



# **Agenda Council Meeting**

**Tuesday 24 February 2015  
9.00am**

**Council Chambers  
Queen Street  
TE KUITI**



## NOTICE OF MEETING

**A MEETING OF THE WAITOMO DISTRICT COUNCIL IS TO BE HELD IN THE COUNCIL CHAMBERS, QUEEN STREET, TE KUITI ON TUESDAY 24 FEBRUARY 2015 COMMENCING AT 9.00AM**

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### COUNCIL MEMBERS

Mayor Brian Hanna  
Cr Terry Davey  
Cr Lorrene Te Kanawa

Deputy Mayor Guy Whitaker  
Cr Allan Goddard

Cr Phil Brodie  
Cr Sue Smith

CHRIS RYAN  
**CHIEF EXECUTIVE**

### ORDER PAPER

**Note:**

Bruce Maunsell and Bruce Stephens will be in attendance at 9.00am  
Sarah Nathan of Creative Waikato will be in attendance at 9.15am

Items of Business	Page No.
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1. Council Prayer	
<i>God Grant us the serenity to accept the things we cannot change The courage to change the things we can And the wisdom to know the difference These things we ask in the name of Our Lord Jesus Christ Amen</i>	
2. Apologies	
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21. Adoption of Consultation Document for 2015-25 Long Term Plan for Audit	165 – 194
22. Progress Report: Road Map Work Programme Monitoring Schedule	195 – 244
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**FILE 2 OF 2 (PUBLIC EXCLUDED)**

1. Progress Report: Regulatory Issues	1 – 5
2. Progress Report: Mayoral Forum Work Streams and Regional Shared Service Initiatives	6 - 42

**PLEASE NOTE**

1. The business papers attached to this Order Paper set out recommendations and suggested resolutions only. Those recommendations and suggested resolutions do not represent Council policy until such time as they might be adopted by Council resolution.
2. This Order Paper may be subject to amendment either by the addition or withdrawal of items contained therein.

**Document No:** 356385**File No:** 037/042A**Report To: Council****Meeting Date:** 24 February 2015**Subject: Deputation: Te Kuiti High School Recreation Facility**

### Purpose of Report

- 1.1 The purpose of this business paper is to advise Council that Bruce Maunsell and Bruce Stephens will be in attendance at the meeting to make a Deputation on the Te Kuiti High School Recreation Facility proposal.

### Suggested Resolutions

The Deputation on the Te Kuiti High School Recreation Facility proposal be received.

A handwritten signature in blue ink, appearing to read "Michelle Higgie".

MICHELLE HIGGIE  
**EXECUTIVE ASSISTANT**

**Document No:** 356384**File No:** 037/042A**Report To: Council****Meeting Date:** 24 February 2015**Subject:** **Deputation: Creative Waikato****Purpose of Report**

- 1.1 The purpose of this business paper is to advise Council that Sarah Nathan, CEO of Creative Waikato will be in attendance at the meeting to present the top-line results from the Waikato Creative Infrastructure Plan.

**Suggested Resolutions**

The Deputation from Creative Waikato be received.

A handwritten signature in blue ink, appearing to read "Michelle Higgie".

MICHELLE HIGGIE  
**EXECUTIVE ASSISTANT**

## Report significance

*What national, regional and sub regional creative infrastructure is required to support our communities for the next 30 years?*

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## Infrastructure Gaps

- Māori creative centre of national significance
  - Regional art gallery
  - Rehearsal & storage space for performing arts
  - Studio space for visual arts
  - Administrative Space for organisations
- 

## Criteria of recommendations

- Encourage cross regional sharing
- Meet needs of growing sectors
- Better utilisation of existing facilities
- Encourage flexibility of use by art form
- Best socio-economic return on investment



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# Waikato Creative Infrastructure Plan 2014

## The Arts

- Bring people together
- Build links between communities
- Encourage pride
- Sense of belonging



## Key Findings

- Need co-ordinated, regional & strategic planning for arts infrastructure
- Need reinvestment and refurbishment in 80% of infrastructure in next 10 years
- Need to build asset knowledge through the collection of data

## Regional Priorities

Māori multi-purpose facility & strategy

Regional Art Gallery

Putaruru Plaza Upgrade

Clarence St Upgrade

Waitomo Cultural Centre Upgrade

Taupo Amphitheatre Outdoor Stage

Matamata-Piako Hauraki Creative Space

Waikato University music conservatory



## Hamilton Priorities

### UPGRADE & PROTECT

Founders Theatre Upgrade

Meteor Theatre Upgrade

Clarence St Theatre Retention

### DEVELOP

Rehearsal and Storage

Administration Space

Visual arts studio space

## Non Infrastructure recommendations

Creation of cultural, sculptural and arts trails linking towns

Pop-up venue for touring performances and exhibitions

Unified vision for creative sector through regional arts strategy

Creative Sector Transport Strategy

## Cost

Estimated cost to region excluding Tertiary development \$44m

Full funding on a shared per capita basis

\$5.30 per capita per annum over 20 years

Demonstrates that regionally shared costs achievable

## WAITOMO DISTRICT COUNCIL

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### MINUTES OF A MEETING OF THE WAITOMO DISTRICT COUNCIL HELD IN THE COUNCIL CHAMBERS, QUEEN STREET, TE KUITI ON TUESDAY 16 DECEMBER 2014 AT 9.00AM

**PRESENT:** Mayor Brian Hanna, Deputy Mayor Guy Whitaker, Council Members Terry Davey, Allan Goddard, Sue Smith and Lorrene Te Kanawa

**IN ATTENDANCE:** Todd Ward (Waitomo News);

Michelle Hollands, Regional Facilities Advisor; Mike McGuire, General Manager; Kate Barker, Communications Officer and Dede Downs, District Co-ordinator (Sport Waikato); Bruce Maunsell;

Sibyl Iremonger, Chris Wilson and Phillip Houghton (St Andrews Housing Trust Board Inc)

Chris Ryan, Chief Executive; Michelle Higgle, Executive Assistant; Helen Beever, Group Manager – Customer Services (for part only); Donna Macdonald, Community Development Coordinator (for part only); John De Luca, Group Manager – Community Services (for part only); Christiaan van Rooyen, Group Manager – Assets (for part only)

<b>1.</b>	<b>Council Prayer</b>	<b>File 037/003</b>
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<b>2.</b>	<b>Declarations of Member Conflicts of Interest</b>	<b>File 037/051A</b>
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No Declarations were made.

<b>3.</b>	<b>Deputation: Sport Waikato</b>	<b>File 037/042A</b>
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Council received a Deputation from Michelle Hollands (Regional Facilities Advisor), Mike McGuire (General Manager), Kate Barker (Communications Officer) and Dede Downs (District Co-ordinator) by PowerPoint Presentation presenting the Sport Waikato Regional Facilities Plan and what the Plan means for the Waitomo District.

The Mayor acknowledged and thanked Dede Downs for the recent Waitomo Sports Awards.

#### **Resolution**

The Deputation from Michelle Hollands (Regional Facilities Advisor), Mike McGuire (General Manager) and Dede Downs (District Co-ordinator) presenting the Sport Waikato Regional Facilities Plan be received.

Smith/Davey                      Carried

Michelle Hollands, Mike McGuire, Kate Barker, Dede Downs (Sport Waikato) and Bruce Maunsell left the meeting at 9.25am.

<b>4.</b>	<b>Verbal Reports: Individual Councillor Roles and Responsibilities</b>	<b>File 037/040A</b>
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Individual Council Members provided verbal reports in respect to Councillor appointed Roles and Responsibilities.

Cr Brodie

Citizenship Ceremony  
Treaty of Waitangi Tribunal Hearings

Cr Te Kanawa

Te Kuiti Development Incorporated  
Tere Waitomo Community Trust  
Te Kuiti Community Housing

Cr Goddard

Benneydale Residents & Ratepayers  
Destination Pureora Inc

Cr Davey

Creative Communities Funding Meeting

Cr Smith

West Coast Zone  
Rural Halls Grants

Deputy Mayor Whitaker

Destination Pureora Inc  
Brook Park  
Business After 5  
Xuhui Province Delegation  
Tere Waitomo Community Trust

Mayor Hanna

Roading Asset Technical Accord Meeting  
Meeting with Deloitte (Bruno Dente)  
Xuhui Province Delegation  
Social Sector Trials  
Citizenship Ceremony  
Piopio College Prizegiving  
Christmas Parade  
Iwi Liaison Groups  
Treaty of Waitangi Tribunal Hearings  
MP Barbara Kuriger  
Waikato Regional Council – Catchment Committee Issues

**Resolution**

The Verbal Reports from Council Members be received.

Brodie/Te Kanawa

Carried

<b>5. Confirmation of Minutes – 25 November 2014</b>	<b>File 037/040A</b>
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**Resolution**

The Minutes of the Waitomo District Council meeting of 25 November 2014, including the public excluded Minutes, be confirmed as a true and correct record.

Smith/Whitaker          Carried

<b>6. Waitomo District Council Citizens Awards – Appoint of the Citizens Awards Working Party</b>	<b>File 400/120</b>
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Council considered a business paper requiring the making of appointments to the Citizens Awards Working Party (CAWP) in line with the WDC Citizens Awards Policy.

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

**Resolution**

- 1 The business paper on the Waitomo District Council Citizens Awards – Appointment of the Citizens Awards Working Party be received.
- 2 The Citizens Awards Working Party Membership for the next three year term ending November 2017, consist of:

Mayor Brian Hanna  
Max Lamb  
Ross Alleman  
Robyn Symonds  
Mac Waretini

Brodie/Te Kanawa          Carried

The Group Manager – Customer Services and Community Development Coordinator entered the meeting at 9.44am.

The Mayor thanked the Community Development Coordinator for the successfully run Christmas Parade.

<b>7. 2014 Community Partnership Fund – Consideration of Funding Applications</b>	<b>File 400/130L</b>
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Council considered a business paper requiring consideration of applications made to the 2014 Community Partnership Fund, including tabled Appraisal Scores for funding allocations.

The Community Development Coordinator expanded verbally on the business paper and answered Members' questions.

Council discussed the Te Kuiti & District Historical Society application and agreed that this application does not meet the criteria for the Community Partnership Fund, however acknowledged the benefit in meeting with the Society to discuss other funding options.

### Resolution

- 1 The business paper on 2014 Community Partnership Fund – Consideration of Funding Applications be received.
- 2 Council approve Community Partnership Grants as follows:

<b>Applicant</b>	<b>Grant Amount</b>
Te Piruru Papakainga Marae	\$1,500.00
Brook Park Incorporates Society	\$14,500.00
Te Kuiti Development Incorporated	\$5,000.00
Friends of Hillview	\$4,000.00
Te Kuiti & District Historical Society	\$0.00

Goddard/Davey          Carried

The Group Manager – Customer Services and Community Development Coordinator left the meeting at 10.08am.

The meeting adjourned for morning tea at 10.08am and reconvened at 10.23am.

The Group Manager – Community Services entered the meeting at 10.23am.

<b>8.</b>	<b>Progress Report: Te Kuiti Railway Building</b>	<b>File 401/9992000100</b>
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Council considered a progress report on the Te Kuiti Railway Building Project.

The Group Manager – Community Services expanded verbally on the business paper and answered Members' questions.

### Resolution

The Progress Report: Te Kuiti Railway Building be received.

Smith/Brodie          Carried

Todd Ward (Waitomo News) and the Group Manager - Community Services left the meeting at 10.37am.

<b>9.</b>	<b>Motion to Exclude the Public for the consideration of:</b>	<b>File 037/043</b>
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Council considered a business paper pursuant to Section 48 of the Local Government Official Information and Meetings Act 1987 giving Council the right by resolution to exclude the public from the whole or any part of a meeting on one or more of the grounds contained within that Section.

**Resolution**

- 1 The public be excluded from the following part of the proceedings of this meeting.
- 2 Council agree that the following staff, having relevant knowledge, remain  
Chris Ryan, Chief Executive  
Michelle Higgie, Executive Assistant  
Christiaan van Rooyen, Group Manager – Assets
- 3 The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

<b>General Subject of each matter to be considered</b>	<b>Reason for passing this resolution in relation to each matter</b>	<b>Section 48(1) grounds for this resolution</b>
1. Deputation: St Andrews Housing Trust Board Inc	7(2)(i) Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	48(1)(a)
2. Progress Report: Health and Safety Systems	7(2)(i) Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	48(1)(a)
3. Progress Report: Variation to Contract 500/10/003 – Provision of Facilities Management Services - Water, Wastewater and Stormwater	7(2)(i) Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	48(1)(a)
4. Progress Report: Waitomo Village Water and Wastewater Services - Current Position and Process Forward	7(2)(i) Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	48(1)(a)
5. Funding Impact Statement EAP 2014-15	7(2)(i) Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	48(1)(a)

This resolution is made in reliance on Section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act or Section 6, Section 7 or Section 9 of the Official Information Act 1982 as the case may require are listed above.

Whitaker/Te Kanawa Carried

Confidential

Confidential

Confidential

Confidential

## WAITOMO DISTRICT COUNCIL

### MINUTES OF A MEETING OF THE WAITOMO DISTRICT COUNCIL HELD IN THE COUNCIL CHAMBERS, QUEEN STREET, TE KUITI ON TUESDAY 10 FEBRUARY 2015 AT 9.00AM

**PRESENT:** Mayor Brian Hanna, Deputy Mayor Guy Whitaker, Council Members Phil Brodie, Terry Davey, Allan Goddard, Sue Smith and Lorrene Te Kanawa

**IN ATTENDANCE:** Chief Executive

<b>1.</b>	<b>Council Prayer</b>	<b>File 037/003</b>
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<b>2.</b>	<b>Declarations of Member Conflicts of Interest</b>	<b>File 037/051A</b>
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No Declarations were made.

