trade Waste Bylaw was adopted in 2006 with the legislative five year review completed in 2011. The Trade Waste Bylaw does not require review again until 2021.

2.0 KEY MILESTONES

Public Amenities Bylaw and Water Services Bylaw

Key Milestone	Indicative Timeframe	Commentary
Council Bylaws Workshop Review of Public Amenities and Water Services Bylaws	2 October 2014	
Council LTP Workshop #9 If further workshopping required	7 October 2014	
Council Meeting Adopt Bylaws for Public Consultation	16 October 2014	
Finalise Bylaws for Consultation	17 – 23 October 2014	
Public notification	23 October 2014	
Consultation period	28 October - 28 November 2014	
Council Hearing	9 December 2014	
Council Deliberations Meeting	16 December 2014	
Council Meeting Adopt Public Amenities and Water Services Bylaws	10 February 2015	

Land Transport Bylaw

Key Milestone	Indicative Timeframe	Commentary
Council Bylaws Workshop Review of Land Transport Bylaw	29 January 2015	
Council LTP Workshop #15 If further workshopping required	10 February 2015	
Council Meeting Adopt Bylaw for Public Consultation	17 February 2015	
Finalise Bylaws for Consultation	18 – 20 January 2015	
Public notification	19 February 2015	
Consultation period	23 February – 23 March 2015	
Council Hearing	31 March 2015	
Council Deliberations Meeting	14 April 2015	
Council Meeting Adopt Land Transport Bylaw	28 April 2015	

Bylaw – Freedom Camping

1.0 DESCRIPTION

The Freedom Camping Act 2011 allows Council to make a bylaw restricting freedom camping in some areas and if necessary to prohibit camping in other areas.

Council can only make such a bylaw if it is satisfied that it is necessary for one of the following purposes:

- a) to protect the area;
- b) to protect the health and safety of people who may visit the area; and
- c) to protect access to the area.

The Freedom Camping Act makes it quite clear that Council may not make a bylaw that has the effect of prohibiting freedom camping in all parts of the district.

2.0 DISCUSSION / ISSUES

From time to time Council does receive complaints that freedom campers are creating a nuisance and the development of a bylaw would allow Council to put in place some controls over when and where camping was allowed.

Generally most complaints have related to our coastal areas with waste disposal often being the issue of most concern.

So as to ensure that the bylaw reflects the communities aspirations the public consultation process outlined in the Local Government Act must be followed.

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Draft Bylaw completed	December 2014	
Council Bylaws Workshop draft Freedom Camping Bylaw	29 January 2015	
Council LTP Workshop #15 If further workshopping required	10 February 2015	
Council Meeting Adopt Bylaw for Public Consultation	17 February 2015	
Finalise Bylaw for Consultation	18 – 20 January 2015	
Public notification	19 February 2015	
Consultation period	23 February – 23 March 2015	
Council Hearing	31 March 2015	
Council Deliberations Meeting	14 April 2015	
Council Meeting Adopt Freedom Camping Bylaw	28 April 2015	

Policy – Dog Control Policy and Practices 2014/2015 Review

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 – Dog Control Policy and Practices Report	30 September 2014	
Public notification	October 2014	

Policy – Psychoactive Substances

3.0 DESCRIPTION

The Psychoactive Substances Act 2013 allows Council to adopt a policy relating to the sale of psychoactive substances.

The local approved products policy may cover the following matters:

- a) The location of premises from which psychoactive substances can be sold by reference to broad areas.
- b) The location from which psychoactive substances are sold by reference to other premises selling similar products.
- c) The location of premises from which psychoactive substances can be sold by reference to premises or facilities of a particular kind e.g. place of worship and schools.

2.0 DISCUSSION / ISSUES

It is not mandatory for Council to adopt a policy on psychoactive substances however by developing such a policy it allows the Council and the community to have influence over the location of retail premises selling such products.

In order to ensure that the community is engaged in the development of a policy on psychoactive substances the special consultative process detailed in the Local Government Act must be followed.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Draft Psychoactive Substances Policy completed	December 2014	
Council Bylaws Workshop Draft Policy	29 January 2015	
Council Meeting Adopt draft Policy for Consultation	17 February 2015	
Finalise draft Policy for consultation	18-20 February 2015	
Public notification	19 February 2015	
Consultation period	23 February – 23 March 2015	
Council Hearing	31 March 2015	
Council Deliberations Meeting	14 April 2015	
Policy changes after deliberations		
Council Meeting Adoption of Psychoactive Substances Policy	28 April 2015	

Policy – Earthquake-Prone Buildings

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.

