



Road Map

Work Programme

July 2021
to
June 2024

22 February 2020

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SECTION ONE: INTRODUCTION

Introduction

The purpose of this Road Map Work Programme is to set out the identified work programme for the three years of the current 2021-2031 Ten Year Plan (10YP) and leading up to adoption of the 2024-2034 10YP.

In addition to projects relating specifically to developing the 10YP, there are other important workstreams that must also occur, and it is important that Council maintains an awareness and ownership of all important commitments, including complying with legislation and audit/ reporting requirements. The non-10YP commitments are of importance to the functional roles of Council which inform the decision-making process.

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

- Section One** Introduces the Reader to the Work Programme.
- Section Two** Provides some context and considerations with the ongoing impact and implications of COVID-19 on Council's Work Programme.
- Section Three** An indication of the various Central Government reforms which will impact on Council's Work Programme going forward.
- Section Four** Details carried over projects from previous years and planned projects scheduled to occur in Year 1 (2021/2022) of the 10YP 2021-2031.
- Section Five** Details carried over projects from previous years and planned projects scheduled to occur in Year 2 (2022/2023) of the 10YP 2021-2031.
- Section Six** Details carried over projects from previous years and planned projects scheduled to occur in Year 3 (2023/2024) of the 10YP 2021-2031.
- Section Seven** Details projects that are currently scheduled for post June 2024.

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

10 Year Plan 2021-2031: Looking Ahead – Key Projects and Programmes

Key Projects and Programmes (some of which are included in the 10YP) are listed below, and where applicable, descriptions, key milestones and indicative timelines have been included in this Road Map Work Programme.

Governance - Leadership and Investments

- Draft, consult and adopt Annual Plans in interim years (2022/2023 and 2023/2024) of the 10YP
- Prepare Annual Reports for each year demonstrating performance
- Conduct the Triennial Local Government election in October 2022
- Review Council's Code of Conduct by the end of November 2022
- Agree Triennial Agreements in conjunction with Waikato and Manawatu-Wanganui Regional Councils by 1 March 2023
- Review Council's Governance Statement by February 2023
- Actively participate in the Waikato Mayoral Forum to review/consider opportunities to collaborate in planning, purchasing and service delivery options
- Review Council's Investments
- Draft, consult and adopt the 10 Year Plan 2024-2034
- Review, consult and adopt key policies that support the 10 Year Plan 2024-2034

Strategy and Policy

- Review and respond to Central Government's 3-Waters Reform proposal.
- Review and respond to Central Government's Review into the Future for Local Government.
- Review Policies and Bylaws as required (refer to Strategy and Policy section of Road Map).

Community Service

- Parks and Reserves
 - Playground Upgrades
 - Parks and Reserves Renewals
 - Bridge/ Pontoon/ Jetty Renewals
 - Development of Coastal Reserves
 - Continued Development of Mōtakiora / Brook Park
 - Mokau Surfers track
 - Districtwide Walking and Cycling Strategy

- Housing and Other Property
 - Elder Persons Housing Renewals
 - Earthquake strengthening of the Queen Street Administrative and Civil Defence Building
 - Queen Street Carpark reseal
 - Les Munro Centre - Air Conditioning Upgrade
 - Lawrence Street development
- Recreation and Culture
 - Waitomo District Library Renewals
 - Waitomo District Aquatic Centre Renewals
 - Aerodrome Runway Resurfacing
- Public Amenities Activity
 - Piopio Cemetery Review
 - Public Toilet Upgrades
 - Te Kuiti Overbridge Renewal

Community and Partnerships

- Work with Regional Coalition Partners in the delivery of activities and projects outlined in the Vibrant Safe Waitomo Action Plans
- Support Regional and Economic Development opportunities with Waikato Regional Economic Development Limited (Te Waka)
- Involvement in the Hamilton and Waikato Regional Tourism Organisation.
- Support our rangatahi through the Waitomo District Youth Council and youth liaison.
- Administer grant funding as per the Community and Partnerships Fund Policy and Rates Remission Policy.
- Promote and support an active and healthy community in partnership with Sport Waikato.
- Support delivery of the Novice Driver Training Programme.
- Investigate the development of a Marketing Strategy for the District.

Regulatory Services

- Continue to implement Earthquake Prone Building legislation.
- Maintain Building Consent Authority Accreditation.

Solid Waste Management

- Improvement of safety features and presentation at Transfer Stations.
- Review and improve accessibility to Transfer Stations and Recycling Drop Off Centres.
- Waste Minimisation Promotion Programmes between 2021 to 2023 covering:
 - Home composting schemes
 - Waste minimisation schemes
- The promotion of solid Waste Management at all events hosted on WDC property.
- Cell development Waitomo District Landfill

Stormwater

- Stormwater rehabilitation as per Catchment Management Plans.
- Stormwater renewals as per Catchment Management Plans.
- Rural Stormwater Renewals.
- Updating Catchment Management Plans.
- Resource consent renewal.

Resource Management

- Notify the Proposed District Plan and complete the District Plan Review, as required by the Resource Management Act 1991.
- Respond to central government's reform of resource management in NZ.

Wastewater

- Reticulation Renewal – Minor (All schemes)
- Treatment Plant Renewals – Minor (All schemes)
- Pump Station Renewals.
- Renew and Extend Soakage Field. (Te Waitere)
- Additional storage tank (Piopio)
- Back-up power generators
- Te Kuiti Treatment Plant renewals – reactor liner and UV replacements
- Critical spares (All schemes)

Water Supply

- Installation of backflow preventers (Te Kuiti, Mokau, and Piopio)
- Reticulation Renewal – Minor (All schemes)
- Treatment Plant Renewals – Minor (All schemes)
- SCADA renewals (All schemes)

- New pumping line to reservoir (Piopio).
- Additional monitoring and control – (All schemes)
- Treatment plant renewals (Mokau).
- Critical spares (All schemes)
- New water source Te Kuiti
- Watermain renewals (Mokau and Maniaiti/Benneydale)

Roads and Footpaths

- Economy:
 - Increased heavy maintenance including sealed road resurfacing.
 - Increase grading on key routes.
- Safety:
 - Increased unsealed road metalling.
 - Continue the National 'Road to Zero' strategy.
 - Removal of hazardous trees.
 - Increased funding for bridge replacement, structural upgrades, and components.
- Resilience:
 - Increase culvert maintenance.
 - Increased budget for emergency first response.
- Access:
 - Continue with additional footpaths and widening programmes to improve the footpath network.
 - Rail crossing warning device increased maintenance.

Integrated Planning

The Road Map Work Programme details how projects are interlinked. Both the Activity Management Plans and the 10 Year Plan are made up of many components. The successful completion of these projects requires that planning must take into consideration the integrated nature of the components that make up these projects. Starting projects early and having the correct resources and detailed planning are necessary to ensure that these projects are completed successfully.

Background

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

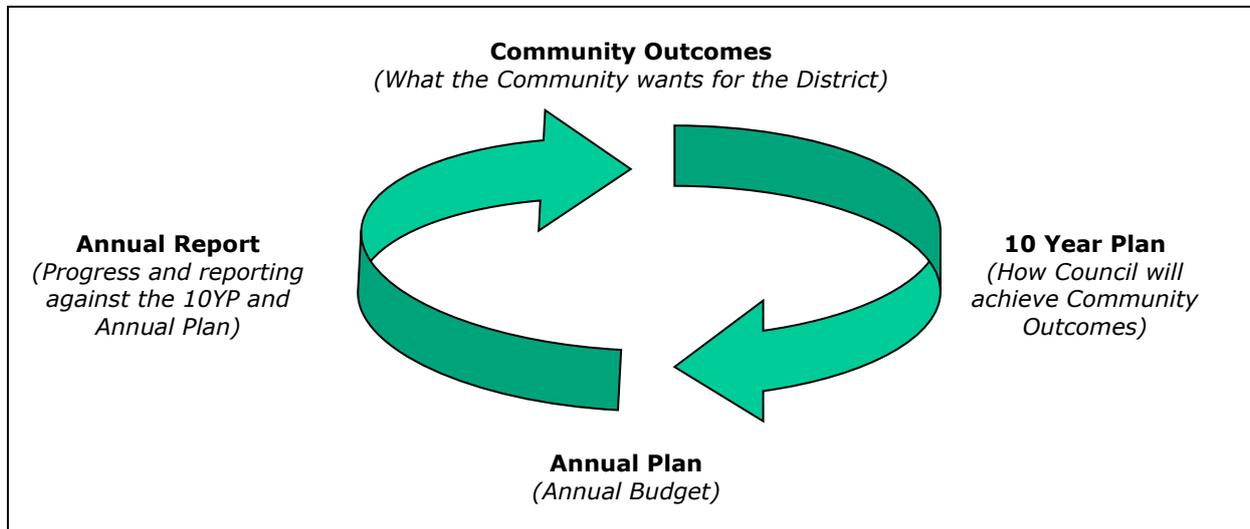


Diagram 1: Planning and Reporting Cycle

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 10YP is reported on via quarterly and annual reports. Any significant changes to the 10YP work programme are consulted on in an Exceptions Annual Plan (EAP) process. Council is required to review its 10YP every three years and produce an EAP in the interim years.

10 Year Plan Reporting Structure

The following diagram presents the reporting structure that is used in the developing a 10YP.



Council

Council is presented with the issues underpinning the 10YP (including the Work Programme for Years 1 to 3 of the 10YP) for consideration and will decide on the content and strategic direction of the 10YP.

Management Team

The Management Team provides advice to Council regarding issues relating to the 10YP's content.

Project Team

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

**SECTION TWO:
COVID-19**

COVID-19 Pandemic

The COVID-19 pandemic continues to impact the overall work programme due to the knock-on effects of COVID-19 restrictions and lockdowns, and subsequent (nationwide) contractor and materials supply issues.

The work programmes contained in this version of the Road Map have already been impacted due to ongoing restrictions impacting WDC's business continuity and work programmes due to nationally mandated requirements in respect of social distancing, remote working, etc. These same requirements also apply to any WDC contractors.

It is therefore important to be cognisant of the fact that there are still many unknowns which may overlay the content (timelines) of this work programme should NZ, or parts of NZ, continue to be impacted by COVID-19. For example, WDC's experience during Auckland specific lockdowns is that this affects delivery of WDC work programmes due to some of our contractors and suppliers being located in Auckland.

It is also important to note that at higher COVID-19 alert levels, WDC was (and may in again in the future) required to undertake Civil Defence responsibilities (and the provision of staff resources to any Emergency Operating Centre); as well as providing sufficient capacity for essential services to the community. In addition, there is increased workload associated solely with complying with COVID-19 requirements.

Additional work generated by the COVID-19 pandemic addressing and responding to regional recovery initiatives, requests for information, working groups, etc. is expected to continue over the next few years.

The Road Map Work Programme timelines are revised every time the Government increases alert levels due to COVID-19. Our experience to date is that increased restrictions impose significant organisational disruption.

COVID-19 (Coronavirus Pandemic)

1.0 DESCRIPTION/BACKGROUND

The COVID-19 pandemic, also known as the coronavirus pandemic, is ongoing worldwide, with new variants forming over time. The World Health Organization declared the outbreak a Public Health Emergency of International Concern on 30 January 2020, and a pandemic on 11 March 2020.

Central Government implemented a 4-level alert level system on 21 March 2020 to manage the outbreak in New Zealand:

- Level 1: Prepare
- Level 2: Reduce
- Level 3: Restrict
- Level 4: Lockdown

The above Levels are responded to by WDC as an organisation as follows, with the exception of essential services which continue to be provided throughout all levels with staff taking all precautions in accordance the relevant COVID-19 requirements:

- Level 1: Business as usual – with an awareness of future impacts
- Level 2: Business with restrictions – restricted site entry/exit, social distancing (staggering staff working in office/working from home), wearing of masks
- Level 3: Offices Closed - work from home wherever possible – skeleton staff in office only as required
- Level 4: Offices Closed - complete lockdown - work from home

A new "Delta" treatment of the four Levels which included "Steps" to each Level was introduced by Government in September 2021.

In November 2021 the four level alert level system was dropped in favour of a "traffic light" system, which uses vaccination rates to determine the level of restrictions needed.

The table below recaps on the COVID-19 impacts directly effecting the Waitomo District to date (this does not include Auckland specific restrictions which also impact indirectly through Contractor locations and material supplies):

Date	Level		Commentary
2020			
Friday 28 February 2020			First case of COVID reported in New Zealand
Monday 16 March 2020			Government imposed travel restrictions
Friday 18 March 2020			New Zealand Borders closed
Saturday 21 March 2020	Level 2	1 day	The Government introduced the Four Level Restrictions and set the level at L2.
Monday 23 March 2020	Level 3	2 days	Government implemented L3 and advised the Country would go to L4 Lockdown at 11:59pm on Wednesday 25 March.
Thursday 26 March 2020	Level 4	34 days	L4 until 11:59pm on Monday 28 April.
Tuesday 29 April 2020	Level 3	15 days	L3 until 11:59pm on Wednesday 13 May.
Thursday 14 May 2020	Level 2	26 days	L2 until 11:59pm on Monday 8 June.
Tuesday 9 June 2020	Level 1		No Restrictions
Tuesday 11 August 2020	Level 2	42 days	L2 until 11:59pm on Monday 21 September.
Tuesday 22 September 2020	Level 1		No Restrictions
2021			
Sunday 14 February 2021	Level 2	3 days	L2 until 11:59pm on Wednesday 17 February.
Thursday 18 February 2021	Level 1		No Restrictions
Sunday 28 February 2021	Level 2	7 days	L2 until 6:00am on Sunday 7 March.
Monday 8 March 2021	Level 1		No Restrictions
Tuesday 17 August 2021	Level 4	14 days	L4 until 11:59pm on Tuesday 31 August.
Wednesday 1 September 2021	Level 3	7 days	L3 until 11:59pm on Tuesday 7 September.
Wednesday 8 September 2021	Level 2	30 days	L2 until 11:59pm on Thursday 7 October.
Friday 8 October 2021	Level 3	40 days	L3 (with respective "Steps") until 11:59pm on Tuesday 16 November.
Wednesday 17 November 2021	Level 2	14 days	Change of Government Strategy to the COVID-19 Protection Framework (Traffic Light System) at 11.59pm on Thursday 2 November.
Friday 3 November 2021	Orange	29 days	TLS Orange (continuing into 2022)
2022			
Saturday 1 January 2022	Orange		TLS Orange until 11:59pm on Sunday 23 January 2022.
Monday 24 January 2022	Red		TLS Red until ...

COVID-19 Protection Framework (Traffic Light System)

On 22 October 2021, the Prime Minister announced that the alert level system would soon be dropped in favour of a "traffic light" system, officially called the COVID-19 Protection Framework. This three-tier system uses vaccination rates to determine the level of restrictions needed.

A brief overview of the Traffic Light System is as follows:

Green Light -  COVID-19 is present across New Zealand, but with limited community transmission and the health system is ready to respond. Schools, retail and hospitality open without limits when using vaccine certificates. Gathering limit of 100 and mandatory masks for businesses that do not use vaccine certificates.

Orange Light -  Increasing community transmission with increasing pressure on health system and increasing risk to at-risk populations. Some limits on venue entry when using vaccine certificates. Gathering limit of 50 when not using vaccine certificate. Contactless delivery only for hospitality when without vaccine certificates. Masks are mandatory in most indoor venues.

Red Light -  Action needed to protect health system – system facing unsustainable number of hospitalisations. Restrictions on travel. Working from home encouraged. Retail, hospitality and gatherings allowed for vaccinated with gathering limit of 100. Gathering limit of 10 when without vaccine certificates. Contactless delivery only for hospitality without vaccine certificates. Gyms and hairdressers closed.

2.0 KEY MILESTONES

Reporting will be made to either or both the Audit, Risk and Finance Committee and Council in respect of business continuity should COVID-19 affect planned work programmes.

Key Milestone	Indicative Timeframe	Commentary
<p>Extraordinary Council Meeting Consideration of the operation of Council facilities under the COVID-19 Protection Framework and use of Vaccine Passes for entry into Council owned and operated facilities.</p>	14 December 2021	<p>Council resolved to require that all members of the public aged 12 years 3 months and over to produce a valid vaccine pass to gain entry to the following Council facilities effective from 8.00am on Monday 17 January 2022:</p> <ul style="list-style-type: none"> • Te Kuiti Library • Waitomo District Council Admin Building and Council Chambers • Te Kuiti i-Site • Council Controlled Halls (and community managed Council halls where required in accordance with the CPF) • Waitomo District Aquatic Centre <p>and delegated authority to the Chief Executive, in consultation with the Mayor, to make further decisions on restricting entry to any Council facility should this be considered necessary for the safety of staff and the community.</p> <p>Council also noted that due to the fast-changing pace of the COVID-19 environment, the risk levels and Council's response will be monitored and reviewed no later than March 2022 and/or as legislative changes are advised, traffic light settings are changed and revised guidance by various sectors are issued.</p>
<p>Council Meeting Review of Council's Risk Levels and Response</p>	29 March 2022	
<p>Council Meeting Organisational reporting on the provision of Council services</p>	As required	
<p>Audit, Risk and Finance Committee Meeting Reporting on identified organisation impact, risks and learnings in maintaining Council services</p>	As required	

SECTION THREE:
Central Government Reforms and Reviews

Central Government Reforms impacting on Local Government

1.0 DESCRIPTION

There are currently a number of Central Government reforms which are impacting on Local Government and will continue to do so into the future.

The full impact of these reforms on Council is referred to as the “known unknowns” in that each reform will have varying impacts on the agreed Work Programme, but the exact details are currently unknown.

2.0 DISCUSSION

As at 25 November 2021, the Department of Internal Affairs provided Taituarā - Local Government Professionals Aotearoa with a high level A3 Calendar Planner showing estimated timelines and impacts. This Planner is attached as [Appendix Two](#) of this Road Map.

The Central Government reforms included in Appendix Two with estimated timelines are:

- Future for Local Government Review
- Three Waters
- Resource Management Act
- Climate Change
- Emergency Management
- Waste Minimisation
- Health and Disability
- Education Work Programme
- Regional System Leadership Framework

There are further reforms and reviews mentioned in Appendix Two which will also impact on Local Government, but for which no timelines have been provided as follows.

Work under way:

- Policy Statement on Housing and Urban Development (2021)
- Review of the Sale and Supply of Alcohol (Fees) Regulation
- Amendment to the Environmental Reporting Act
- Freedom Camping Reforms
- Maori Electoral Options
- Gambling (Harm Prevent and Minimisation) Regulations 2004
- Changes to Land Information Memorandum (LIM) System

Planned work:

- New Zealand Infrastructure Strategy
- Building Act Reforms (2022/2023 TBC)
- Transport Revenue System Review
- Independent Review of Parliamentary Electoral Law (TBC)

Note: For some of these reforms/reviews WDC’s involvement is at an operational level and while there is an organisational impact, the work does not form part of the Council’s Road Map Work Programme.

3.0 KEY MILESTONES (Known Timelines)

Where the elected Council’s input is required (through Workshops and/or Council/Committee meetings) and details/key milestones are known, those projects of work are included elsewhere in this Road Map Work Programme as separate projects of work.

Link to [Appendix Two](#)

SECTION FOUR:
Year 1 (2021/2022) of the 10 Year Plan 2021-2031

Leadership

Representation: Pre-Election Report

1.0 DESCRIPTION

A pre-election report is a legislative requirement under s99A of the LGA 2002. The purpose of a pre-election report is to provide information to promote public discussion about the issues facing the local authority. The content of the pre-election report includes the funding impact statement, summary balance sheet and a comparison of rates, rate increased and borrowing with the limits set in the Financial Strategy.

Every Chief Executive of a local authority must prepare a pre-election report and publish it no later than two weeks before the nomination day for a triennial general election.

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Pre-election report prepared encompassing: <ul style="list-style-type: none"> Funding Impact Statement 1 July to 30 June Summary Balance Sheet 3 Financial Years 1 July to 30 June Major Projects Planned 1 July to 30 June Funding Impact Statement 1 July to 30 June Statement providing comparison of rates/rate increases and borrowing 1 July to 30 June A statement comparing return on investments for 1 July to 30 June (investments specified within the investment strategy) 	May 2022	
Pre-election report to elected members for information only.	Mid-June 2022	
Pre-election report advertised (no later than two weeks prior to nomination day for triennial general election) <u>Note:</u> Nomination opening date for 2022 Election is Friday 15 July 2022.	1 July 2022	

Representation: 2022 Triennial Elections

1.0 DESCRIPTION

Pursuant to the Local Electoral Act 2001, triennial elections are held every three years on the second Saturday in October. The next election will take place on Saturday 8 October 2022.

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

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Preparation of Ratepayer Roll	2 March 2022 – 6 July 2022	

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Resolution on optional order of candidate names on voting paper (alphabetical or pseudo-random) for 2022 and 2025 Elections.	26 April 2022	
Preparation of Notice of the qualifications and procedures for enrolment or nomination as a ratepayer elector (to be delivered with the rates assessment due for payment in August 2022).	June/July 2022	
Public notice of election, calling for nominations, roll open for inspection	13 July 2022	
Nominations open/Roll open for inspection	15 July 2022	
Nominations and electoral roll close	12 August 2022	
Public notice of candidates	17 August 2022	
Delivery of Voting Documents	16 to 21 September 2022	
Council Meeting Delegations to the Chief Executive during Interim Election Period	6 October 2022	In order for the incumbent elected Council to adopt the 2021/2022 Annual Report, the September meeting (the last meeting of the triennium) will be deferred to the Thursday prior to the Elections to enable as much time as possible to complete the Annual Report. Council should consider delegating to the Chief Executive during the interim election period (approximately 7-10 days) the responsibilities, duties and powers of the Council, except for certain powers, to ensure the effective and efficient conduct of the Council's business during the period from the day after the declaration of the electoral result until the new Council is sworn in at the Inaugural meeting of the Council.
Voting Period	16 September to 8 October 2022	
Election Day	8 October 2022	
Provisional Results available	As soon as practicable after closing	
Official Count	8 - 13 October 2022	
Official Result Declaration	13 October 2022	

Strategy and Engagement: Communications Strategy – Review and Progress Reporting

1.0 DESCRIPTION

Communication is an essential part of good management and the effective delivery of Council services. WDC's Communications Strategy was adopted on 30 October 2018 (ref: A401981).

The Communications Strategy aims to be a "broad statement of strategic direction" for Waitomo District Council's approach to communications in both levels of service and function, by:

- Providing a guide to Council's day-to-day communications activities;
- Setting Council's expectations for media; and
- Allowing Council to better engage with its community in a genuine way.

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 DISCUSSION

The organisation has made good progress with its communications goals over the last 3 years. To ensure the Communications Strategy and the scope and priorities included in it remain relevant, it will be appropriate to review the strategy again in 2021. This will ensure alignment with the 2021-31 10YP.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Review of Communication Strategy	June – December 2021	
Council Meeting Six monthly progress report to end of September 2021	26 October 2021	Complete
Council EAP Workshop #3 of 4 Review of Communication Strategy	10 March 2022	Feedback on proposed changes
Council Meeting Review of Communication Strategy	29 March 2022	Adoption of Strategy
Council Meeting Six monthly progress report to end of March 2021	26 April 2022	Report provided at next meeting following end of six-monthly period

Strategy and Engagement: 2022/2023 Exceptions Annual Plan

1.0 DESCRIPTION

The LGA requires Council to produce an 10YP every three years and an Exceptions Annual Plan (EAP) for the years in between.

An EAP provides the public with the required information to participate in the decision making process undertaken by a Local Authority. It focuses on one financial year only, and its purpose is to report any exceptions from the forecast work plans and budgets set out in the 10YP for the given financial year. The LGA requires the EAP to contain the proposed annual budget and funding impact statement for the year to which the EAP relates.

2.0 DISCUSSION

As a result of the August 2014 amendments to the LGA, the special consultative procedure is not required for the adoption of the Annual Plan. Consultation must be carried out that gives effect to Section 82 and that in itself is not an automatic requirement when adopting an Annual Plan anymore. Council is only required to consult on its Annual Plan if the proposed plan includes any significant or material differences from the content of the 10YP for the financial year to which the proposed Annual Plan relates.

If required, consultation must be in accordance with section 82 of the Local Government Act 2002 and use a Consultation Document (CD) to provide the basis for effective public participation in the decision making process. The CD must:

- Explain any significant or material variations or departures from the financial statements or the funding impact statement in the 10YP,
- Include a description of significant new spending proposals, the costs associated with those proposals and how those costs will be met, and
- An explanation of any proposal to substantially delay or not proceed with a significant project and the financial and service delivery implications of the proposal.

A CD must not have attached to it a draft of the annual plan or a full draft of any policy. As well as the CD, the information that is relied on to produce the CD (Supporting Information) must also be adopted and available to the public.

Note: If Council carry out consultation in relation to an amendment to the 10YP at the same time or combined with consultation on an annual plan, the special consultative procedure must be used and the content combined into one CD.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Project planning for EAP 2022/23 development	August 2021	Complete

Key Milestone	Indicative Timeframe	Commentary
Identification of any "strategic" amendments to 10YP for 2022/23 year.	August - September 2021	Complete
Managers complete 2022/23 budgets in consideration of 2022/23 Budgets contained in 10YP.	September – mid October 2021	Complete
Modelling of budgets and finances for 2022/23	October - November 2021	Complete
Management Review of 2022/23 budgets	November 2021	Complete
Council EAP Workshop #1 of 4 Identified Strategic Issues, Policy Considerations and preliminary budget forecasts for dEAP	30 November 2021	Complete
Council EAP Workshop #2 of 4 Waitomo District Landfill – consideration of exceptions for 2022/2023 EAP	14 December 2021	Complete
Council EAP Workshop #3 of 4 <ul style="list-style-type: none"> Preliminary draft financial forecasts including Rating Implications Assessment of dEAP against consultation threshold (significant or material differences from content of 10YP) 	17 February 2022	The assessment against consultation threshold will assist Council in deciding whether consultation is required or not.
Council EAP Workshop #4 of 4 <ul style="list-style-type: none"> Draft financial forecasts Working draft CD (if required) Council endorse EAP and CD for Audit 	10 March 2022	If there are no material or significant changes in the EAP to the information contained in the 10YP for the 2022/23 year, then the rest of the process will not be required. An alternative method for communicating with the Community on the EAP will be discussed with the Council should this be the case. It is also possible that the EAP could be adopted sooner in that case.
Audit of dEAP	16-23 March 2022	
Council Meeting Adopt CD and Supporting Information for public consultation (if required)	29 March 2022	
Consultation Period	4 April – 5 May 2022	
Council Hearing	12 May 2022	
Council Deliberations	31 May 2022	
Council Meeting Adopt EAP	28 June 2022	

Strategy and Engagement: Information Services Strategic Plan: Review

1.0 DESCRIPTION

The IS function primarily exists to support WDC in the attainment of its strategic and operational objectives as outlined in the 10YP, Asset Management Plans, Communications Strategy, Customer Services Strategy and other group specific plans.

In addition to this, WDC as an organisation has the following strategic requirements from the IS function:

- WDC's information systems, data and records are protected from any loss or significant impairment.
- The ongoing costs associated with the provision of the Information Services function and the Council's investment in information and systems provide maximum return on investment.
- The need for flexible collection, access, analysis and generation of information.
- The need for the organisations information systems to be inter-connected / integrated (especially with regard to relating information across various databases / information sets).
- The need to achieve maximum value from what staff are doing with the minimum of effort and time spent doing it (i.e. "Do more with less").
- The need to be able to communicate effectively and efficiently using available tools and techniques.
- The need for tools and techniques to help manage the problem of "information overload".

This is done through the provision of Information Technologies (IT), such as hardware and software, and Information Management (IM) which involves support and records management.

2.0 DISCUSSION

The IS Strategic direction is set as an underlying part of the 10YP. It is advisable to review the IS Strategic Plan for each 10YP to ensure it continues to meet the needs of the organisation and the investment focus is aligned to organisational goals.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Review of IS Strategic Plan	Feb - April 2023	
Council Workshop IS Strategic direction for 3 years to be incorporated in 10YP planning and budgets	11 April 2023	

Strategy and Engagement: Section 17A Delivery of Services Reviews

1.0 DESCRIPTION

Section 17A of the LGA requires councils to review the cost-effectiveness of current arrangements for meeting community needs for good quality infrastructure, local public services and local regulation. Where a review is undertaken councils must consider options for the governance, funding and delivery of infrastructure, local public services and local regulation that include, but are not limited to:

- In-house delivery;
- Delivery by a Council Controlled Organisation (CCO), whether wholly owned by the local authority, or a CCO where the local authority is a part owner;
- Another local authority; or
- Another person or agency (for example central government, a private sector organisation or a community group).

There are two statutory triggers for a section 17A review. The first occurs when a council is considering a significant change to a level of service. The second occurs where a contract or other contract / binding agreement is within two years of expiration. Once conducted a section 17A review has a statutory life of up to six years. Each service must be reviewed at least once every six years unless one of the other events that trigger a review comes into effect.

A s17A review is not required if:

- Delivery of that infrastructure, service or regulatory function is governed by legislation, contract or other binding agreement such that it cannot be changed within the next 2 years; or
- Council believes the cost of doing a review would outweigh the benefits (usually where a service is small, significant cost savings are unlikely; or a review has been conducted recently).

2.0 DISCUSSION

Council considered a range of service delivery reviews at its meeting in August 2017 (ref: A356047). At that meeting, Council resolved:

"that it will not undertake service delivery reviews where the financial costs of doing so are estimated to outweigh the potential benefits, as is the case for the following services:

- *Planning, policy and monitoring*
- *District and urban development*
- *Community support*
- *District Development*
- *i-SITE*
- *Environmental health and alcohol licencing*
- *Animal and dog control*
- *Building control*
- *Parks and reserves*
- *Elder persons housing*
- *Community halls*
- *Libraries*
- *Aquatic centre*
- *Aerodrome*
- *Cemeteries*
- *Public amenities*
- *Emergency management*
- *Resource management"*

"Council determines that it will not undertake service delivery reviews where contracts or binding agreements for the delivery of the service are in effect, as is the case in the following services:

- *Waters*
- *Roading and Footpaths"*

The next s17A reviews must be undertaken prior to 2023 (unless a statutory trigger occurs, in accordance with the requirements of s17A). However, as the efficiency and effectiveness of service delivery is a core consideration for WDC when delivering any of its functions, regardless of the requirements of s17A, WDC will continue to consider the effectiveness of service delivery as 'business as usual'. WDC will also continue to collaborate on opportunities that are beneficial to WDC and the community through WLASS.

Given the key projects that need to be delivered (as outlined elsewhere in this Road Map Work Programme), WDC will commence its next reviews from 2021/22.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
S17A Desktop Reviews	June 2021 – December 2023	It is noted that the reviews will need to consider the impacts of the Three Waters Reform programme. Progress Reports and recommendations will be presented to Council as each S17A desktop review is completed.

Strategy and Engagement: 2021/2022 Annual Report

1.0 DESCRIPTION

The development of the 2021/22 Annual Report and Summary Report.

2.0 DISCUSSION

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 10YP 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.

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Brief Council on timeframe.	31 May 2022	
Audit, Risk and Finance Committee Meeting Progress Report 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.	16 August 2022	
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 August 2022	<i>As part of minutes from ARFC</i>
WDC Audit. Deloitte will be onsite for 2 weeks.	September 2022	
Deloitte technical/final review. Once the audit field work is complete the final document is sent to Deloitte technical team for final review.	September 2022	
Audit, Risk and Finance Committee Meeting Consideration of Annual Report for recommendation to Council.	4 October 2022	In order for the incumbent elected Council to adopt the 2021/2022 Annual Report prior to the Elections, the October meeting will be brought forward to the Tuesday prior to the Elections to enable as much time as possible to complete the Annual Report.
Council Meeting Adopt Annual Report.	6 October 2022	In order for the incumbent elected Council to adopt the 2021/2022 Annual Report, the September meeting (the last meeting of the triennium) will be deferred to the Thursday prior to the Elections to enable as much time as possible to complete the Annual Report.
Audit of Summary Annual Report	25 – 29 October 2022	
Audit Opinion on Summary Annual Report	1 November 2022	
Summary Annual Report published	15 November 2022	

Strategy and Engagement: 3-Waters Reform

1.0 DESCRIPTION

On 30 June 2021, Central Government released further information regarding the 3-Waters Reform (3WR) programme, which was first signalled in July 2020.

The 3WR programme sets out to improve the health and wellbeing of all New Zealanders. The Government states it will improve the safety, quality, and environmental performance of council-owned drinking water, wastewater and stormwater services (three waters) in a way that is considerably more affordable per household than what is projected without reform.

The Government's 3WR programme changes the management and operation of three waters services to ensure all New Zealanders have access to affordable three waters services.

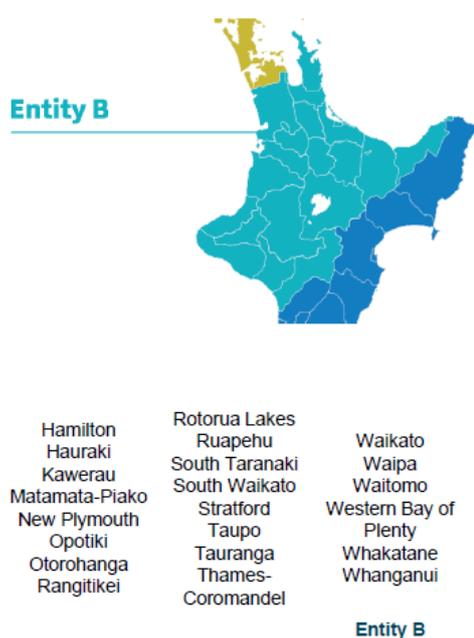
The reform will bring together three waters services, currently delivered by 67 different councils across New Zealand, into four competency-based water services entities. These entities will remain firmly in public ownership (by the communities they serve).

Reform will also improve transparency about, and accountability for, the delivery and costs of these services and uphold the Crown's Treaty of Waitangi obligations to iwi/Māori.

2.0 DISCUSSION

As at 30 June 2021, the four water entities will be 'owned' by local authorities on behalf of their communities, with mana whenua having a joint oversight role. Local authorities alongside mana whenua will form a Representative Group that will set expectations for the entity and select an independent panel to appoint the entity board.

Waitomo District will be incorporated within "Entity B" as below.



The structure of entities and their establishing legislation will protect against future privatisation with assets remaining in the ownership of their local communities. The water services entities will own and operate three waters infrastructure on behalf of local authorities, including transferring ownership of three waters assets and access to cost-effective borrowing from capital markets to make the required investments

The Government will also implement a strict regulatory environment that will drive the economic and quality performance of the entities and include strong community input into these services.

Next Steps

The Government will continue to work closely with its local government and treaty partners on some of the details to give the reforms the best chance of success, to ensure the new water service entities can efficiently and effectively commence operations by no later than 1 July 2024.

As further details on the Governments proposal are made available, these will be workshopped with Council as necessary.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Workshop Briefing on 3 Waters Reform	As required	
Council Meeting Reporting to Council	As required	

Strategy and Engagement: Future for Local Government Review

1.0 DESCRIPTION

On 23 April 2021 the Minister of Local Government (the Minister) established a Review into the Future for Local Government (the Review). The Review is to consider, report and make recommendations on this matter to the Minister. The Review's initial focus will be on how Local Government will be a key contributor to the wellbeing and prosperity of New Zealand and an essential connection to communities in the governance of New Zealand in the future.

The scope of the review includes, but is not limited to, a future view of the following:

- Roles, Functions and Partnerships;
- Representation and Governance; and
- Funding and Financing.

The impact of reform programmes on Local Government, such as those related to the Three Waters Sector and resource management system, are within the scope of the Review.

The key timeframes are:

- 30 September 2021: An interim report presented to the Minister signalling the probable direction of the review and key next steps.
- 30 September 2022: Draft report and recommendations to be issued for public consultation.
- 30 April 2023: Review presents final report to the Minister and Local Government New Zealand.

2.0 DISCUSSION

The Review Panel will operate according to a range of principles including engaging with local authorities. The Government's Terms of Reference for the Review states that the Panel should undertake an engagement process, which must include iwi/Māori, other stakeholders impacted by changes in Local Government (e.g. rural communities), the public (including diverse communities), and Local and Central Government representatives at a minimum. The Review must also identify options for a collaborative approach with the sector and advise the Minister in due course if any Reference Group(s) will be required.

Council will be required to maintain an oversight of the review process as it progresses, engage in any Regional Working Groups, and submit on any reports or legislation that the Panel/Government seeks feedback on. At the minimum, a report and recommendations will be issued for consultation on 30 September 2022.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Workshop Sector engagement with the Panel of the Review into the Future for Local Government	2 March 2022	The Panel of the Review into the Future for Local Government are inviting councils to participate in the next phase of sector engagement for the review and, subject to COVID-19 travel requirements, will present to Council on 2 March 2022 and seek feedback. Further key milestones will be established and detailed once key steps in the review process are identified.

Strategy and Engagement: Iwi Māori - Strategic Planning and Iwi Engagement

1.0 DESCRIPTION

The Maniapoto Māori Trust Board (MMTB) submitted on Council's 10 Year Plan 2021-31 and provided recommendations on how WDC could foster Māori participation in Council decision making.

MMTB have suggested that WDC work with Iwi to build cultural capacity with council staff and governance. To achieve this MMTB recommend developing a strategy as a tool to set achievable goals and outcomes. It is suggested the strategy would include, but not be limited to:

- Te Reo me ōna tikanga (the language and its cultural practices)
- Cultural inductions
- History and whakapapa

MMTB have also suggested:

- Council member and/or staff Training and development in this area
- Involvement and engagement of Iwi in the early stages of planning processes rather than only in the consultation phase
- Seeking to identify and understand the strategic aspirations of Maniapoto Iwi
- Ensure that Māori/Iwi presence is embedded within the council including but not limited to legislative documents, communications, website
- Implement a service level agreement between Iwi and WDC which would cover a range of matters including but not limited to; Environmental matters, resource consents, planning and monitoring.

2.0 DISCUSSION

To progress Council's partnership with MMTB, many key projects have been addressed elsewhere in this Road Map Work Programme. This includes the development of a new Joint Management Agreement (in response to the Crown/MMTB Treaty Settlement), working with MMTB on the co-management of Mōtakiora/Brook Park, undertaking a development plan for Mōtakiora/Brook Park, and engagement with MMTB on Maori Wards for the 2025 and 2028 elections.

A hui with MMTB will be the first step to progressing some of the suggestions as capacity permits. It is acknowledged that some suggestions will be relatively easy to implement, and some will require further, more detailed project planning. A Strategy will enable this to be refined, and for goals, outcomes, and indicative timeframes to be agreed.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Hui with MMTB Discuss strategy development	tbc (early 2022)	
Council Workshop	tbc	
Council Meeting	tbc	

Urupa Funding

Another distinct project is the review of support for Urupa mowing/maintenance. This was a submission point to the 10YP 2021-31.

Key Milestone	Indicative Timeframe	Commentary
Develop process / Review of funding	tbc	Further key milestones will be included once the process has been developed.
Council Workshop	tbc	
Council Meeting	tbc	

Strategy and Engagement: Treaty Settlement - Joint Management Agreement

1.0 DESCRIPTION

Te Arawhiti – The Office for Māori Crown Relations (the Crown) and Maniapoto Māori Trust Board (MMTB) are currently undertaking a treaty settlement process for the comprehensive settlement of all of the historical claims of Maniapoto.

The Crown and MMTB's settlement includes a Bill on Ngā Wai o Maniapoto natural resources redress. The Bill will require Council and the Maniapoto Post Settlement Governance Entity (and other relevant councils) to work together to develop and enter into a Joint Management Agreement (JMA).

2.0 DISCUSSION

Council considered this matter at its meeting on 28 July 2020 and agreed to commit to working with the Post Settlement Governance Entity to develop a Joint Management Agreement (JMA) for the Crown's Ngā Wai o Maniapoto natural resources redress. At the same meeting, Council also agreed to work with the Maniapoto Māori Trust Board on developing an agreed approach to the co-management of Mōtakiora/Brook Park Recreation Reserve - this is detailed elsewhere in this Road Map Work Programme.

The Crown has agreed to contribute to the costs of the development of the JMA.

Key Milestone	Indicative Timeframe	Commentary
Legislation obtains Royal Assent	tbc	Milestones and indicative timeframes will be updated once the legislation is enacted.
Meeting with PGSE to establish process	tbc	
Council Workshop Briefing	tbc	
Council Meeting Report to Council on process	tbc	
JMA working group established	tbc	

Strategy and Engagement: Town Concept Plans – Implementation

1.0 DESCRIPTION

Council developed five Town Concept Plans (TCP) with its community for –

- Mokau
- Waitomo Village (review of existing Waitomo Village structure plan)
- Te Kuiti
- Piopio
- Maniaiti/Benneydale

with the TCPs finalised and subsequently adopted by Council on 25 June 2019.