<b>3.</b>	<b>Verbal Reports: Individual Councillor Roles and Responsibilities</b>	<b>File 037/040A</b>
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Individual Council Members provided verbal reports in respect to Councillor appointed Roles and Responsibilities.

Cr Brodie

- Piopio Xmas Parade
- Mokau Ratepayers Meeting
- Cemetery Maintenance
- Speed Governance
- Fire Hazard Risk – Piopio Township
- Piopio Bird Talk

Cr Te Kanawa

- Te Kuiti Community House
- Social Sector Youth Trials – Driver Licensing
- Complaints about Mowing
- Te Kuiti Railway Building – Painting

Cr Goddard

- Benneydale - Policing

Cr Davey

- Te Kuiti Railway Building – Meeting with NZ Historic Places Trust
- Mowing – Cemetery, Parks, Riverbank
- Litter Bins overflowing – Awakino Hill
- Cenotaph – new Litter Bin required

Cr Smith

- Marokopa Sports – Barbara Kuriger
- Roading Issues

Deputy Mayor Whitaker

- Destination Pureora Advisory Group Meeting
- Investment Representative Committee Meeting
- Mowing - Riverbank

Mayor Hanna

- Inframax Construction Ltd
- Hangatiki Road Construction Job
- Regional Sports Awards
- Barbara Kuriger – Drivers Licensing
- Shearing Committee
- Prime Minister Visit to Waitomo in March
- Marokopa Beach Access
- Aria Sports

**Resolution**

The Verbal Reports from Council Members be received.

Brodie/Te Kanawa Carried

<b>4. Council Meeting Schedule for 2015</b>	<b>File 037/001A</b>
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Council considered a business paper presenting for consideration and adoption a Meeting Schedule for the 2015 Calendar Year.

**Resolution**

- 1 The business paper on Council Meeting Schedule for 2015 be received.
- 2 Council adopt the following Meeting Schedule for 2015:
 

Tuesday	10 February 2015	Adoption of Public Amenities and Water Services Bylaws
Tuesday	17 February 2015	Adoption of Land Transport Bylaw for Consultation
Tuesday	24 February 2015	January/February combined Monthly Meeting
Tuesday	24 March 2015	Adoption of LTP Consultation Document
Tuesday	31 March 2015	March Monthly Meeting (including Hearing of Submissions to the Land Transport Bylaw)
Tuesday	14 April 2015	Land Transport Bylaw Deliberations (if required)
Wednesday	29 April 2015	April Monthly Meeting
Tuesday	11 May 2015	Hearing of Submissions to LTP Consultation Document
Tuesday	26 May 2015	May Monthly Meeting (including LTP Deliberations)

Tuesday	23 June 2015	June Monthly Meeting (including adoption of 2015-2025 LTP)
Tuesday	28 July 2015	July Monthly Meeting
Tuesday	25 August 2015	August Monthly Meeting
Tuesday	29 September 2015	September Monthly Meeting
Wednesday	28 October 2015	October Monthly Meeting
Tuesday	24 November 2015	November Monthly Meeting
Tuesday	15 December 2015	December Monthly Meeting (last meeting of the calendar year)

Brodie/Goddard Carried

<b>5. Water Services and Public Amenities Bylaws – Deliberation of Submission and Adoption</b>	<b>File 306/001A</b>
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Council considered a business paper presenting the one Submission received to the Water Services Bylaw for deliberation and presenting the Water Services and Public Amenities Bylaws for adoption following deliberation of that Submission.

**Resolution**

- 1 The business paper on Water Services and Public Amenities Bylaws – Deliberation of Submission and Adoption be received.
- 2 The Submission from the Plumbers, Gasfitters and Drainlayers Board to Council’s Water Services Bylaw be received.
- 3 The Water Services Bylaw be adopted as amended to include the changes proposed by the Plumbers, Gasfitters and Drainlayers Board submission and other minor amendments involving a mix of editing and clarifications to improve interpretation and application of the Bylaw.
- 4 The Public Amenities Bylaw be adopted without further amendment.
- 5 The Plumbers, Gasfitters and Drainlayers Board be advised of Council’s deliberation of it’s submission.

Smith/Whitaker Carried

There being no further business the meeting closed at 9.50am

Dated this 24<sup>th</sup> day of February 2015.

BRIAN HANNA  
**MAYOR**

## WAITOMO DISTRICT COUNCIL

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### MINUTES OF A MEETING OF THE WAITOMO DISTRICT COUNCIL HELD IN THE COUNCIL CHAMBERS, QUEEN STREET, TE KUITI ON TUESDAY 17 FEBRUARY 2015 AT 9.00AM

**PRESENT:** Mayor Brian Hanna, Deputy Mayor Guy Whitaker, Council Members Phil Brodie, Terry Davey, Allan Goddard and Sue Smith

**IN ATTENDANCE:** Chief Executive, Executive Assistant, Group Manager – Assets, Group Manager – Corporate Services

<b>1.</b>	<b>Council Prayer</b>	<b>File 037/003</b>
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<b>2.</b>	<b>Apologies</b>	<b>File 037/003</b>
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**Resolution**

The apology from Cr Te Kanawa be received and leave of absence granted.

Whitaker/Davey          Carried

<b>3.</b>	<b>Declarations of Member Conflicts of Interest</b>	<b>File 037/051A</b>
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No Declarations were made.

<b>4.</b>	<b>Adoption of Land Transport Bylaw for Public Consultation</b>	<b>File 306/001A</b>
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Council considered a business paper presenting for consideration and adoption for public consultation, the Land Transport Bylaw with recommended amendments and a Summary of Information.

The Chief Executive and Group Manager – Assets expanded on the business paper and answered Members' questions.

Consideration of the Bylaw included the following discussion on further amendments prior to adopting for public consultation:

**Definition: Abandoned Vehicles** (there are different interpretations of the definition of an abandoned vehicle throughout the Bylaw which need to be addressed)

**Definition: Paper Road** – a Paper Road is only mentioned under Scope in 3.1. There needs to be clarification of the difference between a paper road and an unformed road. Document to be amended as necessary to clearly identify where roads are not capable of being used for land transport purposes.

**Clause 9.1.4 Infringement Fees – 4.14.1(a)** – Council queried the adequacy of a \$60-00. Check the this is still in place in the Act?

**Schedule C – 120 Min Parking** – Update this Schedule to reflect changes made to parking arrangements on Rora Street as a result of the new layout around the Te Kuiti Railway Buildings

**Schedule H2** – Dates are historical – remove dates of enforcement in table and replace with a footnote underneath the table.

**Schedule D – Mokau:** "St John's is relocating so this Schedule needs to be updated to allow for that relocation"

**Clause 8.4.2, Part C** – Update wording (historical dates) to reflect Bylaw as being current "now".

## Resolution

- 1 The business paper on Adoption of Land Transport Bylaw for Public Consultation be received.
- 2 The Chief Executive be authorised to make amendments as discussed.
- 3 The Land Transport Bylaw and Summary of Information be adopted for Public Consultation subject to amendment.

Goddard/Brodie Carried

There being no further business the meeting closed at 9.39am

Dated this      day of      2015.

BRIAN HANNA  
**MAYOR**

Document No: 356413

File No: 037/012E

**Report To: Council****Meeting Date:** 24 February 2015**Subject:** **Inframax Construction Ltd – Resignation of Director/Chairperson**

## Purpose of Report

- 1.1 The purpose of this business paper is inform Council of the resignation of Inframax Construction Limited (Inframax) Director and Chairperson, Mr Eric Tait, and to retrospectively approve the decision made by the Investment Representative Committee in appointing a new Chairperson to the Inframax Board of Directors (BoD).

## Background

### **2.1 Resignation of ICL Director/Chairperson**

2.2 On Wednesday 17 December 2014, Mayor Hanna received the resignation of Mr Eric Tait from the BoD, including his role as Chairperson of the BoD.

2.3 A copy of Mr Tait's Resignation is attached to and forms part of this business paper.

### **2.4 Appointment of New BoD Chair**

2.5 At the meeting of the BoD and Investment Representative Committee (the Committee) convened on Friday 19 December 2014, the Committee, on behalf of Council –

- 1 Accepted the resignation of Mr Eric Tait.
- 2 Appointed Mr Craig Rowlandson as BoD Chairperson.
- 3 Requested the ICL BoD consider and offer recommendation for a replacement shareholder, with the preference being to select someone with strength in financial strategy, and for the ICL Board to have a more strategic focus going forward, on the growth and strength of ICL.

### **2.6 Policy Process for the Appointment of Directors to ICL**

2.7 Council's Policy on Appointment of Directors to Council Controlled Organisations, with respect to Inframax, states -

**NOTE: This section is to be read in conjunction with the Constitution of Inframax Construction Limited.**

### **7.1 Appointment Process**

Directors on the Board of Inframax Construction Limited (ICL) will be appointed by way of Council resolution on receipt of advice/recommendation by the Investment Representative Committee. The Investment Representative Committee will provide advice to Council on the following matters:

- a) Whether to advertise a particular vacancy or make an appointment without advertisement, and outline the process for appointment and setting of remuneration including:
  - Recruiting of candidates,
  - Contract development and negotiation,
  - Ongoing performance monitoring.
- b) In preparation of this advice the Investment Representative Committee will consider:
  - The costs and benefits of any advertisement,
  - The availability of qualified candidates,
  - The urgency of the appointment,
  - The degree of public interest in the issue.
- c) The Investment Representative Committee will select and interview a shortlist of candidates, undertake a structured evaluation and make recommendation to Council for final approval. Council may consider applications and resolve an appointment in committee (this protecting the privacy of natural persons). Public notice of the appointment will be made as soon as practicable after Council has made its decision.
- d) An elected member who is under consideration to fill a particular vacancy may not be present in the discussion or vote on that appointment.

### **7.2 Appointment of Temporary Directors**

Temporary directors for ICL will be appointed by the Investment Representative Committee.

### **7.3 Remuneration**

The Council will set ICL directors' remuneration either by resolution at the Annual General Meeting or by way of resolution of Council. The resolution will state whether the remuneration is set as a fixed cap for Board Remuneration, to be allocated by the Board, or specifying the salaries to be paid to the directors and chairperson.

Remuneration for directors will be determined by an analysis of market rates for comparable positions at the time appointment(s) are being made and thereafter assessed every three years.

### **7.4 Removal of Directors**

The Investment Representative Committee may terminate the appointment of an ICL director at any time by way of written notice.

- 2.8 Inframax's Constitution, in respect to the appointment of a Chairperson, states that the Chairperson shall be appointed from time to time by notice in writing from the Council to the Company.

**Commentary**

- 3.1 Inframax's Constitution provides for the appointment of the BoD Chairperson to be made by Council.
- 3.2 Whilst Council's Policy on Appointment of Directors to Council Controlled Organisations makes provision for the Committee to appoint temporary Directors and to terminate the appointment of Directors, it does not make provision for the Committee to appoint the BoD Chairperson.
- 3.3 It is important to note however, that the Policy provides that all considerations by Council on Director Appointments (which would include the appointment of a Chairperson) are to be at the advice/recommendation of the Committee.
- 3.4 Due to the proximity of Christmas, the Committee made an interim Chairperson appointment on behalf of the Council and it is now necessary for Council to consider that interim arrangement and approve the appointment retrospectively.

**Suggested Resolutions**

- 1 The business paper on Inframax Construction Ltd - Resignation of Director/Chairperson be received.
- 2 The acceptance of the resignation from Inframax Construction Ltd Director/Chairperson, Mr Eric Tait, by the Shareholder Representative Committee be approved.
- 3 The appointment of existing Inframax Construction Ltd Director, Mr Craig Rowlandson, as Chairperson by the Shareholder Representative Committee be approved.



MICHELLE HIGGIE  
**EXECUTIVE ASSISTANT**

Attachment 1 Resignation of Mr Eric Tait

Eric Tait  
30 Progress Drive  
Otorohanga

The Mayor  
Waitomo District Council  
Te Kuiti

Dear Brian

**RE: DIRECTORSHIP OF INFRAMAX CONSTRUCTION LTD**

It is with regret that I tender my resignation, from the Board of Directors of Inframax Construction Ltd.

This is due to personal and business commitments.

The timing is appropriate to introduce another Director, with Inframax now positioned as a strong financially performing company.

I wish my fellow Directors, Inframax Management and staff well for the future.

I thank the shareholders for the opportunity to make a contribution to Inframax Construction well being.

Yours faithfully

Eric Tait

A handwritten signature in blue ink, appearing to read 'Eric Tait', is written over a large, faint circular watermark or stamp.

Document No: 356410

File No: 225/009

**Report To: Council****Meeting Date:** 24 February 2015**Subject:** **Waikato Plan Joint Committee – Appointment of Non-Local Government Representative**

### Purpose of Report

- 1.1 The purpose of this business paper is to seek Council approval for the nomination of Mark Ingle as the 5th Non-Local Government Representative on the Waikato Plan Joint Committee; and for minor amendments to the Terms of Reference for the Waikato Plan Joint Committee relating to the role of the Non-Local Government Member selected to provide a perspective on the interests of Māori.

### Commentary

- 2.1 Attached to and forming part of this business paper is a self-explanatory report from the Chairperson of the Waikato Plan Joint Committee, together with a copy of Mark Ingle's Governance CV.

### Suggested Resolutions

- 1 The business paper on Waikato Plan Joint Committee – Appointment of Non-Local Government Representative be received.
- 2 Pursuant to clause 30 of Schedule 7 of the Local Government Act 2002, Waitomo District Council resolves:
  - (a) To appoint Mark Ingle as the 5<sup>th</sup> Non-Local Government Member of the Waikato Plan Joint Committee.
  - (b) To amend the following Section 3.1 of the Terms of Reference for the Waikato Plan Joint Committee in respect of the interest of Maori:

from

*At least one of the five non-Local Government Members must be a suitable person to represent the interests of Māori.*

to

*At least one of the five non-Local Government Members must be a suitable person to provide a perspective on the interests of Māori.*

A handwritten signature in blue ink, appearing to read "Michelle Higgie".