Policy – Dangerous and Insanitary Buildings

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.

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

This process is being driven by the National Rural Fire Authority. To progress discussion a Steering Committee was established to develop a proposal moving forward.

In August 2012 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 DoC's 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.

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.

The National Rural Fire Authority indicated that it would have further meetings with DoC and Thames-Coromandel District Council to try to resolve the deadlock.

3.0 KEY MILESTONES

As of August 2014, no further progress has occurred. If and when this project progresses, Council will be informed via Progress Reports.

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:

- Project 1 : \$355,082 for the restoration of the buildings exterior (balance to be funded externally)
- Projects 1, 2, 3: \$115,639 for engineering assessment, working drawings and contract documentation for the restoration of building exterior
- Project 4: \$47,000 to prepare Building 1 for Community Space
- Project 5: \$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 LTP 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, Roading and Revitalisation.

RAILWAY BUILDING: PROJECT 1 - RESTORATION

Key Milestone	Indicative Timeframe	Commentary
Engineering structural assessment of building 1,2 and 3	August 2013	Commenced. Engineers have advised this will be available to WDC 23 September 2013
Preparation of working drawings and contract documents for restoration of exterior, buildings 1,2 and 3	July – August 2013	Commenced Architect has advised these will be available to WDC in draft form 20 September 2012
Historic Places Trust Approval	September 2013	Draft documents sent to HPT 10 October 2013. Approval to tender documents received.
KiwiRail Approval	September 2013	Draft documents sent to HPT 10 October 2013. Approval to tender documents received.
Tender for works	November - December 2013 (subject to approval of alternative funding services)	Funding approval granted, documents due for completion last week in November. Preparation of documentation proved difficult to complete due to HPT and engineering requirements. Project now out to tender, tenders closing 20 May 2014.

Key Milestone	Indicative Timeframe	Commentary
		Tenders closed 20 May 2014 with three tenders being received. Contract awarded to DML (2003) Builders Ltd of Wanganui
Construction works	July 2014 - October 2014	Estimated construction period now July 2014 – end October 2014.

RAILWAY BUILDING: PROJECT 3 – ROADING RENEWAL

Key Milestone	Indicative Timeframe	Commentary
Redesign of carriageway to align with Railway development proposals	August 2013	Completed.
Retendering negotiations	August – September 2013	Completed.
Roading construction	October – November 2013	Completed. Note project undertaken February – March 2014

RAILWAY BUILDING: PROJECT 4 – COMMUNITY SPACE REVITALISATION (Buildings 1 & 3)

Key Milestone	Indicative Timeframe	Commentary
Expressions of Interest process	August – November 2013	Completed EOI document publicised October / November, closing 28 November 2013. Six expressions of interest received. Acceptance still under review
Preparation of Tender Documentation for Building 1 to completely refurbish the existing building layout	May – June 2014	Draft Completed June 2014 and budget estimate. Funding approval required
Building refurbishment construction to allow use of building 1		
Building usage by tenants building 3		
Preparation of Tender Documentation for Building 3 to completely refurbish the existing building layout		
Building refurbishment construction to allow use of building 3		
Building usage by tenants building 3		

RAILWAY BUILDING: PROJECT 5– COMMERCIAL SPACE REVITALISATION

Key Milestone	Indicative Timeframe	Commentary
Expressions of Interest process	October – November 2013	Completed EOI document completed and will be available 22 November, closing 23 December 2013. No expressions of interest received.
Preparation of high level draft layout plan and associated documentation for the commercial use of Building 2	July 2014 – August 2014	Brief of works prepared and planning underway
Presentation of proposal to Council working committee	End August 2014	
Draft Tenancy proposals and Lease agreement negotiations	September 2014	
Application to NKCDT for funding to assist with document preparation and development associated with Cornerstone tenant.	September – October 2014	
Preparation of working drawings and contract documentation of areas associated with Cornerstone tenant	December 2014 – February 2014 (subject to funding availability and tenancy provision)	

Key Milestone	Indicative Timeframe	Commentary
Tender process for works		
Construction of internal work and site services associated with Cornerstone tenant		
Cornerstone tenant operational		

Te Kuiti Mainstreet Garden Re-design

1.0 DESCRIPTION

The construction features of Te Kuiti's Main Street gardens deteriorated to the extent where repairs would no longer provide an appropriate image for the town.