Each TCP has an implementation plan, which details how the 'key moves' in the TCPs will be carried out. The TCPs note that there are multiple ways the actions and plans identified in the TCPs can be achieved, other than via Council's 10YP, and these can include:

- Community led
- Fundraising
- Funding/grants

2.0 DISCUSSION

Applications to Central Government's Provincial Development Unit

On 17 July 2020, WDC submitted 12 separate applications to the Provincial Development Unit's (PDU) Provincial Growth Fund (PGF) seeking a 100% funding contribution from the PDU to progress projects in the TCPs. Submitted with the applications, was a letter of support from The Maniapoto Māori Trust Board.

A significant amount of staff resource was dedicated to preparing the PGF applications, with 4 persons dedicated to the project full time for approximately 2 weeks.

In September 2020, the PDU advised that the PGF \$3 billion was almost fully allocated, and that applications were not being progressed. On 31 May 2021, the Kānoa Regional Economic Development & Investment Unit advised that the PGF had been closed, and the applications would not be progressed.

It is noted that the applications can be utilised for any future grant funding opportunities.

The applications were:

Te Kuiti Gateway Project

Pou/Waharoa at 3 entrance points. Design in consultation with Maniapoto/Ngati Rora and Waka Kotahi New Zealand Transport Agency (NZTA).

Mangaokewa Walkway Project

Creation of a loop walkway and playground adjacent to the Mangaokewa Stream within the central part of Te Kuiti. Includes interpretive cultural heritage signs. Completes the partial walkway that exists, adding new paving, upgrading street furniture and adding lighting and playground equipment.

Te Kuiti Skatepark Project

Complete refurbishment in consultation with the Youth Council. Includes application to fund the half basketball court and small playground that was envisaged as part of the Te Ara Tika pedestrian overbridge project.

Waitomo Caves Village Gateway Project

Up to 15 Pou at entrance points. Design in consultation with Maniapoto/Hauauru.

Waitomo Caves and Hangatiki Entrance Project

Landmark mana whenua art piece/sculpture at entrance point/roundabout. Design in consultation with Maniapoto/Hauauru. Includes a pull off area with a designed sign detailing the attractions at Waitomo Caves Village.

Waitomo Village Central Hub and Connectivity Project

Multiple pedestrian improvements originally suggested as part of the Tere Waitomo Plan and adopted by the Waitomo Caves Village TCP.

Maniaiti/Benneydale Gateway Project

Pou/Waharoa at 2 entrance points. Design in consultation with Rereahu.

Mokau Gateway Project

Pou/Waharoa at 3 entrance points. Design in consultation with Maniapoto/Mokau ki Runga.

Piopio Gateway Project

Gateway art piece at 2 entrance points. Design in consultation with Maniapoto/Mokau ki Runga and Project Piopio Trust.

Piopio Village Centre Upgrade Project

Extension of Kara Park and pedestrian improvements. This included connectivity improvements in the centre of Piopio (discussed with the Project Piopio Trust in advance of the application being made).

District Wide Walking Strategy and Trail Extension Feasibility Project

Sought funding for a full walking strategy and consideration of new trails. The TCPs examined the potential for a number of new walks and trails to be constructed. Funds were applied for to undertake feasibility assessments of projects including the Piopio College to Rukahia Domain pathway, Maniaiti / Benneydale Mine Walk, Piopio riverside boardwalk, Te Mahoe cycle trail, Mokau to Ohura cycle trail, Timber trail extension into Maniaiti / Benneydale and several other projects.

Isolated Community Public Toilets Project

Sought funding for new toilets eg: Mokau South Boat Ramp and upgrades to existing toilets e.g. Awakino Heads and Te Waitere Toilets. (Note the Te Waitere and Marokopa Falls toilet applications were not identified through the TCPs).

In addition, WDC submitted an application for the refurbishment of town halls as follows:

Town Hall refurbishments

Sought funding of approximately \$1 million to renovate eight town halls within Waitomo District, with an estimated immediate benefit equivalent to 131 FTEs for contractors to undertake the required work, if the PGF application had been successful.

3.0 KEY MILESTONES

TCP implementation reporting plans will be developed to outline which projects within each TCP have been completed or are in progress/planned.

Key Milestone	Indicative Timeframe	Commentary
Prepare TCP implementation reporting plans	2022	
Council Meeting Report to Council on proposed implementation	As required	

Strategy and Engagement: Walking and Cycling 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

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.

2.0 DISCUSSION

In 2008 Opus Consultants were commissioned to draft a West Waikato Walking and Cycling Strategy in conjunction with Otorohanga District Council. The vision for this draft strategy was to ensure walking and cycling are safe, integrated and accessible activities in the West Waikato. The draft Strategy focused on recreational walking and cycling – both upgrading existing tracks and facilities and investigation opportunities for additional facilities. The draft Strategy proposed a number of monitoring triggers and targets to help inform an Implementation Plan.

It appears that over time the work priorities set by the Council, and the organisation, changed and the draft Strategy was never presented to Council for consideration for funding capacity. The project was put on hold due to other projects taking priority, available resources and a lack of clarity around the project scope.

As part of developing the 2021-2031 10 Year Plan (10YP), at its Workshop on 9 June 2020, elected members were asked to provide direction on key issues to be considered through the development process of the 10YP and Council requested further information on a number of topics and issues including an update on the Walking Track Strategy.

At a Workshop on 15 September 2020 Council agreed to include funding in the 2021-2031 10YP for the Walking and Cycling Strategy.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Identification, investigation and prioritisation		Development of a Walking Track Strategy has been in Council's Road Map Work Programme for a number of years however other priorities have taken precedence over progressing this project.
Council Workshops	9 June 2020 15 September 2020	Through the process of developing the 2021-2031 10YP, Council identified a Walking and Cycling Strategy as a project to be further considered resulting in its inclusion in the 10YP.
Council Workshop Workshop with Council on approach, objective and scope of Walking and Cycling Strategy	12 April 2022	
Development of Walking Track Strategy.	August 2022	
Community engagement and feedback	September 2022	
Council Workshop Draft Walking and Cycling Strategy presented to Council for feedback,	8 November 2022	
Council Meeting Walking and Cycling Strategy presented to Council for adoption	28 February 2023	

Investments: Quarry Assessments
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1.0 DESCRIPTION

WDC leases eight (8) quarries to Inframax Construction Ltd (ICL).

2.0 DISCUSSION

Many of these are in need of maintenance and upgrades and an assessment of each of these quarries is required.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Engage a specialist consultant to assess all leased quarries and provide report to WDC.	July – October 2021 January 2022	Geotechnical and Safety assessments to be provided
Inframax to provide compliance documentation for any quarries that remain operational.	November - December 2021	Inframax must have in place for each operational Quarry: <ul style="list-style-type: none"> • Quarry Manager with a Certificate of Competence • A design plan accounting for the Geotechnical and Safety assessments
Audit, Risk and Finance Committee Meeting Report on Progress Council Meeting Report on Progress	February, May and August September 2022	Progress updates will be provided through the integrated Quarterly Report.

Policies and Bylaws

Policy: General

1.0 DESCRIPTION

Council's statutory and non-statutory policies are set out in the table below.

Where the policies fall for review during the term of this Road Map, the review process is dealt with in detail under the respective Policy heading.

Policy	Last Review Date	Next Review	Review Cycle
[1] Elected Members' Allowances and Recovery of Expenses	November 2019	November 2022	3 Years (Post Elections)
[2] Citizens Awards Policy	February 2020	November 2022	3 Years (Post Elections or earlier if required)
[3] Governance Statement	26 May 2020	February 2023	Within 6 months of each triennial election
[4] Code of Conduct	27 October 2020	November 2022	3 Years (Post Elections)
[5] Revenue and Financing Policy	June 2021	June 2024	3 Years
[6] Treasury Policy	June 2021	June 2024	3 Years
[7] Council Controlled Organisations – Policy Statement	June 2021	June 2024	3 Years Adopted as part of 10YP
[8] Appointment of Directors to Council Controlled Organisations	June 2021	June 2024	3 Years
[9] Encouraging Māori Decision making – Policy Statement	June 2021	June 2024	Adopted as part of 10YP
[10] Community and Partnerships Fund Policy	August 2020	July 2024	3 Years
[11] Significance and Engagement Policy	June 2021	June 2024	June 2024
[12] Dangerous and Insanitary Buildings Policy	June 2021	June 2026	5 Years (Legislative requirement)
[13] Procurement Policy	October 2020	October 2023	3 Years
[14] Local Easter Sunday Shop Trading Policy	Feb 2017	February 2022	5 Years (Legislative requirement)
[15] Local Alcohol Policy	June 2016	June 2022	6 Years (Legislative requirement)
[16] Gambling Policy	August 2020	August 2023	3 Years (Legislative requirement)
[17] Remission of Rates Policy	June 2021	June 2026	6 Years (Legislative requirement)
[18] Dog Control Policy	December 2015	December 2025	10 years (Legislative requirement)
[19] Financial Contributions Policy			N/A - part of District Plan
[20] Financial Delegations Register	September 2021	When required	When required
[21] Psychoactive Substances – Local Approved Products Policy	April 2016	April 2023	Currently no Policy – Reconsider need following Elections
[22] Use of Remotely Piloted Aircraft Systems (Drones) Policy	September 2016	2022-23	When required. (Recommend review in the next 3 years)
[23] Fraud and Corruption Policy	November 2021	November 2024	3 Years

- [1] The **Elected Members Allowances and Recovery of Expenses Policy** sets out the framework for the payment of Elected Members allowances and expenditure reimbursement. The Policy was last reviewed and adopted by Council in November 2019 and is reviewed 3 yearly following the Triennial Elections. Historically, this Policy required approval by the Remuneration Authority, however this is no longer a requirement so long as the Policy complies with the requirements of the current Local Government Members Determination.
- [2] The **Citizens Award Policy** provides a mechanism to recognise individual and community organisations role in their contribution in improving community wellbeing and contribution to positive community outcomes.
- [3] The **Governance Statement** is a collection of information summarising how a Council engages with its communities, how it makes its decisions and how residents and ratepayers can become involved in those processes. A Governance Statement is a legislative requirement under section 40 of the Local Government Act 2002 and must be adopted within six months following a triennial election.
- [4] The **Code of Conduct** provides guidance on the standards of behaviour that are expected from elected members of WDC; it sets out governance principles elected members will observe including roles and responsibilities of elected members and the Chief Executive and provides guidance for decision making. A Code of Conduct is a legislative requirement under section 40 and Schedule 7, clause 15 of the Local Government Act 2002.
- [5] The **Revenue and Financing Policy** provides guidance on how the local authority will fund operational and capital expenses. It is a legislated requirement to have one under the Local Government Act 2002 Section 102 (1) and enables predictability and certainty about sources and levels of funding. The Revenue and Financing Policy is reviewed concurrently with the 10 Year Plan "10YP" and Adopted as a supporting policy to the "10YP".
- [6] The **Treasury Policy** This policy incorporates Council's Investment and Liability Management Policies and details Council's principles of prudent financial management and risk mitigation strategies as they relate to liability management.
- [7] The **Policy Statement on Council Controlled Organisations** is a requirement of Section 7, Schedule 10 of the LGA 2002. The Policy must name the CCO(s) and any subsidiary of the CCO(s) as well as identify Council's policies and objectives in regard to ownership and control of the CCO, the nature and scope of the activities to be provided by the CCO and the key performance targets and other measures by which performance may be judged. Council's Policy Statement on CCOs is contained in the 10YP.
- [8] The **Policy on the Appointment of Directors to Council Controlled Organisations** "CCO" is a requirement of Section 57 of the Local Government Act 2002. It requires for there to be an objective and transparent process which considers skills, knowledge and experience required of the CCO is given as part of the appointment process of Directors to Council Controlled Organisations. The Policy on the Appointment of Directors to Council Controlled Organisations sets a base criterion that is required by the organisation when making appointments to CCO's.
- [9] The **Policy Statement on Encouraging Māori Decision making** is a requirement of the Local Government Act and needs to be disclosed in the 10YP.
- [10] The **Community and Partnerships Fund Policy** establishes policies, principles and criteria for the provision of funding grants to assist organisations that provide projects and activities which benefit the residents of communities within the Waitomo District.
- [11] The **Significance and Engagement Policy** details Council's approach to determining the significance of a proposal or decisions and sets out the criteria and general procedure Council will use.
- [12] The **Dangerous and Insanitary Buildings Policy** sets out the approach WDC will take in performing its regulatory functions for dangerous or insanitary buildings under the Building Act 2004.
- [13] The **Procurement Policy** has been prepared to ensure WDC procurement is made in a robust, transparent way and reflects generally recognised, good practice standards for the Local Government sector.
- [14] The **Local Easter Trading Policy**. This Policy is made under Part 2 (subpart 1) of the Shop Trading Hours Act 1990 ("the Act") which provides Council with the ability to establish a local policy to permit shops to open on Easter Sunday.
- [15] The **Local Alcohol Policy** (LAP) balances the reasonable needs of the residents of Waitomo District regarding the sale, supply and consumption of alcohol, while addressing the statutory requirements of the Sale and Supply of Alcohol Act 2012, including the object of the Act to minimise the harm caused by excessive or inappropriate consumption of alcohol. Whilst the LAP was adopted by Council in February 2016, its "Operative" date is 1 June 2016 and the next review of the Policy must be within 6 years of the "Operative" date.

- [16] The **Policy on Gambling Venues** outlines the controls in the District (e.g. location and number of machines) for class 4 Gambling Venues and NZ Racing Board venues providing racing betting or sports betting services.
- [17] The **Remission of Rates Policy**. This policy is required by s109 of the LGA. It must state the objectives sought to be achieved by the remission of rates, and the conditions and criteria to be met in order for rates to be remitted.
- [18] The **Dog Control Policy** is required by Section 10 of the Dog Control Act 1996 (DCA). It covers a range of matters required by section 10 of the DCA, including where dogs are allowed in public places. The Policy must be given effect to by a Dog Control Bylaw. Section 10AA of the DCA requires the Policy to be reviewed if the bylaw implementing the policy requires review; therefore, the review date for the Policy aligns with the review date for the Dog Control Bylaw.
- [19] The **Financial Contributions Policy** outlines Council's policy on the collection of financial contributions and it is a legislative requirement to have either a financial contributions policy or a development contributions policy. WDC's Financial Contributions Policy is currently included in Chapter 25 of the current Waitomo District Plan and will be revised as part of the District Plan review process.
- [20] The **Financial Delegations Register** sets out the delegated financial authority of General Managers and other specified positions. It provides the legal basis for individual positions to conduct their work and make decisions.
- [21] The **Psychoactive Substances Act 2013** makes provision, but is not mandatory, for Council to adopt a policy on psychoactive substances to enable the Council and its community to have influence over the location of retail premises selling such products. In March 2015, Council considered this matter and agreed not to develop a policy, but to continue to monitor the need for a Psychoactive Substances Policy.
- [22] The **Use of Remotely Piloted Aircraft Systems (Drones) Policy** provides guidance on the use of remotely piloted aircraft on or over Waitomo District Council properties and facilities. This policy was adopted in 2016. Since that time the purposes that drones are used has changed (for example, the use by Police to investigate crash sites) - the Policy will need updating to reflect these changes.
- [23] The **Fraud and Corruption Policy** provides Council's position with respect to fraudulent or corrupt activities and provides clear guidance to elected members, staff and stakeholders who may encounter or suspect fraud or corruption against WDC. WDC has applied a Fraud Policy since 2011 as an internal operational, however with the adoption of the Risk Management Framework it is considered prudent that the elected Council take ownership of the Policy.

Policy: Fraud and Corruption Policy

1.0 DESCRIPTION

The purpose of the Fraud and Corruption Policy is:

- To provide Council's position with respect to fraudulent or corrupt activities.
- To provide clear guidance to staff and stakeholders who encounter or suspect fraud or corruption.
- To raise awareness throughout the organisation about how to recognise fraud and corruption, as well as behaviours and circumstances known to be associated with fraud and corruption.
- To document a process by which WDC will respond to possible fraudulent, corrupt, dishonest and inappropriate actions.

This Policy reflects the obligations imposed by Sections 100 and 101 of the Local Government Act 2002 (Financial Prudence). WDC is obliged to apply public funds in a way that reflects the highest standards of probity and financial prudence, such that all related processes withstand public scrutiny.

WDC employees and all representatives of WDC must maintain the highest possible standards of honesty and integrity in their work. A zero-tolerance approach to fraud or corruption is employed and all suspected or actual incidences will be investigated. All investigations found to have substance will be forwarded to the Police or the Serious Fraud Office.

2.0 DISCUSSION

Since May 2011, WDC has operated a Fraud Policy. The Policy was classed as an internal operational policy and therefore was not considered or adopted by the Council. Following implementation in May 2011, reviews of the Policy were undertaken in 2013, 2015 and 2018.

With the establishment of the Audit, Risk and Finance Committee in late 2017, and the adoption of a Strategic Risk Register and Risk Management Framework in October 2021, it is deemed appropriate that this Policy form part of Council's risk management framework going forward.

3.0 KEY MILESTONES

This Policy is to be reviewed every three years.

Key Milestone	Indicative Timeframe	Commentary
Desktop review of existing Policy.	October/November 2021	Completed
Council EAP Workshop #1 of 4 Present Desktop review findings and seek Council feedback.	30 November 2021	Completed
Audit, Risk and Finance Committee Meeting Present draft Policy for consideration and recommendations to Council.	15 February 2022	
Council Meeting Adoption of revised Policy.	22 February 2022	

Policy: Revenue and Financing Policy – Targeted Rate - Forestry

1.0 DESCRIPTION

During development of the 2021-2031 10YP, Council considered the effect of forestry harvesting on the local roading network and agreed to investigate options for the rating of forestry within the District.

2.0 DISCUSSION

There are two valid viewpoints to the discussion in relation to imposing a targeted roading rate on owners of forestry blocks:

“The use of the roads during harvest creates an intensive period of use and greater damage to the road structure. Hence the exacerbators (forestry owners) should fund the costs.”

“Over an approximate thirty-year period that the forestry is maturing little or no traffic movements are needed to support the forestry areas, and the forestry owners are contributing to the upkeep of the road network through the roading rate. Hence have already paid for the rehabilitation need following harvest.”

Forest harvesting within the district will have a marked effect on roading as saw logs are transported to the state highway network over local roads. A large number of forestry blocks will start harvesting from 2022 through to 2029. That includes a 5,555ha block located in Pureora, part of which is in the Waitomo District. The primary destination of the harvest will be via the associated local and state highway networks to the New Plymouth and Tauranga sea ports for export, and a mill at Tokoroa.

Modelling of the transport routes is a critical element in establishing the quantum of the effect the harvesting of the forestry blocks, the modelling will be informed by anticipated harvest schedules, expected yields and probable destination.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Workshop Present benchmarking of Targeted Forestry rates	17 May 2022	To be included as part of the ARFC Workshop
Council Workshop Present analysis and costings of road degradation due to forest harvesting	9 May 2023	
Council Workshop Recommendations as part of the RFP review	13 June 2023	

Policy: Local Easter Sunday Shop Trading Policy

1.0 DESCRIPTION

The purpose of the Local Easter Sunday Shop Trading Policy is to enable shops to trade on Easter Sunday if they wish to. The Policy neither requires shops to open, or individuals to shop on Easter Sunday.

2.0 DISCUSSION

This Policy is made under Part 2 (subpart 1) of the Shop Trading Hours Act 1990 ("the Act") which provides Council with the ability to establish a local policy to permit shops to open on Easter Sunday.

This Policy applies to the entire Waitomo District.

Council first adopted this Policy in February 2017 with a review date set out five years for February 2022.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop review of existing Policy.	December 2021/January 2022	
Council EAP Workshop #3 of 4 Present Desktop review findings.	17 February 2022	
Council Meeting Adoption of revised policy.	22 February 2022	

Policy: Rates Remission/Postponement Policy

1.0 DESCRIPTION

The Policy on Remission/Postponement of Rates (including rates on Māori 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.

This Policy was reviewed as part of the 2021-2031 10YP development and must be reviewed at least once every 6 years. The review does not need to follow the special consultative procedure but must be consulted on as per requirements of section 82. Section 102 of the LGA states:

- 102** *A local authority must, in order to provide predictability and certainty about sources and levels of funding, adopt the funding and financial policies listed in subsection (2).*
- (2) *The policies are—*
- (a) *a revenue and financing policy; and*
 - (b) *a liability management policy; and*
 - (c) *an investment policy; and*
 - (d) *a policy on development contributions or financial contributions; and*
 - (e) *a policy on the remission and postponement of rates on Māori freehold land; and*
 - (f) *in the case of a unitary authority for a district that includes 1 or more local board areas, a local boards funding policy.*
- (3) *A local authority may adopt either or both of the following policies:*
- (a) *a rates remission policy;*
 - (b) *a rates postponement policy.*
- (4) *A local authority—*
- (a) *must consult on a draft policy in a manner that gives effect to the requirements of [section 82](#) before adopting a policy under this section;*
 - (b) *may amend a policy adopted under this section at any time after consulting on the proposed amendments in a manner that gives effect to the requirements of [section 82](#).*
- (5) *However, subsection (4) does not apply to—*
- (a) *a liability management policy;*

2.0 DISCUSSION

It is suggested that review of the Rates Remission Policy be carried out in good time to avoid aggregation of work for the 10YP development.

Except for the RFP all other financial policies (section 102 policies) can now be amended at any time and do not require an amendment to the 10YP.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop Review of existing policy	January 2022	
Council EAP Workshop #4 of 4 Present Desktop Review findings	10 March 2022	
Council Meeting Adoption of Policy	31 May 2022	
Desktop Review of existing policy	July – September 2023	
10YP Workshop #12 Present Desktop Review findings	17 October 2023	
Council Meeting Adoption of Policy as part of the 10 Year Plan Supporting Information for Audit	5 March 2024	
Council Meeting Adoption of Policy as part of the 10 Year Plan Supporting Information for Consultation	26 March 2024	
Council Meeting Adoption of 10YP and related policies and strategy	25 June 2024	

Policy: Local Alcohol Policy

1.0 DESCRIPTION

In February 2013 Council agreed to work collaboratively with Waipā and Ōtorohanga District Councils in the development of a draft Local Alcohol Policy (LAP).

A draft LAP was developed seeking to balance the reasonable needs of the residents of Waitomo District regarding the sale of alcohol, while at the same time aiming to reduce alcohol related harm.

On 26 May 2015 Council approved the reconsidered Provisional Local Alcohol Policy to align with Ōtorohanga and Waipā District Councils. The LAP came into force on 1 June 2016.

2.0 DISCUSSION/ISSUES

The Local Alcohol Policy must be reviewed, using the Special Consultative Procedure:

- a) No later than 6 years after it came into force; and
- b) No later than 6 years after the most recent review of it was completed.

The next review is required in 2022.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Review of existing Policy (including liaison with Waipā and Ōtorohanga District Council; NZ Police and Medical Officer of Health)	March 2022	
Council Workshop	12 April 2022	
Council Meeting Adopt draft LAP for public consultation	31 May 2022	
Public notification of draft LAP	June 2022	
Consultation period	June – July 2022	
Council Hearing/Deliberations Hear submissions on draft LAP	19 July 2022	
Prepare provisional LAP	August 2022	
Council Meeting Adopt provisional LAP for public consultation	30 August 2022	
Public notification of provisional LAP	September 2022	

Key Milestone	Indicative Timeframe	Commentary
Appeal period (30 days)	October 2022	
Council Meeting Adoption of Policy (30 days after provisional LAP publicly notified or after any appeals are resolved)	29 November 2022	
Public notification of LAPs adoption /effective date	November / December 2022	

Bylaw: General

1.0 DESCRIPTION

The table below sets out the statutorily required 10-year cycle (or 5-year cycle for new Bylaws) review dates for Council's Bylaws; however it is noted that it may become necessary to review a Bylaw before the required statutory timeframe due to either legislative changes or to respond to an emerging issue.

It also may be necessary for Council to consider developing additional bylaws, and these will be included in the Road Map if and when required.

Section 158 of the Local Government Act (LGA) 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, and then no later than every 10 years (section 159 of the LGA). If bylaws are not reviewed within the required statutory timeframe, they cease to have effect two years after the date on which the Bylaw was required to be reviewed.

Set out in the table below is the timeline for each (currently adopted) Bylaw, including the statutory review date.

Bylaw	Bylaw Adoption Date	5 Year Review Adoption Date	Other Reviews	Next (10 Year) Review Adoption Date
Freedom Camping Bylaw	27 November 2018	27 November 2023	N/A	27 November 2023
Public Health and Safety	3 November 2009	25 June 2014	Amended in 2019 to give effect to s446 of the Food Act 2014	25 June 2024
Public Places Bylaw	24 March 2009	25 June 2014	Amended in 2019 to align with the Freedom Camping Bylaw 2018	25 June 2024
Solid Waste Bylaw	3 November 2009	1 August 2014	N/A	1 August 2024
Public Amenities Bylaw	10 February 2010	10 February 2015	N/A	10 February 2025
Water Services Bylaw	10 February 2015	10 February 2015	N/A	10 February 2025
Land Transport Bylaw ^[2]	10 February 2010	29 April 2015	N/A	29 April 2025
Animal Control Bylaw	16 December 2008	15 December 2015	Minor amendments undertaken 25 June 2019	15 December 2025
Trade Waste Bylaw ^[1]	26 July 2006	26 July 2011	1 July 2016	1 July 2026

[1] The Trade Waste Bylaw is next due to be reviewed in July 2026. An earlier review is only required to address /facilitate renewal of Discharge agreements with meat works; and it has been established that there are no issues to be addressed that require an amendment to the Bylaw to occur earlier than statutorily required.

[2] The Land Transport Bylaw is due for review in April 2025. At its workshop on 23 July 2019, Council noted the national and regional drive for councils to prioritise road speed management reviews, however there is no statutory requirement to undertake these reviews prior to 2025. Council also noted that due to the uncertain policy/regulatory environment, combined with the complex processes for undertaking road speed limit reviews; the consideration of the commencement of the speed limit review project (as part of the Land Transport Bylaw review) should be deferred until the 2020/21 financial year or later (unless statutorily required to progress sooner).

A review of the Land Transport Bylaw will be required to consider those matters not covered by the new regional speed limits review process in due course.

Bylaw: Land Transport Bylaw - Speed Limits

1.0 DESCRIPTION

The Land Transport Bylaw was due for review in April 2025; however, this process has been superseded by the royal assent of the Land Transport (NZTA) Legislation Amendment Bill on 6 August 2020, which set a new regulatory framework for the setting of speed limits on roads.

Council at its workshop on 23 July 2019, noted that due to the uncertain policy/regulatory environment, combined with the complex processes for undertaking road speed limit reviews; the consideration of the commencement of the speed limit review project (as part of the Land Transport Bylaw review) should be deferred until the 2020/21 financial year or later (unless statutorily required to progress sooner).

2.0 KEY MILESTONES

In November 2019, Cabinet agreed to the proposed Tackling Unsafe Speeds programme, which will include a framework to improve how councils and Waka Kotahi plan for, consult on and implement speed management changes. It will also mean lowering speed limits around schools. This framework will introduce a more consistent and transparent process to how speed limits are planned, managed and put in place through State Highway and Regional Speed Management Plans. It also formalises and streamlines the regional approach to speed management Waka Kotahi is taking with RCAs, and aligns decisions about speed limit changes with investment in road safety infrastructure.

The new process requires Road Controlling Authorities (RCAs) to work collaboratively with the Regional Transport Committee and Waka Kotahi (NZTA) to produce Regional Speed Management Plans (setting out speed management treatments in their region over a 10-year period). This approach will remove the current Bylaw making requirements.

It is expected that during 2021/2022, RCAs and Regional Transport Committees will work with Waka Kotahi NZ Transport Agency to prepare Transitional Speed Management Plans, however this timeframe is dependent on the finalisation of the new Land Transport Rule. From 2023, it is expected that the new speed management framework will be in place. RCAs and Regional Transport Committees would be required to prepare, consult on and finalise Speed Management Plans alongside the GPS 2024 and R10YP 2024 processes.

Waka Kotahi NZTA consultation on the new Land Transport Rule: Setting of Speed Limits commenced on 23 April and ended on 25 June 2021. Once the Setting of Speed Limits Rule has been finalised, this work programme is expected to commence.

Key Milestone	Indicative Timeframe	Commentary
Government confirms Setting of Speed Limit Rules	tbc	
Regional Speed Management Plan Process - RCAs and Waka Kotahi NZTA	tbc	Guidance documentation and processes required from Waka Kotahi NZTA prior to commencement of this regional process

Land Transport Bylaw

Notes: Council at its meeting on **26 November 2019** resolved that the minimum traffic volume criteria for mandatory installation of stock underpasses, as the preferred method of stock crossing, be reviewed in conjunction with the next review of WDC's Land Transport Bylaw.

Council at its meeting on **25 February 2020** resolved that a limited (Desktop) review of Council's Land Transport Bylaw be carried out to ascertain the necessity for a full review of the Bylaw to address Cattle Stops and Gates on Local Roads. - That desk top review has been completed and a Legal Opinion was obtained. Further review was delayed due to COVID-19.

Bylaw: Freedom Camping

1.0 DESCRIPTION

The Freedom Camping Act 2011 provides local authorities with stronger regulatory measures to manage any nuisance created by freedom campers.

Under the Act, freedom camping is permitted on public land controlled or managed by a local authority unless it is already prohibited under another enactment (e.g. Reserves Act, District Plan, Traffic Legislation) or the local authority makes a bylaw prohibiting or restricting freedom camping in an area(s) for one or more of the following purposes:

- 1 to protect the area;
- 2 to protect the health and safety of people who may visit the area; or
- 3 to protect access to the area

2.0 DISCUSSION / ISSUES

Council first considered the option of a Freedom Camping Bylaw in 2014. In 2015, Council confirmed its intent to obtain Motorhome Friendly status, noting that for a town to obtain this status, one of the requirements of the New Zealand Motorhome Caravan Association was a freedom camping-related bylaw consistent with the premise of the Freedom Camping Act 2011.

A staged provision to support a Motorhome Friendly District (including development of a Freedom Camping Bylaw) was included as a project in the 2015-2025 LTP and budget allocated.

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.

When making/amending/revoking a bylaw, consultation using the special consultative procedure (s86 of the LGA) must be used.

Council adopted its Freedom Camping Bylaw on 27 November 2018 and the statutory 5-year review is due by November 2023.

3.0 KEY MILESTONES

Key Milestone	Date	Commentary
Desktop review of existing Policy and Bylaw	February – March 2022	
Council Workshop Present findings of Desktop Review	April 2022	
Council Workshop If required	June 2022	
Council Meeting Adopt draft Bylaw for consultation	June 2022	
Public Notification & consultation	July – August 2022	
Council Hearing	August 2022	
Council Deliberations	30 August 2022	
Prepare revised Policy and Bylaw	September 2022	
Council Meeting Adoption of Policy and Bylaw	6 October 2022	

Bylaw: Public Health and Safety

1.0 DESCRIPTION

The Public Health and Safety Bylaw controls a diverse range of activities to ensure that acceptable standards of public health and safety are maintained for the wellbeing and enjoyment of citizens, visitors and businesses within the district. In particular this bylaw addresses a wide range of issues that could have an adverse effect on the health and safety of the public by regulating Scaffolding and Deposit of Building Materials, Keeping of Animals, Food Safety, Body Piercing, Hostels and Prostitution.

Sections 145 and 146 of the LGA 2002 and other relevant Acts e.g. Health Act 1956 and Prostitution Reform Act 2003 outline some of the powers and requirements of the Council in regard to public health and safety. Areas of control so prescribed by this legislation are not necessarily repeated within this bylaw and therefore the relevant sections of these acts should be read in conjunction with the Bylaw

2.0 DISCUSSION / ISSUES

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.

When making/amending/revoking a bylaw, consultation using the special consultative procedure (s86 of the LGA) must be used.

Council adopted its Public Health and Safety Bylaw on 3 November 2009, with the 5-year review completed on 25 June 2014. A minor amendment was made in 2019 to give effect to s446 of the Food Act 2014 and the 10-year review is due to be completed by 25 June 2024.

3.0 KEY MILESTONES

Key Milestone	Date	Commentary
Desktop review of existing Policy and Bylaw	May – October 2022	
Council Workshop Present findings of Desktop Review	November 2022	
Council Workshop If required	February 2023	
Council Meeting Adopt draft Bylaw for consultation	February 2023	
Public Notification & consultation	March - April 2023	
Council Hearing	May 2023	
Council Deliberations	May 2023	
Prepare revised Policy and Bylaw	June 2023	
Council Meeting Adoption of Policy and Bylaw	June 2023	

Bylaw: Public Places

1.0 DESCRIPTION

The Public Places Bylaw controls a diverse range of activities to ensure that acceptable standards of convenience, safety, visual amenity and civic values are maintained for the wellbeing and enjoyment of citizens, visitors and businesses within the district. In particular, this bylaw addresses damage to public facilities such as roads, grass verges, garden places and reserves which may have an adverse effect on other users of these facilities.

Section 145, 146 of the Local Government Act 2002 and Section 684 of the Local Government Act 1974 and other relevant Acts e.g. Reserves Act 1977, Health Act 1956, outline some of the powers and requirements of the Council in regard to streets, public places and reserves. Areas of control so prescribed by this legislation are not necessarily repeated within this bylaw, and therefore the relevant sections of the Local Government Act, 1974 and 2002 should be read in conjunction with it.

2.0 DISCUSSION / ISSUES

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.

When making/amending/revoking a bylaw, consultation using the special consultative procedure (s86 of the LGA) must be used.

Council adopted its Public Places Bylaw on 24 March 2009, with the 5-year review completed on 25 June 2014. A minor amendment was made in 2019 to align with the Freedom Camping Bylaw and the 10-year review is due to be completed by 25 June 2024.

3.0 KEY MILESTONES

Key Milestone	Date	Commentary
Desktop review of existing Policy and Bylaw	May – October 2022	
Council Workshop Present findings of Desktop Review	November 2022	
Council Workshop If required	February 2023	
Council Meeting Adopt draft Bylaw for consultation	February 2023	
Public Notification & consultation	March - April 2023	
Council Hearing	May 2023	
Council Deliberations	May 2023	
Prepare revised Policy and Bylaw	June 2023	
Council Meeting Adoption of Policy and Bylaw	June 2023	

Resource Management

The Regulation group of activities together with Resource Management fall under the Regulatory Services

District Planning: Review – Proposed District Plan

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 Council document. It establishes the framework for the planning and management of land use activities and subdivision in the District. It contains rules, methods and policies which direct the sustainable management of resources under Council's jurisdiction.

The preparation of a District Plan is onerous and complex because of the statutory requirements pursuant to the RMA. The current Operative Waitomo District Council Plan is a first-generation plan which was developed in the 1990's and became operative in 2009. The planning framework has fundamentally advanced since that time, making District Plans more complex.

2.0 DISCUSSION/ISSUES

In September 2015, Council resolved to undertake a full review of the Operative Waitomo District Plan. The 2015-25 10YP was amended in order to provide for this process. In November 2016, planning consultants prepared a Draft Project Plan which outlined the objectives, roles and responsibilities to achieve the project and detailed the financial costs, actions and broad timeframes. In 2017, the decision was made to use in-house staff resources in combination with expert services, rather than running the process through an external consultancy team. This was in order to minimise the cost of the process to ratepayers.

The table below outlines the projected process for the Proposed District Plan (PDP) from 1 July 2021 onwards, noting that from March 2017 to 30 June 2021; the following key milestones were achieved:

- Significant public consultation process for the development of five Town Concept Plans for Mokau, Waitomo Village (review of existing Waitomo Village structure plan), Te Kuiti, Piopio and Maniaiti / Benneydale; with the TCPs finalised and subsequently adopted by Council on 25 June 2019.
- Development of a Comprehensive Reserve Management Plan (CRMP), to be notified contemporaneously with the PDP.
- **29** Council workshops with Elected Members to inform the direction of the PDP.
- Numerous staff and Regional Management Committee (RMC) workshops with Iwi as per the process agreed with the Maniapoto Maori Trust Board (MMTB).
- Circulation of final draft PDP to the Iwi Authority as required by Section 4A of the Schedule 1 of the Resource Management Act 1991.

When central government announced the reform of resource management in NZ, consideration was given to the effect on WDC's District Plan Review (Proposed District Plan (PDP)), and this was workshopped with council at the time. Due to the long timeframe and transitional period before the planned nationally directed combined spatial plans and combined (district and regional) plans come into effect, it was considered prudent to continue with the PDP. This is particularly because WDC's Operative District Plan (ODP) is a first-generation plan that does not adequately give effect to current national direction (National Policy Statements and National Environmental Standards), or Regional policy direction, i.e., the Waikato Regional Policy Statement, or Horizon Regional Council's One Plan.

Several other matters that were previously standalone issues in the Road Map were encompassed by the District Plan Review including: Town Concept Plans, Te Maika, Mokau Adaptive Management, District Plan Administration – Signs, and Financial Contributions.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Pre-notification of final draft PDP to Iwi Authority (clause 4A(1)(a), 1 st Schedule, RMA))	6 May 2021	Completed
Iwi Authority provide advice on final draft PDP (clause 4A(2), 1 st Schedule, RMA))	tbc	
Drafting of Section 32 Evaluation Reports	underway	
District Plan Workshop	23 November 2021	

Key Milestone	Indicative Timeframe	Commentary
Final workshop		
Council Meeting Council resolution to notify Proposed District Plan	tbc	Note: notification date dependant on Iwi Authority pre-consultation response timeframe
FORMAL PDP NOTIFICATION PROCESS PURSUANT TO RESOURCE MANAGEMENT ACT 1991: *Process and timeframes legally defined by RMA		
Notification of PDP (clause 5, 1 st Schedule, RMA)	tbc	The formal process timeframes will be populated once notification occurs
Formal submission period (clause 5, 1 st Schedule, RMA)		
Summary of submissions developed		
Notification of summary of submissions (call for further submissions) (clause 7, 1 st Schedule, RMA)		
Drafting of s42A Hearings Reports		
Proposed District Plan Hearings (clause 8B, 1 st Schedule, RMA)	tbc – 2022	
Public Notification of decision (clause 11, 1 st Schedule, RMA)	tbc	
Appeals to Environment Court	tbc	

District Planning: Comprehensive Reserve Management Plan

1.0 DESCRIPTION

The Reserves Act 1977 requires WDC to develop Reserve Management Plans (RMP) for its reserves to provide for and ensure the use, enjoyment, maintenance, protection and preservation of the reserve.

2.0 COMMENTARY

Before preparing a RMP, Council must give public notice of its intention to make the RMP and invite persons and organisations to make suggestions for the RMP.

A Comprehensive Reserve Management Plan has been developed in conjunction with the District Plan Review and will be publicly notified pursuant to the Reserves Act 1977 contemporaneously with the notification of the PDP.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Council resolution to notify Reserve Management Plan	September 2020	Completed. Council at its 27 October 2020 meeting resolved as follows: <i>Pursuant to Section 41(5) and 41(6) of the Reserves Management Act 1977, Council resolves:</i> (a) That in accordance with section 41(5A) of the Reserves Management Act 1977, written suggestions on the proposed (draft) Waitomo District Comprehensive Reserve Management Plan would not materially assist in its preparation; and (b) To publicly notify the proposed (draft) Waitomo District Comprehensive Reserve Management Plan in accordance with Section 41(6) of the Reserves Management Act 1977 contemporaneously with the public notification of the Proposed District Plan.

Key Milestone	Indicative Timeframe	Commentary
Notification of RMP	tbc	Contemporaneously with notification of PDP
Proposed RMP Hearings Including notification of hearing dates	tbc – 2022	

Regulatory Services

The Regulation group of activities together with Resource Management fall under the Regulatory Services business unit. The Regulation Group aims to ensure a healthy and safe environment for the community in terms of building and food safety, regulatory behaviours and creating a nuisance free, family and investment friendly environment.

This Group includes the regulatory functions devolved to Council by legislation and leads the making of the necessary policies and bylaws.

The functions are:

- Building Control
- Alcohol Licensing
- Environmental Health
- Bylaw Administration
- Animal and Dog Control

The Resource Management Activity involves the administration, application and enforcement of the Waitomo Operative District Plan including:

- Processing resource consents and other consent types under the Resource Management Act 1991 (RMA)
- Monitoring resource consents for compliance with conditions
- District Plan Reviews, Plan Changes, notices of requirement

This Group exists to ensure the District can grow and develop in a sustainable manner, in accordance with the principles contained in the RMA and the Operative District Plan; and to promote and protect the health and safety of our communities and the general public.

Animal and Dog Control: Dog Control Fees and Charges

1.0 DESCRIPTION

Section 37 of the Dog Control Act 1996 requires councils to set reasonable fees for the registration and control of dogs by Council resolution, and at least once during the month preceding the start of every dog registration year, publicly notify in a newspaper circulating in the District the dog control fees fixed for the registration year.

2.0 DISCUSSION

Council's Revenue and Financing Policy (RFP) provides information on funding sources that are available to Waitomo District Council and provides the rationale for the use of each funding source. Fees and charges are a legitimate source for funding activities (or parts of activities), and the rationale for their use in funding certain activities is set out in detail in the RFP.