MICHELLE HIGGIE  
**EXECUTIVE ASSISTANT**

Attachment: Report from the Chairperson of the Waikato Plan Joint Committee, including Mark Ingle's Governance CV

# Report to Waitomo District Council

**Date:** 24 February 2015

**To:** Waitomo District Council

**From:** Chairperson, Waikato Plan Joint Committee

**Subject:** **Waikato Plan: Appointment of 5<sup>th</sup> Non-Local Government Member and minor amendments to the Waikato Plan Terms of Reference**

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## 1 Purpose

The purpose of this report is to:

1. Seek Council approval for the nomination of Mark Ingle as the 5<sup>th</sup> non-local government representative on the Waikato Plan Joint Committee; and
2. Seek Council approval for minor amendments to the Terms of Reference for the Waikato Plan Joint Committee. The changes relate to the role of the non-local government member selected to provide a perspective on the interests of Māori.

## 2 Recommendations

Pursuant to clause 30 of Schedule 7 of the Local Government Act 2002, Waitomo District Council resolves:

- (a) To appoint Mark Ingle as the 5<sup>th</sup> non-local government member of the Waikato Plan Joint Committee.
- (b) To amend the following section 3.1 of the Terms of Reference for the Waikato Plan Joint Committee in respect of the interest of Maori:

from

*At least one of the five non-Local Government Members must be a suitable person to represent the interests of Māori.*

to

*At least one of the five non-Local Government Members must be a suitable person to provide a perspective on the interests of Māori.*

## 3 Background

Council has previously confirmed its commitment to progress with a Waikato Plan, and has approved a terms of reference for the Waikato Plan Joint Committee.

Features of the terms of reference include:

1. A membership representative of each participating local authority; and
2. Appointment of five non-local government members, one of whom must represent the interests of Maori.

### 3.1 Appointment of Mark Ingle to Joint Committee

Council has previously received and approved the nomination of the following non-local government members:

- Margaret Devlin
- Michael Spaans
- Bev Gatenby
- Steven Wilson
- Professor Iain White

Since that time, Professor White has had to withdraw his membership of the Joint Committee due to increased work commitments.

At their November meeting, the Joint Committee received a nomination of Mark Ingle as the 5<sup>th</sup> non-local government member.

Mark has an extensive range of governance experience and his current governance portfolio includes Director of Midlands Health Network Ltd, Chairman WEL Energy Trust and Boathouse Events Limited, and Trustee of Te Awa Great River Ride Charitable Trust. Mark is a member of the New Zealand Institute of Directors, and has a Bachelor of Management Studies with a major in accounting.

Mark's Governance CV is provided in Attachment A for information.

Mark's nomination is recommended to Council for approval.

### 3.2 Amendments to Terms of Reference

The Joint Committee operates under a terms of reference approved by all participating Councils that includes a statement that:

*At least one of the five non-Local Government Members must be a suitable person to represent the interests of Māori.*

At the November meeting of the Joint Committee, concerns were expressed by Steven Wilson (non-local government appointee) that the current wording is unlikely to be acceptable to Iwi/Māori, and the terms of reference should be amended to state:

*At least one of the five non-Local Government Members must be a suitable person to provide a perspective on the interests of Māori.*

The Joint Committee do not consider this change will make a material difference to the outcome of the Waikato Plan.

This change has been approved by the Joint Committee and it is recommended that participating Councils confirm this change to the terms of reference.

## 4 Conclusion

The Waikato Plan Joint Committee Terms of Reference requires five non-local government members be appointed. The Joint Committee consider that Mark Ingle is very suitable for this role and recommends his appointment to the participating councils.

The Iwi/Maori representative on the Joint Committee is seeking a minor wording change to the terms of reference to ensure greater clarity in relation to his role on the Joint Committee. The Joint Committee consider this to be a minor amendment that will not materially change the outcome of the Waikato Plan, and recommends this change be approved by the participating councils

**Attached:**

A: Governance CV for Mark Ingle

B: Track change version of the Terms of Reference for the Waikato Spatial Plan Joint Committee

Attachment A: Governance CV for Mark Ingle

# Mark Ingle

<b>ADDRESS</b>	13 Killarney Rd Frankton Hamilton 3204
<b>PHONE</b>	A/H (07) 838 1908 Cell 027 488 4833
<b>EMAIL</b>	inglemarkj@gmail.com
<b>CURRENT GOVERNANCE</b>	WEL Energy Trust, Chairman Boathouse Events Limited, Chairman Midlands Health Network, Director Te Awa Great River Ride Charitable Trust, Trustee
	<b>START-UP BOARD ACTIVITY</b> QualNet Ltd, Shareholder/Director Franchise Works Ltd, Shareholder/Director BarberShop Company Limited, Shareholder/Director Vubio Limited, Shareholder/Director
<b>PERSONAL BOARDS</b>	MRI Homes Limited, Shareholder/Director Independent Trustee for three Family Trusts
<b>QUALIFICATIONS</b>	Bachelor of Management Studies, Accounting major
<b>MEMBERSHIP</b>	Institute of Directors, NZ
<b>GOVERNANCE OBJECTIVE</b>	To contribute constructively to all boards I am associated with, by applying good governance practices, maintaining a clear focus on shareholder/stakeholder value, while questioning and challenging management to deliver operational excellence through a culture of engagement, trust, and innovation.

## Governance Strengths

- Strategic development and execution – Driver of strategy development on current boards. 16 years chief executive experience, delivering strategy for U Leisure Ltd. I believe that clear strategy is fundamental to provide management with direction to ensure efforts are focused on what the Board see as the important outcomes in delivering shareholder/stakeholder value.
- Strong analytical ability – Accounting degree, a small amount of time in a CA firm, and years of budget setting, financial reporting, and account analysis. I enjoy figures for the stories they tell. The ability to understand figures, in the context of the business drivers, is paramount to good decision making.
- Entrepreneurial – looking for opportunity in challenges or problems faced by business, customers, or new markets has been driving my involvement and enjoyment of the start-up eco system in NZ.
- Outstanding interpersonal skills – I work with a variety of Trustees, Directors and employees and enjoy the differing personality types. 20 years of senior management, 16 of which I have had ultimate charge of approx. 80 staff, with low staff turnover and high productivity, gives me confidence to add value to most teams.
- Results focused and driven to provide positive outcomes – Linked in to strategy development is my ability to implement and ensure outcomes are tracked and measured. I am very process orientated when it comes to assessing outcomes as I believe the combination of clear strategy from the Board and strong process from management will ultimately, not always initially, result in the solid outcomes.
- Solutions Oriented – I enjoy identifying and developing ideas and opportunities. I thrive on challenges and am constantly excited by the prospect of finding solutions.
- Quality understanding of service industries – Involved in the service industry since 1988, initially in the hospitality industry, then accountancy, and more recently sport and recreation (including retail). At U Leisure our 3 business pillars were engagement, business sustainability and wellbeing. Operational excellence and superior customer service are the cornerstones of good business in service industry's.

## Current Governance Organisation Information

As at 9 January 2015

Midlands Health Network Ltd, Director

- Health management business
- Joined the Board in Feb 2012
- Represents around 100 GP Practices, with 440k patients, throughout Central North Island
- \$12m annual turnover
- Monthly meetings (also, member of remuneration committee)

WEL Energy Trust, Chairman

- Community trust
- Publically elected position (third elected term current)
- Trustee for 6.5 years, incl Chairman 5 years
- \$620m Assets, \$3.2m turnover p.a.
- Monthly Trust meetings (also, member of remuneration and audit committees)

Boathouse Events Limited, Chairman

- Sporting events company.
- \$500k turnover p.a.
- Board meet 6 weekly
- Responsible for financial reporting

Te Awa Great River Ride Charitable Trust, Trustee

- Community infrastructure charitable trust
- Fundraising \$25m for the cycleway from Ngaruawahia to Hora-Hora
- Board meet monthly

### START-UP BUSINESSES - BOARD ACTIVITY

QualNet Ltd, Shareholder/Director

- Online information management business
- Pre-income phase, no staff
- Board meet every three months

Franchise Works Ltd, Shareholder/Director

- Franchise System development business
- Joined the Board in Aug 2014
- Investing phase, no staff
- Board meet monthly

BarberShop Company Limited, Shareholder/Director

- Service industry, new business
- Joined the Board in October 2014
- Currently 4 Franchised stores, growing to 15 in 18 months
- 4 staff
- Current business valuation approx. \$1.7m
- Monthly board meetings and reporting

## Professional Experience Summary

### OCT 2014 - CURRENT

**ENTERPRISE ANGELS**, Hamilton, New Zealand  
Angel Investor Network  
Regional Lead

Strategic

- Negotiations with EA investor network in Tauranga
- Establishment of the network branch in the Waikato
- Attraction of the first 25 angel investors

### AUG 2014 - CURRENT

**FRANCHISE WORKS LTD**, Hamilton, New Zealand  
Internet Start-Up – HR  
Executive Director

Strategic

- Concept development
- Business Systems Development
- Financial Management – investment/capital plans/forecasts

### MAR 2014 - CURRENT

**QUALNET LTD**, Hamilton, New Zealand  
Online Information Management  
Executive Director

Strategic

- Concept development and business strategy
- System architecture
- Negotiations with tertiary organisations/representatives

### JAN 2013 – MAR 2014 (on hold currently)

**VUBIO LTD**, Hamilton, New Zealand  
Internet Start-Up – HR  
Founder/CEO/Director

Strategic

- Concept and business development
- International Tertiary Conference presentation 2013
- Management of Start-up process including
  - Business Model Creation
  - Prototype Validation
  - Wireframes
  - Pitching presentation

**JUNE 2012 – MAR 2013**

**MOMENTUM FOUNDATION**, Hamilton, New Zealand  
Community Foundation  
Founder

## Strategic

- Establishment of new entity
- Managed establishment of and hand over to founding Board
- Development of Strategic Documents
- Financial Forecasting

**OCT 1996 – JUL 2012**

**U LEISURE LIMITED**, Hamilton, New Zealand  
Sports, Leisure and Events Management Company  
Chief Executive

## Financial

- Company performance compared budget
- Capital programme development & implementation
- Full control over drafting budgets
- Monthly financial reporting to the board

## Strategic &amp; Annual Planning

- Identification and implementation of new commercial and strategic initiatives
- Developing challenging annual operating targets
- Overseeing the development of marketing and communications plans

## Operational Responsibilities

- Asset management and supply contract negotiation
- Supervision and support of four division managers
- Internal auditing of operating and financial systems

## Event Management

- Concept development, sponsorship, planning, promotion and implementation

## Staffing (full team of 85)

- Senior staff recruitment and training (5 positions)
- Performance and pay reviews
- Personal development planning

**SEPT 1994 – FEB 1996**

**BETA FUNDS LIMITED**, London, Great Britain  
Global Emerging Markets Investment Company  
Accountant

## Responsibilities

- Accounts Preparation, debtors/creditors control
- Financial administration of nine associated companies
- Fund/investment portfolio analysis

## PERSONAL DEVELOPMENT (last 10 years)

- IOD Directors Training
- Project Management Workshop, Auckland University
- Radical Collaboration Masterclass, Effective4
- DIY Sponsorship Workshop, Power Sponsorship Ltd
- The Human Element, Effective4
- Strategic Planning, Effective Training
- Effective Negotiation, EMA
- Train the Trainer, Effective Training
- Coaching for Results, Effective Training
- Leadership Excellence, Effective Training
- Sponsorship workshop, Foresee Communications
- Strategic Planning, Institute of Directors
- Leadership Training for Managers, Dale Carnegie
- Business Improvement, Dale Carnegie
- Breakthrough Thinking, Dale Carnegie
- Teamwork Through Cooperation, Dale Carnegie
- Business Valuation – 'Managing a business to ensure greatest value', Employers and Manufacturers Assoc

## Governance Referees (available on request)

Attachment B: Track Change Version of the Terms of Reference for the Waikato Plan Joint Committee

# **Terms of Reference for the Waikato Spatial Plan Joint Committee**

**Approved by all participating local authorities 30 June 2014.**

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## 1) Objectives of the Waikato Spatial Plan Joint Committee

This is a Committee established to govern, lead and resource the development and recommendation to adopt the Waikato Spatial Plan ("WSP") to Councils within the Waikato region.

The primary objective of the WSP itself is "to contribute to the Waikato's social, economic, environmental and cultural well-being through a comprehensive and effective long-term (30 year) strategy for Waikato's growth and development."

## 2) Specific Responsibilities of the Waikato Spatial Plan Joint Committee

Subject to the delegations set out in clause 6 below, the Committee's responsibilities include:

- a) To oversee the ongoing selection and recommendation of five (5) non-Local Government Members for appointment to the WSP Joint Committee.
- b) Stage 1 of the development of the WSP (common evidence base within the region) has already been completed.
- c) On behalf of all the Councils of the Waikato Region to take responsibility for overall guidance on and further development of the WRSP including the following stages, noting that Stage 1 is complete:
  - i. WSP : Stage 2 – Fill knowledge and research gaps
  - ii. WSP : Stage 3 – Community engagement on key issues
  - iii. WSP : Stage 4 – Plan formation and engagement
  - iv. WSP : Stage 5 – Special Consultative process, including hearings
  - v. WSP : Stage 6 – Consideration and adoption.
- d) For the avoidance of doubt the Committee does not have any specific role or responsibility in relation to the practical and detailed implementation of the WRSP. This is a matter that will be determined by the Councils at the appropriate time.