A replacement programme to progressively upgrade and redevelop the gardens in Stages was developed beginning in the 2012/2013 year, with funding provided in Council's LTP.

The detail of each Stage is worked through and agreed upon by a Working Party consisting of Urban Councillors and Te Kuiti Development Incorporated representatives.

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Progress Reports and/or presentation of the detail of individual Stages	As required.	Council will be kept updated on progress through the presentation of monthly progress reports during completion of each Stage. Prior to commencement of each new Stage, detailed drawings and costings will be presented to Council for consideration.

Land Disposal – 6 Jennings Street – Community House

1.0 DESCRIPTION

During development of the Housing and Other Property Activity Plan, Council identified 6 Jennings Street as a non-strategic investment and resolved to dispose of the property during the 2012/2013 financial year.

2.0 DISCUSSION / ISSUES

6 Jennings Street is a residential property in extremely poor condition and requires extensive renewal work. It is currently under long-term lease to Te Kuiti Community House (TKCH). Sale of the property requires lease negotiations and relocation of TKCH operations. Negotiations with TKCH have resulted in a proposal to relocate TKCH operations to the upper floor at 28 Taupiri Street.

3.0 KEY MILESTONES

Disposal of 6 Jennings Street is on-hold pending the relocation of TKCH operations.

28 Taupiri Street – Renewal Works and Entrance

1.0 DESCRIPTION

During the development of the 2009-2019 LTP several roofs that were showing signs of poor condition were inspected and costed. As a result, partial re-roofing of 28 Taupiri Street was included in the 2012/2013 financial year. A project was also identified around establishing a new entrance to the Library at 28 Taupiri Street.

Council put the new entrance and partial re-roofing projects on hold pending the outcome of negotiations with Te Kuiti Community House (TKCH) in respect to a proposal to relocate TKCH operations from their current premise at 6 Jennings Street to the upper level of 28 Taupiri Street.

In order for the relocation proposal to meet TKCH needs, work is required to upgrade the entrance foyer, address compliance issues related to the stairway, provision of lift access and completing an upgrade of the existing interior layout, with minor upgrading required for compliance purposes.

2.0 DISCUSSION/ISSUES

A draft proposal and preliminary budgets for relocating TKCH, prepared and funded by the Lotteries Grants Board, meant that external funding would be required for this project, with a further application to be made.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Progress Report	As required	Council will be kept briefed by way of progress reports to monthly Council meetings.
Application to Lottery Grants Board for funding to relocate TKCH to 28 Taupiri Street	March 2014	Completed – WDC’s application was successful but full funding was not granted
Council Meeting “Where to from here” in relation to funding and construction	25 June 2014	Council resolved to prepare contract documentation and a pre-tender estimate for consideration of any funding shortfalls
Construction documentation prep	August 2014 – September 2014	Underway
Council Meeting Project budgeting	28 October 2014	
Tender for works	November 2014	
Implementation	December 2014– March 2015	

Cultural and Arts Centre Upgrade: Stage 5

1.0 DESCRIPTION

Council’s Recreation and Culture Activity Plan identified the need to undertake a complete refurbishment of the Cultural and Arts Centre, as little or no renewal work had been undertaken since construction.

2.0 DISCUSSION / ISSUES

A Renewal Strategy was included in the 2009-2019 LTP financials, with renewal works being spread over six years, commencing 2010/2011.

A preliminary assessment of works required was completed and referred to Council in 2008.

The Cultural and Arts 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.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Review of renewal expenditure to date taking into account additional works undertaken as part of the Main Hall Ceiling project. Should sufficient funding be available, identify potential projects.	August 2014 – September 2014	
Council Meeting Detail of Stage 5 Upgrade	30 September 2014	

Cultural and Arts Centre Update: Court Yard

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 Cultural and Arts 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	November 2014 – December 2014	
Council Meeting Concept proposals	24 February 2015	
Detailed working drawings	March 2015	
Tender for works	April 2015	
Implementation (dependent on timing of Shears)		

Parkside Subdivision

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 WDC affordability perspective that sections be disposed of as quickly as possible.

2.0 DISCUSSION / ISSUES

Sell down of the sections will be an ongoing task and involves advertising, promotion, Real Estate Agency participation and open days.