Fees and charges are reviewed as part of the annual budgeting process. This annual review provides the opportunity to reflect changing circumstances in the operating environment.

3.0 KEY MILESTONES

Dog Control fees and charges are reviewed annually, together with all WDC's other fees and charges, as part of the process for development of an EAP or 10YP.

Animal and Dog Control: Dog Control Policy and Practices Report

1.0 DESCRIPTION

Section 10A of the Dog Control Act 1996 ("the Act") requires councils to report annually on the administration of its Dog Control Policy and Practices.

2.0 DISCUSSION

Section 10A of the Act specifies the information that Council must include in its report in respect of each financial year as follows:

- a) The number of registered dogs in the territorial authority district.
- b) The number of probationary owners and disqualified owners in the territorial authority district.
- c) The number of dogs in the territorial authority district classified as dangerous under section 31 and the relevant provision under which the classification is made.
- d) The number of dogs in the territorial authority district classified as menacing under section 33A or section 33C and the relevant provision under which the classification is made.
- e) The number of infringement notices issued by the territorial authority.
- f) The number of dog related complaints received by the territorial authority in the previous year and the nature of those complaints.
- g) The number of prosecutions taken by the territorial authority under this Act.

Section 10A also specifies that Council must publicly notify the report within one month of adoption, publish the report online, and send a copy of it to the Secretary for Local Government.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Presentation of Dog Control Policy and Practices Report for period ending 30 June 2022 for consideration and adoption	27 July 2021	Complete
Publicly notify, publish online and provide a copy of the report to the Secretary of Local Government.	15 August 2021	Complete

Building Control: Building Consent Authority – Maintaining Accreditation

1.0 DESCRIPTION

Section 215 of the Building Act 2004 requires a Building Control Authority (BCA) to maintain accreditation at all times. In order to retain accreditation, a BCA must maintain compliance with all accreditation requirements, and undergo regular accreditation assessments.

2.0 DISCUSSION

The Ministry of Business, Innovation and Employment (MBIE) contracts IANZ to undertake the required BCA accreditation assessments, which are currently conducted on a two-yearly basis. The next IANZ audit will be in 2022.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Audit, Risk and Finance Committee Meeting Report on outcome of IANZ audit	16 August 2022	
Audit, Risk and Finance Committee Meeting Report on outcome of IANZ audit	August 2024	
Audit, Risk and Finance Committee Meeting Report on outcome of IANZ audit	August 2026	
Audit, Risk and Finance Committee Meeting Report on outcome of IANZ audit	August 2028	

Business Support

Financial Reporting Schedule

1.0 DESCRIPTION

At the November 2019 Council meeting the Terms of Reference for the Audit, Risk and Finance Committee (ARFC) was adopted with amendments. The Terms of Reference delegate both the financial and non-financial overview to the ARFC.

The adoption of the amended Terms of Reference for the ARFC resulted in changes being required to the Financial Reporting Schedule adopted by Council in July 2019.

2.0 DESCRIPTION

The ARFC meets in February, May, August and October each year.

The ARFC has an October meeting instead of a November meeting to enable consideration of the draft Annual Report and to make recommendations to Council in time for Council to meet the statutory deadline for adopting the Annual Report before the end of October.

Because of the timing of the ARFC meetings, presenting the quarterly Financial Report (for the quarter ending 30 September) to the October ARFC meeting is not possible. For this reason, the ARFC agreed that the reporting for the quarter ending 30 September should be presented to the November Council meeting for receipt.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Audit, Risk and Finance Committee Meeting Interim (12 Month) Financial and Non-Financial reporting for the 2020/21 Annual Report.	17 August 2021	Complete
Audit, Risk and Finance Committee Meeting Recommend to Council the adoption of the 2020/21 Annual Report.	12 October 2021	Complete
Council Meeting Adoption of the 2020/21 Annual Report.	26 October 2021	Complete
Council Meeting Quarterly (3 Month) Financial and Non-Financial reporting for the period ending 30 September 2021.	30 November 2021	Complete
Audit, Risk and Finance Committee Meeting Quarterly (6 Month) Financial and Non-Financial reporting for the period ending 31 December 2021.	15 February 2022	
Audit, Risk and Finance Committee Meeting <ul style="list-style-type: none"> Quarterly (9 Month) Financial and Non-Financial reporting for the period ending 31 March 2022. Audit Service Plan and outline of 2021/22 Draft Annual Report development process and timeline. Audit Engagement letter for the 2021/22 Draft Annual Report and the Limited Assurance Report in respect of the Debenture Trust Deed. 	17 May 2022	Refer to 2022/2023 Annual Report details elsewhere in this Road Map.
Audit, Risk and Finance Committee Meeting <ul style="list-style-type: none"> Interim reporting on 2021/22 Annual Report. Interim reporting on Non-Financial (KPI) results for 2021/22. 	16 August 2022	
Audit, Risk and Finance Committee Meeting Recommend to Council adoption of the 2021/22 Annual Report.	4 October 2022	This meeting is early in the month of October due to the 2022 Triennial Election on Saturday 8 October 2022.

Risk Management: Oversight and Mitigation

1.0 DESCRIPTION

The Local Government Act 2002 (LGA) requires a local authority to manage its revenues, expenses, assets, liabilities, investments and general financial dealings prudently and in a manner that promotes the current and future interests of the community.

The LGA also states that a local authority should ensure prudent stewardship and the efficient and effective use of its resources in the interests of its district or region.

When local authorities undertake action to support their intended outcomes, there is the potential for risk which cannot be avoided but must be identified and managed. The management of risk is the process of identifying, mitigating where possible and monitoring all risks whether financial or non-financial. Good risk management also means effective communication with those who are managing and monitoring risks.

2.0 DISCUSSION

The Audit, Risk and Finance Committee is one way of managing Council's risk obligations; however it is not the only way and in some instances might not be the most appropriate mechanism. The intention of this work stream is to develop a Risk Management Framework for WDC that identifies top risks and establishes a monitoring and reporting framework for these. It is also intended to develop a Road Map Work Programme for enhancing risk maturity within the organisation.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Audit, Risk and Finance Committee Meeting Adopt Risk Management Framework	17 August 2021	Complete
Audit, Risk and Finance Committee Workshop Review of Risk Register	17 August 2021	Complete
Audit, Risk and Finance Committee Workshop	12 October 2021	Deferred until 15 February 2022
Council Meeting Adoption of Risk Register	26 October 2021	Complete
Audit, Risk and Finance Committee Meeting Quarterly Report - Risk Management and Mitigation.	15 February 2022	
Audit, Risk and Finance Committee Workshop An analysis of the Strategic Risk, current mitigation actions being applied and mitigation actions that could be applied. Strategic Risks to be discussed: <ul style="list-style-type: none"> • Cyber Security • Climate Change and Adaptation • Health, Safety and Wellbeing 	15 February 2022	
Audit, Risk and Finance Committee Workshop An analysis of the Strategic Risk, current mitigation actions being applied and mitigation actions that could be applied. Strategic Risks to be discussed: <ul style="list-style-type: none"> • Program and Project Delivery • Theft Fraud and Corruption • Financial 	12 April 2022	
Audit, Risk and Finance Committee Meeting Quarterly Report - Risk Management and Mitigation.	17 May 2022	
Audit, Risk and Finance Committee Workshop An analysis of the Strategic Risk, current mitigation actions been applied and mitigation actions that could be applied. Strategic Risks to be discussed: <ul style="list-style-type: none"> • Significant Internal and External Disruptions • Fit For Purpose Assets 	17 May 2022	
Audit, Risk and Finance Committee Meeting Quarterly Report - Risk Management and Mitigation.	16 August 2022	

Key Milestone	Indicative Timeframe	Commentary
Audit, Risk and Finance Committee Workshop An analysis of the Strategic Risk, current mitigation actions been applied and mitigation actions that could be applied. Strategic Risks to be discussed: <ul style="list-style-type: none"> • Three Waters Infrastructure 	16 August 2022	
Audit, Risk and Finance Committee Meeting Quarterly Report - Risk Management and Mitigation.	4 October 2022	

Risk Management: Cyber Security

1.0 DESCRIPTION

Cyber Security, computer security, or information technology security is the protection of computer systems and networks from information disclosure, theft of or damage to their hardware, software, or electronic data, as well as from the disruption or misdirection of the services they provide.

2.0 DISCUSSION

The field is becoming increasingly significant due to the increased reliance on computer systems, the Internet and wireless network standards such as Bluetooth and Wi-Fi, and the increase in cyber attacks by highly resourced and organised organisations.

Owing to its complexity, both in terms of politics and technology, cyber security is also one of the major challenges in the contemporary world.

4.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Audit, Risk and Finance Committee Meeting Quarterly Report - Risk Management and Mitigation.	15 February 2022	Deferred till Cyder Security Strategic Risk in-depth analysis completed at the 15 February 2022 workshop.
Audit, Risk and Finance Committee Workshop An analysis of the Strategic Risk - Cyber Security. Current mitigation actions being applied and mitigation actions that could be applied.	15 February 2022	
Audit, Risk and Finance Committee Meeting Quarterly Report - Risk Management and Mitigation.	17 May 2022	

Council Controlled Organisations: DC Tynan Trust

1.0 DESCRIPTION

The DC Tynan Trust was established in 1982 by the Daniel Tynan Estate. The purpose of the Trust is to provide financial assistance to community organisations involved in social welfare, the maintenance and advancement of education and the provision of recreational facilities of benefit to Te Kuiti residents. The capital funds of the Trust are held in investment and the income from the investment is available for allocation to community organisations. The Trustees meet annually to review applications received and at their discretion, allocate funds to applicants.

The Trust meets the definition of a Council Controlled Organisation (CCO) under the LGA 2002 because the power to appoint and remove trustees is vested with the Council.

The requirements imposed by legislation on a CCO would be onerous for the Trust particularly given its size and nature.

2.0 DISCUSSION

Under Section 7(3) of the Local Government Act 2002, the Council may exempt the Trust from being classified as a Council Controlled Organisation by resolution. Council must take into account the nature and scope of activities and costs and benefits to the community, the Trust and Council.

Once granted, the Council must review the exemption at least every three years but Council may revoke the exemption at any time.

The benefits of an exemption would be removal of compliance requirements of a CCO thereby saving administrative costs and time for the Trust as well as Council. This would benefit the community by enabling the potential costs to be available for the betterment of the community instead.

It should be noted that as an exempted organisation there would be no independent audit of the Trust's financial statements. However the Trust, given its nature, is considered to be low risk.

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 2022.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Consider the exemption of the DC Tynan Trust from being a CCO under the LGA 2002.	30 April 2022	

Council Controlled Organisations: Inframax Construction Ltd

1.0 DESCRIPTION

Inframax Construction Ltd (ICL) is a road maintenance and construction company 100% owned by WDC. ICL is based in Te Kuiti and operates across the central North Island.

2.0 DISCUSSION

Statement of Intent

Every CCO must prepare and adopt a statement of intent in accordance with Part 1 of Schedule 9 of the Local Government Act 2002. Each shareholding local authority must publish the adopted statement of intent on an Internet site maintained by or on behalf of the local authority within 1 month of adopting it, and must maintain the statement on that site for a period of no less than 7 years.

A local authority must, as soon as practicable after a statement of intent of a council-controlled organisation is delivered to it either agree to the statement of intent; or if it does not agree, take all practicable steps to require the statement of intent to be modified.

In accordance with ICL's Constitution the ICL Board shall deliver to Council a draft Statement of Intent on or before 1 March in each year for comment. The Board must then consider any Council comments within two months of 1 March and deliver a completed Statement of Intent on or before 30 June each year.

Half Year or Quarterly Reports

During each financial year, the board of a council-controlled organisation must report on the organisation's operations to its shareholders; and in the case of an organisation that is indirectly controlled by 1 or more local authorities (for example, a subsidiary of a holding company owned by a local authority), to each local authority that indirectly controls the organisation.

A half-yearly report must be delivered within 2 months after the end of the first half of each financial year. If the shareholders of the council-controlled organisation notify the organisation that they require quarterly reporting, quarterly reports must also be delivered within 2 months after the end of the first and third quarters of each financial year.

Each report must include the information required to be included by the council-controlled organisation's statement of intent.

Each local authority that receives a report under this section must publish the report on an Internet site maintained by or on behalf of the local authority within 1 month of receiving it and must maintain the report on that site for a period of no less than 7 years.

Annual Report

Within 3 months after the end of each financial year, the board of a council-controlled organisation must complete a report on the organisation's operations during that year; and deliver the report to its shareholders and, in the case of an organisation that is indirectly controlled by 1 or more local authorities (for example, a subsidiary of a holding company owned by a local authority), to each local authority that indirectly controls the organisation.

Each local authority that receives an annual report under this section must publish the annual report on an Internet site maintained by or on behalf of the local authority within 1 month of receiving it, and must maintain the report on that site for a period of no less than 7 years.

Note: LGA 2002 – s67(5) and (6) inserted on 13 July 2021 provide as follows –

Extension of time limits for 2020/21 and 2021/22 reports

(5) *Despite the time limit in subsection (1),—*

- (a) *in relation to the financial year ending with 30 June 2021, the report referred to in that subsection must be delivered in accordance with subsection (1)(b), and made available in accordance with subsection (1)(c), no later than the close of 30 November 2021; and*
- (b) *in relation to the financial year ending with 30 June 2022, the report referred to in that subsection must be delivered in accordance with subsection (1)(b), and made available in accordance with subsection (1)(c), no later than the close of 30 November 2022.*

(6) *Subsection (5), the heading above it, and this subsection are repealed at the close of 31 December 2022.*

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting <ul style="list-style-type: none"> Consideration of ICL draft Statement of Intent for feedback (to be provided by ICL by 1 March) Receipt of ICL Half Year Report to 31 December (to be provided by ICL by 1 March) 	29 March 2022	
Publication of ICL Half Year Report on WDC Website	April 2022	
Council Meeting Receipt of completed ICL Statement of Intent (to be provided by ICL by 30 June)	26 July 2022	
Publication of ICL Statement of Intent on WDC Website	August 2022	
Council Meeting <ul style="list-style-type: none"> Receipt of ICL Annual Report (to be received from ICL by 1 October) ICL Annual General Meeting considerations – <ul style="list-style-type: none"> Number of Directors Retirement by Rotation Appointment of Chairperson Directors Remuneration Succession Planning for Directorship Appointment of Directors Other 	6 October 2022	Note: LGA 2002 s67(5) provides an extension of time for delivery of Annual Report to 30 November.
Publication of ICL Annual Report on WDC Website	November 2022	
Inframax Construction Ltd Annual General Meeting	6 October 2022 (following the Council Meeting) To be confirmed with ICL	Date is early October due to triennial elections.

Council Controlled Organisations: CoLAB (previously Waikato Local Authority Shared Services)

1.0 DESCRIPTION

CoLAB is a company owned by twelve councils – Waikato Regional, Hamilton City, Hauraki District, Matamata Piako District, Otorohanga District, Rotorua District, South Waikato District, Taupo District, Thames Coromandel District, Waikato District, Waipa District and Waitomo District.

CoLAB (previously known as Waikato Local Authority Shared Services) was initially established to provide the local authorities in the Waikato Region with a vehicle to procure shared services. The key purpose of CoLAB has evolved and it now drives collaboration between councils, and aims to improve customer services and performance, and to reduce costs.

The company was established in 2005 to promote shared services between local authorities across the Waikato region. By working together, CoLAB can reduce costs, achieve effectiveness and efficiency gains, reduce duplication of effort and eliminate waste through repetition, promote and contribute to the development of best practice, and improve customers' experiences.

The CoLAB Board has six directors – an independent Chair and council representatives appointed by:

- Hamilton City Council
- Waikato Regional Council
- Central Waikato (representing Waikato and Waipa District Councils)
- East Waikato (representing Hauraki, Matamata-Piako and Thames-Coromandel District Councils)
- South Waikato (representing Otorohanga, Rotorua, South Waikato, Taupo and Waitomo District Councils)

The Board publishes a Statement of Intent in June and holds an Annual General Meeting in November each year. The accounts are audited annually by Audit New Zealand, and the Annual Report is generally published in August.

2.0 DISCUSSION

Much of the work of CoLAB is undertaken by Working Parties or Advisory Groups made up of staff representatives from the shareholding councils, with expertise and interest in particular services.

Member councils pay an annual levy, depending on their size. Services provided by CoLAB are funded on a user pays basis - each council pays for and receives the financial benefit of its share of any particular service.

Statement of Intent

Every CCO must prepare and adopt a statement of intent in accordance with Part 1 of Schedule 9 of the Local Government Act 2002. Each shareholding local authority must publish the adopted statement of intent on an Internet site maintained by or on behalf of the local authority within 1 month of adopting it, and must maintain the statement on that site for a period of no less than 7 years.

Half Year or Quarterly Reports

During each financial year, the board of a council-controlled organisation must report on the organisation's operations to its shareholders; and in the case of an organisation that is indirectly controlled by 1 or more local authorities (for example, a subsidiary of a holding company owned by a local authority), to each local authority that indirectly controls the organisation.

A half-yearly report must be delivered within 2 months after the end of the first half of each financial year. If the shareholders of the council-controlled organisation notify the organisation that they require quarterly reporting, quarterly reports must also be delivered within 2 months after the end of the first and third quarters of each financial year.

Each report must include the information required to be included by the council-controlled organisation's statement of intent.

Annual Report

Within 3 months after the end of each financial year, the board of a council-controlled organisation must complete a report on the organisation's operations during that year; and deliver the report to its shareholders and, in the case of an organisation that is indirectly controlled by 1 or more local authorities (for example, a subsidiary of a holding company owned by a local authority), to each local authority that indirectly controls the organisation.

Each local authority that receives an annual report under this section must publish the annual report on an Internet site maintained by or on behalf of the local authority within 1 month of receiving it, and must maintain the report on that site for a period of no less than 7 years.

Note: LGA 2002 – s67(5) and (6) inserted on 13 July 2021 provide as follows –

Extension of time limits for 2020/21 and 2021/22 reports

(5) *Despite the time limit in subsection (1),—*

- (a) *in relation to the financial year ending with 30 June 2021, the report referred to in that subsection must be delivered in accordance with subsection (1)(b), and made available in accordance with subsection (1)(c), no later than the close of 30 November 2021; and*
- (b) *in relation to the financial year ending with 30 June 2022, the report referred to in that subsection must be delivered in accordance with subsection (1)(b), and made available in accordance with subsection (1)(c), no later than the close of 30 November 2022.*

(6) *Subsection (5), the heading above it, and this subsection are repealed at the close of 31 December 2022.*

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting <ul style="list-style-type: none"> Consideration of CoLAB draft Statement of Intent for feedback (to be provided by CoLAB by 1 March) Receipt of CoLAB Half Year Report to 31 December (to be provided by CoLAB by 1 March) and advice on change of name from WLASS 	29 March 2022	
Publication of CoLAB Half Year Report on WDC Website	April 2022	
Council Meeting Receipt of CoLAB Statement of Intent (to be provided by CoLAB by 30 June)	26 July 2022	
Publication of CoLAB Statement of Intent on WDC Website	August 2022	
Council Meeting <ul style="list-style-type: none"> Receipt of CoLAB Annual Report (to be received from CoLAB by 1 October) Progress Report: CoLAB Services in which WDC 	6 October 2022	Note: LGA 2002 s67(5) provides an extension of time for delivery of Annual Report to 30 November.
Publication of CoLAB Annual Report on WDC Website	November 2022	
CoLAB Annual General Meeting	November 2022 (date to be confirmed)	

Shareholding: Civic Financial Services Ltd

1.0 DESCRIPTION

Note: Civic Financial Services Ltd (CFSL) is not a Council-Controlled Organisation (CCO), so it is not required to produce an annual Statement of Intent (SOI). However they consider it good practice to do so.

CFSL is owned by local government and supplies local government with a range of financial services. WDC holds 16,940 shares (0.15%) in CFSL.

Prior to 1 March 2017 it was known as New Zealand Local Government Insurance Corporation Ltd and traded under the name of Civic Assurance. Its history goes back to 1941.

CFSL administers superannuation services for local government and local government staff via SuperEasy and the SuperEasy KiwiSaver Superannuation Scheme and also provides administration, accounting, and a range of other services to LAPP, Riskpool, CLP (Civic Liability Pool) and CPP (Civic Property Pool).

CFSL also investigates and facilitates as appropriate such new superannuation and risk-financing services and/or markets that it believes will prove beneficial to its shareholders and the local

government sector and in a modest and selective way the Company provides sponsorship for a range of local government activities at regional and national level.

2.0 DISCUSSION

CFSL's Statement of Intent for the year ended 31 December 2022 provides that CFSL will report to Shareholders with an audited annual report for the 2021 year by 30 April 2022 and a report on the first half of 2022 by 30 September 2022.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Audit Risk and Finance Committee Meeting Receipt of CSFL Statement of Intent for 2022 (received from CFSL on 10 December 2021)	15 February 2022	
Audit Risk and Finance Committee Meeting Receipt of CSFL Annual Report (to be received from CFSL by 30 April 2022)	17 May 2022	
CFSL Annual General Meeting	Normally a date in June	Once the Agenda for the CFSL AGM is received, it will be referred to Council for the necessary considerations.
Audit Risk and Finance Committee Meeting Receipt of CFSL Half Year Report (to be received from CFSL by 30 September 2022)	4 October 2022	

Community and Partnerships

Introduction

Waitomo District Council recognises the importance of a proud and capable community and the significant contribution organisations like community groups, voluntary groups, Māori, 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.

The Community and Partnership Group assists in the development of a strong and cohesive district community, encouraging participation and contribution by its residents.

Waitomo District Council's Community and Partnerships Group involves Community Development, District Promotion and Economic Development. These activities form the foundation for engagement and the focus of work.

Community Development

Community Development supports the well-being of our communities. This is done by enabling local organisations and private providers to deliver a variety of community-based services and activities to meet the needs of our community. Community Development contains 4 key focus activities.

- Vibrant Safe Waitomo
- Community Grants
- Youth Engagement
- Sister City

District Promotion

District Promotion supports Councils Vision "Waitomo – a vibrant district". WDC continues to have a regional partnership arrangement in place with Hamilton and Waikato Tourism Limited (HWT). The role of HWT is to promote and develop the Hamilton and Waikato Region as an attractive visitor destination to domestic and international visitors in order to grow visitor expenditure in the region to provide sustainable economic, environmental, social and cultural benefits to local communities. District Promotion includes:

- District and Regional Promotions
- Events
- Visitor Information Centre

Economic Development

Economic Development involves the facilitation and support of initiatives that will enhance the District's economic sustainability. It also supports Councils Vision "Waitomo – a vibrant district". WDC, through a Regional Partnership Agreement, engages the Waikato Regional Economic Development Agency (Te Waka) to undertake regional economic development functions and services for the Waikato Region.

The role of Te Waka is to provide and perform the Regional Economic Development functions and services in an efficient, effective and economic manner, so that such functions contribute to the member Local Authorities' objectives in respect to economic development and contributes also to desired community outcomes.

Community and Partnerships Fund

1.0 DESCRIPTION

The Community and Partnerships Fund Policy establishes funding policies and principles which form the basis for the provision of funding grants to assist organisations and funding partners who provide projects, activities, services and facilities that benefit communities within the Waitomo District.

The Policy provides a guide as to how funding can be obtained from WDC and assists Elected Members and WDC staff with guidance when making decisions and recommendations about funding applications.

The following grants collectively make up the Community and Partnerships Fund:

- Single-Year Grants (Community Assistance Grant, Community Events Fund, Community Hall Grant)
- Multi-Year Community Partnership Grant

Additional funding pools administered by WDC are:

- Creative Communities Scheme
- Sport NZ Rural Travel Fund
- DC Tynan Trust Grant

2.0 DISCUSSION

Single-Year Community Assistance Grant

The Community Assistance Grant focuses on providing assistance for not-for-profit community organisations that support community led projects. These projects are aligned with Council Plans and Strategies and contribute and support the social, cultural, economic and environmental well-being

The Single-Year Community Assistance Grant is for one-off projects or initiatives that will be completed within a 12-month period from receiving the grant.

Community Assistance Grants will be awarded through a contestable process.

Multi-Year Community Partnership Grant

Waitomo District Council's Multi-Year Community Partnership Grant supports the not-for profit organisations whose work is aligned with Council plans and strategies and contribute to the social, cultural, economic and community well-being of the Waitomo District.

The Multi-Year Community Partnership Grant supports community organisations that offer services or facilities that make a significant contribution and improved well-being in the Waitomo District. The Multi-Year Community Partnership Grant is for a three-year period.

The Community Partnership Grant will be awarded through a contestable process.

Community Events Fund

Waitomo District Council's Community Events Fund supports community events that create opportunities to build and celebrate community pride and for the community to connect and celebrate.

Priority for funding will be given to community organisations that wish to partner with WDC for the delivery of district events, such as the Waitomo District Christmas Parade and the Great NZ Muster.

Consideration will also be given to community-led events or cultural celebrations open to the wider community participation.

Applicants to the Community Events Fund will be awarded through a contestable process.

Community Halls Grants

WDC currently supports 12 community halls within the Waitomo District by way of an annual grant, with each hall receiving \$1,000.00. Hall grants will be paid in August of each year.

Special Grants

Creative Communities; Sport NZ Rural Travel Fund and DC Tynan Trust Fund

There are two special grants administered by Council on behalf of Central Government: Creative Communities Scheme and the Sport NZ Rural Travel Fund. Funding for both of these grants is provided by Central Government and each is administered by WDC in alignment with their own specific criteria.

WDC administers the DC Tynan Fund which is a generous bequest left by the late Daniel Circuit Tynan to the Borough of Te Kuiti for the purpose of supporting organisations within the Te Kuiti Urban Ward that are involved with social, cultural, educational or recreational activities. Forgeson Law directs the funds of the Trust; WDC provides the administrative support associated with the funding application process. Applications are invited annually to this fund.

3.0 KEY MILESTONES

Single-Year Community Assistance Grant

Key Milestone	Indicative Timeframe	Commentary
	Annually	
Fund Opens	1 July	
Advertising	July	
Fund Closes	1 August	
Council Workshop Consideration of Applications	21 September 2021	
Council Meeting Consideration of Applications	28 September 2021	
Announcements and Funding Allocation	September/October (as per agreed Terms and Conditions if applicable)	

Community Events Fund

Key Milestone	Indicative Timeframe	Commentary
	Annually	
Advertising	July/August	
Council Workshop Consideration of Applications	17 August 2021	
Council Meeting Consideration of Applications	31 August 2021	
Announcements and Funding Allocation	September (as per agreed Terms and Conditions)	

Community Halls Grants

Key Milestone	Indicative Timeframe	Commentary
	Annually	
Funding Allocation	August	

Multi-Year Community Partnership Grant

Key Milestone	Indicative Timeframe	Commentary
	3 Yearly	
Fund Opens	1 July 2021	
Advertising	July	
Fund Closes	1 August	
Council Workshop Consideration of Applications	21 September 2021	
Council Meeting Consideration of Applications	28 September 2021	
Announcement to Recipients	September/October	
Payment of Annual Allocation	As per agreed Terms and Conditions	

Creative Communities

Key Milestone	Indicative Timeframe	Commentary
Round 1	2 Funding Rounds per Year	
Advertising	October	
Applications Close	1 November	
Committee Meeting Consideration of Applications	November	
Announcements and Funding Allocation	November	
Round 2		
Advertising	April	
Applications Close	1 May	
Committee Meeting Consideration of Applications	May	
Announcements and Funding Allocation	May	

Sport NZ Rural Travel Fund

Key Milestone	Indicative Timeframe	Commentary
	Annually	
Advertising	September	
Applications Close	1 October	
Committee Meeting Consideration of Applications	October	
Announcements and Funding Allocation	October	

D C Tynan Trust Fund

Key Milestone	Indicative Timeframe	Commentary
	Annually	
Applications Invited and Advertised	July	
Applications Close	1 August	
Committee Meeting Consideration of Applications	August	
Announcements and Funding Allocation	August	

Summary of Grants Paid

Key Milestone	Indicative Timeframe	Commentary
Council Meeting At the end of each financial year a Summary of all Grants paid throughout the year is prepared for presentation to Council	28 September 2021	(Annually)

Partnership/Service Level Agreements**1.0 DESCRIPTION**

During preparation of the 10YP 2021-2031, Council confirmed its continued support with existing Partnership / Service Level Agreements that are in place. These arrangements reflect a multi-partner approach to work collaboratively with regional partners, for the betterment of the community.

2.0 DISCUSSION

Partnership/Service Level Agreements are in place with the following partners.

Hamilton Waikato Tourism

Hamilton and Waikato Tourism Limited (HWT) undertakes regional tourism marketing and development activities for the Hamilton & Waikato Region.

The general description of the services provided by HWT are:

To promote and develop the Hamilton and Waikato region as an attractive visitor destination to international and domestic visitors in order to grow visitor expenditure in the region to provide sustainable economic, environmental, social and cultural benefits to local communities.

The agreement confirms that HWT will report twice a year to Council in writing in respect to:

- HWT's performance of the Regional Tourism Services;
- HWT's delivery of the Deliverables;
- HWT's achievement of KPIs; and
- Current or anticipated issues.

Waikato Regional Economic Development Limited – Te Waka

Waikato Regional Economic Development Limited (Te Waka) was established from 1 July 2018 to undertake regional economic development functions and services for the Waikato Region.

It does this in partnership with the region's territorial authorities, regional tourism organisations, businesses and business leadership groups, Māori and community funders. The scope of functions and services of Te Waka is defined by its objectives and the areas it has committed to focus on, as part of its establishment. These are set out in the Partnership Agreement and Schedule of Services.

The objectives of Te Waka are to:

- Lift economic performance across the Waikato region
- Attract, retain and grow investment, talent and business across the region
- Champion and provide 'one voice' for economic and business needs and opportunities across the region

The Partnership Agreement confirms that Te Waka will report to Council in writing every 6 months in respect to:

- Te Waka's delivery against the Regional Economic Development Services;
- Te Waka's focus and plans for the upcoming six-month period; and
- Current or anticipated issues.

Sport Waikato

Sport Waikato supports communities within the Waikato region, in their goals to achieving healthy lifestyles through both sport and recreation. Waitomo district Council and Sport Waikato work in partnership for the delivery of programmes and services that support all age groups' access to sport, recreation and physical activity opportunities within the Waitomo District.

The 2021-2024 Partnership Agreement confirms that Sport Waikato will provide written reports to Council with verbal presentations twice a year. The reports will be presented to Council in March and August each year. The reports will focus on key performance indicators:

- Growing participation in our people;
- Working with deliverers of play, active recreation and sport to build communities; and
- To develop, maintain and grow regional leadership.

3.0 LOCAL PARTNERSHIP ARRANGEMENTS

Te Kuiti Community House

Te Kuiti Community House Trust was formed in 1993 to respond to community needs by providing educational, social and recreational services, to provide a collective meeting venue for local community groups, and to make available office space for service providers to enable local social services to the community.

WDC have engaged Te Kuiti Community House (and subcontractor Number Twelve) for the provision of the Novice Driver Training Programme Services (Programme) for the period 1 July 2021 to 30 June 2024. The Programme supports and provides for a coordinated and collaborative approach to assist learner drivers to obtain their drivers licence within the District.

The 2021-2024 Contract confirms that Te Kuiti Community House will provide a Progress Report to Council quarterly, and an End of Financial Year Report which will include, but not limited to, the following details:

- The Contractor's performance;
- A summary of the Deliverables;
- The Contractor's performance and achievement of KPI's;
- Key Driver achievements; and
- Any current or anticipated issues.

Waitomo Caves Museum

Waitomo Caves Museum supports arts, culture and heritage in the Waitomo District by operating a museum which focuses on the Waitomo areas community, landscape, environment and history.

The 2021-2024 Partnership Agreement confirms that Waitomo Caves Museum will provide written reports to Council with verbal presentations twice a year. The reports will be submitted in March and September each year and will focus on the key performance indicators below:

- To provide counter/phone enquiry and booking activities for visitors to the Waitomo Village;
- To provide and maintain a website, distribute brochures and provide signage and advertising that promotes the Waitomo Caves Discovery Centre;
- To develop and promote the existing museum;
- To provide training to local guides on the Waitomo District attractions;
- To participate in regional and local tourism groups and advocate for Waitomo Caves and the Waitomo District;
- To provide information relating to the heritage of the Waitomo Caves region;
- To archive, document and store items of heritage value;
- To provide the Ministry of Education Learning Experiences Outside The Classroom programme; and
- To provide access to public facilities including four public toilets, one of which will be open 24 hours per day, and access to 3 rubbish receptacles through the grounds.

3.0 KEY MILESTONES

Hamilton Waikato Tourism

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Partnership/Service Level Agreement: Hamilton Waikato Tourism – Presentation of Annual Report.	31 August 2021 or 28 September 2021	
Council Meeting Partnership/Service Level Agreement: Hamilton Waikato Tourism – Presentation of Six-Monthly Report.	22 February 2022 or 29 March 2022	
Council Meeting Partnership/Service Level Agreement: Hamilton Waikato Tourism – Presentation of Annual Report.	30 August 2022 or 6 October 2022 (No Sept meeting)	
Council Meeting Partnership/Service Level Agreement: Hamilton Waikato Tourism – Presentation of Six Monthly Report.	28 February 2023 or 28 March 2023	
Council Meeting Partnership/Service Level Agreement: Hamilton Waikato Tourism – Presentation of Annual Report.	29 August 2023 or 26 September 2023	
Council Meeting Partnership/Service Level Agreement: Hamilton Waikato Tourism – Presentation of Six-Monthly Report.	27 February 2024 or 26 March 2024	
Council Meeting Partnership/Service Level Agreement: Hamilton Waikato Tourism – Presentation of Annual Report.	27 August 2024 or 24 September 2024	

Waikato Regional Economic Development Limited – Te Waka

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Partnership/Service Level Agreement: Te Waka – Presentation of Six-Monthly Report.	31 August 2021 or 28 September 2021	
Council Meeting Partnership/Service Level Agreement: Te Waka – Presentation of Six-Monthly Report.	22 February 2022 or 29 March 2022	
Council Meeting Partnership/Service Level Agreement: Te Waka – Presentation of Annual Report.	30 August 2022 or 6 October 2022 (No Sept meeting)	
Council Meeting Partnership/Service Level Agreement: Te Waka – Presentation of Six Monthly Report.	28 February 2023 or 28 March 2023	
Council Meeting Partnership/Service Level Agreement: Te Waka – Presentation of Annual Report.	29 August 2023 or 26 September 2023	
Council Meeting Partnership/Service Level Agreement: Te Waka – Presentation of Six-Monthly Report.	27 February 2024 or 26 March 2024	
Council Meeting Partnership/Service Level Agreement: Te Waka – Presentation of Annual Report.	27 August 2024 or 24 September 2024	

Sport Waikato

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Report on Progress	August March	Written reports with verbal presentations will be provided to Council twice per year.

Te Kuiti Community House

Key Milestone	Indicative Timeframe	Commentary
Audit, Risk and Finance Committee Meeting Report on Progress	February, May and August	Progress updates will be provided through the integrated Quarterly Report and also by way of verbal updates from Council's representative appointee Cr Lisa Marshall.
Council Meeting Report on Progress	October/November	

Waitomo Caves Museum

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Report on Progress	September/October March	Written reports with verbal presentations will be provided to Council twice per year with the September written report to include a copy of the annual financial report for the previous financial year.

Vibrant Safe Waitomo

1.0 DESCRIPTION

In 2018 Council adopted the inclusion of Safe Communities within the Long Term Plan. The service delivery was to be managed out of the Community Services portfolio and delivered within Community Development.

An application for accreditation was submitted to Safe Communities Foundation NZ (SCFNZ) and awarded in 2019. This marked the establishment of the Vibrant Safe Waitomo (VSW) governing group called the VSW Regional Coalition.

Within the Coalition Terms of Reference, the following is stated:

“The purpose of the Regional Coalition is to enable a cross disciplinary approach to delivering increased positive safety outcomes for those that live and work within our communities.”

The VSW Strategy 2019-2024 was adopted by the Coalition in December 2019. The Strategy has four key themes:

- 1. Whanau/Families**
To support and foster a caring and safe place to live for every resident.
- 2. Mahi/Workplaces**
To support and enable economic development with a clear agenda on health and safety.
- 3. Hakinakina/Recreation**
To foster community connection through providing safe and stimulating environments.
- 4. Kotahitanga/Connected Leadership**
To provide stewardship to manage meaningful partnerships within the community.

And three key areas:

1. Demographic – 20-24yrs (youth)
2. Issues – Alcohol and Other Drugs
3. Population – Māori

The VSW Strategy provided a foundation for the development of the first VSW Action Plan which ran for a six-month period from 1 January to 30 June 2020. The Plan incorporated key themes and areas of work to guide the intended approach to cross sector delivery within the Waitomo District.

This cross sectorial approach has been illustrated within the VSW Action Plans that have followed, year on year.

In 2020 the VSW Regional Coalition agreed, as requested by Council, that in order to be responsive to the COVID-19 Pandemic a recovery approach would be temporarily incorporated into the 2020/2021 Action Plan.

In the 2021/2022 Action Plan a slight alteration to focus on Covid-19 response has been made. There is a consensus within the coalition that response is the appropriate term to be used in supporting communities in being equipped to strengthen their own well-being.

2.0 DISCUSSION

The VSW Action Plan 2021/2022 was presented to Council at a Workshop held on 23 November 2021 and formally received by the Council at its meeting on 29 November 2021.

3.0 KEY MILESTONES

Council will be briefed on VSW’s progress via the Quarterly Community and Partnerships Progress Report.

Key Milestone	Indicative Timeframe	Commentary
Audit, Risk and Finance Committee Meeting Report on Progress	February, May and August	Progress updates will be provided through the integrated Quarterly Report
Council Meeting Report on Progress	November	

Mayor's Task Force for Jobs (Community Recovery Programme)

1.0 DESCRIPTION

The Mayors Taskforce For Jobs (MTFJ) is a nationwide network of New Zealand's Mayors, working together towards the vision of all young people under 25 being engaged in appropriate education, training, work or other positive activity in their communities.

The Mayor's Task Force for Jobs Community Recovery Programme Services (MTFJ Programme) was initiated in 2020 as a Pilot Programme, with the aim of partnering with best-practice organisations to promote the economic well-being of young people. It specifically aimed to link vulnerable youth and those displaced from work due to COVID-19 with employment opportunities in certain regions.

2.0 DISCUSSION

Due to the success of the MTFJ Pilot Programme, the Ministry for Social Development (MSD), Local Government NZ (LGNZ) and MTFJ have agreed to continue the programme for the 2021/22 Financial Year to 30 June 2022 with an expanded scope to include young persons between the ages 18-24 on a benefit or at risk of becoming benefit dependent, and persons who are disabled.

WDC successfully secured grant funding (Tranche 1 - \$250,000) to invest in the programme and secured the services of a supplier for the contract by way of closed tender, with the Funding Agreement signed on 21 October 2021.

3.0 KEY MILESTONES

Council will be briefed on the Programme's progress via the Quarterly Community and Partnerships Progress Report.

Key Milestone	Indicative Timeframe	Commentary
Audit, Risk and Finance Committee Meeting Report on Progress	February, May and August	Progress updates will be provided through the integrated Quarterly Report
Council Meeting Report on Progress	November	

Youth Liaison/Youth Council

1.0 DESCRIPTION

Youth Liaison is about supporting and encouraging young people to develop and build the skill sets and attitudes required to initiate positive futures be it for themselves, their significant others or the communities they are a part of.

Waitomo District Council takes an active role alongside the young people within the Waitomo District to nurture, stretch and challenge their understanding of governance and how that can influence and provide opportunities for young people as a collective, both now and in the future.

Council re-integrated the Waitomo District Youth Council (WDYC) within the operational and governance structure which has provided learnings and opportunities for advancement. It has been equally advantageous having the Mayor's Tuia Programme operating within WDC to provide a tangible example of sustainable development within the District.

The term of the Waitomo District Youth Council work programme has been aligned with the school calendar year and is a direct result of evaluating historical WDYC work programmes and opportunities for improvement.

2.0 DISCUSSION/ISSUES

Council continues to provide a platform for the WDYC to be independent in their work plans whilst still being supported to be accountable. Challenging and supporting young people to better understand the significance of influence and positions of governance remains a priority for the WDC.

Young people's value in the District is consolidated through supporting them to provide two meaningful events for their fellow peers throughout the calendar year. Young people are able to showcase the positive contribution to the community that they continue to make.

Council will be briefed on WDYC activities via the Community and Partnerships Quarterly Progress Report.

3.0 KEY MILESTONES

Council will be briefed on the WDYC's progress via the Quarterly Community and Partnerships Progress Report.

Note: Due to ongoing COVID-19 disruptions, WDYC activities have been temporarily suspended and will be revisited in the future.