## 3) Membership

### 3.1 Quantum of Members

The membership will be 15 persons in total, made up and appointed by the Committee (from time to time), as follows:

### *Ten Local Government Members*

One member nominated by each of the following constituent Local Authorities within the Region – namely Waikato Regional Council, Hamilton City Council, Hauraki District Council, Matamata-Piako District Council, Otorohanga District Council, South Waikato District Council, Taupo District Council, Waikato District Council, Waipa District Council, and Waitomo District Council.

The Local Government Members may be replaced from time to time by the respective Local Authorities providing written notice to the Committee confirming the amended nomination.

### *Five Non-Local Government Members*

Five non-Local Government Members, recommended by the ten Local Government Members, appointed on the basis of skills, experience, standing and networks in the regional community relevant to the goals of the WSP.

At least one of the five non-Local Government Members must be a suitable person to ~~represent~~ **provide a perspective on** the interests of Māori.

### *Local Government Members as Invited Observers*

The two Local Authorities without specific membership are Thames-Coromandel District Council and Rotorua District Council. These Councils can nominate one member as invited observers at the discretion of the Joint Committee and subject to any limitations that the Joint Committee consider appropriate.

## **3.2 Chairperson**

Appointment of the Chairperson and deputy to be determined by the full Committee when all 15 members have been appointed.

The Chairperson must be one of the five non-Local Government members.

## **3.3 Quorum**

Must include the Chairperson or deputy Chairperson of the Committee and at least 50% of the remaining membership.

## **3.4 Alternates**

Each of the Councils is entitled to appoint an alternate member who may attend and vote at meetings of the Committee, but only in the event that the nominated and appointed member is unable to do so.

### **3.5 Remuneration**

Each Council shall be responsible for remunerating its representative on the Committee for the cost of that person's participation in the Committee.

The remuneration of the non-Local Government Members will be determined and approved by the Councils, following consideration of any recommendation by the Committee.

### **3.6 Term of Appointment**

The initial ten Local Government Members shall be appointed for terms that expire on the date of each Local Government triennial election.

The subsequent Local Government Members shall be appointed in accordance with the process set out above as soon as possible after each Local Government triennial election, and for a term that expires on the date of the next Local Government triennial election.

The initial five non-Local Government Members shall be appointed for terms that expire on the date of the Local Government triennial election in 2016. Each of the initial five non-Local Government Members shall, subject to the following clauses, be eligible for re-appointment at the beginning of the Triennium following the 2016 elections:

- a) On 30 January 2017, and on each succeeding 30 January one of the five non-Local Government Members shall retire from office.
- b) The non-Local Government Members to retire in any year shall be the member who has been longest in office since the last appointment, but as between members who became or were appointed as members on the same day, the order in which members shall retire shall (unless they otherwise agree among themselves) be decided by lot.

## **4) Operating Principles**

4.1 The Councils have agreed that they will not act independently of the Committee, so that any Joint Committee recommendations that the Council(s) are not prepared to accept will be referred back to the Committee for further consideration.

4.2 Local Authority Shared Services Ltd (LASS) will be the administering body for the Joint Committee.

## **5) Standing Orders**

The Model Standing Orders are adopted.

## 6) Delegations

The Councils delegate to the Committee the following functions and powers to enable the Committee to achieve the specific responsibilities:

### 6.1 Membership

- a) To oversee the ongoing selection and recommendation of five (5) non-Local Government Members for appointment to the WSP Joint Committee.

### 6.2 WSP : Stage 2

- a) Management and oversight of the completion of Stage 2.

### 6.3 WSP : Stage 3

- a) Formulation of the community engagement strategy including the determining of the key issues;
- b) A recommendation on the community engagement strategy and key issues to be reported back to the Councils for information prior to Stage 4.

### 6.4 WSP : Stage 4

- a) Management and oversight of the development of a draft WSP and the process for further community engagement.
- b) A recommendation on the form and content of the draft WSP and the process for further community engagement to be reported back to the Councils for approval prior to Stage 5.

### 6.5 WSP : Stage 5

- a) Formulation, management and the oversight of the running of the special consultative process.

### 6.6 WSP : Stage 6

- a) Receiving and considering the recommendation from those hearing submissions on the draft WSP ("hearings panel");
- b) Making a recommendation on the hearings panel recommendation to the Councils.
- c) In the local authority sector, only the Councils can adopt the WSP.

## 7) Duration of the Committee

In accordance with clause 30(7) of Schedule 7 of the Local Government Act 2002, the Waikato Spatial Plan Joint Committee is not deemed to be discharged following each triennial election.

**8) Signature of Appointed Representatives**

Independent Chairperson:

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Margaret Devlin

Representative of Waikato DC:

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Cnr Wally Hayes

Representative of Hamilton CC:

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Mayor Julie Hardaker

Representative of Waipa DC:

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Mayor Jim Mylchreest

Representative of Waikato Regional Council:

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Cnr. Bob Simcock

Representative of Hauraki DC:

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Deputy Mayor Bruce Gordon

Representative of Matamata-Piako DC:

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Cnr Leonie Tisch

Representative of Sth Waikato DC:

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Mayor Neil Sinclair

Representative of Taupo DC:

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Cnr. Rosanne Jollands

Representative of Otorohanga DC:

\_\_\_\_\_  
Mayor Max Baxter

Representative of Waitomo DC:

\_\_\_\_\_  
Cnr Allan Goddard

Non-local government representative:

\_\_\_\_\_  
Michael Spaans

Non-local government representative:

\_\_\_\_\_  
Dr Bev Gatenby

Non-local government representative:

\_\_\_\_\_  
Steven Wilson

Non-local government representative:

\_\_\_\_\_  
Mark Ingle

**Document No:** 351527**File No:** 037/5/1**Report To: Council****Meeting Date:** 24 February 2015**Subject: Progress Report: Customer Service Strategy**

### Purpose of Report

- 1.1 The purpose of this business paper is to provide Council with an update on the progress of the key service improvements identified in the Customer Service Strategy.

### Local Government Act S.11A Considerations

- 2.1 There are no Section 11A of the Local Government Act considerations relating to this business paper.

### Background

- 3.1 During development of the Waitomo District Council Long Term Plan 2012-2022, the need to develop a Customer Service Strategy to drive strong customer service delivery across all Waitomo District Council (WDC) sites was identified.
- 3.2 The project was included within the Community Development Activity Management Plan 2012.
- 3.3 Due to an internal re-organisation, Council agreed to defer the project until the 2013/2014 year.
- 3.4 Key milestones identified in the development of a Customer Service Strategy included the development of a Customer Service Charter, followed by the development of a Customer Service Strategy.
- 3.5 The draft Waitomo District Council Customer Service Charter was adopted by Council on 6 March 2014.
- 3.6 The draft Waitomo District Council Customer Service Strategy was adopted by Council on 27 May 2014.

## Commentary

- 4.1 Customers are our business; we deliver customer service to our external customers and our internal customers (each other) on a daily basis.
- 4.2 The purpose of the WDC Customer Service Strategy is to set priorities and focus organisational energy and resources to support the delivery of a high standard of customer service, consistently.
- 4.3 In developing the strategy the diverse range of customer interactions were taken into account, as were the needs and expectations of our customers.
- 4.4 6 strategic goals were identified to establish agreement around intended outcomes/results, and assess and adjust the organisations customer service direction, in response to an ever-changing environment:
- Continue to understand our customer's needs
  - Communicate effectively and efficiently
  - Empower our employees to serve our customers
  - Value customer satisfaction
  - Continue to embrace technological solutions to simplify the customer experience and;
  - Continue to investigate the provision of joint services facilities
- 4.5 Attached to and forming part of this business paper is a copy of the strategic goals and identified key service improvements, updated with commentary to advise Council of the current status of each action.
- 4.6 A further progress report will be presented to Council in June 2015.

## Suggested Resolutions

Progress Report: Customer Service Strategy be received.



HELEN BEEVER  
**GROUP MANAGER – CUSTOMER SERVICES**

February 2015

## Goal 1 - Understand our customers and their needs

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Waitomo District Council engages with a varied and diverse group of customers.

To meet our customer's needs, we need to understand their requirements. This is an area that is open to constant change in line with the changing environment we all live in, and conduct our day to day business in.

To effectively meet a high standard of customer service, consistently, we need to establish and understand what our customers require, and then deliver. We must continually review our service delivery model and modify where required.

We must also keep in mind the diversity of our customer base, therefore the diversity in our customer's requirements.

Strategy	Action	Responsibility	Priority	Measure	Status
Strengthen relationships with our customers and consistently meet expectations for a high standard of customer service delivery	Review and consider establishing forums with the wider WDC customer base to gather feedback regarding individual requirements and WDC customer service delivery	Group Manager – Customer Services	High	Complete by 1 October 2014	Review completed  As there are a range of customer engagement "forums" in place this action will be put on-hold and reviewed in 12 months.
	Review with regular customers the level of service they have received versus their service expectation, including the method of delivery	Group Manager – Customer Services	High	Complete by 1 September 2014	Completed  Incorporated into Service Request targeted survey.

Strategy	Action	Responsibility	Priority	Measure	Status
	Review and consider implementation of a range of targeted customer satisfaction surveys	Group Manager – Customer Services Group Managers	Medium	Complete by 1 September 2014	Completed Targeted Surveys have been developed for Building Control, Library Services, i-SITE Services and Service Requests.
	Gather regular feedback from Elected Members	Chief Executive	High	Ongoing	Ongoing
	Develop and implement internal Service Level Agreements where appropriate to clearly identify agreed levels of service and required customer service standards	Chief Executive Group Managers	Low	Completed by 1 July 2015 Completed by 1 December 2015	
	Review monthly statistical reporting requirements to support continual improvement in customer service delivery	Group Manager – Customer Services Manager – Customer Services	Medium	Ongoing	Ongoing

## Goal 2 - Effectively communicate with our customers and the community

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Demonstrating to our customers that we are listening to them and value their feedback, combined with the ability to convey clear messages with professionalism and empathy will enhance our customers' experience.

Customers of Waitomo District Council will be treated fairly and considerately when accessing any of our services whether in person, by phone, in writing, by email or by internet enquiry.

Strategy	Action	Responsibility	Priority	Measure	
Establish and maintain principles of customer service that put the interests of the customer first	Ensure effective monitoring systems are in place to measure responsiveness to customer communications and service standards identified in the WDC Customer Service Charter	Chief Executive Group Manager – Customer Services	High	Ongoing	Commenced
	Provide regular customers with key contact/organisational structure information	Group Managers	Medium	Ongoing	Ongoing
	Review feedback gathered from customer forums on a six monthly basis	Chief Executive Group Managers	Medium	Ongoing	Ongoing
	Development and implement staff feedback forum and review feedback gathered on six monthly basis	Group Manager – Customer Services	Medium	Ongoing	Commenced
	Review After Hours Service delivery and customer satisfaction levels	Group Manager - Customer Services Manager – Customer Services	High	Complete by 1 September 2014	Commenced Customer satisfaction levels measured via the Service Request targeted survey.

Strategy	Action	Responsibility	Priority	Measure	
	Ensure all staff are aware of their responsibilities to respond to correspondence, email and telephone enquiries	Chief Executive Group Manager – Customer Services	High	Completed by 1 July 2014	Ongoing
	Review/implement business continuity plans in key customer areas with an emphasis on promptly restoring services to customers when required	Group Manager – Customer Services Group Managers	Medium	Completed by 1 December 2014	Completed

### Goal 3 - Empower all staff to serve our customers

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The majority of customers expect an answer at their first point of contact. In most instances the customer does not care who they deal with or what department they work in. Customers want their questions answered, promptly and accurately.

Encouraging common sense judgement calls by staff whilst being aware of our legislative requirements will promote greater resolution of issues for customers at first point of contact.

Strategy	Action	Responsibility	Priority	Measure	
Foster, recognise and acknowledge a staff ethos that supports a high standard in customer service delivery	Deploy WDC Customer Service Charter <ul style="list-style-type: none"> <li>➤ Senior Managers and Senior Leadership Group</li> <li>➤ All staff</li> <li>➤ Contractors</li> <li>➤ WDC Reception Areas and Meeting Rooms</li> <li>➤ WDC Intranet</li> <li>➤ WDC Website</li> </ul>	Group Manager – Customer Services  Manager Customer Services	High	Completed by 30 June 2014	<b>Completed</b>  Charter presented to all staff, displayed in WDC reception and meeting areas and included in induction packs for new staff
	Deploy WDC Customer Service Strategy <ul style="list-style-type: none"> <li>➤ Senior Managers and Senior Leadership Group</li> <li>➤ All staff</li> <li>➤ WDC Intranet</li> <li>➤ WDC Website</li> </ul>	Group Manager – Customer Services  Manager Customer Services	High	Completed by 30 June 2014	<b>Completed</b>  Strategy presented to all staff and included in induction packs for new staff
	Customer Services Team act as customer service leaders for WDC	Group Manager – Customer Services  Customer Services Team	High	Ongoing	<b>Ongoing</b>

Strategy	Action	Responsibility	Priority	Measure	
	Group Managers and Senior Leadership Group act as customer service advocates for their respective groups/ teams	Chief Executive Group Managers	High	Ongoing	Ongoing
	Frontline staff receive conflict resolution training	Group Manager – Customer Services Manager Customer Services Customer Services Team	Low	Completed by 1 July 2015	Completed
	All staff take part in customer service workshops/ training programs	Group Managers All Staff	Low	Ongoing	Ongoing
	In-house Excellence in Customer Service Award developed and implemented	Chief Executive Group Manager – Customer Services	Medium	Completed by 1 December 2014	Ongoing
	Ensure customer service competency forms part of evaluations process for contract tendering and selection	Chief Executive Group Managers	Low	2014/2015	
	Ensure there is a commitment to customer service in all WDC maintenance/service contracts and that it is evident in the way Service Requests are managed on WDC's behalf	Chief Executive Group Managers	Low	2014/2015	

#### Goal 4 - Value customer satisfaction and simplify the customer experience

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Customer satisfaction refers to the extent to which customers are satisfied with a particular product or service.