During the later part of the 2013/2014 year, a possible alternative land usage for a portion of Parkside Subdivision was raised with the Council. Investigations will be completed into this possible alternative land usage.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Notification of Section Sales	As required	Ongoing. Council will be kept informed of Section sales by way of Progress Reports to monthly Council meetings.
Investigations into alternative land usage	July 2014 – October 2014	Underway

Land Disposal – Old Ministry of Works Building

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	Council agreed that it does not wish to expend any further funds on this building and consulted with the community on the basis that Council will advise the Crown 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 2012-2022 LTP process. The conditions included WDC and the community matching the funding proposal. The Submitter was advised Council would not contribute to funding the renewal works but delayed contacting the Ministry to allow the community to match the proposal. No correspondence has been received to date. it is proposed to write to the Ministry seeking approval to be released from Councils commitment. Te Kuiti Historical Society have been asked to investigate alternative accommodation to allow the approach to the Ministry. to be made

Te Kuiti Campground – Investigations

1.0 DESCRIPTION

The Housing and Other Property AMP, developed as part of the 2012-2022 LTP, proposed several upgrades to the Marokopa and Te Kuiti Campgrounds. While works have been undertaken in Marokopa, works associated with the TK Campground were put on hold.

Council has requested an investigation be undertaken into establishing a new campground / campervan stay within the Grounds of Brook Park. The facility would eventually replace the existing facility in TK Domain.

2.0 DISCUSSION

Site identification and access are the key issues relating to this proposal. An overall conceptual design will promote discussion for Council to take proposals to the community.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Preliminary site investigations and development of draft layout plan for discussion	October 2014 – December 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 Establishment Working Group for development of the Aerodrome Reserve Management Plan	10 October 2013	Completed This project has been rescheduled due to other work priorities
Advertise intention to prepare Plan and calling for initial submissions	November – December 2014	
Consultation Meeting 1 with aerodrome users	December 2014	
Consultation Meeting 2 with aerodrome users	February 2015	
Consultation Meeting 3 with aerodrome users	July 2015	
Preparation of Management Plan	January – June 2015	
Council Meeting Adopt draft Plan for Consultation	August 2015	
Public consultation	September – October 2015	
Council Hearing	November 2015	
Council Deliberations Meeting	November 2015	
Council Meeting Adoption of Finalised Plan	December 2015	

Redwood Park – Future Maintenance Plan

1.0 DESCRIPTION

Council has requested a plan for the future maintenance/removal of Redwood trees at Redwood Park and in particular assessment on the safety / shading to neighbouring properties.

2.0 DISCUSSION

Funding for this project to be confirmed

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Workshop Consideration of draft Plan	April 2015	

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: 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	October 2014 – November 2014	
Finalised proposal	December 2014	
Council Meeting Sign-off of proposal by Council	February 2015	
Implementation		

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	

Benneydale Toilet Investigation

1.0 DESCRIPTION

Council has requested during the development of the EAP process the inclusion of investigatory works for the provision of a new toilet block in Benneydale, due the increased tourist numbers passing through the town. This information would then be included in the development of the Public Amenities AMP as part of the 2015-2025 LTP development

2.0 DISCUSSION

Counter numbers defining usage of the existing toilets will define the development requirements, with the possibility that the design for Piopio can be utilised for this site

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Development of proposal and budget estimate	August 2014	
Council LTP Workshop # 5 Inclusion in Public Amenities AMP and workshop with Council	9 September 2014	

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 soak field.

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 workshopped 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

Key Milestone	Indicative Timeframe	Commentary
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	Commenced, proceeding through the sale process, with the process being undertaken by Darrochs. Negotiations ongoing with price only outstanding issue and this is currently being addressed by Darrochs. Related to interpretation of valuation Sale and purchase documentation completed and ready for WDC signing. Refer to Monthly Progress report contained elsewhere in this Agenda.
Valuation to be obtained for the land to be purchased	October – November 2013	Completed
Subdivision resource consent to be obtained		Not required as done under Public Works ACT
Sale & Purchase agreed with the Crown	June 2014	Completed
Detailed subdivision survey for submission to LIN (requires signoff by the Crow	July 2014 – August 2014	Underway
Detailed design of effluent field	September 2014 – October 2014	
Tendering of work	October 2014 – November 2014	
Implementation of works	December 2014	