Key Milestone	Indicative Timeframe	Commentary
Audit, Risk and Finance Committee Meeting Report on Progress	February, May and August	Progress updates will be provided through the integrated Quarterly Report
Council Meeting Report on Progress	November	
Call For Nominations	March 2022	
Induction	April 2022	
Council Meeting Adoption of WDYC Work Program for the calendar year	June 2022	
Call For Nominations	March 2023	
Youth Council Induction	April 2023	
Council Meeting Adoption of WDYC Work Program for the calendar year	June 2023	
Call For Nominations	March 2024	
Youth Council Induction	April 2024	
Council Meeting Adoption of WDYC Work Program for the calendar year	June 2024	

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 District Promotion Activity.

2.0 DISCUSSION/ISSUES

Council supports two community events – the Waitomo District Christmas Parade and The Great New Zealand Muster.

Implementation of Project Plans for both the Christmas Parade and Muster ensure the events retain their success, professional delivery and meet current health and safety legislative requirements.

The delivery mechanism for events, or parts thereof, may alter subject to any community organisations wishing to partner with WDC for the delivery of district events via the Community Events Fund.

3.0 KEY MILESTONES

Christmas Parade

Key Milestone	Indicative Timeframe	Commentary
Consultation: Identify and consult with key stakeholders.	September/October 2021	Complete
Review and implement Project Plan	October 2021	Complete
Advertise and communicate: Continue communication with key stakeholders, community and other target markets.	November/December 2021	Refer comment below.
Christmas Parade 2021		Cancelled due to COVID-19

Great New Zealand Muster

Key Milestone	Indicative Timeframe	Commentary
Review scope of Great NZ Muster including Health and Safety requirements	September/October 2021	Complete
Identify and consult with key stakeholders.	September/October 2021	Complete
Development and implementation of a Project Plan	October 2021	Complete
Advertise and communicate: Continue communication with key stakeholders, community and other target markets.	January to March 2022	Refer comment below.
Great NZ Muster 2022		Cancelled due to COVID-19

Combined Mayoral ITO Graduation Ceremony**1.0 DESCRIPTION**

This project of work supports the delivery of the Waitomo and Ōtorohanga Districts Combined Mayor Industry Training Organisation (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, the Waitomo and Ōtorohanga Mayors agreed to combine the Graduation Ceremonies and host the Ceremony year about. Wintec is also involved in the Ceremonies and the cost of the Ceremony is divided between the two Councils and Wintec.

Ōtorohanga was to host the Ceremony in 2021.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Graduation Ceremony Hosted by Ōtorohanga DC	October/November 2021 –	Cancelled due to COVID-19

Marketing Strategy**1.0 DESCRIPTION**

Development of a District Marketing Strategy is considered appropriate to address the goals for WDC's District Promotion group of activities as follows:

- Recognising that economic, social, cultural and environmental outcomes must be mutually reinforcing
- Maintaining a high-quality environment
- Marketing Waitomo as a vibrant District where people want to live, work and play
- Providing an excellent visitor experience to those travelling to our District
- Making smart strategic decisions to support Regional Tourism outcomes within our District
- Growing the economy through visitor spend in our District
- Promoting Waitomo as a visitor friendly destination where visitors can experience a variety of unique experiences

2.0 DISCUSSION

Council, at a Workshop on 6 October 2020, as part of the 2021-2024 10 Year Plan development process, supported the development of a District Marketing Strategy during years 1 and 2 of the 10YP within existing budgets.

3.0 KEY MILESTONES

Note: Whilst initially planned for Years 1 and 2 of the 2021-2024 10YP, due to the ongoing disruptions to WDC caused by COVID-19, this project has had to be deferred.

Partnership Agreements: North King Country Indoor Sport and Recreation Centre

1.0 DESCRIPTION

The Te Kuiti High School (TKHS) Board of Trustees (BOT) has been discussing and making provision for the upgrade/replacement of its 45 year old gymnasium facility for a number of years. The BOT and other members of the community felt there was an opportunity to develop a facility for the King Country, to be used by the wider community, rather than just a school gymnasium.

In 2014 a pre-feasibility investigation assessing the concept of developing an indoor sports facility (Sports Centre) on the TKHS grounds was conducted. Establishment of a Project Steering Group (PSG) followed comprising representation from TKHS, the community, Sport Waikato, Waitomo and Otorohanga District Councils. Approval in principle from the Ministry of Education (MOE) was received for such a facility to be built on Ministry land and administered by a Trust. The focus of the PSG was to prepare a business case which was proceeded on the basis of researching and retesting in depth each aspect of the proposal to ensure its appropriateness. Formation of the Game On Charitable Trust (GOCT) followed.

The Sports Centre Business Case was finalised as was a Communications Strategy. Consultation by the GOCT with key stakeholders and the community commenced. Council included reference to this community led project in its 2018-28 Long Term Plan Consultation Document 'Shape Waitomo To Your Liking' to gauge the community's support for the proposed Sports Centre development. The Consultation Document outlined that Council had been invited to consider whether or not to provide funding towards development of the Sports Centre. Of the 94 submissions received, 67% were in support of Council providing a maximum capital funding grant to the GOCT of \$1.5 million. At its meeting on 29 May 2018, Council approved the capital funding grant. Council's commitment was reflected in the 2018-2028 Long Term Plan with \$1 million allocated in the 2018/2019 financial year and \$500,000 in the 2019/2020 financial year.

Following requests from the GOCT, the timeline for drawdown of Council's \$1.5 million grant funding was re-sequenced, and approved by Council, throughout the period from July 2018 to late 2021.

Upon the GOCT securing the required capital investment, its focus switched to formalising the occupation agreements with the MOE. In late 2020, the MOE advised it had concerns with the project's viability and requested the GOCT further consider its Business Case and address the MOE's concerns.

In February 2021, Sport NZ engaged an independent subject expert, SGL Funding Ltd, to undertake a review of the project. That Review identified that all core stakeholders had a common goal of achieving the funding needed to deliver a two-court indoor Centre at Te Kuiti High School and ensuring its ongoing viability. The Review also identified project fundamentals required that needed to be reviewed and provided strategies and recommendations for how to address those. An important recommendation, strongly supported by Sport NZ, was that a collective approach be taken by all key stakeholders to review and collaboratively address and solve concerns held by parties to the project. To that end, Sport NZ recommended a Steering Group be formed comprising the most senior representatives from each stakeholder organisation to reset and achieve the project over the next four to six months.

Consequently, the King Country Indoor Sport and Recreation Centre Steering Group (Steering Group) has been working since early May 2021 to progress and re-set the project to address all parties' requirements including those of the MOE. The Steering Group has included representatives from the MOE, Council, GOCT, BOT, Sport NZ, Sport Waikato, and Trust Waikato.

In July 2021, the Steering Group presented its revised Business Case and supporting documentation to the MOE for consideration, seeking the MOE's confirmation that it is now comfortable that the project proceed on a revised basis.

On 17 August 2021, the Chair of the Steering Group presented a Report to WDC's Audit, Risk and Finance Committee. That Report outlined the findings of the Steering Groups review, the revised Business Case, and the Steering Groups recommendations. Following consideration by the Audit, Risk and Finance Committee, recommendations were presented to Council for consideration.

Council considered the recommendations of the Audit, Risk and Finance Committee at its meeting of 31 August 2021 and set a number of conditions to be met prior to making any commitment.

Council was presented with a public excluded supplementary business at its meeting of 12 October 2021 informing of progress made with respect to resolving the matters conditional to its agreement to take over from the Game on Charitable Trust the proposed development, ownership and management of the proposed King Country Indoor Sports and Recreation Centre and the risks to be addressed in achieving that and at that meeting resolved as follows:

- 1 *The business paper on King Country Indoor Sports and Recreation Centre (Doc Ref A577539) prepared and tabled at the 28 September 2021 Council meeting be received.*
- 2 *The business paper Supplementary Report: King Country Indoor Sports and Recreation Centre (Doc Ref A579446) be received.*
- 3 *Council note:*
 - a) *The work undertaken to identify project risks and methods to mitigate those risks.*
 - b) *The agreements with the Ministry of Education and the Te Kuiti High School Board of Trustees.*
 - c) *The proposed fixed price Construction Agreement with Apollo Projects Ltd.*
 - d) *Council's decision that public consultation in accordance with the special consultative procedure in the Local Government Act 2002 is not required.*
 - e) *The progress made to address the conditions set at the 31 August 2021 Council meeting, which have been met as follows:*
 - i. *The Game on Charitable Trust has asked all Grantors to the project to novate those grants to the Council.*
 - ii. *The Game on Charitable Trust has delivered to Council all documentation relating to the project, including plans and design specifications, resource and other consents secured, costings and quotations.*
 - iii. *The Game on Charitable Trust has agreed to amend its Deed of Trust to allow for a Trustee Appointments Committee to be established with membership to be determined by the Council.*
 - iv. *The Ministry of Education has agreed to provide Council with a licence to occupy for the site at which the Centre is to be located, to include access and usage rights, for a period of 34 years and 364 days.*
 - v. *Acceptable agreement has been reached between the Council, the Ministry of Education and the Te Kuiti High School Board of Trustees that enables Council to manage the development and operation of the Centre.*
 - vi. *Agreements have been reached for certain funding support from the Ministry of Education and Te Kuiti High School to assist to cover operational costs.*
 - vii. *The Ministry of Education has agreed to contribute a minimum of \$2,350,000 to the Centre development.*
 - viii. *Te Kuiti High School has agreed to contribute a minimum of \$163,014 to the Centre development.*
 - ix. *Lotteries have novated their \$3 Million grant to the Council.*
 - x. *Crown Infrastructure Fund has agreed to novate \$500,000 to the Council.*
 - xi. *Trust Waikato has agreed to the transfer of the balance of the \$700,000 grant to the Council from the Game on Charitable Trust.*
 - xii. *Grassroots Trust has undertaken to grant \$200,000 to the Council.*
- 4 *Council delegate the responsibility for execution of the documents as follows to the Mayor and Chief Executive:*
 - a) *A Property Sharing Agreement with the Crown and Te Kuiti High School Board of Trustees.*
 - b) *A Development Agreement with the Crown and Te Kuiti High School Board of Trustees.*
 - c) *A Construction Contract with Apollo Projects Ltd.*

2.0 DISCUSSION

A contract for the design and build of the KCISRC was awarded on 14 October 2021 and commenced on 15 October 2021. The overall contract implementation phase has a duration of approximately 14 months and a total cost of approximately \$8M. On top of that are additional fit-out costs, giving a total project cost of \$9.05M.

On completion, ownership of the new stadium will be shared between the Ministry of Education, Te Kuiti High School Board of Trustees, and WDC in the ratios of 24.7%, 10.3%, and 65% respectively.

3.0 KEY MILESTONES

Detailed progress reports related to this project will be made to Council on an as required basis with a generalised update included in each quarterly Financial and Non-Financial report.

Key Milestone	Indicative Timeframe	Commentary
Audit, Risk and Finance Committee Meeting Report on Progress	February, May and August	
Council Meeting Report on Progress	November	
Council Meeting Report on Progress	Monthly (commencing December 2021)	Detailed progress reporting will be made to Council on a monthly basis.

AMP Improvement and Monitoring: Community Development Activity Management Plan

1.0 DESCRIPTION

This project is about the implementation of the Improvement Plans contained in the Activity Management Plan and refreshing the Activity Management Plan in anticipation of the next 10 Year Plan development cycle.

2.0 KEY MILESTONES

Community Development Activity Management Plan – Specific Improvement Projects 2018-2021		
Key Milestone	Indicative Timeframe	Commentary
Targeted Customer Satisfaction Surveys	2021-2024	Ongoing
Business Continuity Plan for Customer Services sites reviewed	2021-2022	Review of business continuity planning has been accelerated, and is ongoing, as a result of COVID-19 implications.
Comprehensive database of grant applications, recipients, funding levels and funding trends maintained	2021-2024	
Operations Manuals reviewed – all Customer Service sites	2021-2024	
10YP Workshop #9 Workshop AMP as part of 10 Year Plan development	23 September 2023	

Recreation and Property

Housing and Property: WDC Administration Building Renovations & Seismic Strengthening and I-Site/Railway Building Renovations

1.0 DESCRIPTION

A detailed seismic assessment was carried out on the WDC Administration Building in 2019 by GHD.

Additional office space will be provided in the northern half of Railway Building 1 and the Meads Gallery remaining within.

2.0 DISCUSSION

The results concluded that the lateral stiffness of the single storey section of the admin building during a ground shaking event would vary from the two storey section and structural work is required to the two storey section of the building.

Office layout changes to both the WDC Admin Building and I-Site/Railway Building 1 as well as seismic strengthening of the WDC Admin Building will be done in parallel due to possible structural changes required for any proposed changes to office layout of the admin building.

During 2020 it was decided by Council to expand office space from the I-Site into the immediate joined northern half of Railway Building 1. The idea is to provide additional office and meeting space and to bring Council services into the Te Kuiti CBD. The additional space will create a meeting room for ten, and nine hot desks. The Meads Gallery will move to the southern half of the building.

3.0 KEY MILESTONES

Progressing of this project has been delayed due to COVID-19 and the timeline will be moved out as necessary.

Key Milestone	Indicative Timeframe	Commentary
Detailed seismic assessment report completed by GHD.	August 2019	Complete
Commission detailed design of seismic strengthening work.	October 2019	Complete
Commission Architect to develop Concept Design.	February 2020	Complete
Concept Design V2.	February 2021	Complete
Procurement of works	October – December 2021 tbc	GHD to compile tender documents.
Seismic Strengthening to Admin Building and Renovations to both Admin Building and I-Site/RW1.	January – March 2022 tbc	Customer Service staff movement will be required during construction.
Audit, Risk and Finance Committee Meeting Report on Progress	February, May and August	Progress updates will be provided through the integrated Quarterly Report
Council Meeting Report on Progress	November	

Housing and Property: Review of WDC Leases and Occupation Arrangements

1.0 DESCRIPTION

Review of all WDC property leases and other property occupation arrangements.

2.0 DISCUSSION

This ongoing review ensures that all WDC property occupation arrangements are documented and are either up to date with appropriate documented arrangements (lease/licence to occupy/grazing licence, etc.) including current market rentals, or will be brought up to date upon review, renewal or otherwise of the arrangement.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Identification of all WDC Property Leases/Licence to Occupy arrangements.	2018-2020	Complete
Council Workshop Presentation of WDC current Lease/Licence to Occupy status	15 September 2020	Complete
Review of all existing property occupation arrangements.	Ongoing	Council's property occupation arrangements are under constant review and as arrangements expire, new arrangements are negotiated and put in place.

Housing and Property: Waitomo District Landfill – Harvest of Mature Production Forest

1.0 DESCRIPTION

Assess value of pine tree forest to the rear of the Waitomo Landfill.

2.0 DISCUSSION

At its meeting on 26 October 2021, Council resolved to harvest for sale the mature production forest, to replant the site following completion of the harvest and to accept a proposal received for the harvest.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Consultants to visit the Landfill and assess the plantation.	May 2021	Complete
Tender advertised.	July 2021	Complete
Council Meeting Ratification of decision to harvest the mature forest and acceptance of harvest proposal.	26 October 2021	Complete
Forestry Harvesting	2021-2022	Forestry harvesting is scheduled to commence in February 2022 and be completed by May 2022
Re-planting of site	Post Forestry Harvest	Replanting options to be discussed at 17 February 2022 Council Workshop. Replanting to occur April/May 2023.

Housing and Property: Review of Elderly Persons Housing

1.0 DESCRIPTION

WDC's Elderly Persons Housing (EPH) function involves the provision and maintenance of affordable housing for the elderly. WDC currently provides 20 EPH units located at 120 Esplanade, Te Kuiti.

2.0 DISCUSSION

In developing the 2021-2031 10YP, Council considered the EPH function and in particular –

- Whether Council wishes to continue to be a service provider for EPH
- Current EPH fees and charges (rentals) do not meet the intent of Council's Revenue and Finance Policy
- What level of depreciation should be funded for EPH

Council's directive was –

- Continue providing EPH for the 2021-2031 10YP
- Investigate the option of transferring WDC's EPH stock to a social housing provider for consideration in development of the 2024-2034 10YP
- Increase fees and charges (rentals) by \$5 per year with the objective of moving towards the EPH activity being cost neutral
- Fund depreciation only to the extent required for minor renewals. This is because Council considers that future renewals would be from community sources and/or grants and subsidies. These facilities are community occupied, have a life in excess of 50 years and renewals would be dependent on future choices.

3.0 KEY MILESTONES

Due to COVID-19 and resource capacity, this project has not progressed. Key Milestones including indicative timelines will be developed once there is capacity to progress the project.

Parks and Recreation: Surfers Track – Mokau

1.0 DESCRIPTION

Access from Aria Terrace to the beach at Mokau.

2.0 DISCUSSION

The track is not much wider than a street vehicle and leads to the sandy west coast beach. During stormy seas driftwood and deep loose sand is washed up on the beach end of the track restricting access by emergency rescue vehicles and with public accessing the beach via vehicle, often they get bogged down. The beach end of the track does not allow a safe turn around area.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Meet with locals using the track for emergency and rescue reasons.	May 2022	
Engage roading engineer to design a turn around area to the beach end of the track.	June 2022	
Procurement of services.	September 2022	
Construction of proposed improvements.	October 2022	There has been a delay in the commencement of the project due to material supply issues and the contractor's other work commitments and COVID-19 restrictions; resulting in the completion date needing to be extended.

Parks and Recreation: Mōtakiora/Brook Park Development Plan

1.0 DESCRIPTION

A draft Concept Plan was prepared by a Landscape Architect for the development of Mōtakiora/Brook Park. The overall idea was to combine the activities of both Mōtakiora/Brook Park and the new Holiday Park to provide an overall visitor experience and to also provide facilities for the local community to enjoy in regards to community wellbeing and development.

2.0 DISCUSSION

To progress Council's partnership with MMTB, many key projects have been addressed elsewhere in this Road Map Work Programme. This includes the development of a new Joint Management Agreement (in response to the Crown/MMTB Treaty Settlement), working with MMTB on the co-management of Mōtakiora/Brook Park, undertaking a development plan for Mōtakiora/Brook Park, and engagement with MMTB on Maori Wards for the 2025 and 2028 elections.

A hui with MMTB will be the first step to progressing some of the suggestions as capacity permits. It is acknowledged that some suggestions will be relatively easy to implement, and some will require

further, more detailed project planning. A Strategy will enable this to be refined, and for goals, outcomes, and indicative timeframes to be agreed.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Draft Concept plan prepared.	August 2018	Completed
Incorporate the Mōtakiora / Brook Park theme into the District Plan.	September 2018 - Ongoing	Completed
Council Workshop Introduce and discuss draft Concept Plan.	12 March 2019 – Ongoing due for completion late 2020.	Completed - Council decided to concentrate on Mōtakiora / Brook Park fence and weed maintenance initially. This work is being undertaken now and will continue in the drier months.
Council Workshop Re-present and discuss draft Concept Plan.	15 September 2020	Completed - Council identified the Mōtakiora (Brook Park) Development Concept Plan as a project to be further considered as part of the development of the 2021-31 10 Year Plan and was for workshopped on 15 September 2020.
Finalising of Concept Plan.	2023/24	Once a Vision for Mōtakiora/Brook Park is agreed and directive obtained for the draft Concept Plan, a detailed timeline of Key Milestones will be added to the Road Map inclusive of Stakeholder Engagement.

Parks and Recreation: Mōtakiora/Brook Park – Co-Management with Mana Whenua

1.0 DESCRIPTION

Te Arawhiti – The Office for Māori Crown Relations (the Crown) and Maniapoto Māori Trust Board (MMTB) are currently undertaking a treaty settlement process for the comprehensive settlement of all of the historical claims of Maniapoto.

One of the matters raised with WDC as a result of the Crown and MMTBs' settlement process was the aspiration of MMTB to work with council to agree an approach to the co-management of Mōtakiora / Brook Park.

On 28 July 2020, Council resolved to commit to working with the Maniapoto Māori Trust Board / Post Settlement Governance Entity on developing an agreed approach to the co-management of Mōtakiora / Brook Park Recreation Reserve.

2.0 DISCUSSION

Council has formally committed to working with the Maniapoto Māori Trust Board / Post Settlement Governance Entity and Ngāti Rōrā hapū on developing an agreed approach to the co-management of Mōtakiora / Brook Park Recreation Reserve.

The following wording (as agreed by Council) will be included in the Deed of Settlement:

"WAITOMO DISTRICT COUNCIL

- [Maniapoto and Waitomo District Council acknowledge that Mōtakiora, or Brook Park Recreation Reserve, is a wāhi tapu of high cultural and historical significance for Maniapoto and, in particular, for the Ngāti Rōrā hapū. Their eponymous ancestor, Rōrā was the child of Maniapoto and Paparauwhare. Mōtakiora is Ngāti Rōrā's maunga tapu. Mōtakiora pā on the hill was the home of Rōrā and his wife, Kuramonehu. It is part of the Te Pukenui Block replete in Ngāti Maniapoto history. Mōtakiora pā was also the scene of the killing of Rōrā and a subsequent fight to avenge his death, and then an eventual peace-making.]*
- [Separate to the deed of settlement, Maniapoto and Waitomo District Council will work on developing an agreed approach to the co-management of Mōtakiora or Brook Park Recreation Reserve.]*

3. *[Maniapoto aspirations for the future management of Mōtakiora or Brook Park Recreation Reserve is to work in partnership with the council in the governance and management of the reserve, including the development and implementation of any reserve management plans.]*
4. *[The Crown bears no responsibility for the outcome of discussions between Maniapoto and Waitomo District Council on this matter.]*

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Discussions with MMTB/Ngāti Rōrā hapū	tbc	Progress stalled due to COVID-19 and resourcing capacity. Key Milestones will be developed once initial discussions have been undertaken
Council Workshop Discuss project	tbc	

Public Facilities: Piopio Cemetery Expansion

1.0 DESCRIPTION

The capacity of Piopio Cemetery is approaching its limit. WDC has acquired additional land to accommodate future expansion.

2.0 DISCUSSION

Provision has been made in the 10YP for future development of Piopio Cemetery land in 2020/21.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Review cemetery capacity.	Ongoing	Review of the cemetery's capacity is under constant review as the cemetery nears its limit and future development is planned.
Audit, Risk and Finance Committee Meeting Report on Progress Council Meeting Report on Progress	February, May and August November	Progress updates will be provided through the integrated Quarterly Report

Public Facilities: Mokau New Public Toilet Block

1.0 DESCRIPTION

WDC provides public toilet facilities at many of its townships across the District.

The need for a capital investment in a new public toilet facility at Mokau is well documented. The existing public toilets located alongside Mokau Community Hall do not meet current demand, with the level of service (LoS) gap met over the past 3 summer periods (ending 2020/21 summer) through the hire of five temporary Portaloo type toilets. The operational issues, non-compliance and cost of maintaining this existing LoS is not appropriate nor sustainable.

The construction of an additional permanent public toilet facility at Mokau (and Waitomo Village) was part of the investment programme included in the 2018-28 Long Term Plan with funding provision of \$320,000 made in Year 1 (2018/19), subject to a condition that 50% of that amount be co-funded from the Ministry of Business, Innovation and Employment's (MBIE) Tourism Infrastructure Fund (TIF). TIF funding approval was achieved, with the funding agreement for the new proprietary toilet block at Mokau now signed by both parties.

Note: The Waitomo Village proposed additional public toilet block has been placed on hold indefinitely.

2.0 DISCUSSION

Land acquisition and assessment of the existing effluent field at Mokau resulted in significant delays in commencement of this project.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Effluent field assessment.	May 2021	Completed
Land acquisition.	May 2021	Completed
Public consultation to be undertaken on Concept Plan.	2021	
Procure services for septic engineer (assessment & design)		Completed
Council Meeting Progress report including revised timeline for programme implementation and funding.	30 November 2021	Completed
Obtain the required quotes for the multiple goods/services and seek the necessary procurement exemptions approvals from TSC where required	December 2021– February 2022	
Apply for building consent	February 2022	
Procure goods and services for Stage 3 (if any)	1 February 2022 – 31 March 2022	
Install new toilet block and upgrade/maintain the septic system	30 June 2022	
Audit, Risk and Finance Committee Meeting Report on Progress Council Meeting Report on Progress	February, May and August November	Progress updates will be provided through the integrated Quarterly Report

AMP Improvement and Monitoring: Housing and Property

1.0 DESCRIPTION

This project is about implementation of the Improvement Plans contained in each of the Asset Management Plans and refreshing Asset Management Plans in anticipation of the next 10 Year Plan planning cycle.

2.0 DISCUSSION / ISSUES

The detailed planning giving effect to asset management improvement plans is contained in each of the Asset Management Plans. 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 quality of AM planning and accuracy of financial projections is dependent on improved knowledge of customer expectations, further developed AM practices, accurate data to optimise decision making, review of outputs, development of strategies and further planning.

The purpose of an AM improvement plan is to improve the current management practices for AM processes, information systems and data. 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 Property AMP – Specific Improvement Projects 2021-2024		
Key Milestone	Indicative Timeframe	Commentary
Underground services investigations and other data gathering.	2021-2024	
Review operational manuals for Les Munro Centre and print booklets.	2021-2024	
Expand recovery plans to sit with risk Analysis.	2021-2024	
Review of Asset Plan 2021.	2021	Ongoing

Housing and Property AMP – Specific Improvement Projects 2021-2024		
Key Milestone	Indicative Timeframe	Commentary
Develop detailed asset data associated with Community Facilities Assets.	2021-2024	
Investigations into future liability/ownership needs to be further developed as leases and licences are reviewed.	2021-2024	

AMP Improvement and Monitoring: Parks and Reserves

1.0 DESCRIPTION

This project is about implementation of the Improvement Plans contained in each of the Asset Management Plans and refreshing Asset Management Plans in anticipation of the next 10 Year Plan planning cycle.

2.0 DISCUSSION / ISSUES

The detailed planning giving effect to the improvement plans is contained in each of the Asset Management Plans. 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 knowledge of WDC staff. The quality of AM planning and accuracy of financial projections is dependent upon improved knowledge of customer expectations, further developed AM practices, accurate data to optimise decision making, review of outputs, development of strategies and further planning.

The purpose of an AM improvement plan is to improve the current management practices for AM processes, information systems and data. The improvement plan provides 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 – Specific Improvement Projects 2021-2024		
Key Milestone	Indicative Timeframe	Commentary
Underground services investigations and roading data collection	2021-2031	
Include Building data in a "designed" asset management programme such as SPM or into WDC's GIS program/NCS program	2021-2031	
Review AMP	2021	Ongoing
Purchase of data logger and development for in field inspection recording	2021-2031	
Continual Review of Leases and Licences when necessary, including building lease data base in NCS	2021-2031	

AMP Improvement and Monitoring: Public Facilities

1.0 DESCRIPTION

This project is about implementation of the improvement plans contained in each of the Asset Management Plans and refreshing Asset Management Plans in anticipation of the next 10 Year Plan planning cycle.

2.0 DISCUSSION / ISSUES

The detailed planning giving effect to the improvement plans is contained in each of the Asset Management Plans. 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 knowledge of WDC staff. The quality of AM planning and accuracy of financial projections is dependent upon improved knowledge of customer expectations, further developed AM practices, accurate 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. The improvement plan provides 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

Public Facilities AMP – Specific Improvement Projects 2021-2024		
Key Milestone	Indicative Timeframe	Commentary
Underground Services and Car Parking Asset Investigations	2021-2031	
Purchase of Notebook and development of inspections programme for toilet inspections and other functions within the Community Services area	2021-2031	
Review AMP	2021	Ongoing
Include Building data in a “designed” Asset Management Programme such as SPM or spreadsheets attached to GIS	2021-2031	
Asset Management Planning miscellaneous	2021-2031	

AMP Improvement and Monitoring: Community Facilities

1.0 DESCRIPTION

This project is about implementation of the Improvement Plans contained in each of the Asset Management Plans and refreshing Asset Management Plans in anticipation of the next 10 Year Plan planning cycle.

2.0 DISCUSSION / ISSUES

The detailed planning giving effect to the improvement plans is contained in each of the Asset Management Plans. 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 knowledge of WDC staff. The quality of AM planning and accuracy of financial projections is dependent upon improved knowledge of customer expectations, further developed AM practices, accurate 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. The improvement plan provides 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

Community Facilities AMP – Specific Improvement Projects 2021-2024		
Key Milestone	Indicative Timeframe	Commentary
Underground services investigations and other data gathering	2021-2024	
Review operational manuals for Les Munro Centre and print booklets	2021-2024	
Expand recovery plans to sit with risk Analysis	2021-2024	
Review of Activity Plan 2021	2021	Ongoing

Community Facilities AMP – Specific Improvement Projects 2021-2024		
Key Milestone	Indicative Timeframe	Commentary
Develop detailed asset data associated with Community Facilities Assets	2021-2024	
Investigations into future liability/ownership needs to be further developed as leases and licences are reviewed.	2021-2024	

Asset Management

Note: The significant key projects for Water, Wastewater, Stormwater and Roading are capital works and therefore reporting on these is undertaken by way of the integrated quarterly progress reports to the Audit, Risk and Finance Committee (February, May and August) and Council (November).

Roads and Footpaths: Roading Activity Influencers

1.0 DESCRIPTION

The Roads and Footpaths activity is the single largest area of expenditure for Council. 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. The Roads and Footpaths Asset Management Plan (AMP) has been reviewed to reflect the expected influences as far as possible.

The most significant known activity influencer (of unknown impact) for the Roading Activity is storm damage.

The Roading AMP reflects current service levels and the accompanying expenditure forecasts required to maintain those levels of service, it is a key input to the 10YP containing details of operations, maintenance, development, risk and demand management planning for Council's roading and footpath assets.

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Develop 2024-27 Roading Business Case for Waka Kotahi NZTA funding	August 2023 – December 2024	Aligns with Waka Kotahi NZTA N10YP roll-out and WDC's 10YP development
Audit, Risk and Finance Committee Meeting Report on Progress Council Meeting Report on Progress	February, May and August November	Progress updates will be provided through the integrated Quarterly Report or a separate business paper should a Council decision be required.

Roads and Footpaths: Renewals

1.0 DESCRIPTION

The need for asset renewals (replacing assets at the end of their useful lives) are identified through analysis of condition assessments, failure history and in some cases, predictive modelling. Treatment selection and work prioritisation are determined from an economic analysis of options considering all asset life cycle costs.

2.0 DISCUSSION/ISSUES

In June 2021 Waka Kotahi (NZ Transport Agency) indicated to WDC that they were likely to receive a funding allocation of \$32,000,000 for Maintenance, Operations and Renewals (MOR). This is a 5% reduction in the \$33,790,367 budget that WDC went to 10YP consultation on, a difference of \$1,790,367.

Waka Kotahi funding approval, as of 28 June 2021, was not received for Low Cost Low Risk (LCLR) categories, however Waka Kotahi has indicated their expectation that their capacity for LCLR funding will also be significantly less than the applications received. The MOR funding for Waitomo DC for the 2021 -24 10YP term is at about the same levels as what it was for the previous Three-year 10YP period.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Unsealed road metalling - \$600,000 p.a. Sealed road resurfacing: Chipseal and Asphaltic Concrete - \$1,300,000 p.a. Drainage renewals - \$200,000 p.a.	July 2021 - June 2024	Included in existing Contract 500/16/028: Road Maintenance and Reseals Contract 2017-2020 (3 + 2 + 2). We are in the first 2-year extension

Key Milestone	Indicative Timeframe	Commentary
		and expect to avail ourselves of the second 2-year extension.
Sealed road pavement rehabilitation - \$1,100,000 p.a.	Annual programme	Phase 1 – Investigate and design. Phase 2 – Physical works contract.
Bridge and large culvert replacement and other Structure upgrade/strengthening - \$300,000 approx.	July 2022 - June 2024	Replacement of Walker Road culvert to be completed in Year 2 or 3.
Component replacements for Bridges and Retaining structures - \$350,000 p.a.	Annual programme	Phase 1 – Investigate and design Phase 2 – Physical works contract
Implement footpaths renewal programme - \$300,000 p.a.	July 2021 - June 2024	Improvements and renewal programme – 3-year contract to be awarded. Total value \$1.5M over 3 years.
Traffic services renewals - Signs and new guardrails. - \$65,000 p.a.	July 2021 - June 2024	Included in contract 500/16/028
Audit, Risk and Finance Committee Meeting Report on Progress Council Meeting Report on Progress	February, May and August November	Progress updates will be provided through the integrated Quarterly Report

Roads and Footpaths: New Works (Improvements)

1.0 DESCRIPTION

New footpaths and widened footpaths are included in this category

2.0 DISCUSSION/ISSUES

New and improved footpaths are prioritised based on pedestrian counts, streets where there are no footpaths, service requests and requirements for access to services e.g. Medical Centres and Schools. A significant footpath improvement programme has been provided in the 2021-31 10YP. This improvement programme commenced in 2018/19, enabled by the NZTA shift in funding policy for its accelerated FAR.

Additional new work is anticipated following recent changes to speed limit legislation. The potential lower speed limits on the Waitomo network, which are yet to be assessed, include roads that are very windy with sharp bends, making it necessary to drive much slower than the national legal speed limit (about half of the Waitomo District roading network), rural roads with narrow widths, and where the speed limits on nearby State Highways are 80km/hr.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Implement new footpaths programme \$200,000 p.a.	July 2021 - June 2024	Improvements and renewal programme – 3-year contract to be awarded. Total value \$1.5M over 3 years
Minor improvements Local Roads programme \$300,000 p.a.	Annual programme	Work Category 341. Includes slip repairs and geometric improvements like road widening.
Audit, Risk and Finance Committee Meeting Report on Progress Council Meeting Report on Progress	February, May and August November	Progress updates will be provided through the integrated Quarterly Report

Roads and Footpaths: Te Kuiti Pedestrian Rail Overbridge

1.0 DESCRIPTION

The existing TKPRO was vested in Council ownership in 2001 by way of agreement with the then TranzRail (now KiwiRail).

In 2014, KiwiRail reported a number of safety improvements required for the bridge and requested a full engineering assessment of the structure. That investigation led to a request from Council in October 2017 to undertake an assessment of alternative designs for the safe thoroughfare of pedestrian traffic across the rail corridor.

That work was undertaken by Calibre Consultants following a closed contest procurement process, noting that at that stage, work on the structure was not eligible for NZTA funding assistance.

Consequently, Council identified that its preferred option was to replace the existing structure, largely because a new level crossing was not acceptable to KiwiRail.

2.0 DISCUSSION/ISSUES

Waka Kotahi NZTA funding assistance has since become available for the replacement work as a result of changes to the Government Policy Statement for land transport. Work has focused on obtaining Waka Kotahi NZTA funding for the replacement option through preparation of a business case and obtaining KiwiRail approval for a new access agreement and concept design.

The estimated cost of the bridge project is \$3.3 M, which includes preliminary investigations, and has qualified for an NZTA subsidy rate of 73%. An additional \$150,000 is required to complete the amenity area adjoining the skatepark.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Option evaluation, consultation and design concept approval with KiwiRail, develop methodologies for demolition of the existing bridge structure and construction of the replacement in consultation with KiwiRail's Asset Engineers	July 2019	Completed
Phase One Geotechnical and site investigation plus preliminary design	July 2019 – July 2020	Completed.
Phase Two Final design, contract documentation, tender evaluation and procurement.	July 2020– October 2020	Completed
Phase Three Project Construction and supervision	January 2021 – October 2021	Construction of Stage 1 began on site on 12 January 2021 with Stage 2 commencing 24 May 2021. The Stage 2 work was completed in January 2022 due to further COVID-19 disruptions.
Audit, Risk and Finance Committee Meeting Report on Progress Council Meeting Report on Progress	February, May and August November	Progress updates will be provided through the integrated Quarterly Report

Roads and Footpaths: Marokopa Road-End Protection Works

1.0 DESCRIPTION

In circa 2012/13, a concrete block seawall was designed, consented and constructed across the seaward end of the unformed section of Marokopa Road. The wall, as constructed, does not comply with the Consent conditions, is showing areas of corrosion, and is potentially a safety risk if not attended to. In July 2014, remedial works were identified but not progressed. Again, in December 2016, remedial works to the value \$300,000 – \$400,000 were identified. A second Consultant's report, in August 2017, identified the need for return walls and foundation reinforcement. Tenders were called, with the lowest price received being approximately \$300,000. In November 2017, Council resolved that there be no further expenditure on the seawall.

2.0 DISCUSSION/ISSUES

The decision to not address the necessary remedial measures required to ensure stability of the wall left WDC with a structure that did not comply with the operative resource consents issued by Waikato Regional Council (WRC) in February 2013. WRC has since (June 2019) issued WDC with a Letter of

Direction requiring information on the actions taken to be taken to achieve compliance with the consent. A site meeting with WRC staff took place in July 2019, with a process agreed for assessing the existing structure, identifying remedial actions, and addressing/changing consent requirements. That work has since been completed.

A complicating issue is that the WDC consent was for the combined length of seawall extending across both the end of Marokopa Rd and the neighbouring private property immediately to the south. The method of construction for that section of wall bears no relationship to the consented design. Unclipping that section of wall from the WDC consent forms part of the s.127 change to the current consent.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Letter of Direction ex WRC	5 June 2019	Received
Site meeting with WRC	12 July 2019	Completed
Scoping of wall stability and consenting issues, and engagement of Consultant	August 2019	Completed
Assessment of wall stability, remedial actions, consent strategy	October 2019	Completed
Establish agreed consent pathway with WRC	October 2019	Completed
Initiate consent variations/new consents	November 2019 - January 2020	Changed consent issued May 2020
Implement remedial works	April – July 2021	Delayed due to consenting process, COVID-19 and consent exclusion period from December to February. Now completed.
Audit, Risk and Finance Committee Meeting Report on Progress Council Meeting Report on Progress	February, May and August November	Progress updates will be provided through the integrated Quarterly Report

Solid Waste: Waste Minimisation Promotion Programmes

1.0 DESCRIPTION

The Waste Minimisation Act 2008 provides that Council must adopt a waste management and minimisation plan which must consider reduction, reuse, recycling, recovery, treatment and disposal as well as considerations of nuisance, NZ waste strategy, or any Government policy.

2.0 DISCUSSION/ISSUES

WDC's current Waste Management and Minimisation Plan (WMMP) was reviewed by Council in developing the 2018-2028 10YP and formally adopted by Council at its meeting of June 2018 with effect from 1 July 2018.

Pursuant to section 50 of the WMA 2008, Council must review the WMMP within 6 years and therefore the WMMP will need to be reviewed before September 2023.

The WMMP addresses recycling, collection and disposal of waste, with the objective of reducing waste to landfill. Key issues include retention of the existing transfer station location of Mokau, improved education material on recycling and home composition and reducing food waste and minor works at district transfer stations to improve safety and presentation. Recycling options at all events using WDC property will be increased.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Undertake waste assessment	March – July 2023	The review of the WMMP must be preceded by a waste assessment.
Review waste management and minimisation options and prepare draft WMMP for consultation	July – August 2023	
Undertake public consultation using the SCP	March/April 2024	SCP will be undertaken in conjunction with all of the

Key Milestone	Indicative Timeframe	Commentary
		Supporting Information for the 2024-2034 LTP.
Audit, Risk and Finance Committee Meeting Report on Progress Council Meeting Report on Progress	February, May and August November	Progress updates will be provided through the integrated Quarterly Report

Solid Waste: District Transfer Station Improvements

1.0 DESCRIPTION

Establishment of the District Transfer Stations was completed to an acceptable functional standard in the 2009-2012 period, with minor upgrades completed since that time. It is intended that WDC's Transfer Stations will continue to operate within current standards for the 2021-2024 period with the exception of minor upgrades such as fence and signage renewals.

Solid Waste: Waitomo District Landfill – Extend Capacity

1.0 DESCRIPTION

The Waitomo District landfill has a consented capacity of 232,000 tonnes. At the current rate of filling, that capacity will be consumed by 2025.

A study completed during 2017/18 identified that the capacity of the Landfill could be increased to an optimised volume of approx. 420,000 tonnes at an estimated cost of \$1.5 million. That would increase the life of the landfill through to approximately 2044.

A new consent has since (September 2019) been obtained to extend the consent life of the landfill to 2054 to allow the estimated new capacity to be realised.

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Future Demand Study	December 2015	A 'whole of life' study has been completed to determine:- <ul style="list-style-type: none"> • Where refuse will come from for the balance of the resource consent. • Effects the statutory cost increases from the ETS will have on the Landfill. • Cost 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) reducing 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 declining while operational cost of the landfill is fixed thus putting upward pressure on cost per tonne disposed.
Ascertain residual consented and optimised life of landfill	June 2018	Completed and re-consented in 2019.