The provision of efficient and effective systems and tools, along with a welcoming, professional and informative customer environment will support the goal of valuing customer satisfaction and simplifying the customer experience.

Strategy	Action	Responsibility	Priority	Measure	
Review and simplify systems and processes to drive customer engagement and satisfaction	Review layout of WDC Reception areas (WDC Office, Library, iSITE) including signage to ensure they provide a professional and welcoming customer environment	Chief Executive Group Manager – Customer Services Group Manager – Community Services	Low	2014/2015	Commenced
	Review all frontline systems for availability, user friendliness, timeliness and accuracy	Group Manager – Customer Services Manager – Customer Services Customer Services Team	High	Ongoing	Ongoing
	Review all WDC forms to ensure they are available, informative and user friendly	Group Managers	High	Ongoing	Ongoing
	Develop policy and procedures to support first point of contact service delivery (i.e. staff rosters, DDI technology, etc)	Group Manager – Customer Services	Medium	<del>Completed by 1 December 2014</del> Completed by 1 September 2015	Commenced

Strategy	Action	Responsibility	Priority	Measure	
	Develop systems and procedures to ensure frontline staff receive regular 'exchanges of information' with relevant parts of the organisation	Group Manager – Customer Services Group Managers	High	Ongoing	Commenced Customer Service scripts have been developed to support customer interface

## Goal 5 - Embrace technology to benefit our customers

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Technology forms a major part of our day to day communications and the Internet has become one of the most important methods of information transfer.

Awareness and understanding of how emerging technologies can assist us to anticipate customer needs and tailor business processes to best serve the customer will ultimately improve organisational efficiencies and customer connectivity.

Strategy	Action	Responsibility	Priority	Measure	
Provide technology solutions that streamline business processes, simplify customer interaction and provide accurate real-time information sources	Implement NCS Customer Database to act as a central portal to a range of WDC data sets	Group Manager – Customer Services  Leader – Information Services	High	<del>Implemented by 1 December 2014</del>  Implemented by 1 September 2015	
	Review NCS Service Request System with a view to introducing enhancements to improve customer interaction, response times and customer feedback	Group Manager – Customer Services  Manager – Customer Services	High	Completed by 1 September 2014	Commenced  Enhancements include customer interaction (scripts), monitoring and reporting, inter-departmental communications
	Develop systems to ensure staff are provided with timely and credible information, i.e. Knowledge-base	Customer Services Group  Corporate Services Group	Medium	Ongoing	Commenced

Strategy	Action	Responsibility	Priority	Measure	
	Review mobile applications to provide real time data exchange between WDC field staff/contractors and WDC customer interface systems	Group Manager – Customer Services Leader – Information Services	Low	2014/2015	
	Review functionality of Zeacom Phone System to ensure all applications that enhance customer interaction are utilised	Manager – Customer Services	High	<del>Completed by 1 September 2014</del> Completed by 1 September 2015	Commenced Enhancements include pre-recorded notifications, call stepping.
	Ongoing review of WDC website to provide online communications and transaction processing – i.e. 24/7 customer access	Customer Services Group All Groups	Medium	Ongoing	Ongoing
	Ongoing review of WDC Intranet to provide timely and current information to staff	All Groups	Medium	Ongoing	Ongoing

## Goal 6 - Investigate the provision of joint services facility

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

Strategy	Action	Responsibility	Priority	Measure	
Provide ease of access to a range of WDC services from a central location	Establish Project Team	Chief Executive	High	Completed by 30 June 2014	
	Investigate options for future delivery of services from defined central location	Project Team	High	Completed by 31 October 2014	
	Report findings of investigation to Council	Project Team	High	Report to Council 25 November 2014	<p>Outcome of investigation heavily influenced by inclusion of i-SITE into Railway Building complex.</p> <p>Requirement for this project to be reassessed in 2<sup>nd</sup> half of 2015/2016 year.</p>

**Document No:** 355667**File No:** 400/103/2014**Report To: Council****Meeting Date:** 24 February 2015**Subject:** 2014 Christmas Parade Report

### Purpose of Report

- 1.1 The purpose of this business paper is to provide Council with a briefing on the outcome of the Waitomo District Christmas Parade 2014.

### Background

- 2.1 The Waitomo District Christmas Parade is held annually in Te Kuiti.  
2.2 The 2014 Christmas Parade was held on Friday 12 December 2014.

### Commentary

- 3.1 The theme for the 2014 Waitomo District Christmas Parade was "It's Christmas".  
3.2 The 2014 parade received record entries, with 38 floats taking part in the parade.  
3.3 Celebrations commenced at 6:00 pm with the Te Kuiti Highland Pipe Band once again leading the parade.  
3.4 First, second and third placeholders were:  
1<sup>st</sup> Place: Te Kuiti Kindergarten – Kindy Express  
2<sup>nd</sup> Place: Te Kuiti Playcentre – The Night before Christmas  
3<sup>rd</sup> Place: Maniapoto Family Violence Intervention Network – Family Violence is not OK  
3.5 The Ultimate Shield was presented to Te Kuiti Kindergarten. The Shield will be engraved and held by Te Kuiti Kindergarten for the duration of the year.  
3.6 The event area was condensed for the 2014 parade and the feedback received from participants, spectators, supporters and sponsors was positive.  
3.7 The key driver behind this initiative was improved safety management, improved efficiencies in regard to event management and the provision of a condensed event area for entertainment and activities.  
3.8 The road closure ran from Ward Street to South End Loop with floats assembling in King Street East rather than the Domain as in previous years.  
3.9 4 stall holders were present on the day, 3 serving food and the other second hand toys.

- 3.10 TKDI once again supported the event, providing Santa's Sleigh and running a Lucky Shopper competition.
- 3.11 The Event Organiser was approached the week following the parade to provide details for the 2015 Christmas Parade theme as participants are keen to commence preparations for their floats early.
- 3.12 The theme for the 2015 Christmas parade is "A Classic Kiwi Christmas".

### **Suggested Resolutions**

1. The business paper on the 2014 Christmas Parade Report be received.



DONNA MACDONALD  
**COMMUNITY DEVELOPMENT COORDINATOR**

12 February 2015

Document No: 351746

File No: 097/001D

**Report To: Council****Meeting Date:** 24 February 2015**Subject: Progress Report: Resource Consent Applications**

## Purpose of Report

- 1.1 The purpose of this business paper is to provide Council with a progress report on outstanding resource consent applications and those applications currently being processed.

## Local Government Act S.11A Considerations

- 2.1 There are no Section 11A of the Local Government Act considerations relating to this business paper.

## Background

- 3.1 Most resource consent applications are dealt with by staff under delegated authority. In such circumstances it is important that both the Chief Executive and Council are briefed on progress with such applications.
- 3.2 So as to ensure that Council is adequately briefed on all resource consent applications, a schedule is attached to and forms part of this business paper detailing progress of consent applications. This schedule also includes all completed consents processed in the current financial year.
- 3.3 Some resource consent applications are inevitably appealed to the Environment Court. Such a process is both expensive and time consuming and there is a need to ensure that Council is well briefed on applications being processed in this manner.
- 3.4 It is intended on a monthly basis to prepare a progress report for Council on all outstanding resource consents and those resource management issues impacting on this Council which are being dealt with by the Environment Court.

## Commentary

- 4.1 Commentary on outstanding resource consents is provided below:

### **4.2 Mokau Sands Limited**

- 4.3 In May 2012 Council received a resource consent application from Mokau Sands Limited seeking Councils approval to redevelop the Seaview Motor Camp at Mokau.

- 4.4 The applicant is proposing to redevelop the site to provide 31 holiday apartments and a 50 seat café/restaurant.
- 4.5 The application was publicly notified in August by both the Waikato Regional Council and WDC with submissions closing 4 September 2012.
- 4.6 A total of 39 submissions were received, some supporting the proposal while others opposed the development.
- 4.7 The applicant subsequently asked for the application to be placed on hold so as to allow ongoing discussions with the Department of Conservation and the NZ Transport Agency. Both organisations lodged submissions on the application and the applicant believed that it would be prudent if possible to resolve matters between the parties prior to a hearing.
- 4.8 Recently the applicant met with WDC staff where a revised proposal was outlined. The new proposal will involve the same no of units, however the buildings will be one level, capable of relocation in the event of further erosion and will be designed to blend into the coastal environment rather than intrude upon it.
- 4.9 When the amended application is received by Council the proposal will be reviewed and at that time a decision will be made in terms of the most appropriate way to process the revised proposal.
- 4.10 All submitters have been updated in terms of the delays presently encountered with the application.
- 4.11 In the meantime in order to expedite the application further meetings have been held with the applicant. The applicant hopes to obtain the written approval for the development from key submitters with a view to providing all the necessary information to both the Waikato Regional and Waitomo District Councils by March 2014.
- 4.12 The revised application has been received and reviewed by Councils planning consultants who confirm that what is now proposed is within the bounds of what was originally notified.
- 4.13 Aspects of the revised application required further detail and or clarification and for that reason the application was again been placed on hold pending receipt of the required detail.
- 4.14 Further information has now been received. That further information is being peer reviewed to ascertain that all outstanding issues have been adequately addressed.
- 4.15 A joint hearing (with Waikato Regional Council) has been scheduled for **11-13 March 2015**.
- 4.16 CANZ Resources Limited**
- 4.17 In December 2013 CANZ Resources Limited applied to Council for a resource consent in order to undertake earthworks associated with the removal of overburden from a trial coal excavation pit on a very remote site approximately 12km inland from Awakau Road, Awakino.
- 4.18 At this time no coal is to be extracted however an assessment of the coals quality and quantity will be carried out with a view to applying for further consents at a later date for a trial excavation of coal for export to China.

- 4.19 Should the trial excavation prove successful CANZ Resources Limited plan to develop an open pit coal mine on the site. Once again, if a coal mine is to be established on the site a range of additional consents will be required which will entail detailed consultation with a range of parties.
- 4.20 Informal feedback from the applicant indicates that market for coal in China is not as buoyant as it has been and for that reason further resource consent applications will not be lodged in the short term.
- 4.21 **Waipa Networks Limited**
- 4.22 Waipa Networks Limited (WNL) has applied to Waipa, Otorohanga and Waitomo District Council for approval to construct a new 110kv transmission line from Te Awamutu to the Hangatiki substation.
- 4.23 WNL has applied for designations in the three district plans to correspond with the proposed corridor for the transmission line and for land use consents for earthworks associated with the project.
- 4.24 The applications were publicly notified on 14 August 2014 with submissions closing 11 September 2014.
- 4.25 Within the submissions timeframe 42 submissions were received with 11 submitters supporting the application, 5 neutral and 26 in opposition.
- 4.26 Those in opposition were concerned primarily that an inadequate assessment had been carried out of alternatives and the visual impact of the transmission poles.
- 4.27 One of the submitters in opposition is a WDC property owner who is concerned that the transmission lines could impact on his ability to further develop his Hangatiki property.
- 4.28 A hearing was held on the 8, 9 and 10 December 2014 at Waipa District Council – Council Chambers. This hearing was chaired by an Independent Commissioner, Mr Alan Withy. Mr Withy was tasked with making recommendations on the Notices of Requirements and decisions on the resource consents on behalf of the three Council's.
- 4.29 After hearing all the evidence presented, Mr Withy, provided a report dated 21 January 2015 which set out his recommendation, under s.171(2) of the Resource Management Act 1991, on the Notices of Requirements from WNL for their designations. This recommendation was to confirm the designations, subject to conditions relevant to each Council.
- 4.30 This recommendation was provided to WNL on the 21 January 2015. On the 28 January 2015, WNL advised each of the Councils that it accepts in substantial part the recommendations of the Independent Hearing Commissioner, subject to some amendments to the associated condition sets.
- 4.31 Notice of the WNL decision was sent to all submitters and all affected landowners/occupiers on the 4 February 2015.
- 4.32 Submitters now have 15 working days for the receipt of those decisions to appeal the decision, pursuant to Section 174 of the Resource Management Act 1991. Such an appeal needs to be lodged with the Environment Court.

- 4.33 WNL also lodged concurrent resource consents with Waipa, Otorohanga and Waitomo District Council's. The Independent Commissioner reached the conclusion that the resource consents could also be granted, subject to conditions. Notices of those decisions were also sent to submitters on the 4 February 2015 and similarly, those parties have 15 working days from receipt of those decisions to appeal them.
- 4.34 Whether or not any appeals on the Notices of Requirements for designations or the resource consents are received will be known by the end of February 2015.

### **Suggested Resolution**

The Progress Report: Resource Consent Applications be received.