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	March 2015 – June 2015	
Council Meeting: Initial progress report on extent of asset and its condition to council including timeline for completion	July 2015	

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 feedback 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	February 2015 – March 2015	
Quotations from consultants to prepare plan	February 2015 – March 2015	
Preparation of Draft Passive Reserves Management Plan	April 2015 - August 2015	
Workshop 15 with Council	September 2015	
Council Meeting - Adoption of Draft Plan for Consultation	October – November 2015	
Community consultation		
Hearing of submissions and consideration		
Council Meeting - Adoption of plan		

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)	Refer business paper to Council Workshop 1 May 2013.
Council Workshop Project scope and outcomes in conjunction with Customer Services Strategy	13 May 2014	Completed
Establishment of Project Team	30 June 2014	Completed
Investigate options for future delivery of services from a defined central location	31 October 2014	
Report findings of Investigation to Council	25 November 2014	

AMP: Parks and Reserves – 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

Parks and Reserves AMP		
Key Milestone	Indicative Timeframe	Commentary
		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.
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	2013-2018	Process to be developed for recording parks utilisation.

Parks and Reserves AMP		
Key Milestone	Indicative Timeframe	Commentary
31. utilisation of significant assets 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.
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.

AMP: Recreation and Culture– 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

Recreation and Culture AMP		
Key Milestone	Indicative Timeframe	Commentary
		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.
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.

Recreation and Culture AMP		
Key Milestone	Indicative Timeframe	Commentary
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 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.

AMP: Public Amenities– 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

Public Amenities AMP		
Key Milestone	Indicative Timeframe	Commentary
12. Collect lifecycle costs for significant assets or asset groups and recorded in Confirm	Ongoing process	financial projections is optimised. Asset data is being collated on an ongoing basis to ensure the 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.
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		

Public Amenities AMP		
Key Milestone	Indicative Timeframe	Commentary
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.

AMP: Housing and Other Property– 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.
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

Housing and Other Property AMP		
Key Milestone	Indicative Timeframe	Commentary
		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 complete for public amenities 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.
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.

Housing and Other Property AMP		
Key Milestone	Indicative Timeframe	Commentary
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 Roothing are capital works and therefore detailed reporting on these is undertaken by way of a monthly progress report to Council on the Roothing activity, and quarterly progress reports on each of the Water activities.

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

3.0 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.

4.0 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 had 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	August 2014	Preliminary design was revisited in 2013. Documentation is in progress for completion of the first two of four phases by end December 2014. The work has been delayed while negotiating with Veolia on takeover of operation of the TK WTP for the construction period.
Filter & UV	December 2015	Targeted completion date of phase one has now been moved out to December 2015.
Identified Reticulation Renewals	July 2012 – June 2015	Renewals identified as urgent; Mary Street, Cotter Street, Ngatai Street, Meads to Kent rising main. However it does not match what was identified in 2012-22 LTP

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	Tender documentation and cost estimate are in progress. Work is targeted for the 2014/15 year.
Reticulation minor renewals	2012-2015	Tender documentation and cost estimate are in progress. Work is targeted for the 2014/15 year.

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 green fields 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 green fields 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, and the relevant Resource Consents 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.	WDC condition assessment and valuation complete. Preliminary design and cost estimate complete. Met with THL around existing asset value and cost new systems. Financial modelling completed. Results sent to THL.
2. Define proposed planning map and develop development scenarios which will indicate demand		Structure Plan by Beca Consultants considered in identifying area to be serviced.
3. Investigate high technology solutions with cost and establish economic feasibility		Estimated cost of refurbishment of systems not much different from replacement and have shorter expected asset life than total replacement.
4. Report to Council on conclusions	On completion of each section	WDC met with THL who indicated that the indicative cost is not financially feasible from a business point of view. The only possible solution to make the cost of the service more affordable is to obtain Government funding. There is no funding available from the normal avenues. The only way would be to lobby the Minister directly on the basis of the high risk of National reputational harm should tourist get sick or die

Key Milestone	Indicative Timeframe	Commentary
		from a water borne disease contracted from these services. Discussion with THL and community is ongoing.

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
1. 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.
2. Development of detailed scoping and associated project plan for inclusion in the Road Map.	Outside 2022	Dependent on outcome of 1 above.