Key Milestone	Indicative Timeframe	Commentary
Apply for resource consent to extend capacity of landfill over current footprint	November 2018	The Resource Consent Application was lodged with the Waikato Regional Council on 3 May 2019 and was granted in September 2019. It will enable the optimised fill capacity to be increased to approximately 420,000 tonnes. The new consent requires the old consent to be surrendered before it becomes operational and contains a number of new consent requirements in line with present day landfill management standards. The landfill is currently (February 2022) still operating under the old consent.
Construct high wall liner	2019/20 – 2020/21	A budget of approximately \$1.5M over the two years has been provided in WDC's 2018-28 10YP. The first instalment of the liner will need to be constructed in approximately 12-18 months' time due to the fill level of the active cell being reached within that time period.
Decide future development of Landfill	July 2021	Given the imminent date by which the landfill fill level will be reached, and the need to invest in capital works to achieve additional fill capacity against the high wall if the landfill is to be kept open, as per the consenting strategy, a decision needs to be made on the alternative options available to Council for disposal of residual solid waste. The options are to either develop the landfill highwall or close the landfill and upgrade the Te Kuiti Transfer Station with waste hauled to a regional scale landfill out of District. The costs and risks of those options will be reported.
Council Workshop	14 December 2021	Future development plan for landfill confirmed as per landfill strategy and 2021-31 LTP. To be preceded by gas collection – initial gas wells installed in 2021/22 followed by flare infrastructure in 2022/23, to offset ETS. \$860k investment over extended life of landfill. Progressive stabilisation of highwall and highwall/cell lining. 30-year capital development cost (to 2052) n\$8.3mM including final capping. Optional additional cell at approx. Year 25 (\$800k)
Audit, Risk and Finance Committee Meeting Report on Progress Council Meeting Report on Progress	February, May and August November	Progress updates will be provided through the integrated Quarterly Report

Solid Waste: Waitomo Landfill Operations and Kerbside Collection Contract Renewal

1.0 DESCRIPTION

EnviroWaste is responsible for the management and operation of the Waitomo District Landfill, including recovery of resources onsite, in accordance with the Landfill Management Plan and the site resource consents. This includes the provision of all plant, equipment, materials, as well as administration and management inputs to operate and maintain the residual waste disposal effectively and efficiently.

EnviroWaste, separately, also delivers the District Kerbside and Transfer Stations Collection contracts.

The terms of the original contracts were 3 + 2 + 2 year terms. The first right of renewal was 1st November 2012 to 1st November 2014 and the second was 1st November 2014 to 1st November 2016.

These contracts were re-tendered in 2016 with EnviroWaste retaining both contracts.

The landfill operations contract expires 30 April 2022.

The kerbside refuse and recycling collection contract expires midnight, 30 April 2024

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
WDC Landfill Operations contract (500/16/041)	May 2017-2022	The current contract has a five year term to align with the expiry of the current Landfill resource consent.
	February 2022 – 1 May 2022.	Tender documents have been prepared for a new contract to be advertised through Feb/March 2022. The term of contract will be for 3 years to align with landfill development programme.
Kerbside Collection and Transfer Station Refuse and Recycling Collection Services Contract (500/16/038)	May 2017-2024	The current contract has a seven year term.

Stormwater: Catchment Management Plans Update/Review

1.0 DESCRIPTION

Catchment Management Plans are needed to identify overland stormwater channels to enable the protection of these secondary drainage mechanisms from future land use development.

2.0 DISCUSSION/ISSUES

The main urban stormwater catchment is in Te Kuiti. The current piped network provides limited capacity for effective drainage, with some areas of the catchment rely on overland flow, including the roading network for secondary flow paths.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Complete Catchment Assessment for Te Kuiti	June 2022	A consultant has been engaged to assess the existing Te Kuiti Stormwater Catchment data however progress has stalled due to COVID-19 restrictions.
Audit, Risk and Finance Committee Meeting Report on Progress Council Meeting Report on Progress	February, May and August November	Progress updates will be provided through the integrated Quarterly Report

Stormwater: Rehabilitation and Renewals (as per Catchment Management Plans)

1.0 DESCRIPTION

Stormwater rehabilitation and renewals involves replacement and/or rehabilitation of stormwater pipes and open drains that are in a poor condition and continued maintenance is no longer viable.

2.0 DISCUSSION/ISSUES

The condition of the existing stormwater network was found to be in a poor condition following a CCTV inspection in 2014.

1.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Complete annual renewals programme.	July 2021 - June 2022	A Condition Assessment Programme is to be developed and implemented. A pipe rehabilitation programme will be reported, to be prioritised based on pipe condition and capacity. Subject to COVID-19 delays, physical works will commence before July 2022
Audit, Risk and Finance Committee Meeting Report on Progress Council Meeting Report on Progress	February, May and August November	Progress updates will be provided through the integrated Quarterly Report

Stormwater: Health and Safety Issues

1.0 GENERAL

Grills to close off pipe ends are the only way of keeping children from playing in the stormwater pipe system.

2.0 DISCUSSION/ISSUES

Grills have been installed at stormwater exit and entry points where Health and Safety concerns exist. Due to the rural nature of Te Kuiti, however, a lot of vegetation comes through the stormwater system which clogs the grates causing local and upstream flooding.

The death of a child in 2010 and the subsequent Coroner's Report advises that a Storm Water Safety Risk Assessment be undertaken to address any potential shortcomings. A consulting firm was appointed to undertake this high level risk assessment and to scope and identify the risks.

3.0 KEY MILESTONES

The grills are monitored and kept clean. Council is kept updated via the integrated Quarterly Report for stormwater as to any issues that might develop.

Key Milestone	Indicative Timeframe	Commentary
Audit, Risk and Finance Committee Meeting Report on Progress Council Meeting Report on Progress	February, May and August November	Progress updates will be provided through the integrated Quarterly Report

Wastewater: Maniaiti/Benneydale Renewals

1.0 DESCRIPTION

Sewerage renewals are programmed to take place when the condition of the infrastructure has deteriorated to a level where it is no longer economic to repair.

2.0 DISCUSSION/ISSUES

The old reticulation system was theoretically past the end of its asset life cycle. An investigation process (CCTV) was completed to determine the actual condition of the reticulation, with replacement of the network now 90% complete.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Audit, Risk and Finance Committee Meeting Report on Progress	February, May and August	Progress updates will be provided through the integrated Quarterly Report
Council Meeting Report on Progress	November	

Wastewater: Te Kuiti Wastewater Treatment Plant

1.0 DESCRIPTION

An on-going programme of mechanical and electrical plant and equipment replacement is required due to the high wear and tear exposure of this essential infrastructure.

A condition assessment of the treatment pond embankment is also to be completed in 2020/21.

2.0 DISCUSSION/ISSUES

Aeration equipment in the treatment ponds operates continuously. It is essential to maintaining treatment capacity and consent compliance.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Replacement of aeration equipment and Minor Renewal at the WWTP	December 2019 – June 2020	Completed.
Undertake a condition assessment of the WWTP Pond Embankment	June 2021 – July 2022	This Project has been delayed due to COVID-19.
Audit, Risk and Finance Committee Meeting Report on Progress	February, May and August	Progress updates will be provided through the integrated Quarterly Report
Council Meeting Report on Progress	November	

Water Supply: Te Kuiti – Alternative Water Source Investigation

1.0 DESCRIPTION

The Te Kuiti supply currently relies on a single source – the Mangaokewa Stream. To improve resilience of the supply, either an alternative source or bulk raw water storage is required, especially over the peak demand, low stream flow period.

2.0 DISCUSSION/ISSUES

Investigations into the sustainable yield from a groundwater source have been completed. The outcome of those investigations has confirmed the non-viability of a groundwater supply in lieu of bulk raw water storage.

The raw water storage project scope includes an initial investigation of the feasibility, and subsequent siting, of a suitable off-stream storage dam upstream of the Te Kuiti Water Treatment Plant. The preliminary estimated cost of a raw water storage reservoir is \$30M, scheduled for completion in WDC's Infrastructure Strategy for 2040-42. The new water supply entity will need to assume responsibility for this project.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Complete Investigations	August – September 2018	Well driller engaged
Report findings	November 2018	Pump testing discontinued due to insecure casing
Investigate alternative bore site	November 2018	<p>Reported to Council that the bore at Mangarino could not be utilised and that a new site at Te Kuiti Domain is also being investigated.</p> <p>The revised, sequential investigation strategy comprises:</p> <p>Stage 1 - Construction of an investigation bore at a greenfield site [Completed].</p> <p>Stage 2 - Construction of a test/production bore.</p> <p>Stage 3 - Resource consent application (ex WRC) for abstraction</p> <p>Stage 4 - Defining preliminary source protection zones around the new wellhead and undertake a catchment risk assessment.</p> <p>Stage 5 – Construct a well-field and connect the groundwater supply to a new or existing Te Kuiti Water Treatment Plant.</p>
	July 2019	A new investigation bore was sunk at Te Kuiti Domain to ascertain the depth and yield of a limestone layer that was expected to be water bearing. Ultimately, the drilling was terminated at a depth of 69m due to being unable to locate the target aquifer and with no evidence found of the recorded geology. This investigation bore will now become a monitoring bore for the purpose of the next stage of investigations.
	December 2021	<p>Stage 2 investigations involving drilling of an investigation/production bore at Te Kuiti Domain were completed during December 2021. The existing monitoring bore, also located at Te Kuiti Domain, was used to measure the impact of production testing on groundwater drawdown.</p> <p>The budget available for Stage 2 investigations is \$153,370 including a carry-over of \$50,970 from 2019/20. The required professional services and work will be spread over the 2020/21 – 2021/22 financial years.</p> <p>The 2021-31 10YP includes budgets of \$150k in Year 1 for the wellhead pipework and Stages 3 and 4, followed by \$500k in each of Years 2 and 3 respectively for wellfield development, pump stations and rising mains to the water treatment plant, but will not be required due to the results of the recent investigation work.</p>

Key Milestone	Indicative Timeframe	Commentary
		Further ahead, the draft 2021-51 Infrastructure Strategy identifies \$100k for consideration of design options in Year 12, followed by \$2.5M for construction of a treatment plant above the 100 - year flood plain in Year 13.
Audit, Risk and Finance Committee Meeting Report on Progress Council Meeting Report on Progress	February, May and August November	Progress updates will be provided through the integrated Quarterly Report

Water Supply: Backflow Preventers (Te Kuiti, Mokau and Piopio)

1.0 DESCRIPTION

Backflow prevention is required to prevent cross contamination between appliances and potable water supply.

2.0 DISCUSSION/ISSUES

A programme has been developed to ensure each water connection is fitted with a manifold comprising toby, backflow and water meter.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Develop programme	July 2021	
Report implementation progress	July 2021- November 2021	Programme will extend over next 3 months
Audit, Risk and Finance Committee Meeting Report on Progress Council Meeting Report on Progress	February, May and August November	Progress updates will be provided through the integrated Quarterly Report

Three Waters Reform – Implementation of Stimulus Grant Funding

1.0 DESCRIPTION

Following Central Government's recent creation of a new water regulator, Taumata Arowai, and further proposals to reform the water services sector, a Three Waters Steering Committee has been established to provide oversight and guidance to support progress towards reform and to assist in engaging with Local Government, Iwi/Maori and other water sector stakeholders on options and proposals.

2.0 BACKGROUND

Over the past three years, Central and Local Government have been considering solutions to challenges facing delivery of the three waters services to communities.

This has seen the development of new legislation and the creation of Taumata Arowai, the new Water Services Regulator, to oversee and enforce a new drinking water regulatory framework, with an additional oversight role for wastewater and stormwater networks.

While addressing the regulatory issues, both Central and Local Government acknowledge that there are broader challenges facing local government water services and infrastructure, and the communities that fund and rely on these services.

There has been significant under-investment in three waters infrastructure in parts of the country and persistent affordability issues; along with the need for additional investment to meet improvements in freshwater outcomes, increase resilience to climate change and natural hazards, and enhance community wellbeing.

In July 2020, the Government announced a funding package of \$761 million to provide immediate post-COVID-19 stimulus to local authorities to maintain and improve the three waters (drinking water, wastewater, stormwater) infrastructure and to support reform of Local Government water services delivery arrangements.

The Government indicated that its starting intention was public multi-regional models for water service delivery to realise the benefits of scale for communities and reflect neighbouring catchments and communities of interest. There was a preference that entities will be in shared ownership of local authorities. Design of the proposed new arrangements will be informed by discussion with the Local Government sector.

There is a shared understanding that a partnership approach between Central and Local Government will best support the wider community interests and ensure that any transition to new service delivery arrangements is well managed and as smooth as possible. This has led to the formation of a joint Three Waters Steering Committee to provide oversight and guidance on three waters services delivery and infrastructure reform.

3.0 DISCUSSION/ISSUES

A significant discussion issue was the feedback received from the Three Waters Reform Workshops held throughout the Country during July/August 2020. This was followed by requests to councils to enter into a Memorandum of Understanding (MOU) and Funding Agreement (FA) with the Government for Tranche 1 of the reform programme and to receive stimulus funding in the form of a grant (\$3.5m). Councils were asked to submit a Delivery Plan (DP) for approval by 31 October 2020, once signed off, half of the funding would be provided to the Council.

This was also followed by a significant Request for Information (RfI) from the DIA which was due 1 Feb 2021 and created additional workload at the same time as the 10YP work. Council was also participating in the SOLGM Steering Group for Waikato/BoP councils and was also requested to complete an RfI for that group.

A Delivery Plan was developed with 22 projects to be delivered by March 2022 (since extended to 30 June 2022 due to COVID delays). A key issue has been resourcing of the project and contract management required to deliver the projects. A project management office was established, initially in the Water Reform area, with a project management framework to be rolled out across the organisation over the next 2-3 years.

A Waters PCG has been established which is reporting weekly to SLT and developing project plans, delivery schedule, reporting processes, a risk register, etc.

4.0 KEY MILESTONES

Options and forward planning will be reviewed and included in this Work Programme as they become known. In the interim, any updates will be provided to the Council via the three-monthly Progress Reports for the Waters Activities.

Key Milestone	Indicative Timeframe	Commentary
Briefing paper to Council on Government announcement	28 July 2020	Overview of Governments reform programme
Council approved MOU	25 August 2020	MOU provided to DIA by 31 August 2020
Funding Agreement signed	September 2020	Delivery Plan and FA provided to DIA by 30 September 2020
SOLGM RfI	14 - 28 October 2020	Submitted in parts, final part on 10 November 2020
Council workshop briefing	10 November 2020	Update on reform programme and RfIs
Delivery Plan approved	31 October 2020	Approval not received until 12 November 2020
Council workshop briefing	9 December 2020	Focus on key risks
Quarterly reporting to CIP	10 days after 31 December, 31 March, 30 June and 30 September	First report due 31 January 2021
DIA RfI	23 October 2020 - 1 February 2021	
Project Works (to start by 31 March 2021 and be completed by 31 March 2022):		
• Security of Supply	30 October 2021	Only Te Kuiti to complete
• Asset data collection, assessment and storage	30 November 2021	All schemes
• Supply chain – scoping and procurement of critical spares	31 December 2021	All schemes

Key Milestone	Indicative Timeframe	Commentary
and monitoring instrumentation		
• Pump station renewals, reticulation renewals, including planning and design	28 February 2022	All schemes
• Treatment Plant upgrades	28 February 2022	Piopio and Mokau
• SCADA	31 March 2022	All schemes
• Back-up power supplies	31 March 2022	All schemes
• Backflow prevention	31 March 2022	All schemes
• Commission project management(s)	31 March 2022	All schemes

Strategic - Te Waitere Water and Wastewater

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 local sewerage system.

Council indicated that a strategic review needed to be scheduled 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's 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 10YP 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 2021-31 Long Term Plan.

3.0 DISCUSSION/ISSUES

A staged sewerage scheme with initial capacity for an additional 50 dwellings 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 ultimately 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.

The current disposal site is located on private land with access via an easement.

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.

A water supply for Te Waitere would exacerbate the limited capacity of the current wastewater treatment and disposal system and is outside the scope of the current LTP.

4.0 KEY MILESTONES

Options and forward planning are to be reviewed in the context of the 2018-2028 10YP.

Key Milestone	Indicative Timeframe	Commentary
1. Permeability tests to assess sustainability of existing land discharge of waste water and	Completed	Results show that additional land will ultimately be needed for waste water disposal.

Key Milestone	Indicative Timeframe	Commentary
possible future development.		Consultant engaged to review operation of soakage fields; winter monitoring underway. Project delayed due to COVID-19 lockdown.
2. Development of detailed scoping and associated Project Plan for inclusion in the Road Map.	September – October 2021	
3. Consultation with property owners about development plans and land availability for land discharge	October-December 2021	Dependent on available resources.
4. Consultation with all property owners on separator/septic tank maintenance service	January to March 2022	Dependent on available resources.
5. Report to Council on conclusions		On completion of each action.

AMP Improvement and Monitoring: Roads and Footpaths

1.0 DESCRIPTION

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

The Key Milestones Table below is a summary of the "Improvement and Monitoring" Section of the AMP as adopted by Council in 2021 for preparation of the 2021-2031 10YP.

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

The Key Milestones prioritise actions required with indicative Completion Dates. Many of the milestones will entail additional resourcing to enable completion. The full Improvement and Monitoring Table in the AMP details these requirements, which have subsequently been transferred to the relevant budgets of the 10YP.

2.0 KEY MILESTONES

Roads and Footpaths AMP – Improvement and Monitoring		
Key Milestone	Indicative Timeframe	Commentary
1. Review roading assets required to support development plan/structure plans for potential growth areas (Waitomo village, Mokau etc.)	2019/20 - 2023	This will be completed as part of district plan review process currently underway. In progress.
2. Review opportunities for smart procurement of network service delivery appropriate to WDC's operating environment and that may add value to current service delivery and asset management processes.	July 2021 – June 2024	WDC has considered shared service delivery arrangements for managing and maintaining its network as part of the review of its approved procurement strategy. While past experiences have not always proven advantageous, potential exists for new ideas. In progress.
3. Monitor Omya's planning and coordinate programming and funding procedures for upgrade of proposed haulage route affected by development and extraction from proposed new limestone quarry site.	July 2024	Omya's proposal to develop and operate a new limestone quarry site, in the short to medium term, will necessitate upgrades to the geometry and pavement strength of local roads affected by the haulage route. Provisional funding has been included in the AMP from year 4 onwards.
4. Undertake a rigorous validation of renewal sites to optimise the renewal programme.	To be implemented in Rehab Contracts let for the 2021/22 construction season	Recommendation from Waka Kotahi Technical Audit of Waitomo District Council, March 2020

Roads and Footpaths AMP – Improvement and Monitoring		
Key Milestone	Indicative Timeframe	Commentary
5. Implement a seal extension programme for unsealed roads at intersections and bridge approaches	Constructing in the 2020/21 and 2021/22 construction seasons	Recommendation from Waka Kotahi Technical Audit of Waitomo District Council, March 2020. In progress.
6. Implement a project plan for each improvement task	The new AMP and 10YP plan require us to implement a project plan for each improvement task	Recommendation from Waka Kotahi Technical Audit of Waitomo District Council, March 2020
7. Implement regular audits of signs, markings and delineation	To be implemented by March 2021	Recommendation from Waka Kotahi Technical Audit of Waitomo District Council, March 2020. Underway.
8. Meet the duty of care requirement for Temporary Traffic Management as set in the Code of Practice for Temporary Traffic Management.	To be implemented by 30 June 2022.	Recommendation from Waka Kotahi Technical Audit of Waitomo District Council, March 2020
9. Undertake routine audits of temporary traffic management sites to ensure compliance with the Code of Practice for Temporary Traffic Management.	Documented monthly TMP Audits to be in place by December 2020.	Recommendation from Waka Kotahi Technical Audit of Waitomo District Council, March 2020. Underway.
10. Comply with the Road Safety Audits process as defined in Waka Kotahi Planning and Investment Knowledge Base.	To be implemented by March 2021	Recommendation from Waka Kotahi Technical Audit of Waitomo District Council, March 2020

AMP Improvement and Monitoring: Stormwater

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 2021 for the 2021-2031 10YP.

The Planning Improvement and Monitoring Table has been summarised in the 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 10YP.

2.0 KEY MILESTONES

Stormwater AMP – Improvement Plan		
Key Milestone	Indicative Timeframe	Commentary
1. Ascertain community satisfaction with current levels of service.	Next review 2023	Levels of service satisfaction survey for SW last completed in 2016.
2. Formalise, monitor and record asset inspection and data collection.	July 2021	On going
3. Improve service provider maintenance reporting and integrate costing information with spatial data in AssetFinda	July 2021	
4. Develop accurate and complete asset inventory registers for each urban drainage area.	July 2021 - Jan 2023	

Stormwater AMP – Improvement Plan		
Key Milestone	Indicative Timeframe	Commentary
5. Initiate a long term condition and performance assessment programme, initially for Te Kuiti.	July 2021 - Jan 2023	
6. Initiate a SW scheme concept for Mokau- Awakino and Te Waitere	December 2028	
7. Develop a greater focus on risk identification and management, obtaining more detailed information on critical assets.	July 2021 - Jan 2023	
8. Cost and prioritise the works developed from the risk assessment exercise.	Jan 2023	
9. Complete environmental impact studies for each stormwater drain and receiving water	Dec 2023	
10. Review design standards for stormwater pipe sizing based on effects of climate change on rain storm intensity and frequency	Jan 2023	Identify sections of reticulation where current capacity is undersized for design storm
Prepare Catchment Management Plans for each urban drainage area including calculation of design runoff, identification of gaps and capacity limitations of the existing stormwater network at each location, identification and protection of (through the use of easements, district plan rules etc) secondary flow paths and an assessment of the impact of each flow path on the relevant properties.	July 2021 – June 2023	Catchment Management Plans to be completed before consent application in 2024
11.		
12. Undertake a new assessment of water and sanitary services available to communities in the district	2023	Assessment in accordance with s.125 of the LGA 2002. The most recent assessment was completed in 2014.

AMP Improvement and Monitoring: Solid Waste Activity Management Plan

1.0 DESCRIPTION

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

Note that the AMP is informed by the statutory requirement for a Waste Management and Minimisation Plan, due for review by 2024.

The Key Milestones Table below is a summary of the “Plan Improvement and Monitoring” Section of the AMP as adopted by Council in 2021 for preparation of the 2021-2031 10YP.

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, which have subsequently been transferred to the relevant budgets of the 10YP.

2.0 KEY MILESTONES

Solid Waste Activity Management and Minimisation Plan – Improvement Plan		
Key Milestone	Indicative Timeframe	Commentary
1. Promote understanding, commitment, and engagement of the community in waste minimisation (e.g., recycling and home composting)	Ongoing	Engage the community with waste minimisation topics through local newsletters and WDC website
2. Collect and manage relevant waste minimisation and disposal data to assist planning and monitor performance	Annually	
3. Promote reduction of onsite disposal of agricultural waste products (plastic wrap etc.)	Ongoing	Agricultural waste education will be ongoing
4. Undertake an annual waste audit of waste quantities by source and composition	Ongoing	Accurate data collection is fundamental to monitoring effectiveness and trends from waste minimisation activities.
5. Improve safety features and presentation at transfer stations	Ongoing	Asset inventory
6. Review and improve accessibility to transfer stations and recycling drop-off centres	Ongoing	Broken glass, safety barriers etc.
7. Ensure recycling facilities are provided at all events hosted on WDC property	Ongoing	Requires appropriately marked containers for separate recycling types – glass, plastics etc. Develop an events waste management plan

AMP Improvement and Monitoring: Wastewater

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 2021 for preparation of the 2021-2031 10YP.

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 has been transferred to the relevant budgets of the 10YP.

2.0 KEY MILESTONES

Wastewater AMP – Improvement Plan		
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.	May 2021	Assumes 3 Waters Reform consultation, coincident with draft 2021-31 10YP consultation.
2. Ensure the right level of funding is being allocated to maintain the asset service potential.	Next review September 2023	Review frequency consistent with annual and long-term planning cycle

Wastewater AMP – Improvement Plan		
Key Milestone	Indicative Timeframe	Commentary
3. Formalise asset data collection procedures for Council staff and contractors to improve confidence in accuracy of asset data.	On going	
4. Develop accurate and complete asset inventory registers for each scheme.	On-going	
5. Updating of asset inventory data and input to database.	On-going	
6. Develop a greater focus on risk identification and management, obtaining more detailed information on critical assets.	On-going	
7. Prioritise the mitigation works developed from risk assessment exercises.	On-going.	
8. Develop strategies to meet the community's desire for higher environmental standards and anticipated more stringent resource consent requirements.	Specific to each consent renewal.	
9. Analyse asset database and develop 30-year asset renewal programmes from improved asset condition surveys.	2021-22	

AMP Improvement and Monitoring: Water Supply

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 2021 for preparation of the 2021-2031 10YP.

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 identify and prioritise actions required with indicative 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 has been transferred to the relevant budgets of the 10YP.

2.0 KEY MILESTONES

Water Supply AMP – Improvement Plan		
Description	Target Completion Date	Comment
1. Ensure the right level of funding is being allocated to maintain the asset service potential.	Ongoing	Monitor
2. Utilise AssetFinda to prioritise renewals within budgets.	Feb 2021	Requires evaluation of appropriate AMS after inventory records updated and complete.
3. Improve standard of maintenance data integration with spatial data in AssetFinda	Ongoing	3-Waters reform project to collect and update asset data.
4. Improve standard of contractor collection and reporting of maintenance data and integration of information with spatial data in AssetFinda	Ongoing	Monitor continuous improvement. Data capture from backflow installation project

Water Supply AMP – Improvement Plan		
Description	Target Completion Date	Comment
5. Develop accurate and complete asset inventory registers for each scheme.	Ongoing	On-going upgrade and improvement
6. Develop a greater focus on risk identification and management for critical assets.	Ongoing	Water Safety Plan requirement
7. Prioritise the works developed from the risk assessment exercise.	Ongoing	Water Safety Plan requirement
8. Improve definition of standards for maintenance	Ongoing	Monitor
9. Review pump station and treatment plant maintenance programmes	Ongoing	Monitor
10. Update and implement water treatment plant operating procedures	Ongoing as plants get upgraded	Monitor
11. Collect further condition rating data for pipe networks and use to prioritise renewals programme.	Ongoing	Ongoing programme
12. Review and improve the financial information outlined in Section 10 and produce an updated financial forecast by 30 June each year	March each year	Annual Planning requirement
13. Investigate plant asset types shown as 'unknown' in the plant valuation and confirm asset detail	Feb 2021	Missing asset details need to be identified and uploaded into AssetFinda. Next valuation commencing March 2021
14. Review and update Council's water supply policies	June 2023	Current policies are now dated and need to be refreshed.
15. Review asset valuations, ensure correct replacement costs are applied.	June 2021	Some assets are currently under valued as at June 2018.

SECTION FIVE:
Year 2 (2022/2023) of the 10 Year Plan 2021-2031

Development of 2024-2034 10 Year Plan

10 Year Plan (10YP)

1.0 DESCRIPTION

The purpose of the 10 Year Plan (10YP) project is to pull together a large number of complex 'building blocks' to produce an integrated 10YP with a complete and accurate base of underlying financial, asset and performance information. It requires considerable resourcing, careful sequencing of tasks and Governance (Council) input at every major stage.

The LGA section 93(6) states that the purpose of a 10YP is to:

- (a) Describe the **activities** of the local authority; and
- (b) Describe the **community outcomes** of the local authority's district or region; and
- (c) Provide **integrated decision-making** and **co-ordination of the resources** of the local authority; and
- (d) Provide a **long-term focus** for the decisions and activities of the local authority; and
- (e) Provide a **basis for accountability** of the local authority to the community.

As per the LGA 2002 (the Act), the purpose of the 10YP (amongst other things), is to provide a long term focus for the decisions and activities of the Council, describe the outcomes that the local authority aims to achieve in meeting the needs of its community (community outcomes), provide for integrated decision making and coordination of resources and provide the basis for accountability to the community.

In order to fulfil the intent of the Act and to ensure that the 10YP provides direction and guidance to the activities and work programmes for the coming years, it is important for Council to consider at the outset:

- the direction it intends to take over the next 10 years
- the community outcomes to be achieved
- identify the key areas of focus through the planning period and
- establish any guiding principles to be used as a reference, particularly for prioritising and sequencing of work streams

SOLGM recommends the following approach to 10YP planning:

- **10YP planning needs an outward focus:** a successful 10YP plan must be grounded in an understanding of the demographic, economic, environmental and social factors that shape the world around it.
- **10YP planning means long term:** the horizon for a 10YP is the useful life of assets, as opposed to the triennial cycle or even the legislative timeframe of ten years.
- **10YP planning presents the right debate:** a 10YP engages the community in a debate that focuses on the balance between the community's needs and aspirations, service realities and the community's willingness to pay. This is sometimes referred to as the right debate.
- **10YP planning tells one integrated story:** a 10YP should tell a single overall story, each part of the story should line-up in a way that supports and amplified the other parts of this story.
- **10YP planning is grounded in the present:** planning must proceed from a detailed understanding of the present, including the financials and fundamentals such as asset condition and performance.
- **10YP planning requires project management disciplines:** a 10YP planning process contains a lot of moving parts. Successful 10YP requires careful project planning and sequencing the right things in the right order.

2.0 DISCUSSION

Key Building Blocks

The table below provides a brief summary of the key building blocks for the development of the 10YP.

Key Building Block	Brief Description
Strategic Direction	This is guided by the legislative requirement “to promote the wellbeing of communities in the present and for the future” and provides the direction of travel for the council to guide the development of the 10YP.
Context Setting	Provides contextual information to elected members on council’s business (what we do, why we do it, how it is funded) and seeks feedback on key issues to be considered through the 10YP.
Groups of Activities	Schedule 10 of the Local Government Act 2002 requires all councils to organise their work into groups of activities (GOAs). Staff will provide an assessment of the GOA structure against the new strategic direction to show the alignment of the activities against the community outcomes.
Engagement Coordination Plan	This Plan establishes what engagement is necessary and feasible in the lead up to the 10YP, how we plan to engage on issues and rationalises engagement to the time and resource available. Work will be undertaken to identify recent engagements, and any upcoming opportunities to engage with key stakeholders.
Significance and Engagement Policy (SEP)	The 2014 changes to the Local Government Act (LGA) 2002 required all councils to have a Significance and Engagement Policy. Council’s SEP was reviewed for the 10YP 2021-31 and will require a review for this 10YP.
Levels of Service Reviews	Review of each activity and determining the changes to levels of service that will better meet the Council’s Strategic Direction. (Determination of what services and how much of each service we will deliver)
Infrastructure Strategy	The purpose of the Infrastructure Strategy is to identify the significant infrastructure issues for the Council over a 30-year period, the principal options for managing these issues, and the associated implications. The strategy will provide visibility to the regional community of the investment needed beyond the current 10-year long term planning horizon.
Financial Strategy	Required by the LGA to address statement of factors that are expected to have significant impact on the Council during the consecutive financial years covered by the Strategy.
Revenue and Financing Policy	The Revenue and Financing Policy is the mechanism through which the Council considers how it will fund the activities it undertakes, in accordance with the Local Government Act 2002.
Waste Management and Minimisation Plan (WMMP)	Statutory requirement under Waste Minimisation Act 2008. Reviewed every six years maximum. Next review due to be completed by 2024. Preceded by waste assessment, that then informs services and infrastructure to be provided, and WDC’s role in that.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
10YP Workshop #1 Project Structure and Timeframes Review of Council’s Strategic Direction: <ul style="list-style-type: none"> Includes review of Council’s Vision, Community Outcomes and priorities – within the context of external drivers and environmental scan. This session will also involve identifying elected member priority projects and issues What does Local Government Reform mean? What is the impact of the 3 Waters Reform on this 10YP? 	14 Feb 2023 or 21 Feb 2023	
10YP Workshop #2 Review of Council’s Strategic Direction: <ul style="list-style-type: none"> Continue and complete the review of the strategic direction Determine whether to consult on strategic direction (pre-engagement for 10YP) 	14 March 2023	Pre-engagement could include topics such as kerbside recycling etc to feed into the WMMP review

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Endorsement of project development process and anticipated timeframes Endorse Strategic Direction (and Engagement Plan if consulting)	28 March 2023	
Pre-Engagement for 10YP	1 April – 30 April 2023	
10YP Workshop #3 Context Setting: <ul style="list-style-type: none"> Business we are in Workshop (context setting on each activity we currently deliver (based on 2021-31 LTP information) These sessions will also identify high level forward thinking for each activity (including discussion and identification of projects or programmes of work that needs further information and investigation) What does Council look like without 3 Waters? What does Local Government Reform look like?	11 April 2023	
10YP Workshop backup Backup date should items remain from Workshop #3 Items that will need discussion in Workshop #3 <ul style="list-style-type: none"> Review of Elderly Person's Housing – options for Council consideration Implementation plan, costings and timeframes for Walking and Cycling Strategy and the District Wide Marketing Strategy 	12 April 2023	
10YP Workshop #4 Context Setting: <ul style="list-style-type: none"> Items identified for further discussion from Workshop 3. 3 Waters (tabling these – content yet to be determined) 	9 May 2023	
10YP Workshop backup <ul style="list-style-type: none"> Backup should items remain from Workshop #4 	10 May 2023	
10YP Workshop #5 Overview of <ul style="list-style-type: none"> Financial Strategy #1 Revenue and Financing Policy RFP #1 WMMP #1 Outcome of pre-engagement 	13 June 2023	Note: 10YP 2021-31 decision to conduct a comprehensive review of the RFP through this 10YP. Timeframes and planning for RFP review to be presented with the overview. Should include review of current funding sources by activity Forestry rate
10YP Workshop #6 <ul style="list-style-type: none"> Revenue and Financing Policy RFP #2 WMMP #2 Any remaining issue from context setting and outcome of pre-engagement 	20 June 2023	WMMP review to include modelling, options and costing for including kerbside recycling, solid waste rate harmonisation, etc
10YP Workshop #7 <ul style="list-style-type: none"> Revenue and Financing Policy RFP #3 Any remaining issues from Context Setting and outcome of pre-engagement 3 Waters 	14 July 2023	
10YP Workshop #8 <ul style="list-style-type: none"> Review of Community and Partnerships Policy RFP #4 GOA Structure (need to tie in with changes from the RFP workshops) 10YP Significant Forecasting Assumptions High Level model for Financial Strategy #2 	8 August 2023	
Council Meeting Adoption of Community and Partnerships Policy	29 August 2023	
10YP Workshop #9 AMPs/LoS #1 <ul style="list-style-type: none"> Recreation and Property Community and Partnerships Regulatory Services Resource Management Information Services 	12 September 2023	

Key Milestone	Indicative Timeframe	Commentary
10YP Workshop #10 AMPs/LoS #2 <ul style="list-style-type: none"> ▪ Wastewater ▪ Water ▪ Stormwater ▪ Solid Waste ▪ Draft WMMP #4 ▪ Roads and Footpaths 	19 September 2023	
10YP Workshop #11 <ul style="list-style-type: none"> ▪ Financial workstream related workshop (content to be determined – will need to include debt, impact of 3 Waters Reform/Transition, etc.) ▪ Financial Strategy #2 ▪ RFP #5 ▪ Fees and Charges Schedule ▪ Present findings of review of current Performance Management Framework 	10 October 2023	
10YP Workshop #12 <ul style="list-style-type: none"> ▪ Rates Remission Policy ▪ Significance and Engagement Policy ▪ Policy on Appointment of Directors to CCOs and CCO Statement for 10YP ▪ Treasury Policy (Investments and Liability Management Policies) ▪ Approach to Communications and Engagement for 10YP ▪ CouncilMark ▪ Infrastructure Strategy #2 ▪ Statement of enabling Maori involvement in Council decision Making 	17 October 2023	
10YP Workshop #13 <ul style="list-style-type: none"> ▪ Forecasting Assumptions #2 (if there is a need to revisit) ▪ Discussion of “Big” issues to be consulted (The Right Debate) to be included in the Consultation Document (CD) ▪ ‘Wash up’ of any outstanding issues 	14 November 2023	
<ul style="list-style-type: none"> ▪ Budget Forecasts #1 ▪ Strategic financial issues 	21 November 2023 or 12 December 2023	
10YP Workshop #14 <ul style="list-style-type: none"> ▪ Preliminary draft financial forecasts ▪ RFP #6 if required ▪ Working draft of CD and Communication and Engagement Plan ▪ Preliminary draft Financial Strategy #3 ▪ Working draft of Engagement Plan for WMMP 	6 February 2024	
10YP Workshop #15 Preliminary Draft Financials	20 February 2024	
Council Meeting Adopt for Audit: <ul style="list-style-type: none"> ▪ Consultation Document ▪ Draft Financials ▪ Supporting Information 	5 March 2024	
Audit of CD	8-18 March 2024	
Hot Review OAG	19 -22 March 2024	

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Adopt for Consultation: <ul style="list-style-type: none"> ▪ Consultation Document ▪ Supporting Information ▪ Supporting Information on proposals for consultation ▪ Financial Statements ▪ LoS and Performance Measures ▪ Infrastructure Strategy ▪ SWAMMP – Statement of Proposal ▪ Financial Strategy ▪ Revenue and Financing policy ▪ Planning Assumptions ▪ Rates Remission Policy ▪ Treasury Policy ▪ Appointment of Directors for CCO Policy ▪ Significance and Engagement Policy 	29 March 2024	
Public Notification	4 April 2024	
Consultation Period	5 April to 6 May 2024	
Council Hearings Hearing of Submitters	14-15 May 2024	
Council Meeting Deliberation of Submissions	28 May 2024 or 31 May 2024	
10YP Council Meeting Adoption of 10YP and related Strategies and Policies.	25 June 2024	

Review of Strategic Direction/Framework

1.0 DESCRIPTION

As per the LGA 2002 (the Act), the purpose of the 10YP (amongst other things), is to provide a long term focus for the decisions and activities of the Council, describe the outcomes that the local authority aims to achieve in meeting the needs of its community (community outcomes), provide for integrated decision making and coordination of resources and provide the basis for accountability to the community.

In delivering on these requirements, it is important to have a strategic framework underpinning and linking the long-term focus through to the community outcomes so any strategy can directly inform and influence Council's activities.

2.0 DISCUSSION

Council set its strategic direction in 2020 to prepare for the 10YP 2021-2031. The purpose of the Local Government Act 2002 (LGA) require Councils to play a broad role in promoting the social, economic, environmental, and cultural well-being of their communities. Collectively, these well-beings are referred to as the "four well-beings".

In short, Council is legally required to give due consideration to the four well-beings prior to making any decision. Council also has to understand what well-being means to the community, how Council intends to contribute to community well-being, and the means through which Council will deliver it. Some of these may be expressed in the existing strategies, policies and plans. It is this understanding that is the grounding of the strategic direction.

Essentially, the reinstatement of the four well-beings acknowledges that local government has a broad role to foster liveable communities that extend beyond simply providing 'core services'.

The review of the Strategic Direction will need to take all these factors into consideration.

In order to fulfil the intent of the Act and to ensure that the 10YP provides direction and guidance to the activities and work programmes for the coming years, it is important for Council to consider at the outset the sequencing of work streams.

Some of the key considerations of this session will include the pending local government review and the 3 waters reform programme – impact of transition.

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
10YP Workshop #1 Review of Council's Strategic Direction: <ul style="list-style-type: none"> Review of Council's Vision, Community Outcomes and priorities – within the context of external drivers and environmental scan. Identifying elected member priority projects and issues What does Local Government Reform mean? What is the impact of the 3 Waters Reform on this 10YP?	14 Feb 2023 or 21 Feb 2023	
10YP Workshop #2 Review of Council's Strategic Direction: <ul style="list-style-type: none"> Continue and complete the review of the strategic direction Determine whether to consult on strategic direction (pre-engagement for 10YP) 	14 March 2023	
Council Meeting Endorse Strategic Direction (and Engagement Plan if consulting)	28 March 2023	
Pre-Engagement for 10YP	1 April – 30 April 2023	
10YP Workshop #5 <ul style="list-style-type: none"> Outcome of pre-engagement 	13 June 2023	

Review of Financial Strategy

1.0 DESCRIPTION

Pursuant to Section 101A of the LGA Council must, as part of its 10YP, prepare and adopt a Financial Strategy for all of the consecutive financial years covered by the 10YP

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

2.0 DISCUSSION

In accordance with the Local Government Act 2002, the council is required to prepare a Financial Strategy which addresses the following matters:

- a statement of the factors that are expected to have a significant impact on the council during the consecutive financial years covered by the strategy, including
 - the expected changes in population and the use of land in the region, and the capital and operating costs of providing for those changes; and
 - the expected capital expenditure on flood protection and flood control works that is required to maintain existing levels of service currently provided by the council; and
 - other significant factors affecting the council's ability to maintain existing levels of service and to meet additional demands for services; and
- a statement of the council's
 - quantified limits on rates, rate increases, and borrowing; and
 - assessment of its ability to provide and maintain existing levels of service and to meet additional demands for services within those limits; and
- specify the council's policy on the giving of securities for its borrowing; and
- specify the local council's objectives for holding and managing financial investments and equity securities and its quantified targets for returns on those investments

In accordance with the Local Government (Financial Reporting and Prudence) Regulations 2014, the council is also required to prepare a standard set of financial disclosures for inclusion in annual plans, 10 Year Plans and annual reports.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop Review and recommendations 10YP Workshop #5 Overview of <ul style="list-style-type: none"> Financial Strategy #1 Revenue and Financing Policy RFP #1 Infrastructure Strategy #1 SWAMMP #1 Outcome of pre-engagement 	Pre-June 2023 13 June 2023	Note: 10YP 2021-31 decision to conduct a comprehensive review of the RFP through this 10YP. Timeframes and planning for RFP review to be presented with the overview. Should include review of current funding sources by activity Forestry rate
10YP Workshop #11 <ul style="list-style-type: none"> Financial Strategy #2 	10 October 2023	
<ul style="list-style-type: none"> Budget forecasts #1 Strategic financial issues 	21 November 2023 or 12 December 2023	
10YP Workshop #14 <ul style="list-style-type: none"> Preliminary draft Financial Strategy #3 	6 February 2024	
Council Meeting Adopt for Audit: <ul style="list-style-type: none"> Draft Financials Supporting Information 	5 March 2024	
Audit of CD	8-18 March 2024	
Hot Review OAG	19 -22 March 2024	
Council Meeting Adoption of: <ul style="list-style-type: none"> Financial Strategy 	29 March 2024	
10YP Council Meeting Adoption of 10YP , strategy and policies	25 June 2024	

Review of Infrastructure Strategy

1.0 DESCRIPTION

Pursuant to Section 101B of the LGA Council must, as part of its 10YP, prepare and adopt an Infrastructure Strategy for a period of at least 30 consecutive financial years.