ELSA DU TOIT  
**ENVIRONMENTAL & REGULATORY SERVICES LEADER**

February 2015

Attachment: Resource Consent Schedule (Doc 351747)

## RESOURCE CONSENTS PROGRESSING AS AT 24 FEBRUARY 2015

WDC Ref	Applicant	Brief Outline of Application	Date Application Lodged	Further Information Required Yes/No	Details of Further Information	Date Further Information Requested	Date Further Information Received	Internal Comments Required	Date of Extension of Time Notice	Hearing Required Yes/No	Decision Due Date / Hearing Date	Decision Notified
110019	Mokau Sands Limited	Development of 31 holiday apartments and 50 seat café, Seaview Motor Camp site, Mokau	2/5/12	Yes	Applicant has requested that the application be placed on hold to allow further consideration to take place.	17/5/12	21/10/14			Yes	Hearing Date - 11-13 March 2015	
130004	Rozel Farms Limited	2 Lot Rural Subdivision, Rangitoto Road, Te Kuiti	25/1/13	No	Application placed on hold by the applicant.							
140018 140019	Waipa Networks Limited	Designation and Land Use Consent for 110kv Transmission Line	21/07/14	Yes	Information on landscape and visual effects.	22/9/14				Yes	Hearing Held 8-10 December 2014	
140029	VA & RL Wheeler	Development of retail outlet, Taupiri Street, Te Kuiti	2/12/14	Yes	Applicant has requested that the application be placed on hold to allow further information to be provided.	2/12/14	13/02/15					
150001	Gull Group of Companies	Proposed 24 hour unmanned Gull Service Station, cafe/restaurant and retail outlet.	19/01/15	Yes	Clarification required on a number of items pertaining to District Plan Rules.	23/01/15						
150002	Simeon Gilbert	Front Boundary Dispensation, 411 Marokopa Road, Marokopa	4/02/15									
150003	Peter Chandler	Building in Rural Zone (Landscape Policy Area), Waitomo Caves Road, Waitomo	2/02/15	Yes	Incomplete Application							
150004	L & M Reed	Operation of Eatery from Caravan, North Street, Mokau	18/02/15									

**RESOURCE CONSENTS GRANTED (FOR 2014/15) AS AT 24 FEBRUARY 2015**

WDC Ref	Applicant	Brief Outline of Application	Date Application Lodged	Further Information Required Yes/No	Details of Further Information	Date Further Information Requested	Date Further Information Received	Internal Comments Required From	Date of Extension of Time Notice	Hearing Required Yes/No	Decision Due Date / Hearing Date	Decision Notified
140015	B Tang & M Sun	Development of a Retail Outlet, Rora Street, Te Kuiti	05/06/14	Yes	Amended site layout to be provided	17/06/14	20/06/14			No	16/07/14	Conditional Consent Granted 25/06/14
140016	R Gorrie	2 Lot Rural Subdivision, Te Mahoe Road, Mokau	12/06/14	Yes	Amended application to be provided	17/06/14	01/07/14			No	30/07/14	Conditional Consent Granted 09/07/14
140017	P Moreland	Side Yard Dispensation, Oparure Road, Oparure	24/06/14	No						No	21/07/14	Conditional Consent Granted 30/06/14
130026	Mokau Sands Limited	Proposed Dune Restoration, Seaview Motor Camp, Mokau	23/10/13	Yes	Affected parties approval required	30/10/13	23/06/14			No	21/07/14	Conditional Consent Granted 30/06/14
140020	D Bevege	Construction of a non-residential building over 160m <sup>2</sup> , Huia Street, Piopio	05/08/14	No	Granted					No	04/09/14	Conditional Consent Granted 14/8/14
140021 140022	Transpower NZ Limited	Designation and Land Use Consent, Switchyard Extension, Hangatiki Substation	16/9/14	No						No	14/10/14	Conditional Consent Granted 7/10/14
140023	NZ Transport Agency	Designation, New Intersection, SH 3/SH 27, Hangatiki	17/9/14	No						No	15/10/14	Conditional Consent Granted 15/10/14
140024	D Klein	Side Yard Dispensation, Ailsa Street, Te Kuiti	30/9/14	No						No	24/10/14	Conditional Consent Granted 3/10/14
140006	Transpower NZ	Replacement of 2 existing power poles, Rangitoto Road, Rangitoto	20/10/14	No						No	18/11/14	Conditional Consent Granted 29/10/14
140027	A Todd and D Putaranui	Side Yard Dispensation, Taumatotara West Road, Te Anga	6/11/14	No						No	4/12/14	Conditional Consent Granted 10/11/14
140028	AW Proud	2 Lot Rural Subdivision, Boddies Road, Oparure	26/11/14	No						No	14/1/15	Conditional Consent Granted 1/12/14
140030	Davis Family Trust	2 Lot Rural Subdivision, Mangaotaki Road, Piopio	4/12/14	No						No	22/01/15	Conditional Consent Granted 11/12/14
140031	Mighty River Power	Installation of Advance Metering Infrastructure	19/12/14	No						No	10/02/15	Conditional Consent Granted 13/2/15
140032	PGG Wrightson Limited	Proposed Subdivision of 2 Kea Street, Piopio	24/12/14	No						No	11/02/15	Conditional Consent Granted 6/1/15

Document No: 355926v3

File No: 037/005B

**Report To: Council**

Meeting Date: 24 February 2015

Subject: Progress Report: Monthly Operation and Maintenance Report for Water, Sewerage and Stormwater – February 2015

### Purpose of Report

- 1.1 The purpose of this business paper is to brief Council on progress for Operational and Maintenance a monthly basis and to report on the performance by Council's contracted Service Provider for Maintenance (Veolia Water).

### Local Government Act S.11A Considerations

- 2.1 Waitomo District Council, in performing its role as a Local Authority, must have particular regard to the contribution that the network infrastructure makes to the community.
- 2.2 The provision and maintenance of the water, sewerage and stormwater infrastructure, is consistent with section 11A Local Government Act 2002 (including amendments).

### Introduction

- 3.1 This business paper focuses predominantly on the maintenance area of the three Waters activities of Council.
- 3.2 This business paper is intended to compliment the quarterly capital report to Council.

### Background

- 4.1 The Water Supply activity provides for the environmentally safe collection, treatment and reticulation of WDC's public water supplies. Water services schemes are provided by Council at:
- Te Kuiti
  - Benneydale
  - Piopio
  - Mokau
- 4.2 There are three activities under the Water Supply activity:
- Planned Maintenance
  - Service Requests / Complaints
  - Emergency Repairs

### 4.3 Planned Maintenance

- 4.4 Operation and maintenance involves the planned servicing of the water infrastructure –servicing pump stations, cleaning reservoirs, replacing old water meters, hydrants and valves. These activities are predominantly performed by Veolia Water by means of Schedule that is worked out in accordance with the operating instructions from the manufacturer or best practices.

### 4.5 Service Requests / Complaints

- 4.6 Service requests are initiated by the Ratepayers or Business in the various towns and are called in, emailed or they could be provided to the Customer Services by means of walk-in. The Service Requests are then forwarded to Veolia Water to resolve.

### 4.7 Emergency Repairs

- 4.8 Emergency Repairs are dealt with on an ad hoc basis and cannot be planned in advance. They are usually dealt with immediately and this may result that Planned Maintenance and Service Requests are postponed to a later time.

## Te Kuiti

### 5.1 Water Supply

- 5.2 ~~Routine flushing of the reticulation is done and no taste and odour complaints have been received.~~ Some taste and odour complaints for chlorine and earthiness, or mud taste, were noted. A change in chemical disinfection dosing occurred and will have influenced the taste and odour aesthetics. A change from chlorine gas to sodium hypo chloride was made during the start of the construction phase of the Te Kuiti WTP upgrade. In addition the river level is low and slow flowing, adding to the muddy taste.
- 5.3 ~~The Mary Street Water Pipe Replacement project has been completed. On the day that the newly installed pipe was livened up, another burst occurred on the old glue jointed PVC pipe. Fortunately very little disruption to the water supply resulted and the residents had already been informed of the planned changeover.~~
- 5.4 ~~A complaint from the St Luke Crescent community has been received of low water pressure. Due to the height below the reservoir top water level, this area is a low pressure zone. However, it came to light that there is air entering the system. Backflow preventers and air release valves are now being installed to allow entrapped air to be released and thus prevent airlocks from disrupting the service.~~
- 5.5 The risk of a major water break at the Mangarino Reservoir was averted. The inlet Tee showed signs of weeping and a decision to replace the Tee was taken. A day after the Tee sprung a leak when one of the welded seams ruptured. Urgent repair work was ordered for the next day and by then the water was streaming out the seam of the old cast iron Tee. The repair was completed that same day with very little disruption. An inspection of the other reservoirs showed no similar issues.
- 5.6 The WTP upgrade is progressing well and the major excavations have been completed with the storage tank slab completed. The tanks will now be installed and the pump chamber fitted into place. The pumps have been delivered for storage until they are to be installed.
- 5.7 A “diesel” spill was reported to the Waikato Regional Council in the Mangaokewa River. Residents reported an oily sheen on the water on Saturday, 7 February.

WRC responded and the source was located a few days later with the assistance of the WDC Environmental Technician. The town water supply is drawn from the middle of the stream with the aid of a floating gantry none of the surface located spill was drawn into the town supply.

## **5.8 Wastewater**

- 5.9 ~~The Te Kumi pump station was thoroughly investigated after the power failure and some damage has occurred to the pump that is resulting in the pump having to be repaired. It was found that stones inside the pump station were sucked up on restart. A silt / grit trap is being investigated to prevent large debris to enter the pump station. The Te Kumi sewer pump station pump has been repaired and returned to service. The silt trap will be installed into the two inflow pipe lines to prevent large solid objects to damage the pumps in future.~~
- 5.10 ~~A sewer manhole was inspected in a private property. Photos attached (Figures 1 and 2) show that a hole has been smashed into the manhole sidewall by unknown individuals to allow storm water to freely flow into it. This has now been closed up. The gravity main will be jetrodded to clear it from any debris that may have entered into the pipe.~~
- 5.11 ~~The Hill Street sewer manhole requiring replacement has been completed. When the manhole was excavated for removal it collapsed due to the severe corrosion of the concrete.~~
- 5.12 A sewer pipe bridge footing subsided in Errol Street. No spill occurred and the bridge footing was repaired.
- 5.13 A sewer overflow occurred in Seddon Street. The blockage was located at the bottom of Awakino Road. The blockage was caused by thick layers of fat. Due to the sensitivity of the overflow location this line is now monitored regularly and cleaned every four months.

## **5.14 Storm Water**

- 5.15 No storm water related issues have been reported and the low rainfall can be attributed to this.

## **Mokau**

### **6.1 Water Supply**

- 6.2 ~~The new Mokau dam has been filled and the inlet control valve is functioning correctly. The dam is also holding water without any visible leakage from the under drains. Work to connect the outlet to the clarifier inlet has been ordered and will commence shortly. The work should be completed before the Christmas shut down. Photos of the full dam are attached.~~
- 6.3 ~~No water quality complaints have been received from Mokau and the system is working well with the plant producing water of a high quality.~~ Some taste and odour complaints were noted. It was reported last year during the dry period that the water in the old dam is very high in iron and manganese and the existing WTP does not have the capacity to remove these. The new dam will dilute and mask some of the taste and the water quality has improved.
- 6.4 Only 2 fire hydrants remain to be adjusted to the correct level. Work is being planned to install 2 valves that will aid in the hydrant installations, as the major part of Mokau will have to be shut off to do them. This work will be coordinated to minimise the inconvenience to residents.

## 6.5 Storm Water

6.6 No storm water related issues have been reported.

## **Piopio**

### 7.1 Water Supply

7.2 ~~Hydrant replacement is progressing and the Fire Department is kept up to date with developments.~~ All fire hydrants have now been raised in Piopio.

7.3 No complaints have been received from residents about the water quality. The plant is producing water of a high quality.

7.4 A few small leaks were located in town and repaired. A large leak manifested itself at the primary school. The school was notified and repairs were made. At its worst, the leak resulted in a loss of about 2,500 litres per hour.

### 7.5 Wastewater

7.6 ~~No further major septic step tank issues have been received and normal maintenance is done. This is to prevent filters blocking up and to monitor effluent quality. A3 sized posters have been printed, laminated and posted at prominent locations to advise residents of the correct treatment of the individual septic tanks and pump systems.~~ Several residential tanks became problematic with mostly fatty deposits being the cause. These fatty deposits block up the filters. Three of the discharge pipes also blocked up due to fatty deposits entering the small bore discharge pipes.

7.7 ~~The investigation into the below than desired UV disinfection has shown that it will be necessary to increase the UV maintenance schedule to achieve better results. This is presently being implemented.~~ The UV system has been fully tested and is now working properly with excellent bacterial kill rates. A new maintenance regime has been worked out that will prevent the same issue from reoccurring.

### 7.8 Storm Water

7.9 No issues to report

## **Benneydale**

### 8.1 Water Supply

8.2 ~~No major issues were reported. Only routine maintenance has been carried out.~~ Major power spikes twice caused damage to the UV disinfection control. UV is targeting protozoa, the normal bacterial disinfection through chlorination is not affected by this. An investigation is under way to determine what surge protection is required to prevent these incidents to occur again.

**8.3 Wastewater**

8.4 No issues have been experienced with the waste water system.

**8.5 Storm Water**

8.6 Nothing to report.

**Waitomo Village****Te Waitere**

- a. There have been no problems with the sewer system at Te Waitere.
- b. Mobile phone coverage has become available and to reduce maintenance costs two data loggers with early warning features have been installed that will warn of potential overflows. This will release the Operators from visiting the site on a weekly basis to a monthly basis to reduce cost.

**Suggested Resolution**

The Progress Report: Monthly Operation and Maintenance Report for Water, Sewerage and Stormwater – February 2015 be received.



ANDREAS SENGER  
**MANAGER – WATER SERVICES**

February 2015

Document No: 356582

File No: 037/020/12A

**Report To: Council**

Meeting Date: 24 February 2015

 Subject: Progress Report: Monitoring Against  
 2012-2022 Long Term Plan – Land  
 Transport (**February 2015**)
**1 Purpose of Report**

- 1.1 The purpose of this business paper is firstly, to brief Council on implementation of the Work Plan for the Land Transport activity as contained in Year Three (2014/2015) of the 2012-2022 Long Term Plan (LTP) and secondly, to establish a framework for monitoring the ongoing implementation of the 2012-22 LTP as part of the Road Map Work Programme.

Note: Each month additions and deletions to this Progress Report are made in **red font for additions and green strikeout** font for deletions.