Key Milestone	Indicative Timeframe	Commentary
3. 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.
4. Consultation with all property owners on separator/septic tank maintenance service	During the life of 2012-22 LTP	Dependent on available resources.
5. Report to Council on conclusions		On completion of each action.

Roading Activity Influences

1.0 DESCRIPTION

The Roads and Footpaths activity is the single largest area of expenditure for Council. In 2014/15 the total operational expenditure proposed is \$26.04 M, 35% of which is for Roading (over \$9M). The total capital expenditure proposed is \$10.15 M, 52% of which is for Roads (\$5.26m).

The community spend on Roading is substantial although Council receives a considerable amount of subsidy for Roading from NZTA. It comprises 34% (\$5.9 M) of the total rates requirement proposed for 2014/15 of \$17.34M.

Given the scale of the activity, it is important to keep a close eye on the possible influencers of the activity and to assess the impacts.

There is a complex set of reviews underway in the national policy environment related to Roading. These are being progressed through the NZTA and the Road Efficiency Group. The outcomes of these could have immense implications for local authorities in terms of development and maintenance of local roads and the funding that will be available to do so.

In the 2014/15 year, starting from 1 July onwards Council will start the process of developing its LTP and the underlying Asset Management Plans (AMPs).

The Roading AMP will need to reflect any changes to service levels and the accompanying changes to expenditure projected. It is a key input to the LTP containing details of operations, maintenance, development, risk and demand management planning for Council's assets and all these will need to be aligned with any new paradigm.

The LTP will need to reflect any proposed changes to revenue and financing arrangements, which will in turn need to be discussed with the communities.

The LGA 2002 Amendment Bill (No 3) expected to be passed in June this year (2014), proposes that Council's develop a 30 year Infrastructure Strategy. Since Roads and Footpaths is one of the core infrastructure assets of councils, this activity will feature prominently in the development of this Strategy.

The different tasks identified for the Roading Activity Influencers work stream are contained in table below with some estimated timelines. The timelines could change depending on the progress of the national reviews and the progress of the LTP work stream. Regular updates on this work stream will be provided to Council.

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Workshop – Introduction of Issue to Council	13 May 2014	Completed.
Council Meetings – progress on work streams	Monthly Council Meetings	Progress Reports will be provided to Council as required.
Amend Road Maintenance Contract Document	December 2014	Tender structure being reviewed
Engagement on and assessment of ONRC	May 2014 – December 2014	WDC's roading network has been assessed in accordance with Guidelines internally. Assessment around CLoS and performance measures is ongoing.
Watching brief on FAR review	May – July 2014	Proposed figures go to NZTA Board in October 2014.
Review Procurement Policy	June 2014	
Re-tender Roading Contract	March 2015	

Key Milestone	Indicative Timeframe	Commentary
Tender evaluation and award new tender	31 April 2015 (provisional latest date if new contract to start 1 July 2015)	New contract to start 1 July 2015.
Assess implications of FAR review	December - 2014	Progress Reports will be provided to Council as information become available.
Develop levels of service options along with funding options (depending on outcome of FAR review)	February 2015	
Review Rooding Asset Management Plan	October 2014	
Develop 30 year rooding (& other) infrastructure strategy	October 2014	
Develop LTP 2015-25	October 2014 – February 2015	

Waitomo District Landfill

1.0 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. • 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. • Volumes of rubbish are consistently declining while operational cost of the landfill is fixed thus putting upward pressure on cost per tonne disposed.

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 DISCUSSION/ISSUES

Since September 2012 no further discussion has taken place with RDC. A further approach will be made to RDC to ascertain certainty around any interest they may still have in cross boundary collaboration regarding solid waste matters for LTP development purposes.

3.0 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.

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	2012 then every two years thereafter	A full topographical survey of the Landfill will be done in 2014.

SWaMMP – Plan Improvement and Monitoring		
Key Milestone	Indicative Timeframe	Commentary
compaction and filling rate		
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.
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 has been done in 2014.
9. Investigate ETS Liability (Start June 2013)	On-going	In progress.

AMP: Water Supply – 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), the Drinking Water Standards (Amendment 2008), and generally catching up on long standing neglect of the infrastructure.