The purpose of the Infrastructure Strategy is to identify the significant infrastructure issues for the Council over a 30-year period, the principal options for managing these issues, and the associated implications. The strategy will provide visibility to the regional community of the investment needed beyond the current 10YP planning horizon.

2.0 DISCUSSION

In complying with the Act, Council must outline how it intends to manage its infrastructure assets, taking into account the need to:

- renew or replace existing assets
- respond to growth or decline in the demand for services reliant on those assets
- allow for planned increases or decreases in levels of service provided through those assets
- maintain or improve public health and environmental outcomes or mitigate adverse effects on them
- provide for the resilience of infrastructure assets by identifying and managing risks relating to natural hazards and by making appropriate financial provision for those risks.

Note: A comprehensive review of the Strategy will need to be undertaken to incorporate the impact of the Three Waters Reform Programme.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop Review and Recommendations 10YP Workshop #5 Overview of <ul style="list-style-type: none"> Infrastructure Strategy #1 	Prior to June 13 June 2023	A comprehensive review will need to be undertaken to incorporate the outcome of the Three Waters Reform Programme / transition.

Key Milestone	Indicative Timeframe	Commentary
10YP Workshop #12 • Infrastructure Strategy #2	17 October 2023	
Council Meeting Adopt for Infrastructure Strategy for Audit	5 March 2024	
Audit of CD	8-18 March 2024	
Hot Review OAG	19 -22 March 2024	
Council Meeting Adoption of Infrastructure Strategy for consultation	29 March 2024	
10YP Council Meeting Adoption of 10YP and related Policies and Strategy	25 June 2024	

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 10YP 2024-34.

The LGA 2002, Section 17 of Schedule 10, states that Council's 10YP 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

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	June / July 2023	
10YP Workshop #8 10YP significant forecasting assumptions	8 August 2023	
Audit, Risk and Finance Committee Meeting Presentation of Significant Forecasting Assumptions for 10YP	12 October 2023	
10YP Workshop #13 10YP significant forecasting assumptions - update if required	14 November 2023	
Council Meeting Adopt for Audit	5 March 2024	
Audit of CD	8-18 March 2024	
Hot Review OAG	19 -22 March 2024	
Council Meeting Adoption of Forecasting Assumptions for consultation	29 March 2024	
10YP Council Meeting Adoption of 10YP and related	25 June 2024	

Key Milestone	Indicative Timeframe	Commentary
Policies and Strategy		

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

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 2015-2025 10YP therefore the next formal review of the WSSA should be carried out in 2020 in time for the 2021-31 10YP. If there is any variation to the 10YP, explanation must be provided for in the 10YP.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
WSSA review (6 year review)	2023 (To be worked into the 10YP development process workshops)	Now deferred to 2023. Note that there is no statutory time frame for reviewing the WSSA – it is now "from time to time". In addition, there has been no change in demand for water and sanitary services beyond what is already being provided via the current 10YP, since the last review in 2014/15. The assessment entails a significant piece of work, and it is prudent to defer this until any new drinking water standards and service provision/delivery requirements are known post establishment of Taumata Arowai.

Context Setting

1.0 DESCRIPTION

The purpose of these workshops is to provide contextual information to elected members on Council's business (what we do, why we do it, how it is funded). The information will also cover impacts of the emerging trends, drivers and issues in preparation for the 10YP 2021-31. These workshops are a scene setter and a precursor to the more in-depth Levels of Service Review (LOS) workshops.

2.0 DISCUSSION

This is an opportunity for Councillors to provide strategic feedback on key issues to be considered through the 10YP, specifically the levels of service reviews and prioritisation of activities.

Workshops will be held with Council to gain strategic inputs. The intended content of the workshops will be:

- Presentation of each GOA (Groups of Activities), Activity, within the context providing an overview of;
 - What we do,
 - Why we do it
 - Key projects
 - Key issues that are coming up

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Business we are in templates include: <ul style="list-style-type: none"> ▪ What we do ▪ Why we do it ▪ Customer partner views ▪ Current budget (2021-31) ▪ What's coming up ▪ Key issues for consideration ▪ Other opportunities 	December 2022	
10YP Workshop #3 Context Setting: <ul style="list-style-type: none"> ▪ Business we are in Workshop (context setting on each activity we currently deliver (based on 2021 10YP information) ▪ These sessions will also identify high level forward thinking for each activity (including discussion and identification of projects or programmes of work that needs further information and investigation) What does Council look like without 3 Waters? What does Local Government Reform look like?	11 April 2023	
10YP Workshop backup Backup should items remain from workshop #3 Items that will need discussion in workshop #3 <ul style="list-style-type: none"> ▪ Review of Elderly Person's Housing – options for council consideration ▪ Implementation plan, costings and timeframes for Walking and Cycling Strategy and the District Wide Marketing Strategy 	12 April 2023	
10YP Workshop #4 Context Setting: <ul style="list-style-type: none"> ▪ Items identified for further discussion from Workshop 3. ▪ 3 Waters (tabling these – content yet to be determined) 	9 May 2023	
10YP Workshop backup Backup should items remain from Workshop #4	10 May 2023	

Review Levels of Service/Asset Management Plans for the 10YP 2024-2034

1.0 LEVELS OF SERVICE

The LGA requires that performance management information be developed for all groups of activities including the major levels of service, performance measure and targets. Current levels of service are outlined in the 10YP 2021 – 2031 and in Asset Management Plans.

Reviewing levels of service ensures that council is funding the services to the level that is important to our community and fits with our strategic direction for the next three years. Council must make a decision on which levels of service it will review in preparation for the 10YP, and this should be based on a number of priority factors.

Levels of service review is factored into the development of the AMPs

2.0 ASSET MANAGEMENT PLANS

Asset Management Plans (AMPs) are created for each asset type (e.g. water supply) and provide the detail around what WDC will be doing to contribute to the community outcomes and priorities identified in the 10YP. The works programmes and associated expenditure forecasts identified in the AMPs for each infrastructure type are used to advise the 10YP and Annual Plan (AP) processes.

AMPs contain information relating to the performance and condition of Council's infrastructure assets. They 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.

While AMPs are developed every three years to align with the 10YP planning cycles, the assets themselves are subject to continuous improvement as additional information transpires.

3.0 DISCUSSION

Some of the services we provide require investment in significant physical assets; utility networks and the plant, machinery and property that support them. Asset management is about making sure that we manage these physical assets in such a way that we deliver the right services today and in the future in a cost-effective way.

To do this we need to know a lot of information about our assets: what they are, where they are, what condition they are in, and how much they are worth. We look at what level of service is expected of our assets and at what cost, how they are performing, what extra capacity they have, and what future capacity is required. All this information is collated and included in our Asset Management Plans.

Given their significance, it is important that the AMPs are developed and considered as part of the 10YP process at the right time. To ensure the AMPs can appropriately inform the 10YP, they need to be completed in draft form by the end of September 2020.

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
- Information will be provided on (Council has the discretion to alter these):
 - Risk,
 - Levels of Service used and
 - Development expenditure
- Financial implications of any Asset Management decisions.

Note: Consideration of the impact of the Three Waters Reform Programme will be given.

4.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	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 	March – June 2023	
10YP Workshop #9 AMPs/LoS #1 <ul style="list-style-type: none"> ▪ Recreation and Property ▪ Community and Partnerships ▪ Regulatory Services ▪ Resource Management ▪ Information Services 	12 September 2023	
10YP Workshop #10 AMPs/LoS #2 <ul style="list-style-type: none"> ▪ Wastewater ▪ Water ▪ Stormwater ▪ SWAMMP #3 ▪ Roads and Footpaths 	19 September 2023	Note: unsure as to where the responsibility for AMPs for 3 waters lie at the moment.

Performance Management Framework

1.0 DESCRIPTION

Performance management is a process of determining objectives, measuring progress against those objectives, and using the results to improve Council's delivery of services to the community. Performance management helps elected members and staff assess whether Council's policies and services are actually making people's lives better.

The Performance Management Framework is reviewed every 10YP.

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Review current Performance Management Framework	May to 31 October 2022	
10YP Workshop #11 Present findings of review of current Performance Management Framework	10 October 2023	
Council Meeting Adopt for Audit	5 March 2024	
Audit of CD	8-18 March 2024	
Hot Review OAG	19 -22 March 2024	
Council Meeting Adoption LoS and performance measures for consultation	29 March 2024	
10YP Council Meeting Adoption of 10YP	25 June 2024	

Review of Solid Waste Management and Minimisation Plan (SWaMMP)

1.0 DESCRIPTION

Council is required to prepare, review and/or amend a Waste Management and Minimisation Plan pursuant to S.43 of the Waste Minimisation Act 2008 (WMA 2008). This plan outlines policies and methods for Council's Solid Waste Management Activities. A Waste Management Plan assists in the development of the 10YP 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.

Schedule 10 of the LGA requires that Council's 10YP must identify and explain any significant variation between the proposals outlined in the 10YP and Council's Waste Management and Minimisation Plan.

2.0 DISCUSSION

WDC's Solid Waste Management and Minimisation Plan (SWaMMP) was reviewed by Council in developing the 10YP 2018-2028 and formally adopted by Council at its meeting of June 2018.

Under section 50 of the WMA 2008, Council must review the SWaMMP within 6 years and therefore the SWaMMP will need to be reviewed before September 2023. Should Council decide to amend the SWaMMP as a result of this review, section 44 of the WMA 2008 requires consultation to be carried out as per the special consultative procedure as prescribed in section 83 of the LGA.

Under section 50 of the WMA 2008 the special consultative procedure needs to be carried out even if the review leads Council not to amend the SWaMMP.

The SCP requirements are specific and more detailed and as with the RRP it is advisable that Council reviews the SWaMMP in the year prior to the 10YP development to avoid unnecessary complication to the 10YP development process. It is however suggested that should the SWaMMP internal review identify the need for significant amendments then the consultation be carried out as part of the 10YP development process. The SWaMMP review and adoption process will need to be completed by June 2024.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
10YP Workshop #5 Overview of SWAMMP #1	13 June 2023	Note: SWAMMP review to include modelling, options and costing for including kerbside recycling, solid waste rate harmonization, etc
10YP Workshop #6 SWAMMP #2	20 June 2023	
10YP Workshop #7 SWAMMP #3	14 July 2023	
10YP Workshop #10 AMPs/LoS #2 SWAMMP #4	19 September 2023	
10YP Workshop #14 Working draft of engagement plan for SWAMMP	6 February 2024	
Council Meeting Adopt for Audit:	5 March 2024	
Audit of CD	8-18 March 2024	
Hot Review OAG	19 -22 March 2024	
Council Meeting Adopt SWAMMP – Statement of Proposal for consultation	29 March 2024	
Public Notification	4 April 2024	
Consultation Period	5 April to 6 May 2024	
Council Hearings Hearing of Submitters (includes SWAMMP)	14-15 May 2024	
Council Meeting Deliberation of Submissions (Includes SWAMMP)	28 May 2024 or 31 May 2024	
10YP Council Meeting Adoption of 10YP and other related Strategies and Policies.	25 June 2024	

Leadership

Representation: 2022 Elected Member Induction Process

1.0 DESCRIPTION

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

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

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

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Election Day	8 October 2022	
Provisional Results available	As soon as practicable after closing	
Official Count	8 - 13 October 2022	
Official Result Declaration	13 October 2022	
Distribution of Induction Package	19 October 2022	
Inaugural Council Meeting	25 October 2022	
<ul style="list-style-type: none"> ▪ Making and Attesting of Declarations ▪ Appointment of Deputy Mayor ▪ General Legal Issues facing elected members ▪ Setting date for first Meeting – 29 Nov 22 		
Council Induction Workshop 1	8 November 2022	The content requirement of the internal induction process will be determined by the make-up of the newly elected Council.
Induction including: <ul style="list-style-type: none"> ▪ Meeting Opening Prayer ▪ Meeting/Workshop Dates ▪ Declaration of Conflicts of Interest ▪ Standing Orders for Meetings ▪ Code of Conduct ▪ Elected Member Roles and Responsibilities (Portfolios) ▪ Establishment of an Audit, Risk and Finance Committee (including appointment of Chairperson) ▪ ARFC – Terms of Reference ▪ District Licencing Committee - Appointment of Deputy Chairperson ▪ Road Map Work Programme ▪ Overview of Policies 		
Council Induction Workshop 2 (Only if required)	15 November 2022	Only if required as a carryover from the above workshop on 8 November
Council Induction Workshop 3 (Only if required)	22 November 2022	Only if required as a carryover from the above workshop on 8 November
Elected Member Training (LGNZ)	To be advised by LGNZ	

Representation: 2022-2025 Triennial Agreements – Waikato and Manawatu-Wanganui Regions

1.0 DESCRIPTION

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

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

2.0 DISCUSSION ISSUES

Manawatu-Wanganui Region Triennial Agreement

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

Waikato Region Triennial Agreement

Whilst historically this Triennial Agreement review was led by the Waikato Regional Council, at the Waikato Mayoral Forum (WMF) meeting convened on 25 November 2013 the Triennial Agreement and WMF Memorandum of Understanding (MoU) were discussed and it was agreed that these be reviewed together by the WMF. It assumed that the WMF will lead this review again for the next triennium.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Waikato Mayoral Forum to review the Triennial Agreement for consideration by Councils	November 2022 – February 2023	This project will be led by the Regional Councils as it involves all of the councils located within each of the Waikato and Manawatu-Wanganui regions.
Council Meeting Statement must be adopted by Council by 1 March 2023	28 February 2023	

Representation: Waikato Regional Council Committees

1.0 DESCRIPTION

The Waikato Regional Council (WRC) has a number of Committees and Working Parties of which the Membership is made up of both Regional and Local members. WDC's appointment to these Committees takes place immediately following each Triennial Election, or on an "as required" basis during the triennium.

Whilst these WRC commitments do not form part of WDC's Road Map Work Programme, they do form part of individual elected members work loads.

2.0 DISCUSSION

Waikato Civil Defence Emergency Management Group (Joint Committee)

Pursuant to the Civil Defence Act, Civil Defence throughout the Waikato Region is overseen at a political level by a Mayors Joint Committee, the Civil Defence Emergency Management Group.

The Joint Committee is a local government committee with one elected representative from each council. The role of the Joint Committee is to provide political oversight and governance to ensure that the functions and obligations of the Waikato Civil Defence Emergency Management Group are fulfilled.

Cr Goddard is WDC's Member with Mayor Robertson the Alternate.

Waikato Regional Transport Committee

The Regional Transport Committee (RTC) is responsible under the Land Transport Management Act (LTMA 2003) for preparing the Regional Land Transport Plan for the region, and any variations to it.

The RTC also provide advice and assistance to Council, in relation to its transport responsibilities. It is important that the RTC member upskills their respective councils on regional transport issues, priorities, and policies so that when an individual council position is sought on a particular issue, the wider council is fully informed

It is made up of members representing Waikato Regional Council, all local District councils within the region, Waikato Police, and the Waka Kotahi NZ Transport Agency.

Cr Brodie is WDC's Member on this Committee with Mayor Robertson the Alternate.

Regional (Road Safety) Speed Management Governance Group

The Government has identified speed management as a key priority to address the national road safety problem. The focus is on treating the top 10% of the Waikato roading network that will result in the greatest reduction in deaths and serious injury as quickly as possible.

The RTC has been overseeing the work of the Regional Safe Network Programme Working Group on speed management. The role of the working group includes developing the draft Waikato Regional Speed Management Plan (WRSMP) for recommendation to the RTC.

The WRSMP aims to outline how local councils and regional stakeholders will work together to improve the consistency of speed management between districts, and advance speed management across the region.

Representation for this Work Group is taken from the Regional Transport Committee. The Group is made up of seven members with one member representing the Otorohanga and Waitomo District Councils.

State Highway 3 Working Group

This Working Group membership is taken from both the Waikato and Taranaki Regions to provide uniformity with transport matters on State Highway 3 as it traverses the two Regions.

Cr Brodie is WDC's Member on this Committee.

Waikato Regional Connections Committee

The RCC is a WRC Committee and its objective is to enhance the wellbeing of our communities through the achievement of the goals set out in the Regional Public Transport Plan.

Cr Brodie is WDC's Member on this Committee with Mayor Robertson the Alternate.

Nga Wai O Waipā Co-Governance Forum

In June 2012, Council resolved to enter a new era of co-management for the Waipā River between Council and the Maniapoto Māori Trust Board through the recently enacted Nga Wai o Maniapoto (Waipa River Act) 2012. The Act provides for a Joint Management Agreement (JMA) to be developed between Council and the Maniapoto Māori Trust Board as part of the co-management arrangements.

To assist the JMA process the Nga Wai o Waipā Joint Committee was established involving all local authorities (whose boundaries fall within the legislated boundaries provided for in the Act) as a collective and the Maniapoto Māori Trust Board. This collective approach also satisfies Council's obligation to form a joint committee and provides for a holistic and collaborative co-governance model for the JMA.

Review of Joint Management Agreement

Clause 11 of the JMA requires that an initial review of the JMA take place no later than two years from the Commencement date and then biennially thereafter.

The first and only review of the JMA was undertaken in 2017 and no changes were made as a result. A further review is now underway with the primary objective of assessing the effectiveness of the current JMA arrangements and to identify areas where its effectiveness can be improved. This review is being led jointly by the Maniapoto Maori Trust Board and Waikato Regional Council in collaboration with the four local authorities whose boundaries fall within the legislated boundaries.

Mayor Robertson is WDC's representative on this Committee with Deputy Mayor Guy Whitaker as Alternate.

Mayor Robertson and the General Manager – Strategy and Environment are WDC's representatives for the review.

Waikato Plan Leadership Committee

The objective of this Committee is to implement the Waikato Plan, including the adoption of specific measurable wellbeing measures for the Region, to function as a clearinghouse, facilitator and influencer to mobilise collective resources to achieve agreed regional priorities, to act as the facilitator of the Waikato message through regional advocacy that builds on the authority and influence of the Waikato, and by encouraging the many voices of the Region.

There is one (1) voting member jointly appointed by Otorohanga District Council, South Waikato District Council, Taupo District Council, and Waitomo District Council.

Mayor Max Baxter is the current representative for the four Councils.

3.0 KEY MILESTONES

WDC representatives, once appointed, are notified directly by WRC of meeting schedules for the relevant Committees/Work Groups.

Representation: Elected Member Appointments and Reporting

1.0 DESCRIPTION

Following each Election appointments of Elected Members are made to committees, working parties, external groups and organisations and the allocation of portfolio roles and responsibilities.

Elected members make verbal reports on their respective portfolios at each Council meeting.

Representation	Date of Establishment/ Appointment	Representatives
Audit, Risk and Finance Committee	26 November 2019 17 August 2021	Independent Chair Bruce Robertson All Elected Members Deputy Chair - Mayor
Audit, Risk and Finance Committee Investment Review Working Party		Mayor Deputy Mayor Cr Goddard
Council Investment Oversight Working Party	24 November 2020	Mayor Deputy Mayor Cr Goddard
Waitomo District Licensing Committee	26 November 2019	Sarah Brown (Commissioner/ Chair) Cr Guy Whitaker (Deputy Chair) Mr Ross Murphy Ms Patsi Davies Dr Michael Cameron Mr Roy Johnstone Mr John Gower Ms Tegan McIntyre Mrs Jennie McFarlane
Waitomo District Plan Hearings Panel	26 November 2019	Greg Hill (Independent Commissioner and Chair) Councillor Brodie RMA Accredited Councillor Goddard RMA Accredited 1 x Commissioner with an understanding of Tikanga Māori and of the perspectives of mana whenua (<i>yet to be appointed</i>)
Citizen Awards Working Party	26 November 2019	Mayor Cr New Max Lamb Mac Waretini Leo Dempsey
Taranaki Regional Council – State Highway 3 Working Party	26 November 2019	Councillor Brodie

Representation	Date of Establishment/ Appointment	Representatives
Waikato Civil Defence Emergency Management Group (Joint Committee)	26 November 2019	Councillor Goddard Alternate - Mayor
Waikato Mayoral Forum	26 November 2019	Mayor Alternate - Deputy Mayor
Waikato Plan Joint Committee	25 February 2020	Mayor Max Baxter <i>(Jointly appointed by Ōtorohanga District Council, South Waikato District Council, Taupo District Council, and Waitomo District Council)</i>
Waikato Regional Council – Regional Transport Committee	26 November 2019	Councillor Brodie Alternate - Mayor
Waikato Regional Council – Regional Connections Committee		Councillor Brodie Alternate - Mayor
Waikato River Authority	26 November 2019	Await approach be to be made to support a Nominee appointment
Nga Wai O Waipā Co-Governance Forum	26 November 2019	Mayor Alternate - Deputy Mayor
Nga Wai O Waipā JMA Review	31 August 2021	Mayor General Manager – Strategy and Environment
Game On Charitable Trust	25 February 2020	Councillor New
Te Kuiti Community House	26 November 2019	Councillor Marshall
North King Country Development Trust	25 August 2020	Mayor
Creative Communities	26 November 2019	Councillor Marshall Councillor New
DC Tynan Trust	26 November 2019	3 Urban Ward Councillors
Sport New Zealand	26 November 2019	Councillor Marshall Councillor New
Community Youth Connections <ul style="list-style-type: none"> Youth Council Social Sector Trials TUIA Programme Mayor’s Taskforce for Jobs Employment Partnerships 	26 November 2019	Mayor Councillor New Councillor Marshall
Piopio Wastewater Community Liaison Group	26 November 2019	Mayor Councillor Brodie
Te Kuiti and District Historical Society	26 November 2019	Councillor New
Rural North West (incorporating old Waitomo/Te Anga Rural Wards) <ul style="list-style-type: none"> Marokopa Recreation Ground Committee Rural Halls - Waitomo / Te Anga Waitomo Caves Museum Tere Waitomo Community Trust Maraes 	26 November 2019	Councillor Smith
Rural South East (incorporating old Aria/Mangaokewa Wards) <ul style="list-style-type: none"> Benneydale Residents and Ratepayers Association Benneydale Hall Mokauiti Hall Rangitoto Hall Maraes 	26 November 2019	Councillor Goddard
Rural South West (incorporating old Paemako/Tainui Wards) <ul style="list-style-type: none"> Piopio Retirement Board Piopio Sports Club Mokau Residents and Ratepayers Association Tainui Waitere Domain Board Tainui Ratepayers Maraes 	26 November 2019	Councillor Brodie
Elderly Housing Liaison (Hillview/Redwood Flats/St Andrews Court)	26 November 2019	Councillor New
Te Kuiti Development Incorporated	26 November 2019	Deputy Mayor Councillor New

Strategy and Engagement: Communications Strategy – Progress Reporting

5.0 DESCRIPTION

Communication is an essential part of good management and the effective delivery of Council services. WDC's Communications Strategy was adopted on 30 October 2018 (ref: A401981) with a review undertaken in 2021/2022.

The Communications Strategy aims to be a "broad statement of strategic direction" for Waitomo District Council's approach to communications in both levels of service and function, by:

- Providing a guide to Council's day-to-day communications activities;
- Setting Council's expectations for media; and
- Allowing Council to better engage with its community in a genuine way.

A six-monthly reporting schedule has been developed to provide Council with an update on the achievement of its communications tasks and projects.

6.0 DISCUSSION

The organisation has made good progress with its communications goals over the last 3 years. To ensure the Communications Strategy and the scope and priorities included in it remain relevant, it is appropriate to review the strategy in alignment with development of a 10YP.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Six monthly progress report to end of September 2022	29 November 2022	Reporting deferred by one month due to 2022 triennial elections.
Council Meeting Six monthly progress report to end of March 2023	26 April 2023	Report provided at next meeting following end of six-monthly period

Strategy and Engagement: Development of a WDC Stakeholder Engagement Plan

1.0 DESCRIPTION

Development of a Stakeholder Engagement Strategy will document how WDC's organisational stakeholder relationships can be positively maintained/enhanced in a way that assists Council to achieve its levels of service and objectives as set out in the 10YP.

2.0 DISCUSSION/ISSUES

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

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

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

Note: Council endorsed a draft Stakeholder Engagement Strategy (SES) in October 2013. However, when the LGA was amended in 2014, councils were required to have a Significance and Engagement Policy (SEP). As the SEP outlines Council's engagement processes, Council agreed to combine the draft SES into the SEP to provide a holistic and clear view of Council's engagement objectives. The current version of the SEP was developed, consulted on and adopted on 26 June 2018 as part of the 2018-2028 10YP.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Workshop(s) Development of Stakeholder Engagement Plan	July - December 2022	Workshops to be scheduled nearer to the time.

Strategy and Engagement: Resident Satisfaction Survey

1.0 DESCRIPTION

A Resident Satisfaction Survey is identified as the key tool for monitoring some of the Service Performance Objectives contained in the 10YP and also as a tool for the informing of decisions around future levels of service.

2.0 DISCUSSION

The LGA requires Council to complete and adopt its Annual Report within four months (by 31 October) 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 Councils performance against the targets set in the 10YP and the Annual Plan. The measurement of some performance targets is through the Resident Satisfaction Survey. The timelines for the RSS are established to align with annual reporting requirements.

During development of the 2021-31 10YP, Council decided to undertake resident satisfaction surveys every two years, with the next survey therefore scheduled to commence in 2023.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Review or design new annual Resident Satisfaction (Levels of Service) Survey	August - November 2022	Review questions and delivery of survey.
Council Workshop Resident Satisfaction Survey	29 November 2022	Present options for delivery, discuss timing and additional questions.
Undertake Survey	March 2023	
Survey closing date	April 2023	
Analyse / Report Survey Results	May 2023	
Council Meeting Resident Satisfaction Survey Results to Council	25 July 2023	
Resident Satisfaction Results ready for inclusion in Annual Report	October 2023	

Strategy and Engagement: 2022/2023 Annual Report

1.0 DESCRIPTION

The development of the 2022/23 Annual Report and Summary Report.

2.0 DISCUSSION

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 10YP 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.

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Brief Council on timeframe.	11 May 2023	

Key Milestone	Indicative Timeframe	Commentary
Audit, Risk and Finance Committee 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.	17 August 2023	
WDC Audit. Deloitte will be onsite for 2 weeks.	September 2023	
Deloitte technical/final review. Once the audit field work is complete the final document is sent to Deloitte technical team for final review.	September/October 2023	
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.	28 September 2023	<i>As part of minutes from ARFC</i>
Audit, Risk and Finance Committee Meeting Consideration of Annual Report for recommendation to Council.	12 October 2023	
Council Meeting Adopt Annual Report.	26 October 2023	
Audit of Summary Annual Report	25 – 29 October 2023	
Audit Opinion on Summary Annual Report	1 November 2023	
Summary Annual Report published	15 November 2023	

Strategy and Engagement: 2023/2024 Exceptions Annual Plan

1.0 DESCRIPTION

The LGA requires Council to produce an 10YP every three years and an Exceptions Annual Plan (EAP) for the years in between.

An EAP provides the public with the required information to participate in the decision making process undertaken by a Local Authority. It focuses on one financial year only, and its purpose is to report any exceptions from the forecast work plans and budgets set out in the 10YP for the given financial year. The LGA requires the EAP to contain the proposed annual budget and funding impact statement for the year to which the EAP relates.

2.0 DISCUSSION

As a result of the August 2014 amendments to the LGA, the special consultative procedure is not required for the adoption of the Annual Plan. Consultation must be carried out that gives effect to Section 82 and that in itself is not an automatic requirement when adopting an Annual Plan anymore. Council is only required to consult on its Annual Plan if the proposed plan includes any significant or material differences from the content of the 10YP for the financial year to which the proposed Annual Plan relates.

If required, consultation must be in accordance with section 82 of the Local Government Act 2002 and use a Consultation Document (CD) to provide the basis for effective public participation in the decision making process. The CD must:

- Explain any significant or material variations or departures from the financial statements or the funding impact statement in the 10YP,
- Include a description of significant new spending proposals, the costs associated with those proposals and how those costs will be met, and
- An explanation of any proposal to substantially delay or not proceed with a significant project and the financial and service delivery implications of the proposal.

A CD must not have attached to it a draft of the annual plan or a full draft of any policy. As well as the CD, the information that is relied on to produce the CD (Supporting Information) must also be adopted and available to the public.

Note: If Council carry out consultation in relation to an amendment to the 10YP at the same time or combined with consultation on an annual plan, the special consultative procedure must be used and the content combined into one CD.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Project planning for EAP 2020/21 development	August 2022	
Identification of any "strategic" amendments to 10YP for 2020/21 year.	August - September 2022	
Managers complete 2020/21 budgets in consideration of 2020/21 Budgets contained in 10YP.	September – mid October 2022	
Modelling of budgets and finances for 2020/21	October - November 2022	
Management Review of 2020/21 budgets	November 2022	
Council Workshop #1 of 3 Identified Strategic Issues, Policy Considerations and preliminary budget forecasts for dEAP	29 November 2022	New Councillors
Council Workshop #2 of 3 <ul style="list-style-type: none"> Preliminary draft financial forecasts including Rating Implications Assessment of dEAP against consultation threshold (significant or material differences from content of 10YP) 	14 February 2023	The assessment against consultation threshold will assist Council in deciding whether consultation is required or not.
Council Workshop #3 of 3 <ul style="list-style-type: none"> Draft financial forecasts Working draft CD (if required) Council endorse EAP and CD for Audit 	7 March 2023	If there are no material or significant changes in the EAP to the information contained in the 10YP for the 2023/24 year, then the rest of the process will not be required. An alternative method for communicating with the Community on the EAP will be discussed with the Council should this be the case. It is also possible that the EAP could be adopted sooner in that case.
Audit of dEAP	15 March – 22 March 2023	
Council Meeting Adopt CD and Supporting Information for public consultation (if required)	28 March 2023	
Consultation Period	7 April – 4 May 2023	
Council Hearing	16 May 2023	
Council Deliberations	30 May 2023	
Council Meeting Adopt EAP	27 June 2023	

Policies and Bylaws

Policy: Waitomo District Citizens Awards Policy

1.0 DESCRIPTION

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

The Policy identifies two award types; The Life-Time Achievement Award and The Citizens 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.

The Citizens Award: Recipients of the Citizens Award have, over the relevant two year period, demonstrated an outstanding community spirit and been involved in projects and initiatives that have made a difference to the Waitomo District.

2.0 DISCUSSION/ISSUES

The three yearly review of the Citizens Awards Policy 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 due in November 2022.

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 and members serve a term of four years.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop review of existing Policy	October 2022	
Council Workshop Present Desktop review findings	8 November 2022	
Council Meeting Adoption of Policy	29 November 2022	

Policy: Elected Members Allowances and Recovery of Expenses

1.0 DESCRIPTION

This Policy sets out the framework for the payment of Elected Members allowances and expenditure reimbursement. The Policy was last reviewed and adopted by Council in November 2019 and is reviewed 3 yearly following the Triennial Elections.

Historically, this Policy required approval by the Remuneration Authority, however this is no longer a requirement so long as the Policy complies with the requirements of the current Local Government Members Determination.

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop review of existing Policy.	October 2022	
Council Workshop Present desktop review findings.	8 November 2022	
Council Meeting Adoption of Policy.	29 November 2022	

Policy: Code of Conduct Review 2022

1.0 DESCRIPTION

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

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

2.0 DISCUSSION ISSUES

In November 2019, following the triennial elections, Council adopted a Code of Conduct based on the LGNZ recommended template.

In October 2020, a review of the Code was completed in accordance with recommendations following a Code of Conduct investigation earlier in 2020. The review focused on introducing clearer protocols and guidance on the use of social media, given the growth of its use in all areas of society.

The amended Code, adopted by Council at its October 2020 meeting, was largely unchanged and for the most part follows the LGNZ template with the main change being to provide a dedicated section on the Use of Social Media (new Clause 7). Clause 6 (formerly Media and Social Media) was changed to just a clause on Media with a the focus on engaging with the media, rather than the use of social media for a number of purposes. The focus of the new clause provides clarity around how different social media accounts should be managed, whether official or personal accounts.

Codes and guidelines on other council websites both in New Zealand and overseas were researched to assist with developing the new clause as well as the protocols in Appendix A.

Appendix A now provides a note of Protocols relating to the Use of Social media in general, rather than providing guidelines on the personal use of social media. Some of the changes were based on Wellington City Council's Social Media Guidelines for elected members (which are derived from Society of Local Government Managers (SOLGM) guidelines). These also align with the guidance in Council's Social Media Guidelines for staff.

An addition was also made to Clause 8 Information to cover confidential information provided in Council workshops.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop review of current Code of Conduct (Doc No. A494414)	October 2022	
Council Workshop Present desktop review findings.	8 November 2022	
Council Meeting Adopt Code of Conduct	29 November 2022	

Policy: Governance Statement Review 2023

1.0 DESCRIPTION

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

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

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

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop review of current Governance Statement	October 2022 - January 2023	

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Consider and adopt reviewed Governance Statement	28 February 2023	

Policy: Psychoactive Substances - Local Approved Products

1.0 DESCRIPTION

The Psychoactive Substances Act 2013 (the Act) came into force on 18 July 2013. This Act creates, amongst other things, a regulated market for legal sale of approved recreational psychoactive products by licensed sellers.

Express provision is made within the Act empowering a Territorial Authority to develop and adopt a policy relating to the sale of approved products within its district. Territorial Authorities cannot prohibit the legal sale of approved products, however, a Local Approved Products Policy (LAPP) would enable Council to restrict the geographical location of premises selling approved products within the Waitomo District by:

- Providing differently for different parts of the District
- Applying to only part (or two or more parts) of the District; and
- Applying differently to premises with different licences.

A LAPP may also include restrictions on the location of licensed sellers of approved products by way of:

- Proximity to other premises from which approved products may be sold; and
- Proximity to premises or facilities of a particular kind or kinds within the District e.g. kindergartens, early childhood centres, schools, places of worship, or other community facilities.

The objectives of a LAPP, if Council decides to have one are as follows:

- Provide clear guidance to WDC on what the community considers appropriate when it considers any licence application for the selling of approved products within the Waitomo District;
- Protect the health of and minimise harm to individuals who use psychoactive substances;
- Minimise the potential for adverse effects upon the wider Waitomo District Community caused by the use of psychoactive substances by limiting the location and density of licensed sellers of approved products within the District.

2.0 DISCUSSION/ISSUES

Council discussed the development of a LAPP at its meeting held on 29 October 2014 and resolved not to prepare a Psychoactive Substance Policy at that time, but to continue to monitor the situation over a 6-month period in consultation with the NZ Police and Ministry of Social Development.

A progress report was presented to Council in March 2015. Monitoring had confirmed that at that time there was no evidence that a psychoactive substance problem existed in the District that required urgent attention. It was also noted the Ministry of Health did not expect any products to be licensed for some time due to the ban on animal testing and the difficulty of finding an agreed alternative. A report from New Zealand Pharmacovigilance Centre also stated that there were no cases related to psychoactive substances in the Waitomo District.

Monitoring as reported to Council in April 2016, and which included discussions with representatives of the NZ Police and the MSD, indicated while psychoactive substances activity and availability exists within the District, there were no local retailers.

If Council agrees to develop a policy the policy must be adopted in accordance with the special consultative procedure detailed in Section 83 of the Local Government Act 2002. Any subsequent amendment or replacement must also be undertaken in accordance with Section 83. As soon as practicable after adoption a copy of the policy must be sent to the Police and the Authority. Local Authorities must complete a review of the policy within 5 years and at intervals not exceeding 5 years after that.

Whilst Council currently does not have a LAPP, as it is five years since last considering the need, it is appropriate that Council revisit the need to develop a LAPP.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Liaise with NZ Police, Ministry of Social Development of Ministry of Health on current status of psychoactive substance use/supply within the District.	January – March 2023	May be worth raising at a Vibrant Safe Waitomo meeting where all of these parties (and more) are present to discuss.
Council Workshop Present findings of discussions with NZ Police, Ministry of Social Development and Ministry of Health on the need for adopting a Local Approved Products Policy.	11 April 2023	Note: If Council decides to establish a LAPP, Key Milestones and Indicative Timelines will be developed to provide for a special consultative procedure as detailed in Section 82 of the LGA.

Policy: Use of Remotely Piloted Aircraft Systems (Drones)

1.0 DESCRIPTION

The purpose of this policy is to provide guidance on the use of Remotely Piloted Aircraft Systems ("RPAS") as defined in Part 101 - Rules of the Civil Aviation Authority of New Zealand and which weigh less than 25kg on or over Waitomo District Council (Council) property and facilities and to manage safety risks.

This policy applies to both recreational and commercial operators. RPAS over 25kg have to be certified by the Civil Aviation Authority ("CAA")

2.0 DISCUSSION/ISSUES

Council first adopted this Policy in October 2016. While the Policy does not include any review timeline, it is appropriate that this Policy be reviewed as five years has elapsed.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop review of existing Policy.	February/March 2023	
Council Workshop Present desktop review findings.	11 April 2023	
Council Meeting Adoption of Policy.	26 May 2023	

Policy: Gambling Venues

1.0 DESCRIPTION

Gambling Act 2003

The Gambling Act 2003 ('Gambling Act') requires Council to develop a gaming venue policy to control the growth, and to minimise the harm, caused by Class 4 Gambling Venues (Non-casino gaming machines, or pokies).

Under s101(4) of the Gambling Act, in determining the Class 4 Policy, Council may have regard to any relevant matters, including:

- The characteristics of the district and parts of the district;
- The location of kindergartens, early childhood centers, schools, places of workshop, and other community facilities;
- The number of gaming machines that should be permitted to operate at any venue or class of venue;
- The cumulative effects of additional opportunities for gambling in the district;
- How close any venue should be permitted to be to any other venue;
- What the primary activity at any venue should be.

For venues operated by clubs, a Class 4 Policy must also include statements on:

- Whether to allow existing club venues to increase the number of machines, upto a maximum of 18 machines; and
- How many machines will be allowed (up to a maximum of 30), when two club venues merge into one.

In both cases, Council is required to give consent before the club may seek permission from the Minister of Internal Affairs, who makes a final decision.

Racing Act 2003

The Racing Act 2003 ('Racing Act') requires Council to develop and adopt a Policy on Racing Board Venues. The Racing Act requires Council to have regard to the social impact of problem gambling within its district when adopting its Policy on Racing Board Venues.

2.0 DISCUSSION/ISSUES

On 26 August 2014, Council chose to adopt one singular Policy to restrict the location of Class 4 Gambling and Racing Board Venues. This is the current Policy on Gambling Venues.

Both the Gambling Act and the Racing Act require the Policy to be reviewed every three years.

This Policy was first adopted in 2014 with reviews completed in 2017 and 2020. The next review is due in 2023.

If any amendments are required to the Policy as a result of a review, Council is required to follow the Special Consultative Procedure, as described in section 83 of the Local Government Act 2002.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop review of existing Policy	March 2023	
Prepare draft Policy including any recommended amendments	April 2023	If required
Council Workshop Policy Review	9 May 2023	
Council Meeting Adopt draft policy for consultation	30 May 2023	If required
Finalise draft policy for consultation	May 2023	If required
Public notification	June 2023	If required
Consultation Period	June 2023	If required
Council Hearing/Deliberations	July 2023	Hearing and Deliberations dates will only be scheduled if required
Finalise Policy	July 2023	If required
Council Meeting Adoption of Policy	29 August 2023	

Policy: Revenue and Financing Policy

1.0 DESCRIPTION

Council is required to adopt a number of funding and financial policies as part of its 10 Year Plan (10YP) which includes a Revenue and Financing Policy (RFP). Schedule 10 of the Local Government Act 2002 (LGA) requires the RFP to be already adopted by Council prior to the adoption of the 10YP.