- 1.2 Contents of this report are set out under the following Headings:

1	Purpose of Report .....	1
2	Local Government Act S.11a Considerations.....	2
3	Introduction .....	2
4	Background .....	2
5	Subsidised Roding .....	2
6	2014/2015 Maintenance Expenditures Budget .....	3
7	Community Projects/Road Safety Promotion 431 - 433.....	3
8	Emergency Reinstatement (First Response) 141 .....	4
9	Environmental Maintenance 121 .....	4
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11	Sealed Pavement Maintenance .....	5
12	Structures Maintenance 114.....	5
13	Traffic Services Maintenance .....	6
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16	2014/2015 Capital Expenditure Budget .....	7
17	Preventative Maintenance .....	7
18	Associated Improvements for Renewals.....	8
19	Drainage Renewals .....	8
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21	Pavement Rehabilitation .....	10
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24	Traffic Services Renewals 222 .....	12
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26	Emergency Reinstatements Projects.....	13
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## **2 Local Government Act S.11a Considerations**

- 2.1 Waitomo District Council, in performing its role as a Local Authority, must have particular regard to the contribution that the network infrastructure makes to the community.
- 2.2 The provision and maintenance of the roading infrastructure, is consistent with section 11A Local Government Act 2002 (including amendments).

## **3 Introduction**

- 3.1 This business paper focuses predominantly on capital expenditure (CAPEX) projects i.e. renewal and improvement works.
- 3.2 This business paper is intended to compliment the monthly and quarterly reporting to Council. It provides further information on the capital (improvement and renewal) expenditure programme.

## **4 Background**

- 4.1 The scope of Land Transport activities in the Waitomo District is almost entirely related to the roading assets. This includes:
- Roads (excluding state highways),
  - Footpaths, bridges,
  - Traffic services,
- 4.2 There are no passenger transport services available other than the inter-regional bus connections operating on the state highway network.
- 4.3 The nature of Council's roading activity is:
- Managing and maintaining the District's road network.
  - Undertaking road rehabilitation and upgrading of the roading structure and ancillary systems such as signs and road markings.

## **5 Subsidised Roding**

- 5.1 New Zealand Transport Agency (NZTA), the national road funding authority, provides a financial assistance subsidy for works that meet agreed criteria via the Land Transport Programme.
- 5.2 Commentaries detailing progress on activities currently subsidised by NZTA in the 2014/2015 year of the LTP are provided below. (Please note that these budgets are current and differs from the budgets in the original 2012/22 LTP.)

<b>6</b>	<b>2014/2015 Maintenance Expenditures Budget</b>
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- 6.1 The LTP-budget for 2014/15 is \$4,888,197 and the total current budget for subsidised maintenance works for the 2014/15 year is \$4,906,872.00 The reasons for this difference have been explained in the Exceptions Annual Plan for 2014/15.

<b>7</b>	<b>Community Projects/Road Safety Promotion 431 - 433</b>
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### 7.1 Introduction

- 7.2 The 2014/2015 Community Projects/Road Safety Promotion activity program was ~~recently~~ completed for the Road Safety Promotion activities for 2015-18 as guided by the NZ Transport Agency/Waikato Bay of Plenty Investment section.

### 7.3 Budget, Funding Sources and Expenditure to Date

- 7.4 The WDC 2014 -2015 budget for this activity is \$93,888 with a FAR of 65.5%. The expenditure to date is ~~\$11,588~~ \$27,245 (excluding Salary and overheads).

### 7.5 Procurement

- 7.6 This activity forms part of the current Road Maintenance Contract. This Activity is a shared agreement between WDC and ODC with 65.5% FAR assistance from NZTA.

### 7.7 Progress

- 7.8 The Road Safety Coordinator ~~has also~~ is progressing the completed ~~the~~ Action Plan for the current year. The following projects have been successfully completed so far:

PROJECT	DESCRIPTION	DATE
Motor cycle safety course	Road Safety Initiative advertisement	Sept 2014
Fatigue Stop	Raising awareness campaign in collaboration with Taranaki RSC and Police	27/10/2014 Cancelled due to Rain
Lowered Legal Alcohol Limits	Information card produced and distributed by the local police to hand out to drivers. Also handed out to local liquor outlets Bars, taverns and restaurants.	Ongoing
Plan B4U party campaign	To encourage locals to think before they party. A pamphlet, wrist-bands, chocolates and tee shirts were printed with the Plan B4U Party Message and distributed at the Te Kuiti Pool Party (28/11/2014), at the Te Kuiti Christmas Parade, local businesses, and SADD students at our four local high schools.	Nov/Dec 2014
Fatigue Stop	Raising awareness campaign in collaboration with Transfield and Police	24/12/2014
Fatigue Stop	Raising awareness campaign in collaboration with Transfield and Police. On the 4th over 38 cars stop with 38 people interviewed, 91 people enjoyed the sausages and rest. More than 100 other cars were stop on the road and handed fatigue bags and given messages about driving safe.	4/01/2015

<b>8</b>	<b>Emergency Reinstatement (First Response) 141</b>
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8.1 **Introduction**

8.2 The 2014/2015 Emergency Reinstatement activity is intended to provide funding for unknown/unplanned events like large slips.

8.3 **Budget, Funding Sources and Expenditure to Date**

8.4 The WDC 2014 -2015 budget for this activity is \$180,000 with a FAR of 59%. The expenditure to date is ~~\$54,918~~ \$181,465.

8.5 **Procurement**

8.6 This activity forms part of the current Road Maintenance Contract.

8.7 **Construction Issues/Progress**

8.8 Works done under this category also includes trees blown down over the roads and NZTA qualifying slips. **The amount of actual expenditure to date is tracking higher than forecasted due to more unforeseen events. This is due to the limited budget for the current year. The total budget for this category is not actually overspent yet, because about \$35,000 has to be journaled out to Environmental Maintenance because the NZ Transport Agency would not approve some works under this category.**

<b>9</b>	<b>Environmental Maintenance 121</b>
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9.1 **Introduction**

9.2 The 2014/2015 Environmental Maintenance activity includes the Stock Effluent Facility, which makes up \$30,000 of the total budget for Environmental Maintenance.

9.3 **Budget, Funding Sources and Expenditure to Date**

9.4 The WDC 2014 -2015 budget for this activity is \$358,985 with a FAR of 59%. The expenditure to date is ~~\$138,678~~ \$316,530.

9.5 **Procurement**

9.6 This activity forms part of the current Road Maintenance Contract.

9.7 **Construction Issues/Progress**

9.8 Only normal maintenance activities in progress. Small slips and road side mowing **and spraying of noxious weeds** made up the bulk of these costs. **The NZ Transport Agency has changed their criteria on what they allow under Emergency Works and the result of that is that some work we previously could do under Emergency Work, now has to be funded under this Environmental Category.**

<b>10</b>	<b>Routine Drainage Maintenance</b>
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10.1 **Introduction**

10.2 The 2014/2015 Routine Drainage Maintenance activity is ongoing as part of the programmed activities for Maintenance and as a cyclic programme.

10.3 **Budget, Funding Sources and Expenditure to Date**

10.4 The WDC 2014 -2015 budget for this activity is \$449,400 with a FAR of 59%. The expenditure to date is ~~\$194,648~~ \$284,729.

10.5 **Procurement**

10.6 This activity forms part of the current Road Maintenance Contract.

10.7 **Construction Issues/Progress**

10.8 Only normal maintenance activities in progress. The bulk of these cost were from Water table maintenance and Culvert maintenance.

<b>11</b>	<b>Sealed Pavement Maintenance</b>
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11.1 **Introduction**

11.2 The 2014/2015 Sealed Pavement Maintenance activity is ongoing as a cyclic programme.

11.3 **Budget, Funding Sources and Expenditure to Date**

11.4 The WDC 2014 -2015 budget for this activity is ~~\$1,353,600~~ \$1200,000 with a FAR of 59%. The expenditure to date is ~~\$328,103~~ \$854,489.

11.5 **Procurement**

11.6 This activity forms part of the current Road Maintenance Contract.

11.7 **Construction Issues/Progress**

11.8 Only normal maintenance activities in progress. The bulk of these costs were from pre-reseal repairs and routine pavement maintenance. **Downer has completed all the Pre-reseal works by the end of 2014 in preparation for the current reseals project.**

<b>12</b>	<b>Structures Maintenance 114</b>
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12.1 **Introduction**

12.2 The 2014/2015 Structures Maintenance activity is programmed after cyclic inspections as part of the maintenance programme.

12.3 **Budget, Funding Sources and Expenditure to Date**

12.4 The WDC 2014 -2015 budget for this activity is ~~\$160,500~~ \$140,000 with a FAR of 59%. The expenditure to date is ~~\$37,113~~ \$45,972.

12.5 **Procurement**

12.6 This activity forms part of the current Road Maintenance Contract.

12.7 **Construction Issues/Progress**

12.8 The bulk of these costs were from routine maintenance on guardrails, ~~etc.~~ and bridge decks.

<b>13 Traffic Services Maintenance</b>
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13.1 **Introduction**

13.2 The 2014/2015 Traffic Services Maintenance activity is programmed after cyclic inspections as part of the maintenance programme.

13.3 **Budget, Funding Sources and Expenditure to Date**

13.4 The WDC 2014 -2015 budget for this activity is \$139,000 with a FAR of 59%. The expenditure to date is ~~\$18,904~~ \$28,543.

13.5 **Procurement**

13.6 This activity forms part of the current Road Maintenance Contract.

13.7 **Construction Issues/Progress**

13.8 Cyclic maintenance on road signs and line marking make up these costs. The District wide remark is expected to happen during March 2015.

<b>14 Street Lights Maintenance</b>
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14.1 **Introduction**

14.2 The 2014/2015 Street Lights Maintenance activity is ongoing as a separate maintenance contract. It includes electricity to all State Highway lights and WDC Street Lights.

14.3 **Budget, Funding Sources and Expenditure to Date**

14.4 The WDC 2014 -2015 budget for this activity is \$194,000 with a FAR of 59%. The expenditure to date is ~~\$93,681~~ \$168,860.

14.5 **Procurement**

14.6 This activity forms part of the current Street Lighting Maintenance Contract with Alf Downs.

14.7 **Construction Issues/Progress**

14.8 Cyclic maintenance and electricity costs make up this expenditure.

## 15 Unsealed Pavement Maintenance

### 15.1 Introduction

15.2 The 2014/2015 Unsealed Pavement Maintenance activity is programmed after cyclic inspections as part of the maintenance programme.

### 15.3 Budget, Funding Sources and Expenditure to Date

15.4 The WDC 2014 -2015 budget for this activity is ~~\$973,700~~ \$1,126,700 with a FAR of 59%. The expenditure to date is ~~\$781,256~~ \$792,107.

### 15.5 Procurement

15.6 This activity forms part of the current Road Maintenance Contract.

### 15.7 Construction Issues/Progress

15.8 A major **unsealed** pavement maintenance programme was completed between July and September 2014 covering the whole network.

## 16 2014/2015 Capital Expenditure Budget

16.1 The LTP-budget for 2014/15 is \$5,502,704 and the total current budget for subsidised CAPITAL works for the 2014/15 year is \$4,922,754. The reasons for this difference have been explained in the Exceptions Annual Plan for 2014/15.

## 17 Preventative Maintenance

### 17.1 Introduction

17.2 The 2014/2015 Preventative Maintenance activity comprises of Projects identified and prioritized to meet the criteria for preventative maintenance of the NZ Transport Agency, after which it is actioned as stand-alone projects.

### 17.3 Design/Scope

17.4 Three projects have been identified during this year and are being scoped and prioritized.

### 17.5 Consent Issues/Progress

17.6 Applications are being submitted to the NZ Transport Agency to secure 59% funding. The Oparure Rd Retaining Wall is currently being surveyed and priced.

### 17.7 Budget, Funding Sources and Expenditure to Date

17.8 The current WDC 2014 -2015 budget for this activity is \$50,000 with a FAR of 59%. The expenditure to date is ~~\$0.00~~ \$10,700.

### 17.9 Procurement

17.10 Procurement will be done in accordance with the WDC Procurement Policy.

### 17.11 Construction Issues/Progress

- 17.12 Oparure Retaining Walls at Oparure Rd, km 12.3 and 12.9. These retaining walls are in a slow process of failure. A geotech investigation ~~is underway~~ was done during late 2014 to find a feasible solution and survey work has been completed recently to assist in the investigation of an option to re-align the road to improve the curves as well as deal with the two retaining walls at the same time. The NZTA indicated that they would not accept this work to be done under Emergency Funding; therefore it had to be re-allocated to Preventative Maintenance. The available funding is deemed insufficient for the proposed construction works, so ~~the plan is to only progress with~~ only the investigation and design work was completed during this financial year and ~~the~~ the construction work is postponed to possibly next year.

## **18 Associated Improvements for Renewals**

### **18.1 Introduction**

- 18.2 The 2014/2015 Associated Improvements for Renewals activity comprises of works to do at the same time and location of other approved category activities/projects, which falls outside the scope/definition of the other activity/project.

### **18.3 Design/Scope**

- 18.4 Works still to be identified during this year and prioritized.

### **18.5 Consent Issues/Progress**

- 18.6 Applications to be submitted to the NZ Transport Agency to secure 59% funding.

### **18.7 Budget, Funding Sources and Expenditure to Date**

- 18.8 The current WDC 2014 -2015 budget for this activity is \$80,000 with a FAR of 59%. The expenditure to date is \$0.00.

### **18.9 Procurement**

- 18.10 Procurement will be done in accordance with the WDC Procurement Policy.

### **18.11 Construction Issues/Progress**

- 18.12 Nil. This funding may get used to help fund the proposed Retaining Walls required with the upcoming Pavement Rehab Programme in March/April 2015.

## **19 Drainage Renewals**

### **19.1 Introduction**

- 19.2 The 2014/2015 Drainage Renewals activity provides funding of works identified and approved during the year that does not fall under the cyclic Maintenance category. Drainage Renewals work covers the replacement of all culverts of up to 1800mm in diameter.

### **19.3 Design/Scope**

- 19.4 Works are being identified and prioritized for programming on an ongoing basis.