Benneydale is compliant and Mokau are nearly compliant with only electrical and SCADA for UV to be installed during 2014, 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 improvements. Now called Water Safety Plans, which have to be reviewed 2014-15 to update 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.
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.	2018-28 LTP	Unless legislative requirements force such a step.
6. Construct a new, larger raw water storage dam for Mokau.	2012-13 financial year	Construction in progress – stalled by archaeological finds. Work is nearly complete filling of the dam is expected to start end before the 2014-2015 summer
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. This is progressing albeit slowly.
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 – 2015-16 Budget

Water Supply AMP		
Key Milestone	Indicative Timeframe	Commentary
12. Evaluate groundwater test bores as a potential auxiliary source for Te Kuiti water supply.	After 2028 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.	Dec 2015	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. Construction targeted for 2015
14. Develop informal strategies for meeting more stringent water quality standards and consent requirements.	On-going	Benneydale is fully compliant and Mokau nearly there. Due to changes to dam construction levels required following archaeological finds, the clarifier will have to be moved to a lower level with all associated pipe work. Design and cost estimate is underway Piopio is fully compliant
15. Install coagulation to improve filtration, install UV and upgrade telemetry and SCADA at Mokau.	2015 Calendar year	Part of 14 above. Complete
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.

AMP: Wastewater– 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 scenarios.	Monitored	True modelling for waste water systems is not economically feasible. Sound engineering judgement is used to 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 2014-15. Work delayed due to workload around capital upgrades at water and wastewater treatment plants and operational demands
5. Investigate a design concept for a wastewater scheme to service planned development at Mokau – Awakino.	Beyond 2025	Not economically feasible.
6. Investigate extension of the Te Waitere scheme to service a two stage development of the area with the second stage encompassing the area not currently reticulated.	Beyond 2025	Discussed in more detail elsewhere in this document. 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	Progress is being made although slowly. Expect will take at least two years to make significant advance.
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. Will follow as data improves.
9. Prioritise the works developed from risk assessment exercises.	On-going	Following identified as urgent; George & Hill Street, Lawrence Street, Ngatai – Hill Street. However this does not match what was identified in 2012-22 LTP
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.

Wastewater AMP – Plan Improvement and Monitoring		
Key Milestone	Indicative Timeframe	Commentary
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.

AMP: Stormwater– 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	Improvement of asset data in progress. Expect will take at least two years to make significant progress.
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 2025	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. Progress is being made. Expect will take at least two years to make significant advance. In progress

Stormwater AMP – Plan Improvement and Monitoring		
Key Milestone	Indicative Timeframe	Commentary
7. Cost and prioritise the works developed from the risk assessment exercise.	On-going	Following identified as urgent; Te Kumi Road, Awakino Road, Cotter Street. However it does not match what was identified in 2012-22 LTP
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 existing SW pipes and prepare plan for extension of network to areas currently not serviced using augmentation strategy		Follows item # 9 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

AMP: Land Transport– 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. No NZTA funds for this type of work.
2. Populate RAMM with retaining wall data.	December 2015	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. RAMM data is being improved progressively
3. Future use data and information obtained regarding future road requirements, especially for forestry/quarries.	December 2016	Additional resources required not available at this time. Included in 2015-2025 LTP.
4. Estimate impact of expected tourism numbers on existing road capacity	To be confirmed	Will need target specific vehicle counting which is not feasible at present.
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 Roding assets required to support development plan/structure plans for growth areas (Waitomo village, Mokau etc) following completion of structure plans	December 2016	This will be completed once the structure plans are in place. 2015-25 LTP item
7. Development of detailed plans and schedules for maintenance activities such as road marking and car parking within the network	June 2015	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 Bizzle@sset at WDC	December 2014	Extended due to appointment of new staff to critical asset roles. Application for training has been lodged
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. 2014/15 Financial Year budget is targeted at maintenance work with minimal capital work.	June 2015	Reported monthly to Council. Refer to the LT monitoring paper.
Unachievable due to Budget Restrictions		

Land Transport AMP – Plan Improvement and Monitoring		
Key Milestone	Indicative Timeframe	Commentary
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.
2. Investigate all roads to obtain metal depths and pavement CBR's	December 2015	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 any GPS to date so it is likely that this work will be extended out further. Money has been found to assess an initial 24kms of unsealed collector roads. The assessment planned if successful will be rolled out for the 14/15 Fin year to complete RAMM records
3. Install correct RP pegs on all roads.	June 2015	As above.
4. Install correct CMP's on all roads.	June 2015	Has now been included as part of the inspection regime of the Maintenance Contract
5. Install correct RAPID numbers on all roads.		As above.