The RFP is required to be publicly consulted separately to the Consultation Document (CD) for the 10YP.

The policy must state the local authority's policies in respect of the funding of operating expenses and capital expenditure from the sources listed below:

- (a) general rates, including—
 - (i) choice of valuation system; and
 - (ii) differential rating; and
 - (iii) uniform annual general charges:
- (b) targeted rates:
- (ba) lump sum contributions:
- (c) fees and charges:
- (d) interest and dividends from investments:
- (e) borrowing:
- (f) proceeds from asset sales:
- (g) development contributions:
- (h) financial contributions under the Resource Management Act 1991:
- (i) grants and subsidies:
- (ia) regional fuel taxes under the Land Transport Management Act 2003:
- (j) any other source.

The policy must also show how the funding needs of the local authority are met from those sources that the local authority determines to be appropriate, following consideration of,—

- (a) in relation to each activity to be funded,—
- (i) the community outcomes to which the activity primarily contributes; and
 - (ii) the distribution of benefits between the community as a whole, any identifiable part of the community, and individuals; and
 - (iii) the period in or over which those benefits are expected to occur; and
 - (iv) the extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity; and
 - (v) the costs and benefits, including consequences for transparency and accountability, of funding the activity distinctly from other activities; and
- (b) the overall impact of any allocation of liability for revenue needs on the community.

2.0 DISCUSSION/ISSUES

It is prudent that Council review the effectiveness of its Revenue and Financing Policy as part of its 10YP development process to ensure that the Policy intent of fairness and equity is continuing to be met. It is also noted that a comprehensive review of the policy is to be undertaken through this 10YP.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop Review	April/May 2023	
10YP Workshop #5 Overview of • Revenue and Financing Policy RFP #1	13 June 2023	Note: 10YP 2021-31 decision to conduct a comprehensive review of the RFP through this 10YP. Timeframes and planning for RFP review to be presented with the overview. Should include review of current funding sources by activity
10YP Workshop #6 • Revenue and Financing Policy RFP #2	20 June 2023	SWAMMP review to include modelling, options and costing for including kerbside recycling, solid waste rate harmonization, etc
10YP Workshop #7 • Revenue and Financing Policy RFP #3	14 July 2023	
10YP Workshop #8 • RFP #4 • GOA structure (need to tie in with changes from the RFP workshops)	8 August 2023	Targeted Rate – Forestry recommendations incorporated into RFP review
10YP Workshop #11 • RFP #5 • Fees and Charges Schedule	10 October 2023	
10YP Workshop #14 • RFP #6 if required	6 February 2024	
Council Meeting Adopt for Audit: • as part of the 10 Year Plan Supporting Information	5 March 2024	
Audit of CD	8-18 March 2024	
Hot Review OAG	19 -22 March 2024	
Council Meeting Adoption of: • Revenue and Financing policy as part of the 10 Year Plan Supporting Information for Consultation	29 March 2024	
Council Meeting Adoption of 10YP and related policies and strategy	25 June 2024	

Bylaw: Solid Waste

1.0 DESCRIPTION

The scope of the Solid Waste Bylaw is to:

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

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

2.0 DISCUSSION / ISSUES

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.

When making/amending/revoking a bylaw, consultation using the special consultative procedure (s86 of the LGA) must be used.

Council adopted its Solid Waste Bylaw on 3 November 2009, with the 5-year review completed on 1 August 2014. The 10-year review is due to be completed by 1 August 2024.

3.0 KEY MILESTONES

Note: Review of the Solid Waste Bylaw has been aligned with the review of WDC's Solid Waste Management and Minimisation Plan (SWaMMP).

Key Milestone	Date	Commentary
Desktop review of existing Policy and Bylaw	February to May 2023	
10YP Workshop #5 Overview of SWAMMP #1 Solid Waste Bylaw - present findings of Desktop Review	13 June 2023	
10YP Workshop #6 SWAMMP #2 Solid Waste Bylaw (if required)	20 June 2023	
10YP Workshop #7 SWAMMP #3 Solid Waste Bylaw (if required)	14 July 2023	
10YP Workshop #10 AMPs/LoS #2 SWAMMP #4 Solid Waste Bylaw (if required)	19 September 2023	
10YP Workshop #14 Working draft of engagement plan for SWAMMP Solid Waste Bylaw (if required)	6 February 2024	
Council Meeting Adopt Solid Waste Bylaw for consultation	29 March 2024	In conjunction with SWaMMP as part of 10YP consultation.
Public Notification	4 April 2024	
Consultation Period	5 April to 6 May 2024	
Council Hearings Hearing of Submitters (includes Solid Waste Bylaw)	14-15 May 2024	
Council Meeting Deliberation of Submissions (Includes Solid Waste Bylaw)	28 May 2024 or 31 May 2024	
Council Meeting Adoption of Solid Waste Bylaw (plus 10YP and other related Strategies and Policies).	25 June 2024	

Regulatory Services

Animal and Dog Control: Dog Control Fees and Charges

1.0 DESCRIPTION

Section 37 of the Dog Control Act 1996 requires councils to set reasonable fees for the registration and control of dogs by Council resolution, and at least once during the month preceding the start of every dog registration year, publicly notify in a newspaper circulating in the District the dog control fees fixed for the registration year.

2.0 DISCUSSION

Council's Revenue and Financing Policy (RFP) provides information on funding sources that are available to Waitomo District Council and provides the rationale for the use of each funding source. Fees and charges are a legitimate source for funding activities (or parts of activities), and the rationale for their use in funding certain activities is set out in detail in the RFP.

Fees and charges are reviewed as part of the annual budgeting process. This annual review provides the opportunity to reflect changing circumstances in the operating environment.

3.0 KEY MILESTONES

Dog Control fees and charges are reviewed annually, together with all WDC's other fees and charges, as part of the process for development of an EAP or 10YP.

Animal and Dog Control: Dog Control Policy and Practices Report

1.0 DESCRIPTION

Section 10A of the Dog Control Act 1996 ("the Act") requires councils to report annually on the administration of its Dog Control Policy and Practices.

2.0 DISCUSSION

Section 10A of the Act specifies the information that Council must include in its report in respect of each financial year as follows:

- a) The number of registered dogs in the territorial authority district.
- b) The number of probationary owners and disqualified owners in the territorial authority district.
- c) The number of dogs in the territorial authority district classified as dangerous under section 31 and the relevant provision under which the classification is made.
- d) The number of dogs in the territorial authority district classified as menacing under section 33A or section 33C and the relevant provision under which the classification is made.
- e) The number of infringement notices issued by the territorial authority.
- f) The number of dog related complaints received by the territorial authority in the previous year and the nature of those complaints.
- g) The number of prosecutions taken by the territorial authority under this Act.

Section 10A also specifies that Council must publicly notify the report within one month of adoption, publish the report online, and send a copy of it to the Secretary for Local Government.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Presentation of Dog Control Policy and Practices Report for period ending 30 June 2022 for consideration and adoption	26 July 2022	
Publicly notify, publish online and provide a copy of the report to the Secretary of Local Government.	15 August 2022	

Business Support

Risk Management: Oversight and Mitigation

1.0 DESCRIPTION

The Local Government Act 2002 (LGA) requires a local authority to manage its revenues, expenses, assets, liabilities, investments and general financial dealings prudently and in a manner that promotes the current and future interests of the community.

The LGA also states that a local authority should ensure prudent stewardship and the efficient and effective use of its resources in the interests of its district or region.

When local authorities undertake action to support their intended outcomes, there is the potential for risk which cannot be avoided but must be identified and managed. The management of risk is the process of identifying, mitigating where possible and monitoring all risks whether financial or non-financial. Good risk management also means effective communication with those who are managing and monitoring risks.

2.0 DISCUSSION

The Audit, Risk and Finance Committee is one way of managing Council's risk obligations; however it is not the only way and in some instances might not be the most appropriate mechanism. The intention of this work stream is to develop a Risk Management Framework for WDC that identifies top risks and establishes a monitoring and reporting framework for these. It is also intended to develop a Road Map Work Programme for enhancing risk maturity within the organisation.

7.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Audit, Risk and Finance Committee Meeting Quarterly Report - Risk Management and Mitigation.	14 February 2023	
Audit, Risk and Finance Committee Meeting Quarterly Report - Risk Management and Mitigation.	16 May 2023	
Audit, Risk and Finance Committee Meeting Quarterly Report - Risk Management and Mitigation.	15 August 2023	
Audit, Risk and Finance Committee Meeting Quarterly Report - Risk Management and Mitigation.	17 October 2023	

Risk Management: Cyber Security

1.0 DESCRIPTION

Cyber Security, computer security, or information technology security is the protection of computer systems and networks from information disclosure, theft of or damage to their hardware, software, or electronic data, as well as from the disruption or misdirection of the services they provide.

2.0 DISCUSSION

The field is becoming increasingly significant due to the increased reliance on computer systems, the Internet and wireless network standards such as Bluetooth and Wi-Fi, and the increase in cyber attacks by highly resourced and organised organisations.

Owing to its complexity, both in terms of politics and technology, cyber security is also one of the major challenges in the contemporary world.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Audit, Risk and Finance Committee Meeting Quarterly Report – Cyber Security Oversight and Mitigation.	14 February 2023	
Audit, Risk and Finance Committee Meeting Quarterly Report – Cyber Security Oversight and Mitigation..	16 May 2023	
Audit, Risk and Finance Committee Meeting Quarterly Report – Cyber Security Oversight and Mitigation.	15 August 2023	
Audit, Risk and Finance Committee Meeting Quarterly Report – Cyber Security Oversight and Mitigation.	17 October 2023	

Community and Partnerships

Community and Partnerships Fund

1.0 DESCRIPTION

The Community and Partnerships Fund Policy establishes funding policies and principles which form the basis for the provision of funding grants to assist organisations and funding partners who provide projects, activities, services and facilities that benefit communities within the Waitomo District.

The Policy provides a guide as to how funding can be obtained from WDC and assists Elected Members and WDC staff with guidance when making decisions and recommendations about funding applications.

The following grants collectively make up the Community and Partnerships Fund:

- Single-Year Grants (Community Assistance Grant, Community Events Fund, Community Hall Grant)
- Multi-Year Community Partnership Grant

Additional funding pools administered by WDC are:

- Creative Communities Scheme
- Sport NZ Rural Travel Fund
- DC Tynan Trust Grant

2.0 DISCUSSION

Single-Year Community Assistance Grant

The Community Assistance Grant focuses on providing assistance for not-for-profit community organisations that support community led projects. These projects are aligned with Council Plans and Strategies and contribute and support the social, cultural, economic and environmental well-being

The Single-Year Community Assistance Grant is for one-off projects or initiatives that will be completed within a 12-month period from receiving the grant.

Community Assistance Grants will be awarded through a contestable process.

Multi-Year Community Partnership Grant

Waitomo District Council's Multi-Year Community Partnership Grant supports the not-for profit organisations whose work is aligned with Council plans and strategies and contribute to the social, cultural, economic and community well-being of the Waitomo District.

The Multi-Year Community Partnership Grant supports community organisations that offer services or facilities that make a significant contribution and improved well-being in the Waitomo District. The Multi-Year Community Partnership Grant is for a three-year period.

The Community Partnership Grant will be awarded through a contestable process.

Community Events Fund

Waitomo District Council's Community Events Fund supports community events that create opportunities to build and celebrate community pride and for the community to connect and celebrate.

Priority for funding will be given to community organisations that wish to partner with WDC for the delivery of district events, such as the Waitomo District Christmas Parade and the Great NZ Muster.

Consideration will also be given to community-led events or cultural celebrations open to the wider community participation.

Applicants to the Community Events Fund will be awarded through a contestable process.

Community Halls Grants

WDC currently supports 12 community halls within the Waitomo District by way of an annual grant, with each hall receiving \$1,000.00. Hall grants will be paid in August of each year.

Special Grants

Creative Communities; Sport NZ Rural Travel Fund and DC Tynan Trust Fund

There are two special grants administered by Council on behalf of central government: Creative Communities Scheme and the Sport NZ Rural Travel Fund. Funding for both of these grants is provided by central government and each is administered by WDC in alignment with their own specific criteria.

WDC administers the DC Tynan Fund which is a generous bequest left by the late Daniel Circuit Tynan to the Borough of Te Kuiti for the purpose of supporting organisations within the Te Kuiti Urban Ward that are involved with social, cultural, educational or recreational activities.

- Forgeson Law directs the funds of the Trust; Waitomo District Council provides the administrative support associated with the funding application process. Applications are invited annually to this fund.

3.0 KEY MILESTONES

Single-Year Community Assistance Grant

Key Milestone	Indicative Timeframe	Commentary
	Annually	
Fund Opens	1 July	
Advertising	July	
Fund Closes	1 August	
Council Workshop Consideration of Applications	23 August 2022	
Council Meeting Consideration of Applications	30 August 2022	
Announcements and Funding Allocation	September/October As per agreed Terms and Conditions if applicable	

Community Events Fund

Key Milestone	Indicative Timeframe	Commentary
	Annually	
Advertising	July/August	
Council Workshop Consideration of Applications	23 August 2022	
Council Meeting Consideration of Applications	30 August 2022	
Announcements and Funding Allocation	September As per agreed Terms and Conditions	

Community Halls Grants

Key Milestone	Indicative Timeframe	Commentary
	Annually	
Funding Allocation	August	

Creative Communities

Key Milestone	Indicative Timeframe	Commentary
Round 1	2 Funding Rounds per Year	
Advertising	October	
Applications Close	1 November	
Committee Meeting Consideration of Applications	November	
Announcements and Funding Allocation	November	
Round 2		
Advertising	April	
Applications Close	1 May	
Committee Meeting	May	

Key Milestone	Indicative Timeframe	Commentary
Consideration of Applications		
Announcements and Funding Allocation	May	

Sport NZ Rural Travel Fund

Key Milestone	Indicative Timeframe	Commentary
	Annually	
Advertising	September	
Applications Close	1 October	
Committee Meeting Consideration of Applications	October	
Announcements and Funding Allocation	October	

D C Tynan Trust Fund

Key Milestone	Indicative Timeframe	Commentary
	Annually	
Applications Invited and Advertised	July	
Applications Close	1 August	
Committee Meeting Consideration of Applications	August	
Announcements and Funding Allocation	August	

Summary of Grants Paid

Key Milestone	Indicative Timeframe	Commentary
Council Meeting At the end of each financial year a Summary of all Grants paid throughout the year is prepared for presentation to Council	6 October 2022	(Annually) Note: In order for the incumbent elected Council to adopt the 2021/2022 Annual Report, the September meeting (the last meeting of the triennium) will be deferred to the Thursday prior to the Elections to enable as much time as possible to complete the Annual Report.

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 District Promotion Activity.

2.0 DISCUSSION/ISSUES

Council supports two community events – the Waitomo District Christmas Parade and The Great New Zealand Muster.

Implementation of Project Plans for both the Christmas Parade and Muster ensure the events retain their success, professional delivery and meet current health and safety legislative requirements.

The delivery mechanism for events, or parts thereof, may alter subject to any community organisations wishing to partner with WDC for the delivery of district events via the Community Events Fund.

3.0 KEY MILESTONES

Christmas Parade

Key Milestone	Indicative Timeframe	Commentary
Consultation: Identify and consult with key stakeholders.	September/October 2022	
Review and implement Project Plan	October 2022	
Advertise and communicate: Continue communication with key stakeholders, community and other target markets.	November/December 2022	
Christmas Parade 2021	TBA	
Council Meeting Council will be briefed of the event via the quarterly Community and Partnerships Progress Report.	28 February 2023	

Great New Zealand Muster

Key Milestone	Indicative Timeframe	Commentary
Review scope of Great NZ Muster including Health and Safety requirements	September/October 2022	
Identify and consult with key stakeholders.	September/October 2022	
Development and implementation of a Project Plan	October 2022	
Advertise and communicate: Continue communication with key stakeholders, community and other target markets.	January to March 2023	
Great NZ Muster 2022	TBA	
Council Meeting Council will be briefed of the event via the quarterly Community and Partnerships Progress Report.	30 May 2023	

Waitomo District Citizens Awards – 2022

1.0 DESCRIPTION

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

Council's Citizens Awards 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.

The Citizens Award: Recipients of the Citizens Award have, over the relevant two year period, 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 and members serve a term of four years.

Note: Due to the impact of COVID-19, the Citizen Awards Ceremony scheduled for 2020 was deferred until July 2021.

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Calling of Nominations	March - April 2022	
Working Party Meeting Consideration of Nominations	May/June 2022	
Citizen Awards Ceremony	July/August 2022	

Combined Mayoral ITO Graduation Ceremony

1.0 DESCRIPTION

This project of work supports the delivery of the Waitomo and Ōtorohanga Districts Combined Mayor Industry Training Organisation (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, the Waitomo and Ōtorohanga Mayors agreed to combine the Graduation Ceremonies and host the Ceremony year about. Wintec is also involved in the Ceremonies and the cost of the Ceremony is divided between the two Councils and Wintec.

Waitomo will host the Ceremony in 2022.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
ITO Graduate information requested via the Mayor's Taskforce for Jobs office.	July 2022	Information received will impact the date of ceremony
Meeting of Key Stakeholders to revise Ceremony Project Plan (Waitomo District Council, Ōtorohanga District Council and WINTEC).	July/August 2022	
Receipt of Graduate information from Industry Training Organisations via Mayor's Taskforce for Jobs office.	August 2022	A definite timeline cannot be set as it is dependent upon when the Graduate information is received.
Invitation to Graduates and Families/Supporters	TBC	
Graduation Ceremony Hosted by Waitomo DC	November 2022	The Graduation Ceremony will be held at the Les Munro Centre in November 2022.

SECTION SIX:
Year 3 (2023/2024) of the 10 Year Plan 2021-2031

Development of 2024-2034 10 Year Plan

Council Controlled Organisations

1.0 DESCRIPTION

Section 7, Schedule 10 of the LGA requires that Council's 10YP 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

The three CCOs are: Inframax Construction Ltd, Waikato 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 2024 and is dealt with separately in this Road Map.

4.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop Review of CCO wording for 10YP	September 2023	
10YP Workshop #12 • Appointment of Directors to CCO policy and Statement for 10YP	17 October 2023	
Prepare recommended disclosure for inclusion in 10YP	February 2024	
Council Meeting Adopt for Audit: • Supporting Information	5 March 2024	
Audit of CD	8-18 March 2024	
Hot Review OAG	19 -22 March 2024	
Council Meeting Adoption for consultation: • Disclosure statement for CCO	29 March 2024	
10YP Council Meeting Adoption of 10YP , related strategies and policies.	25 June 2024	

10YP Consultation Document

1.0 DESCRIPTION

Council is required to produce a Consultation Document (CD) to be used as the basis of engagement with the community on the Year Plan 2024-2034.

The purpose of the CD is to provide an effective basis for public participation in local authority decision-making processes relating to the content of a 10YP.

The CD must include the following information in relation to the 10YP:

- (a) Key issues (including options, proposed action and resulting impact on rates, debt and levels of service),
- (b) Key matters from the financial strategy and infrastructure strategy,

- (c) Any proposals for significant changes to the funding system, including changes to the rating system,
- (d) Impact of the proposals in the 10YP on rates and debt
- (e) Impact of the proposals in the 10YP on levels of service
- (f) Information describing the impacts of the rating proposals across different categories of rating unit, with different property values
- (g) Report from the Auditor

All the information (Supporting Information (SI)) that the content of the CD will be based on, must be developed and agreed prior to the adoption of the CD for Consultation.

2.0 DISCUSSION

In determining which issues should be included in the CD, Council must have regard to its Significance and Engagement Policy, and the importance of other matters to the District and its communities.

Discussions will be held with Councillors early on in the 10YP development process as to the 'strategic issues' from the 10YP to be included in the CD in order to have the 'right debate' with the community.

A significant amount of the information previously prepared for the draft 10YP is required as Supporting Information to the CD. Therefore, the work programme for the development of the CD and Supporting Information is very similar to the production of a full draft 10YP.

Obtaining strategic inputs and decisions are a key part of the CD and Supporting Information development process. These inputs are intended to be gained through a series of Workshops with Council at different times throughout the 10YP 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 CD/SI/10YP process so that Council is well informed and has adequate opportunity to be engaged and inform the CD/ SI/10YP.

4.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
10YP Workshop #13 ▪ Discussion of "Big" issues to be consulted (the right debate) on and to be included in the Consultation Document (CD)	14 November 2023	
10YP Workshop #14 ▪ Working draft of CD and communication and engagement plan	6 February 2024	
Council Meeting Adopt for Audit: ▪ Consultation Document	5 March 2024	
Audit of CD	8-18 March 2024	
Hot Review OAG	19 -22 March 2024	
Council Meeting Adoption for consultation: ▪ CD for consultation	29 March 2024	
Public Notification	4 April 2024	
Consultation Period	5 April to 6 May 2024	
Council Hearings Hearing of Submitters	14-15 May 2024	
Council Meeting Deliberation of Submissions	28 May 2024 or 31 May 2024	
10YP Council Meeting Adoption of 10YP , related strategies and policies.	25 June 2024	

Leadership

Representation: Representation Arrangement Reviews and Related Processes (Electoral Systems and Maori Wards)

1.0 DESCRIPTION

Representation Reviews

Representation reviews are reviews of the representation arrangements for a local authority (Local Electoral Act 2001). Local authorities' representation reviews determine detailed arrangements for:

- the **number of electoral subdivisions** (if any), and
- their **boundaries, names, and number of members**.
- **basis of election** (at large, wards, or a mix of both), and
- establishment of **community boards**.

Local authorities are required to carry out a representation review at least every six years and they may undertake a review after three years if they choose.

Related Processes

In addition to the above representation arrangements, local authorities and communities have the opportunity to consider the:

- the **electoral system** to be used for their elections (first past the post (FPP) or single transferable vote (STV)).
- the establishment of **Māori wards/constituencies**.

Decisions on the choice of electoral system and establishment of Maori wards/constituencies are not formally part of the representation review process, and are matters for local discretion with no right of appeal to the Commission. However, these options are important in helping to identify appropriate representation arrangements for a district/region, and need to be resolved before the detailed ward/constituency arrangements are determined.

2.0 DISCUSSION

Council must follow the procedure set out in the Local Electoral Act 2001 when conducting a local government representation review and related processes, and should also follow the guidelines published by the Local Government Commission. The Local Electoral Act 2001 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 last undertook a review of Representation Arrangements, including Māori Wards/Constituencies and Electoral Systems in 2017/2018 for the **2019 and 2022 Elections**. Therefore, Council is not required to carry out another representation review before the 2022 local elections, but may do so, if it chooses.

3.0 LOCAL GOVERNMENT COMMISSION GUIDELINES

The Commission's guidelines cover:

- statutory provisions
- electoral system and Māori wards/constituencies (covered first, as they should be carried out before the representation review)
- the representation review processes (generally covered in the order they are carried out)
- related processes – minor boundary alterations and Auckland Council requirements.

The Commission is not involved in developing initial or final local authority representation proposals, other than providing procedural or technical advice when requested. However if a local authority's final proposal:

- has appeals and/or objections made against the final proposal, or
- does not comply with the requirements for achieving fair representation

then a local authority must refer its proposal to the Commission for determination.

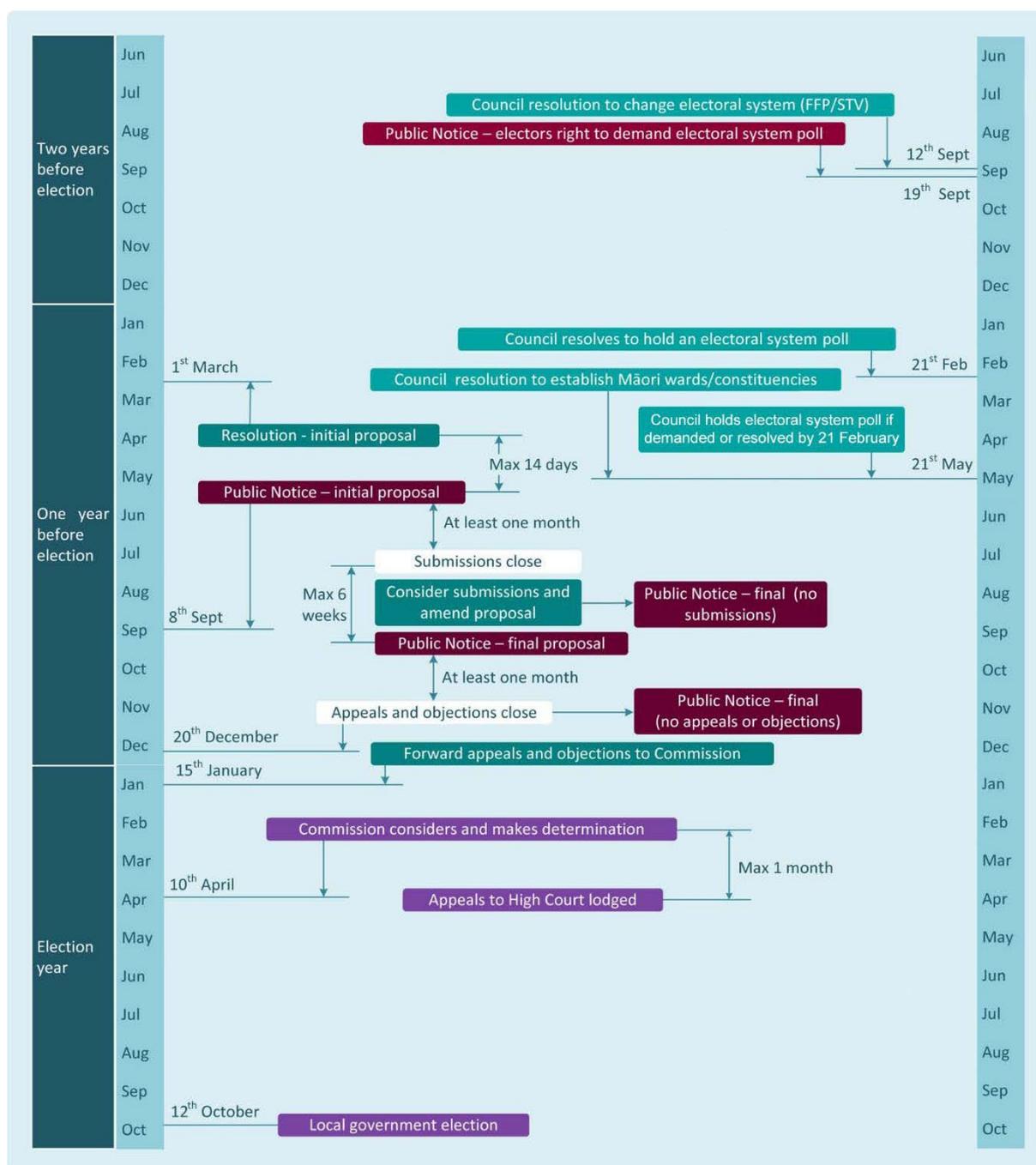
The statutory requirements described in the Commission's guidelines are binding on both local authorities and the Commission itself in the exercise of its powers on objections, appeals and referrals. The other content in the guidelines describe recommended practice for the review process.

The Commission's guidelines set out the representation review timeline steps as follows:

Procedure	Deadline	Relevant section
Local authority determines proposed representation arrangements	Initial proposals must be made: <ul style="list-style-type: none"> no earlier than 1 March in the year before election year by 31 August in the year before election year, if establishing Māori wards/constituencies in any other case, in time for the deadline for public notice (i.e. by 7 September) 	<ul style="list-style-type: none"> 19H (territorial authorities) 19I (regional councils) 19J (community boards) Schedule 1A for Māori wards or constituencies
Local authority gives public notice of "initial" proposal and invites submissions	Within 14 days of resolution, and not later than 8 September in the year before election year	19M(1)
Submissions close	Not less than one month after public notice	19M(2)(d)
If no submissions then proposal becomes final ¹	Public notice to be given when there are no submissions but no date fixed for doing this	19Y(1)
Local authority considers submissions and may make resolution to amend proposal	Within 6 weeks of closing date for submissions	19N(1)(a)
Local authority gives public notice of its "final" proposal	Within 6 weeks of closing date for submissions	19N(1)(b)
Appeals and objections close	Must be lodged: <ul style="list-style-type: none"> not less than 1 month after the date of the public notice issued under section 19N(1)(b) not later than 20 December in the year before election year 	19O 19P
If no appeals or objections then proposal becomes final ¹	Public notice to be given when there are no appeals/objections, but no date fixed for doing this	19Y(1)
Local authority forwards appeals, objections and other relevant information to the Commission ²	As soon as practicable, but not later than 15 January in election year	19Q 19V(4)
Commission considers resolutions, submissions, appeals and objections and makes determination	Before 11 April in election year	19R
Determination subject to appeal to High Court on a point of law ³	Appeals to be lodged within 1 month of determination	Clause 2, Schedule 5, Local Government Act 2002

The Commission's guidelines also include a diagram summarising the timelines leading up to a round of local government elections which is included below.

The diagram includes the dates relating to choosing electoral systems and establishing Māori wards/constituencies that must be met for any new resolutions to apply in the upcoming local government elections.



Note: It is important to note that a full Representation Review is only required every six years. Council last completed a full review to apply to the 2019 and 2022 elections.

4.0 REPRESENTATION REVIEW AND RELATED PROCESSES FOR 2019 AND 2022 ELECTIONS

Electoral System

Council undertook a review of the Electoral System in August 2017 to apply for the 2019 and 2022 elections and at its meeting on 29 August 2017 resolved -

Pursuant to section 27 of the Local Electoral Act 2001 Council resolves for the 2019 Waitomo District Council Triennial Elections to maintain the status quo (First Past the Post).

Public notice be given by 19 September 2017 of the decision and the right of electors to demand a poll on the electoral system to be used.

Following public notification of the above, no submissions or request for a Poll were received.

Māori Wards

Council undertook a review of whether or not to establish Maori Wards in August 2017 and at its meeting on 29 August 2017 resolved -

Council not establish Māori Wards for the 2019 Local Body Election.

Following public notification of the above, no submissions or request for a Poll were received.

Representation Review

Council undertook a full Representation Review in August 2018 to apply for the 2019 and 2022 elections and at its meeting on 21 August 2018 resolved -

2 *The current Representation Arrangements be retained for the 2019 and 2022 Elections as follows:*

- 6 Elected Members elected by Wards, plus the Mayor elected at large
- Two Wards:
 - Urban Ward (3 Elected Members)
 - Rural Ward (3 Elected Members)
- No Community Boards

3 *The Chief Executive be delegated authority to develop the necessary consultation material for the proposal pursuant to Section 19M of the Local Electoral Act 2001*

Following public notification of the proposal, no submissions or request for a Poll were received.

4.0 KEY MILESTONES

As Council has already resolved and publicly notified its representation arrangements for the 2019 and 2022 elections (with no submissions or requests for a Poll received), the next review (for the 2025 and 2028 elections) is scheduled to commence in July 2023.

Electoral System Review for the 2025 and 2028 Elections

Key Milestone	Indicative Timeframe	Commentary
Council Workshop Consideration of electoral system (FPP/STV) to be utilised for the 2022 and 2025 Elections	July 2023	
Council Meeting Council resolution to retain/change electoral system (FPP/STV)	27 July 2023	Must be no later than 12 September two years before election year
Public Notification of the right for electors to demand an electoral system poll, and that notice must include a statement that a poll is required to countermand any local authority resolution made on the electoral system	August 2023	Must be by 19 September two years before election year. <u>Note:</u> If a Poll is required, further Key Milestones will be added at that time.

Maori Wards for the 2025 and 2028 Elections

Key Milestone	Indicative Timeframe	Commentary
Council Workshop Consideration of the establishment of Maori wards	July 2023	
Council Meeting Council resolution in respect to the establishment of Maori wards	27 July 2023	Must be no later than 23 November two years before election year
Public Notification of the right for electors to demand an electoral system poll, and that notice must include a statement that a poll is required to countermand any local authority resolution made on the electoral system	August 2023	Must be by 30 November two years before election year. <u>Note:</u> If a Poll is required, further Key Milestones will be added at that time.

Representation Review for the 2025 and 2028 Elections

Key Milestone	Indicative Timeframe	Commentary
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Council Workshop Representation Review	March 2024	
Council Meeting Council resolution of Representation arrangements to be publicly notified	March 2024	
Public notification of Council representation arrangements	April 2024	No later than 14 days following Council's resolution
Public Consultation	April/May 2024	Must be for at least one month following public notification
Submissions close following public notification of proposal	May 2024	
Council Meeting Consideration of submissions and amend proposal if required	May 2024	
Public notification of final proposal (if no submissions received)	April 2024	Note: If submissions are received and the proposal is amended then a further consultation phase will be required. If this occurs then further timelines will be added at that time.

Strategy and Engagement: Communications Strategy – Review and Progress Reporting

8.0 DESCRIPTION

Communication is an essential part of good management and the effective delivery of Council services. WDC's Communications Strategy was adopted on 30 October 2018 (ref: A401981) with a review undertaken in 2021/2022.

The Communications Strategy aims to be a "broad statement of strategic direction" for Waitomo District Council's approach to communications in both levels of service and function, by:

- Providing a guide to Council's day-to-day communications activities;
- Setting Council's expectations for media; and
- Allowing Council to better engage with its community in a genuine way.

A six-monthly reporting schedule has been developed to provide Council with an update on the achievement of its communications tasks and projects.

9.0 DISCUSSION

The organisation has made good progress with its communications goals over the last 3 years. To ensure the Communications Strategy and the scope and priorities included in it remain relevant, it is appropriate to review the strategy in alignment with development of a 10YP.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Six monthly progress report to end of September 2023	31 October 2023	Report provided at next meeting following end of six-monthly period
Council Meeting Six monthly progress report to end of March 2024	30 April 2024	Report provided at next meeting following end of six-monthly period
Review of Communication Strategy	June – December 2024	
Council Meeting Six monthly progress report to end of September 2024	26 October 2024	Report provided at next meeting following end of six-monthly period
Council Workshop Review of Communication Strategy	February 2025	Feedback on proposed changes
Council Meeting Adoption of revised Communication Strategy	February 2025	
Council Meeting Six monthly progress report to end of March 2025	April 2025	

Strategy and Engagement: Local Government Excellence Programme – CouncilMARK™

1.0 DESCRIPTION

The CouncilMARK local government excellence programme is a system that measures indicators across four priority areas within Council. The system is designed to demonstrate and improve the value and services provided by Councils. Participating Councils are assessed by independent experts every three years and given an overall rating from triple AAA to C. The **four priority areas assessed** and graded are:

- Governance, Leadership and Strategy
- Financial decision-making and transparency
- Service delivery and asset management; and
- Communicating and engaging with the public and businesses

Below is a summary of the **assessment process**:

- The Council has to complete the Performance Assessment Framework (PAF) and supply the required **pre-reading** and supporting material to LGNZ and the assessors
- This is followed by an **on-site assessment** with the Council and external stakeholders over a two day period. This can be longer if agreed prior.
- The **assessment report** is then drafted by the lead assessor which is then sent to the Council for **fact check** for accuracy.
- Checked and amended report is then sent to the **Independent Assessment Board (IAB)** for their consideration (along with provisional grades and overall rating).
- IAB **reviews and signs off** on the final Assessment Report.
- This report is then published on the CouncilMARK website.

The documents to be supplied in the pre-reading include –

- Annual Plan
- 10 Year Plan
- Pre-election report
- Infrastructure Strategy
- Financial Strategy
- Property Strategy
- Asset Management Plans
- Communications and Engagement Strategy/ Plan and Communication and stakeholder audits
- Any key strategies/ policies which are guiding documents for Council
- Annual resident survey
- Completed s17A reviews or plans for undertaking these reviews
- Audit report with corrective actions
- Risk Management Policy or Framework, ARC Terms of Reference
- An example of a good business case decision
- Other documents to support answers in the PAF
- Assessors could request other information during the visit

In terms of the **site visit** the following steps will generally be followed:

- The assessors will hold a **pre-visit teleconference**
- It is suggested that elected members and relevant staff be **pre-briefed**
- It is recommended that Councils use the **standardised agenda**
- The assessors will **interview** all relevant parties (staff and elected members)
- Assessors **will meet with external stakeholders** as well, possibly:
 - Chamber of commerce, economic development agency or business representatives
 - A local developer
 - Local iwi/ hapū
 - The Regional Council
 - NZTA

2.0 DISCUSSION

Council considered the timing of this work during the development of the 10YP 2021-2031. Due to resourcing constraints, and pending reforms (i.e. Three Waters Reform), Council decided to defer consideration of participating in this project to the 10YP 2024-2034. It is also noted that in 2023, Council will know the outcome of the Government's 'review into the future for local government'; which will be a consideration for this work programme going forward.

The three phases of this project are:

- (1) Consider CouncilMARK™ project (design and funding) during development of 2021 EAP.

- (2) Develop CouncilMARK™ work plan and delivery
- (3) Undertake CouncilMARK™ process with LGNZ

The first phase will be incorporated into the 2021 EAP process, the second and third phases will be included in the roadmap in due course.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
10YP Workshop #12 • CouncilMark	17 October 2023	To be considered during development of the 2024-34 10YP.
Project Planning including resource planning	tbc	
Initials Assessment and Gap analysis based on PAF requirements and work plan to fill in the gaps	tbc	
Council Workshop Pre-briefing on site visit and PAF	tbc	
Complete PAF and send	tbc	
Council Workshop Pre-briefing on site visit and PAF	tbc	
On-site assessment	tbc	
First fact check of Draft Report	tbc	
Final Report provided	tbc	

Strategy and Engagement: Climate Change

1.0 DESCRIPTION

A watching brief will be maintained for any Central Government driven climate change initiatives or policy direction/requirements.

2.0 KEY MILESTONES

The development of plans for reducing greenhouse gas emissions is noted for further consideration in Year 4 or 5 of the work programme.

Climate Change and Adaptation is to be considered as part of Council's Risk Management Framework as a strategic risk by the Audit, Risk and Finance Committee at a workshop scheduled for 15 February 2022. (Refer to the "Risk Management: Oversight and Mitigation" in Section Four (Year 1) of this Road Map).

Strategy and Engagement: 2023/2024 Annual Report

1.0 DESCRIPTION

The development of the 2023/24 Annual Report and Summary Report.

2.0 DISCUSSION

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 10YP 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.

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Brief Council on timeframe.	May 2024	

Key Milestone	Indicative Timeframe	Commentary
Audit, Risk and Finance Committee 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.	August 2024	
WDC Audit. Deloitte will be onsite for 2 weeks.	September 2024	
Deloitte technical/final review. Once the audit field work is complete the final document is sent to Deloitte technical team for final review.	September/October 2024	
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.	September 2024	<i>As part of minutes from ARFC</i>
Audit, Risk and Finance Committee Meeting Consideration of Annual Report for recommendation to Council.	October 2024	
Council Meeting Adopt Annual Report.	October 2024	
Audit of Summary Annual Report	October 2024	
Audit Opinion on Summary Annual Report	November 2024	
Summary Annual Report published	November 2024	

Policies and Bylaws

Policy: Community and Partnerships Fund Policy

1.0 DESCRIPTION

This project of work is to review the effectiveness of the Community and Partnerships Fund and supporting policies and principles, which form the basis for the provision of funding grants to assist community organisations that undertake projects and services which significantly benefit the resident of communities within the Waitomo District. The Community and Partnerships Fund aims to ensure that projects or services undertaken make a positive contribution to achieving WDC's community outcomes and that contribute and support the Vibrant Safe Waitomo Strategy's strategic themes.

10.0 DISCUSSION/ISSUES

The Community and Partnerships Fund Policy, originally named the Community Development Fund Policy was first created in 2009 with review scheduled every three years as part of the 10YP developments.

To align with the WDC's new Group of Activities, the Policy was renamed to the Community and Partnerships Fund Policy. The review also introduced 3 new funding streams - Single-Year Grants (Community Assistance Grant, Community Events Fund and Community Hall Grant), Multi-Year Community Partnership Grant and Special Grants (Creative Communities Scheme, Sport NZ Rural Travel Fund and the DC Tynan Trust).

The next scheduled review of the Policy is August 2023 as part of the 2024-34 10YP development.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop review of exiting Policy.	July 2023	
10YP Workshop #8 Present desktop review findings.	15 August 2023	
Council Meeting Adoption of Policy.	29 August 2023	

Policy: 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 10YP.

2.0 DISCUSSION

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 10YP.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop Review of existing policy and recommendations	August/September 2023	
10YP Workshop # 12 Present Desktop Review findings	17 October 2023	
Council Meeting Adoption of Policy as part of the 10 Year Plan Supporting Information for Audit	5 March 2024	
Council Meeting Adoption of Policy as part of the 10 Year Plan Supporting	29 March 2024	

Key Milestone	Indicative Timeframe	Commentary
Information for Consultation		
10YP Council Meeting Adoption of 10YP and related policies and strategy	25 June 2024	

Policy: Significance and Engagement Policy

1.0 DESCRIPTION

In accordance with Section 76AA of the LGA, every local authority must adopt a Significance and Engagement Policy setting out—

- (a) that local authority’s general approach to determining the significance of proposals and decisions in relation to issues, assets, and other matters; and
- (b) any criteria or procedures that are to be used by the local authority in assessing the extent to which issues, proposals, assets, decisions, or activities are significant or may have significant consequences; and
- (c) how the local authority will respond to community preferences about engagement on decisions relating to specific issues, assets, or other matters, including the form of consultation that may be desirable; and
- (d) how the local authority will engage with communities on other matters.

The purpose of the policy is—

- (a) to enable the local authority and its communities to identify the degree of significance attached to particular issues, proposals, assets, decisions, and activities; and
- (b) to provide clarity about how and when communities can expect to be engaged in decisions about different issues, assets, or other matters; and
- (c) to inform the local authority from the beginning of a decision-making process about—
 - (i) the extent of any public engagement that is expected before a particular decision is made; and
 - (ii) the form or type of engagement required.

2.0 DISCUSSION

The Policy may be amended from time to time. However, when adopting or amending the Policy, Council must carry out a consultation process in accordance with section 82 unless it considers on reasonable grounds that it has sufficient information about community interests and preferences to enable the purpose of the policy to be achieved.

The Policy is scheduled for review and adoption as part of the 10 Year Plan Supporting Information for Public Consultation.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop review of existing Policy	August/September 2023	
10YP Workshop # 12 • Review of Significance and Engagement Policy	17 October 2023	
Council Meeting Adoption of Significance and Engagement Policy as part of the 10 Year Plan Supporting Information for Audit	5 March 2024	
Council Meeting Adoption of Significance and Engagement Policy as part of the 10 Year Plan Supporting Information for Consultation	29 March 2024	

Policy: Treasury Policy

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

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 10YP.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop Review of existing policy	August/September 2023	
10YP Workshop #12 Present Desktop Review findings	17 October 2023	
Council Meeting Adoption of Policy as part of the 10 Year Plan Supporting Information for Audit	5 March 2024	
Council Meeting Adoption of Policy as part of the 10 Year Plan Supporting Information for Consultation	29 March 2024	
10YP Council Meeting Adoption of 10YP and related policies and strategy	25 June 2024	

Policy: Procurement Policy

1.0 DESCRIPTION

The purpose of this Policy is to ensure that Waitomo District Council (WDC) has clear guidance on how its procurement activity should be undertaken at all levels. It provides the "rules" within which WDC will operate. WDC's expectation is that anyone who is undertaking procurement activity on behalf of WDC will abide by the rules, and if they are unclear then guidance should be sought.

The Principles will ensure that WDC upholds the integrity of its procurement and set a clear expectation of what is required when any person within WDC makes a financial commitment on behalf of WDC.

The framework and any additional guidance documentation will assist to provide a consistent approach to all procurement within WDC. It is to support the end user to select the appropriate procurement process having regard to the level of spend, risk and the current environment and then to work through that process with confidence and consistency, regardless of whether the end user is a full-time procurement practitioner or not. In addition, this document sets out how to determine whether or not to utilise an All of Government, Regional or Syndicated contracts.

This document will make it clear for suppliers, WDC employees and authorised third parties on WDC's expectations when procuring third party goods, services and/or works. It ensures that spend is planned out and creates well executed third party solutions that minimise risk and maximise value for all involved.

2.0 DISCUSSION/ISSUES

Council last reviewed and adopted its Procurement Policy (including adopting a Procurement Recovery Plan (Covid-19) and Procurement Water Reform Plan) in October 2020.

This Policy, while kept under active review, has a timeline for review of at least every 3 years. Therefore the next review is due in October 2023.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop review of existing Policy	September 2023	
Council Workshop Present desktop review findings	10 October 2023	
Council Meeting Adoption of Policy.	31 October 2023	

Regulatory Services

Animal and Dog Control: Dog Control Fees and Charges

1.0 DESCRIPTION

Section 37 of the Dog Control Act 1996 requires councils to set reasonable fees for the registration and control of dogs by Council resolution, and at least once during the month preceding the start of every dog registration year, publicly notify in a newspaper circulating in the District the dog control fees fixed for the registration year.

2.0 DISCUSSION

Council's Revenue and Financing Policy (RFP) provides information on funding sources that are available to Waitomo District Council and provides the rationale for the use of each funding source. Fees and charges are a legitimate source for funding activities (or parts of activities), and the rationale for their use in funding certain activities is set out in detail in the RFP.

Fees and charges are reviewed as part of the annual budgeting process. This annual review provides the opportunity to reflect changing circumstances in the operating environment.

3.0 KEY MILESTONES

Dog Control fees and charges are reviewed annually, together with all WDC's other fees and charges, as part of the process for development of an EAP or 10YP.

Animal and Dog Control: Dog Control Policy and Practices Report

1.0 DESCRIPTION

Section 10A of the Dog Control Act 1996 ("the Act") requires councils to report annually on the administration of its Dog Control Policy and Practices.

2.0 DISCUSSION

Section 10A of the Act specifies the information that Council must include in its report in respect of each financial year as follows:

- a) The number of registered dogs in the territorial authority district.
- b) The number of probationary owners and disqualified owners in the territorial authority district.
- c) The number of dogs in the territorial authority district classified as dangerous under section 31 and the relevant provision under which the classification is made.
- d) The number of dogs in the territorial authority district classified as menacing under section 33A or section 33C and the relevant provision under which the classification is made.
- e) The number of infringement notices issued by the territorial authority.
- f) The number of dog related complaints received by the territorial authority in the previous year and the nature of those complaints.
- g) The number of prosecutions taken by the territorial authority under this Act.

Section 10A also specifies that Council must publicly notify the report within one month of adoption, publish the report online, and send a copy of it to the Secretary for Local Government.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Presentation of Dog Control Policy and Practices Report for period ending 30 June 2022 for consideration and adoption	25 July 2023	
Publicly notify, publish online and provide a copy of the report to the Secretary of Local Government.	15 August 2023	

Business Support

Risk Management: Oversight and Mitigation

1.0 DESCRIPTION

The Local Government Act 2002 (LGA) requires a local authority to manage its revenues, expenses, assets, liabilities, investments and general financial dealings prudently and in a manner that promotes the current and future interests of the community.

The LGA also states that a local authority should ensure prudent stewardship and the efficient and effective use of its resources in the interests of its district or region.

When local authorities undertake action to support their intended outcomes, there is the potential for risk which cannot be avoided but must be identified and managed. The management of risk is the process of identifying, mitigating where possible and monitoring all risks whether financial or non-financial. Good risk management also means effective communication with those who are managing and monitoring risks.

2.0 DISCUSSION

The Audit, Risk and Finance Committee is one way of managing Council's risk obligations; however it is not the only way and in some instances might not be the most appropriate mechanism. The intention of this work stream is to develop a Risk Management Framework for WDC that identifies top risks and establishes a monitoring and reporting framework for these. It is also intended to develop a Road Map Work Programme for enhancing risk maturity within the organisation.

11.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Audit, Risk and Finance Committee Meeting Quarterly Report - Risk Management and Mitigation.	13 February 2024	
Audit, Risk and Finance Committee Meeting Quarterly Report - Risk Management and Mitigation.	14 May 2024	
Audit, Risk and Finance Committee Meeting Quarterly Report - Risk Management and Mitigation.	13 August 2024	
Audit, Risk and Finance Committee Meeting Quarterly Report - Risk Management and Mitigation.	15 October 2024	

Risk Management: Cyber Security

1.0 DESCRIPTION

Cyber Security, computer security, or information technology security is the protection of computer systems and networks from information disclosure, theft of or damage to their hardware, software, or electronic data, as well as from the disruption or misdirection of the services they provide.

2.0 DISCUSSION

The field is becoming increasingly significant due to the increased reliance on computer systems, the Internet and wireless network standards such as Bluetooth and Wi-Fi, and the increase in cyber attacks by highly resourced and organised organisations.

Owing to its complexity, both in terms of politics and technology, cyber security is also one of the major challenges in the contemporary world.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Audit, Risk and Finance Committee Meeting Quarterly Report – Cyber Security Oversight and Mitigation.	13 February 2024	
Audit, Risk and Finance Committee Meeting Quarterly Report – Cyber Security Oversight and Mitigation..	14 May 2024	
Audit, Risk and Finance Committee Meeting Quarterly Report – Cyber Security Oversight and Mitigation.	13 August 2024	
Audit, Risk and Finance Committee Meeting Quarterly Report – Cyber Security Oversight and Mitigation.	15 October 2024	

Community and Partnerships

Community and Partnerships Fund

1.0 DESCRIPTION

The Community and Partnerships Fund Policy establishes funding policies and principles which form the basis for the provision of funding grants to assist organisations and funding partners who provide projects, activities, services and facilities that benefit communities within the Waitomo District.

The Policy provides a guide as to how funding can be obtained from WDC and assists Elected Members and WDC staff with guidance when making decisions and recommendations about funding applications.

The following grants collectively make up the Community and Partnerships Fund:

- Single-Year Grants (Community Assistance Grant, Community Events Fund, Community Hall Grant)
- Multi-Year Community Partnership Grant

Additional funding pools administered by WDC are:

- Creative Communities Scheme
- Sport NZ Rural Travel Fund
- DC Tynan Trust Grant

2.0 DISCUSSION

Single-Year Community Assistance Grant

The Community Assistance Grant focuses on providing assistance for not-for-profit community organisations that support community led projects. These projects are aligned with Council Plans and Strategies and contribute and support the social, cultural, economic and environmental well-being

The Single-Year Community Assistance Grant is for one-off projects or initiatives that will be completed within a 12-month period from receiving the grant.

Community Assistance Grants will be awarded through a contestable process.

Multi-Year Community Partnership Grant

Waitomo District Council's Multi-Year Community Partnership Grant supports the not-for profit organisations whose work is aligned with Council plans and strategies and contribute to the social, cultural, economic and community well-being of the Waitomo District.

The Multi-Year Community Partnership Grant supports community organisations that offer services or facilities that make a significant contribution and improved well-being in the Waitomo District. The Multi-Year Community Partnership Grant is for a three-year period.

The Community Partnership Grant will be awarded through a contestable process.

Community Events Fund

Waitomo District Council's Community Events Fund supports community events that create opportunities to build and celebrate community pride and for the community to connect and celebrate.

Priority for funding will be given to community organisations that wish to partner with WDC for the delivery of district events, such as the Waitomo District Christmas Parade and the Great NZ Muster.

Consideration will also be given to community-led events or cultural celebrations open to the wider community participation.

Applicants to the Community Events Fund will be awarded through a contestable process.

Community Halls Grants

WDC currently supports 12 community halls within the Waitomo District by way of an annual grant, with each hall receiving \$1,000.00. Hall grants will be paid in August of each year.

Special Grants

Creative Communities; Sport NZ Rural Travel Fund and DC Tynan Trust Fund

There are two special grants administered by Council on behalf of central government: Creative Communities Scheme and the Sport NZ Rural Travel Fund. Funding for both of these grants is provided by central government and each is administered by WDC in alignment with their own specific criteria.

WDC administers the DC Tynan Fund which is a generous bequest left by the late Daniel Circuit Tynan to the Borough of Te Kuiti for the purpose of supporting organisations within the Te Kuiti Urban Ward that are involved with social, cultural, educational or recreational activities.

- Forgeson Law directs the funds of the Trust; Waitomo District Council provides the administrative support associated with the funding application process. Applications are invited annually to this fund.

3.0 KEY MILESTONES

Single-Year Community Assistance Grant

Key Milestone	Indicative Timeframe	Commentary
	Annually	
Fund Opens	1 July	
Advertising	July	
Fund Closes	1 August	
Council Workshop Consideration of Applications	15 August 2023	
Council Meeting Consideration of Applications	29 August 2023	
Announcements and Funding Allocation	September/October As per agreed Terms and Conditions if applicable	

Community Events Fund

Key Milestone	Indicative Timeframe	Commentary
	Annually	
Advertising	July/August	
Council Workshop Consideration of Applications	15 August 2023	
Council Meeting Consideration of Applications	29 August 2023	
Announcements and Funding Allocation	September As per agreed Terms and Conditions	

Community Halls Grants

Key Milestone	Indicative Timeframe	Commentary
	Annually	
Funding Allocation	August	

Creative Communities

Key Milestone	Indicative Timeframe	Commentary
Round 1	2 Funding Rounds per Year	
Advertising	October	
Applications Close	1 November	
Committee Meeting Consideration of Applications	November	
Announcements and Funding Allocation	November	
Round 2		
Advertising	April	
Applications Close	1 May	
Committee Meeting	May	

Key Milestone	Indicative Timeframe	Commentary
Consideration of Applications		
Announcements and Funding Allocation	May	

Sport NZ Rural Travel Fund

Key Milestone	Indicative Timeframe	Commentary
	Annually	
Advertising	September	
Applications Close	1 October	
Committee Meeting Consideration of Applications	October	
Announcements and Funding Allocation	October	

D C Tynan Trust Fund

Key Milestone	Indicative Timeframe	Commentary
	Annually	
Applications Invited and Advertised	July	
Applications Close	1 August	
Committee Meeting Consideration of Applications	August	
Announcements and Funding Allocation	August	

Summary of Grants Paid

Key Milestone	Indicative Timeframe	Commentary
Council Meeting At the end of each financial year a Summary of all Grants paid throughout the year is prepared for presentation to Council	26 September 2023	(Annually)

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 District Promotion Activity.

2.0 DISCUSSION/ISSUES

Council supports two community events – the Waitomo District Christmas Parade and The Great New Zealand Muster.

Implementation of Project Plans for both the Christmas Parade and Muster ensure the events retain their success, professional delivery and meet current health and safety legislative requirements.

The delivery mechanism for events, or parts thereof, may alter subject to any community organisations wishing to partner with WDC for the delivery of district events via the Community Events Fund.

3.0 KEY MILESTONES

Christmas Parade

Key Milestone	Indicative Timeframe	Commentary
Consultation: Identify and consult with key stakeholders.	September/October 2023	
Review and implement Project Plan	October 2023	
Advertise and communicate: Continue communication with key stakeholders,	November/December 2023	

Key Milestone	Indicative Timeframe	Commentary
community and other target markets.		
Christmas Parade 2021	TBA	
Council Meeting Council will be briefed of the event via the quarterly Community and Partnerships Progress Report.	27 February 2024	

Great New Zealand Muster

Key Milestone	Indicative Timeframe	Commentary
Review scope of Great NZ Muster including Health and Safety requirements	September/October 2023	
Identify and consult with key stakeholders.	September/October 2023	
Development and implementation of a Project Plan	October 2023	
Advertise and communicate: Continue communication with key stakeholders, community and other target markets.	January to March 2024	
Great NZ Muster 2022	TBA	
Council Meeting Council will be briefed of the event via the quarterly Community and Partnerships Progress Report.	28 May 2024	

Combined Mayoral ITO Graduation Ceremony

1.0 DESCRIPTION

This project of work supports the delivery of the Waitomo and Ōtorohanga Districts Combined Mayor Industry Training Organisation (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, the Waitomo and Ōtorohanga Mayors agreed to combine the Graduation Ceremonies and host the Ceremony year about. Wintec is also involved in the Ceremonies and the cost of the Ceremony is divided between the two Councils and Wintec.

Ōtorohanga will host the Ceremony in 2023.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Graduation Ceremony Hosted by Ōtorohanga DC	October/November 2023 – Ōtorohanga District Council to confirm date	Ōtorohanga District Council is the lead Host for the 2021 event and will advise of dates once set.

Asset Management

Water Supply: Piopio – Reservoir Pumping Line Renewal

1.0 DESCRIPTION

A new, dedicated rising main is to be constructed between the Treatment Plant and a new storage reservoir. Inadequate funding pushed out till 2025/26

2.0 DISCUSSION/ISSUES

The current rising main doubles as a distribution pipe resulting in significant pressure shortage and shortened asset life. Budget provision for a new dedicated rising main has been allowed for in 2025/26 of the 10YP.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Complete design	2025	
Construct new rising main	November 2025/26	Defer as Construction costs exceed budget

SECTION SEVEN:
Policy and Bylaw Reviews Post June 2024

Policies and Bylaws

Policy: Dangerous and Insanitary Buildings

1.0 DESCRIPTION

Section 131 of the Building Act 2004 (the Act) requires Council to adopt a Policy on Dangerous and Insanitary Buildings within its District.

The Policy must state –

- a) The approach that the Council will take in performing its functions under this Part (of the Building Act), and
- b) The Council's priorities in performing those functions, and
- c) How the policy will apply to dangerous, affected, insanitary and heritage buildings.

2.0 DISCUSSION/ISSUES

Section 132 of the Act states that the policy must be reviewed every 5 years and can only be amended or replaced in accordance with the special consultative procedure.

The Dangerous and Insanitary Buildings Policy was first introduced in 2006 with reviews completed in 2016 and 2021. The next review is scheduled for 2026.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop review of existing Policy		
Prepare draft Policy		
Council Workshop Policy Review		
Council Meeting Adopt draft policy for consultation		
Finalise draft Policy for consultation		
Public Notification		
Consultation Period		
Council Hearing/Deliberations		
Policy changes after deliberations (if required)		
Council Meeting Adoption of Policy	July 2026	

Bylaw: Public Amenities

1.0 DESCRIPTION

The Public Amenities Bylaw controls a diverse range of activities in public amenities to ensure that acceptable standards of convenience, safety and civic values are maintained for the wellbeing and enjoyment of citizens, visitors and businesses within the district. In particular this bylaw addresses conduct in public amenities such as libraries, reserves, aerodrome, public parking areas, public toilets swimming pool, beaches, other public buildings and cemeteries which may have an adverse effect on other users of these facilities.

Section 145, 146 of the Local Government Act 2002 and other relevant Acts e.g. Reserves Act 1977, Health Act 1956, outline some of the powers and requirements of the Council in regard to public places and reserves. Areas of control so prescribed by this legislation are not necessarily repeated within this bylaw, and therefore the relevant sections of the Local Government Act, 2002 and other legislation should be read in conjunction with it.

2.0 DISCUSSION / ISSUES

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.

When making/amending/revoking a bylaw, consultation using the special consultative procedure (s86 of the LGA) must be used.

Council adopted its Public Amenities Bylaw on 10 February 2010, with the 5-year review completed on 10 February 2015. The 10-year review is due to be completed by 10 February 2025.

3.0 KEY MILESTONES

Key Milestone	Date	Commentary
Desktop review of existing Policy and Bylaw		
Council Workshop Present findings of Desktop Review		
Council Workshop If required		
Council Meeting Adopt draft Bylaw for consultation		
Public Notification & consultation		
Council Hearing		
Council Deliberations		
Prepare revised Policy and Bylaw		
Council Meeting Adoption of Policy and Bylaw	February 2025	

Bylaw: Water Services

1.0 DESCRIPTION

The scope of the Water Services Bylaw is to:

- Protect public health and the security of the public water supply.
- Detail the responsibilities of both the Council and the consumers with respect to the public water supply and other water related services.
- Ensure the safe and efficient creation, operation, maintenance and renewal of all public water services, sewerage and stormwater drainage networks.
- Ensure proper hazard management to prevent or minimise flooding and erosion.
- Minimise adverse effects on the local environment particularly freshwater ecological systems and beach water quality, and assists in maintaining receiving water quality.
- Ensure that watercourses are properly maintained.
- Ensure protection of Council's water services, sewerage and stormwater drainage assets and the health and safety of employees.
- Set out acceptable types of connection to public water services, sewerage and stormwater networks.

2.0 DISCUSSION / ISSUES

Impact of 3 Waters Reform to be considered.

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.

When making/amending/revoking a bylaw, consultation using the special consultative procedure (s86 of the LGA) must be used.

Council adopted its Water Services on 10 February 2010, with the 5-year review completed on 10 February 2015. The 10-year review is due to be completed by 10 February 2025.

3.0 KEY MILESTONES

Key Milestone	Date	Commentary
Desktop review of existing Policy and Bylaw		
Council Workshop Present findings of Desktop Review		
Council Workshop If required		
Council Meeting Adopt draft Bylaw for consultation		
Public Notification & consultation		
Council Hearing		
Council Deliberations		
Prepare revised Policy and Bylaw		
Council Meeting Adoption of Policy and Bylaw	February 2025	

Bylaw: Land Transport

1.0 DESCRIPTION

The Land Transport Bylaw applies to the management, control and protection of all roading corridors, including unformed "paper" roads, in Waitomo District other than state highways controlled by the New Zealand Transport Agency for which the relevant powers have not been delegated to the Waitomo District Council.

This Bylaw is made under section 22AB of the Land Transport Act 1998, sections 145 and 146 of the Local Government Act 2002, and the Land Transport Rule: Setting of Speed Limits 2003.

2.0 DISCUSSION / ISSUES

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.

When making/amending/revoking a bylaw, consultation using the special consultative procedure (s86 of the LGA) must be used.

Council adopted its Land Transport Bylaw on 10 February 2010, with the 5-year review completed on 29 April 2015. The 10-year review is due to be completed by 29 April 2025.

3.0 KEY MILESTONES

Key Milestone	Date	Commentary
Desktop review of existing Policy and Bylaw		
Council Workshop Present findings of Desktop Review		
Council Workshop If required		
Council Meeting Adopt draft Bylaw for consultation		
Public Notification & consultation		
Council Hearing		
Council Deliberations		
Prepare revised Policy and Bylaw		
Council Meeting Adoption of Policy and Bylaw	April 2025	

Bylaw: Dog Control Bylaw and Policy

1.0 DESCRIPTION

Dog Control Policy

Section 10 of the Dog Control Act 1996 requires every territorial authority to adopt, in accordance with the special consultative procedure set out in section 83 of the Local Government Act 2002, a policy in respect of dogs in the district of the territorial authority

The policy must have regard to:

- The need to minimise danger, distress, and nuisance to the general community.
- The need to avoid the inherent danger in allowing dogs to have uncontrolled access to public places that are frequented by children, whether or not the children are accompanied by adults.
- The importance of enabling, to the extent that is practicable, the public (including families) to use streets and public amenities without fear of attack or intimidation.
- The exercise and recreational needs of dogs and their owners.

Dog Control Bylaw

The purpose of the Dog Control Bylaw is:

- To give effect to Council's Dog Control Policy;
- To protect and maintain public safety; and
- To address how Council will fulfil its functions and duties pursuant to the Dog Control Act 1996.

This bylaw gives effect to the Dog Control Policy for the Waitomo District, the objective of which is to enable people to enjoy the benefits of dog ownership and provide for the exercise and recreational needs of dogs and their owners, whilst minimising danger, distress, and nuisance to the community generally.

2.0 DISCUSSION / ISSUES

The Dog Control Policy is required to be reviewed contemporaneously with the Dog Control Bylaw, which is due for review in 2025.

It is noted that submissions were received on the 2021-31 10YP on dog exercise areas. Any changes to dog exercise areas or on-leash / off-leash requirement will require an amendment of the Dog Control Bylaw, and Council will be required to undertake the associated LGA Special Consultative Process.

Dog Control Bylaw reviews are extensive and resource intensive.

The bylaw review is currently programmed for 2025 in line with legislative requirements. Should this be brought forward, the timing will need to be considered alongside other work programme commitments during the same period.

3.0 KEY MILESTONES

Key Milestone	Date	Commentary
Review of existing Policy and Bylaw	January - April 2025	
Council Workshop	May 2025	
Council Workshop If required	June 2025	
Council Meeting Adopt draft Policy and Bylaw for consultation	July 2025	
Public Notification & consultation	August / September 2025	
Council Hearing & Deliberations	October 2025	
Prepare revised Policy and Bylaw	November 2025	
Council Meeting Adoption of Policy and Bylaw	December 2025	

Bylaw: Trade Waste

1.0 DESCRIPTION

The Trade Waste Bylaw provides for the management, control and monitoring of trade waste discharges into WDC's wastewater systems to:

- a) protect sewer pipes, pumping stations, storage tanks, biological and biochemical treatment processes, wastewater treatment plants and other related wastewater system structures, electrics and controls from damage by applying standards and loading/concentration limits for trade waste discharges prior to discharge to WDC's wastewater systems
- b) protect the health and safety of any person working with the WDC wastewater systems by applying standards for trade waste discharges
- c) protect public health and the environment from the effect of trade waste discharges by ensuring all necessary resource consents are met
- d) encourage waste minimisation, cleaner production and reduced water consumption
- e) allow the Council to recover fair and reasonable costs of managing trade wastes from trade premises that discharge into the Council system by ensuring that the costs of conveying, treatment and disposal are shared fairly between trade waste and domestic dischargers proportional to volume and load.
- f) assist the Council to meet relevant environmental standards
- g) comply with the objectives of the New Zealand Waste Strategy.

2.0 DISCUSSION / ISSUES

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.

When making/amending/revoking a bylaw, consultation using the special consultative procedure (s86 of the LGA) must be used.

Council adopted its Trade Waste Bylaw on 26 July 2006, with the 5-year review completed on 26 July 2011. A further full review was completed on 1 July 2016 and the 10-year review is due to be completed by 1 July 2026.

3.0 KEY MILESTONES

Key Milestone	Date	Commentary
Desktop review of existing Policy and Bylaw		
Council Workshop Present findings of Desktop Review		
Council Workshop If required		
Council Meeting Adopt draft Bylaw for consultation		
Public Notification & consultation		
Council Hearing		
Council Deliberations		
Prepare revised Policy and Bylaw		
Council Meeting Adoption of Policy and Bylaw	July 2026	

Appendix One: A3 Planner

A3 Planner: Road Map Work Programme 2021-2024 (Doc A589440)

MON	TUES	WED	THUR	FRI	SAT/SUN
27 Christmas Day Stat	28 Boxing Day Stat	29 Office Closed	30 Office Closed	31 Office Closed	1/2 Jan 22
3 New Year Stat	4 New Year Stat	5	6	7	8/9
10	11	12	13	14	15/16
17	18	19	20	21	22/23
24	25	26	27	28	29/30
31 Auckland Anniversary	1 Feb 22	2	3	4	5/6
7 Waitangi Day Stat	8	9	10	11	12/13
14	15 Audit, Risk and Finance ARFC Workshop	16	17 Workshop EAP #2 of 3	18	19/20
21	22 Council	23	24	25	26/27
28	1 Mar 22	2 Future of Local Government Sector Engagemen	3 LGNZ Rural & Provincial Sector Meeting	4 LGNZ Rural & Provincial Sector Meeting	5/6
7	8	9	10 Workshop EAP #3 of 3	11	12/13
14	15	16	17	18	19/20
21	22	23	24	25 LGNZ Zone 2	26/27
28	29 Council	30	31	1 Apr 22	2/3
4	5	6	7	8	9/10

MON	TUES	WED	THUR	FRI	SAT/SUN
11	12 ARFC Workshop Workshop	13	14	15 Good Friday	16/17
18 Easter Monday	19	20	21	22	23/24
25 ANZAC Day	26 Council	27	28	29	30/1
2 May 22	3	4	5	6	7/8
9	10	11	12 Hearing Exceptions Annual Plan	13	14/15
16	17 Audit, Risk and Finance ARFC Workshop	18	19	20	/22
23	24	25	26 LGNZ Zone 2	27 LGNZ Zone 2	28/29
30	31 Council + EAP Deliberations	1 Jun 22	2	3	4/5
6 Queen's Birthday	7	8	9	10	11/12
13	14	15 LGNZ Annual General Meeting	16 LGNZ Rural & Provincial Sector Meeting	17 LGNZ Rural & Provincial Sector Meeting	18/19
20	21	22	23	24 Matariki	25/26
27	28 Council	29	30	1 Jul 22	2/3
4	5	6	7	8	9/10
11	12	13	14	15	16/17

MON	TUES	WED	THUR	FRI	SAT/SUN
18	19 Hearing Local Alcohol Policy	20 LGNZ Conference	21 LGNZ Conference	22 LGNZ Conference/ Awards	23/24
25	26 Council	27	28	29	30/21
1 Aug 22	2	3	4	5	6/7
8	9	10	11	12	13/14
15	16 ARFC ARFC Workshop	17	18	19	20/21
22	23 Workshop Com P/Ship Fund Applications	24	25	26	27/28
29	30 Council	31	1 Sep 22	2	3//4
5	6	7	8	9	10/11
12	13	14	15	16	17/18
19	20	21	22	23	24/25
26	27	28	29	30	1/2 Oct 22
3	4 Audit, Risk and Finance Annual Report	5	6 Council Last meeting of Triennium	7	8/9 Election
10	11	12	13 Official Election Result Declared	14	15/16
17	18	19	20	21	22/23
24 Labour Day	25 Inaugural Council	26	27	28	29/30

MON	TUES	WED	THUR	FRI	SAT/SUN
31	1 Nov 22	2	3	4 LGNZ Zone 2	5/6
7	8 Workshop Induction #1	9	10	11	12/13
14	15 Workshop Induction #2 (if required)	16	17 LGNZ Rural & Provincial Sector Meeting	18 LGNZ Rural & Provincial Sector Meeting	19/20
21	22 Workshop Induction #2 (if required)	23	24	25	26/27
28	29 Council Workshop EAP #1 of 3	30	1 Dec 22	2	3/4
5	6	7	8	9	10/11
12	13	14	15	16	17/18
19	20	21	22	23	24/25
26 Boxing Day	27 Christmas Day Stat	28 Office Closed	29 Office Closed	30 Office Closed	31/1 Jan 23
2 New Year Stat	3 New Year Stat	4	5	6	7/8
9	10	11	12	13	14/15
16	17	18	19	20	21/22
23	24	25	26	27	28/29
30 Auckland Anniversary	31	1 Feb 23	2	3	4/5
6 Waitangi Day	7	8	9	10	11/12
13	14 ARFC Workshop 10YP #1 EAP #2 of 3	15	16	17	18/19
20	21	22	23	24	25/26
27	28 Council	1 Mar 23	2	3	4/5
6	7 Workshop EAP #3 of 3	8	9	10	11/12

MON	TUES	WED	THUR	FRI	SAT/SUN
13	14 Workshop 10YP #2	15	16	17	18/19
20	21	22	23	24	25/26
27	28 Council	29	30	31	1/2 Apr 23
3	4	5	6	7 Good Friday	8/9
10 Easter Monday	11 Workshop 10YP #3	12 Workshop Back-up date	13	14	15/16
17	18	19	20	21	22/23
24	25 ANZAC Day	26 Council	27	28	29/30
1 May 23	2	3	4	5	6/7
8	9 Workshop 10YP #4	10 Workshop Back-up date	11	12	13/14
15	16 Audit, Risk and Finance	17	18 Hearing Exceptions Annual Plan	19	20/21
22	23	24	25	26	27/28
29	30 Council	31	1 June 23	2	3/4
5 Queen's Birthday	6	7	8	9	10/11
12	13 Workshop 10YP #5	14	15	16	17/18
19	20 Workshop 10YP #6	21	22	23	24/28
26	27 Council	28	29	30	1/2 July 23

MON	TUES	WED	THUR	FRI	SAT/SUN
3	4	5	6	7	8/9
10	11 Workshop 10YP #7 Representation Arrangements	12	13	14	15/16
17	18	19	20	21	22/23
24	25 Council	26	27	28	29/30
31	1 Aug 23	2	3	4	5/6
7	8 Workshop 10YP #8	9	10	11	12/13
14	15 ARFC Workshop	16	17	18	19/20
21	22	23	24	25	26/27
28	29 Council	30	31	1 Sept 23	2/3
4	5	6	7	8	9/10
11	12 Workshop 10YP #9	13	14	15	16/17
18	19 Workshop 10YP #10	20	21	22	23/24
25	26 Council	27	28	29	30/1 Oct 23
2	3	4	5	6	7/8
9	10 Workshop 10YP #11	11	12	13	14/15
16	17 Audit, Risk and Finance Annual Report	18	19 Workshop 10YP #12	20	21/22

MON	TUES	WED	THUR	FRI	SAT/SUN
23 Labour Day	24	25	26	27	28/29
30	31 Council	1 Nov 23	2	3	4/5
6	7	8	9	10	11/12
13	14 Workshop 10YP #13	15	16	17	18/19
20	21	22	23	24	25/26
27	28 Council	29	30	1 Dec 23	2/3
4	5	6	7	8	9/10
11	12	13	14	15	16/17
18	19	20	21	22	23/24
25 Christmas Day	26 Boxing Day	27 Office Closed	28 Office Closed	29 Office Closed	30/31
1 Jan 24 New Years Day	2 New Year Stat	3	4	5	6/7
8	9	10	11	12	13/14
15	16	17	18	19	20/21
22	23	24	25	26	27/28
29 Auckland Anniversary	30	31	1 Feb 24	2	3/4
5	6 Waitangi Day	7	8 Workshop 10YP #14	9	10/11
12	13 Audit, Risk and Finance	14	15	16	17/18
19	20 Workshop 10YP #15	21	22	23	24/25

MON	TUES	WED	THUR	FRI	SAT/SUN
26	27 Council	28	29	1 Mar 24	2/3
4	5 Council 10YP Adopt for Audit	6	7	8	9/10
11	12 Workshop Representation Review	13	14	15	16/17
18	19	20	21	22	23/24
25	26 Council	27	28	29 Good Friday	30/31
1 Apr 24 Easter Monday	2	3	4	5	6/7
8	9	10	11	12	13/14
15	16	17	18	19	20/21
22	23	24	25 ANZAC Day	26	27/28
29	30 Council	1 May 24	2	3	4/5
6	7	8	9	10	11/12
13	14 Audit, Risk and Finance	15 Hearing 10YP	16 Hearing 10YP	17	18/19
20	21	22	23	24	25/26
27	28 Council	29	30	31	1/2 June 24
3 Queen's Birthday	4	5	6	7	8/9
10	11	12	13	14	15/16

MON	TUES	WED	THUR	FRI	SAT/SUN
17	18	19	20	21	22/23
24	25 Council	26	27	28	29/30
1 July 24	2	3	4	5	6/7
8	9	10	11	12	13/14
15	16	17	18	19	20/21
22	23	24	25	26	27/28
29	30 Council	31	1 Aug 24	2	3/4
5	6	7	8	9	10/11
12	13 Audit, Risk and Finance Workshop	14	15	16	17/18
19	20	21	22	23	24/25
26	27 Council	28	29	30	31/1 Sept 24
2	3	4	5	6	7/8
9	10	11	12	13	14/15
16	17	18	19	20	21/22
23	24 Council	25	26	27	28/29
30	1 Oct 23	2	3	4	5/6

MON	TUES	WED	THUR	FRI	SAT/SUN
7	8	9	10	11	12/13
14	15 Audit, Risk and Finance Annual Report	16	17	18	19/20
21	22	23	24	25	26/27
28 Labour Day	29 Council	30	31	1 Nov 24	2/3
4	5	6	7	8	9/10
11	12	13	14	15	16/17
18	19	20	21	22	23/24
25	26 Council	27	28	29	30/1 Dec 24
2	3	4	5	6	7/8
9	10	11	12	13	14/15
16	17	18	19	20	21/22
23	24	25 Christmas Day	26 Boxing Day	27 Office Closed	28/29
30 Office Closed	31 Office Closed	1 Jan 25 New Year Day	2 New Year Stat	3	4/5
6	7	8	9	10	11/12
13	14	15	16	17	18/19
20	21	22	23	24	25/26
27 Auckland Anniversary	28	29	30	31	1/2 Feb 25
3	4	5	6 Waitangi Day	7	8/9

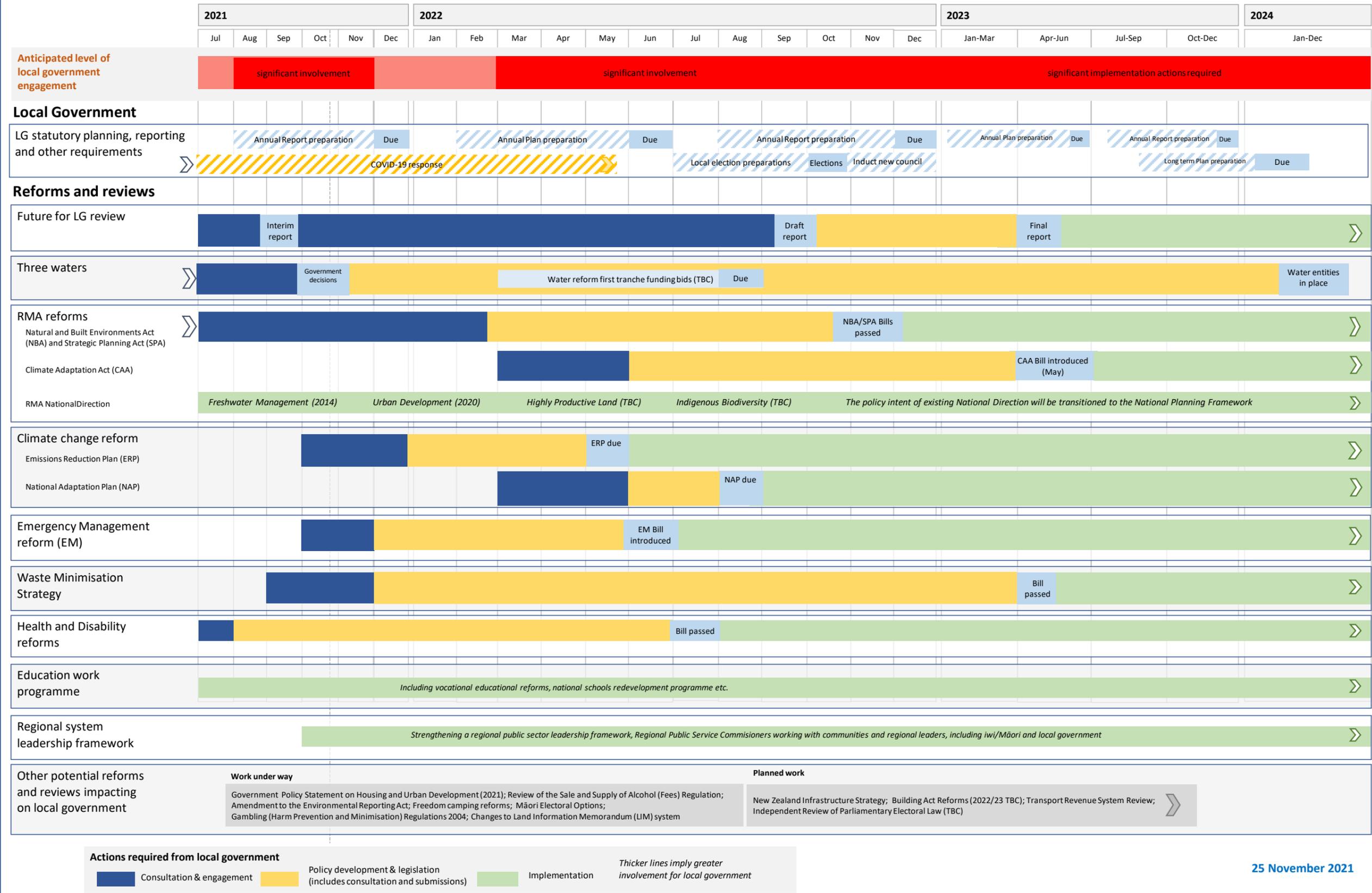
MON	TUES	WED	THUR	FRI	SAT/SUN
10	11 Audit, Risk and Finance	12	13	14	15/16
17	18	19	20	21	22/23
24	25 Council	26	27	28	1/2 Mar 25
3	4	5	6	7	8/9
10	11	12	13	14	15/16
17	18	19	20	21	22/23
24	25 Council	26	27	28	29/30
31	1 April 25	2	3	4	5/6
7	8	9	10	11	12/13
14	15	16	17	18 Good Friday	19/20
21 Easter Monday	22	23	24	25 ANZAC Day	26/27
28	29 Council	30	1 May 25	2	3/4
5	6	7	8	9	10/11
12	13 Audit, Risk and Finance	14	15	16	17/18
19	20	21	22	23	24/25
26	27 Council	28	29	30	31/1 June 25

MON	TUES	WED	THUR	FRI	SAT/SUN
2 Queen's Birthday	3	4	5	6	7/8
9	10	11	12	13	14/15
16	17	18	19	20	21/22
23	24 Council	25	26	27	28/29
30	1 July 25	2	3	4	5/6
7	8	9	10	11	12/13
14	15	16	17	18	19/20
21	22	23	24	25	26/27
28	29 Council	30	31	1 Aug 25	2/3
4	5	6	7	8	9/10
11	12 Audit, Risk and Finance	13	14	15	16/17
18	19	20	21	22	23/24
25	26 Council	27	28	29	30/31
1 Sept 25	2	3	4	5	6/7
8	9	10	11	12	13/14
15	16	17	18	19	20/21

Appendix Two: DIA Central Government Reviews and Reforms A3 Planner

Central government reforms impacting on local government

In confidence draft



Actions required from local government

Consultation & engagement
 Policy development & legislation (includes consultation and submissions)
 Implementation
 Thicker lines imply greater involvement for local government

25 November 2021