- 19.5 Currently WDC is focusing on assessing our high risk roads, in addition to the assessment of existing 225mm dia culverts.
- 19.6 The expectation is all roads will slowly have culverts upgraded to meet the correct rainfall expectations and better assist in pavement maintenance through a substantial reduction in pavement subsidence during storm events.
- 19.7 Catchment designs are done on all existing culverts over 600mm dia. All culverts of less than 600mm dia are upgraded to suit the surrounding environment and restrictions.
- 19.8 **Consent Issues/Progress**
- 19.9 Applications are to be submitted to the NZ Transport Agency to secure 59% funding.
- 19.10 **Budget, Funding Sources and Expenditure to Date**
- 19.11 The current WDC 2014 -2015 budget for this activity is \$459,000 with a FAR of 59%. The expenditure to date is ~~\$59,579~~ \$131,972.
- 19.12 **Procurement**
- 19.13 This activity forms part of the current Road Maintenance Contract. This category is procured, in the main, through the Road Maintenance Contract or through obtaining quotes or tenders for larger works and some small level of procurement through the Pavement Rehabilitation packages (as appropriate) as they are tendered.
- 19.14 **Construction Issues/Progress**
- 19.15 Drainage renewals and upgrades across the network take place as it fits in with other works with the bulk of the work being carried out during the Summer months.

<b>20</b>	<b>Minor Improvements</b>
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- 20.1 **Introduction**
- 20.2 The 2014/2015 Minor Improvements activity comprises of works identified and prioritized to meet the criteria for Minor Improvements of the NZ Transport Agency, after which it is actioned as stand-alone projects.
- 20.3 **Design/Scope**
- 20.4 A full list of works have been identified during this year and prioritized.
- 20.5 **Consent Issues/Progress**
- 20.6 Applications are to be submitted to the NZ Transport Agency to secure 69% funding.
- 20.7 **Budget, Funding Sources and Expenditure to Date**
- 20.8 The current WDC 2014 -2015 budget for this activity is \$300,000 with a FAR of 69%. The expenditure to date is \$0.00. (However, this has to be transferred to fund Emergency Reinstatements.)

## 20.9 Procurement

20.10 Procurement will be done in accordance with the WDC Procurement Policy.

## 20.11 Construction Issues/Progress

20.12 This Budget is being re-allocated to provide funding for Emergency Works.

## 21 Pavement Rehabilitation

### 21.1 Introduction

21.2 The 2014/2015 Pavement Rehabilitation activity comprises of works identified and prioritized to meet the criteria for Pavement Rehabilitation of the NZ Transport Agency, after which it is actioned as stand-alone projects.

### 21.3 Design/Scope

21.4 A list of works have been identified during this year and prioritized.

### 21.5 Consent Issues/Progress

21.6 Applications are to be submitted to the NZ Transport Agency to secure 59% funding.

### 21.7 Budget, Funding Sources and Expenditure to Date

21.8 The current WDC 2014 -2015 budget for this activity is ~~\$1,399,150~~ \$1,099,150 with a FAR of 59%. (However, \$300,000 of this has to be transferred to fund Emergency Reinstatements.) The expenditure to date is ~~\$2,875~~ \$.

### 21.9 Procurement

21.10 Procurement will be done in accordance with the WDC Procurement Policy. All work under this category is purchased by way of open tender. This process ensures WDC compliance with the requirements of the NZTA procurement rules.

### 21.11 Construction Issues/Progress

21.12 A portion of this budget is being re-allocated to provide funding for Emergency Works. **The Pavement Rehabilitation Contract is starting shortly and is expected to be completed by end of March.**

## 22 Sealed Road Surfacing

### 22.1 Introduction

22.2 The 2014/2015 Sealed Road Surfacing activity comprises of works identified and prioritized to meet the criteria for Sealed Road Surfacing of the NZ Transport Agency, after which it is actioned as stand-alone projects.

### 22.3 Design/Scope

22.4 A list of works are being identified and prioritized.

22.5 **Consent Issues/Progress**

22.6 Applications are to be submitted to the NZ Transport Agency to secure 59% funding.

22.7 **Budget, Funding Sources and Expenditure to Date**

22.8 The current WDC 2014 -2015 budget for this activity is \$1,290,850 with a FAR of 59%. The expenditure to date is \$0.

22.9 **Procurement**

22.10 Higgins Contractors have this contract for the 2014/15 Year, which is combined with an ODC contract to enhance cost efficiencies.

22.11 **Construction Issues/Progress**

22.12 A joint inspection with Higgins Contractors was done on 17 October 2014 to agree the proposed reseal strategies for each section of road on the reseals list. Higgins ~~will now do~~ then completed the seal designs. ~~and submit for approval.~~ The Reseals programme is underway and is scheduled for 25 November 2014 to 31 March 2015.

<b>23 Structures Components Replacement</b>
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23.1 **Introduction**

23.2 The 2014/2015 Structures Components Replacement activity comprises of works identified and prioritized to meet the criteria for Structures Components Replacement of the NZ Transport Agency, after which it is actioned as stand-alone projects.

23.3 **Design/Scope**

23.4 The bridges requiring maintenance have all been identified through the detailed inspections and repairs will be designed by Spiire Consultants.

23.5 **Consent Issues/Progress**

23.6 Applications are to be submitted to the NZ Transport Agency to secure 59% funding.

23.7 **Budget, Funding Sources and Expenditure to Date**

23.8 The current WDC 2014 -2015 budget for this activity is ~~\$350,000~~ \$300,000 with a FAR of 59%. The expenditure to date is ~~\$325~~ \$747.

23.9 **Procurement**

23.10 Procurement will be done in accordance with the WDC Procurement Policy.

23.11 **Construction Issues/Progress**

23.12 Kawhia Harbour Bridge 14 is a precast unit and design and construction is underway. The installation is expected to be completed by ~~January~~ March/April 2015.

<b>24 Traffic Services Renewals 222</b>
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24.1 **Introduction**

24.2 The 2014/2015 Drainage Renewals activity provides funding of works identified and approved during the year that does not fall under the cyclic Maintenance category.

24.3 **Design/Scope**

24.4 Works are being identified and prioritised for programming on an ongoing basis. Compliance with NZTA and Austroads standards is required. Waitomo District is working towards full compliance. Progress against this target is continually disrupted by vandalism, motor accidents and theft.

24.5 **Consent Issues/Progress**

24.6 Applications are to be submitted to the NZ Transport Agency to secure 59% funding.

24.7 **Budget, Funding Sources and Expenditure to Date**

24.8 The current WDC 2014 -2015 budget for this activity is \$115,600 with a FAR of 59%. The expenditure to date is ~~\$6,528~~ \$11,040.

24.9 **Procurement**

24.10 Procurement will be done in accordance with the WDC Procurement Policy.

24.11 **Construction Issues/Progress**

24.12 ~~Some~~ Traffic Signs replacement is underway and the District wide Line remark is to be partly funded from this budget and is expected to happen during March 2015.

<b>25 Unsealed Road Metalling 211</b>
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25.1 **Introduction**

25.2 The 2014/2015 Unsealed Road Metalling activity provides funding of works identified and approved during the year that does not fall under the cyclic Maintenance category. The unsealed road metalling work comprises all structural or overlay metal placed on unsealed roads.

25.3 **Design/Scope**

25.4 Works are being identified and prioritized for programming on an ongoing basis. The maintenance contract has an annual programme which addresses roads requiring structural metal overlays.

25.5 **Consent Issues/Progress**

25.6 Applications are to be submitted to the NZ Transport Agency to secure 59% funding.

25.7 **Budget, Funding Sources and Expenditure to Date**

- 25.8 The current WDC 2014 -2015 budget for this activity is ~~\$502,900~~ \$140,000 with a FAR of 59%. (However, the balance of this has to be transferred to fund Emergency Reinstatements.) The expenditure to date is \$139,303.
- 25.9 **Procurement**
- 25.10 This activity forms part of the current Road Maintenance Contract.
- 25.11 **Construction Issues/Progress**
- 25.12 About \$140,000 has been spent on structural metal during this financial year. The balance of this Budget is being re-allocated to provide funding for Emergency Works. This will have a negative impact on Unsealed Road metalling.

<b>26 Emergency Reinstatements Projects</b>
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- 26.1 **Introduction**
- 26.2 The 2014/2015 Emergency Reinstatements Projects activity comprises of works identified and prioritized to meet the criteria for Emergency Reinstatements Projects of the NZ Transport Agency, after which it is actioned as stand-alone projects.
- 26.3 **Design/Scope**
- 26.4 A list of works have been identified up to this point for this year and prioritized. It is explained in more detail in another Business Paper in this Agenda.
- 26.5 **Consent Issues/Progress**
- 26.6 Applications are being submitted to the NZ Transport Agency to secure Varying % funding.
- 26.7 **Budget, Funding Sources and Expenditure to Date**
- 26.8 The current WDC 2014 -2015 budget for this activity is ~~\$240,000~~ \$1,252,900 with a FAR of varying %. Additional funding is being diverted from Minor Improvements, from Pavement Rehabilitation and from Unsealed Road Metalling to fund the Emergency Works Projects which are Operure Rd Culvert 1.4, Tawa St Slip, ~~Gribbon Rd Slip~~, Mangarino Rd Slip and Point Rd Erosion. The expenditure to date is ~~\$371,998~~ \$460,024.
- 26.9 **Procurement**
- 26.10 Procurement will be done in accordance with the WDC Procurement Policy.
- 26.11 **Construction Issues/Progress**
- 26.12 Point Road ~~Rock Embankment repair work~~ ~~Seawall~~ is now completed, except for the proposed chip sealing of the road surface.
- 26.13 Tawa Heights retaining wall – ~~The winning tender has just been awarded, with construction expected during November/December 2014.~~ ~~Inframax is busy with this project and is expected to complete the work by end of February 2015 and funded under Emergency Works.~~

- 26.14 Oparure Rd Culvert at RP1.4 – ~~This culvert formed a tomo that collapsed half the road width. Investigations under difficult conditions indicated that the existing culvert has to be replaced by a new HDPE culvert and the cost indication is about \$100,000. This project was reported separately to the Tender Committee. The expected completion date is December 2014.~~ **This project was completed successfully during December 2014 and funded under Emergency Works.**
- 26.15 Mangarino Road retaining wall – ~~This was re-designed to explore the retreat option. However, the result indicated that the Retaining Wall option is preferable due to the high financial risk posed by unknowns of rock formations into the cutting. A revised retaining wall option is agreed with Opus, who will confirm with the original Tenderers to determine if re-tendering is required.~~ **This project was awarded to Inframax and is starting shortly after a short delay to await final Environmental Consent which was recently obtained.** Expected completion is March 2015.

## **27 Update on ONRC**

- 27.1 The One Network Road Classification (ONRC) for WDC was done and submitted to NZ Transport Agency.
- 27.2 The Road Transportation Unit (RTU), set up by the Transport Agency and Local Government NZ to assist local authorities with the implementation of ONRC, is gaining traction with the retention of experienced principals to share best practice activity management planning.
- 27.3 The process of applying performance measures to our network, meanwhile, is underway. WDC will need to consider the ONRC CLoS and performance measures in relationship to the network, and assess current performance in relation to the REG provisional targets.
- 27.4 REG is developing a set of guidance documentation to assist RCAs with the implementation of the ONRC performance measures. REG is currently piloting the measures on selected networks to identify the key issues and frequently asked questions. It is expected that a full set of guidance will be released in December 2014. It will further assist RCAs to ensure they are well aware of the transition requirements of fully embedding the ONRC into decision making for the 2018-21 NLTP.
- 27.5 Definition and clarification around the meaning of "Fit for Purpose" is still being worked on by NZTA. It is expected to be implemented over the period 2015 – 2018.

## **28 Update on RATA**

- 28.1 RATA (Road Asset Technical Accord) is the Centre of excellence for road asset planning in Waikato. It is the vehicle by which Waikato's councils co-operate over Roothing expenditure issues. Its work is carried out under the auspices of the Waikato Mayoral Forum, involving the region's mayors and regional chair.

29 ~~RATA has requested Councils to indicate for which of the proposed Multi-Party Funding Agreement for Data Collection contracts they want to participate. WDC is participating in the RATA Multi-Party Data Collection contract has evaluated the options and replied to RATA to say that WDC would participate with the RATA Data~~

~~Contract~~ for the core Services (Roughness Survey and RAMM Condition Rating Survey), as well as with the one additional Service of Footpath Condition Rating. ~~RATA has now assessed and awarded these contracts based on weighted attributes. They have decided to use two service providers—lowest and 2nd lowest because total regional network is too big for one provider to do all the work in a reasonably short time. Charges to Councils will be based on the average cost per lane kilometre across the region.~~

- 29.1 The RAPT report (report on road maintenance and renewal practices across the region) ~~was made~~ ~~should be~~ available by January 2015.
- 29.2 On 5 February 2015 the Manager Local Roads attended a RATA meeting for Asset Managers. Dawn Inglis introduced the purpose of this forum and Jarrod Bates presented an introduction to the basics of Asset Management, covering Asset Lifecycles, Condition Data, Forward Works Programming, and more. Don McLeod talked about Asset Management and how best to communicate these technicalities and key messages with our elected members. Dawn Inglis presented a NZTA Trends Wizard tool and Forwards Works Programme.

### **30 Update on FAR**

- 30.1 From 2015 on road rail crossings will only be subsidized at the L/A standard FAR.
- 30.2 RAG is working with REG to get clarity about actual maintenance procedures and how claims would be submitted by Kiwi Rail.

### **31 Update on LED**

- 31.1 NZTA see LED lighting as a major potential cost saver. Indications gleaned from industry information are that the expected savings are anything but a foregone conclusion. The whole argument is based on energy saving, but the expected higher cost of equipment is still not determined. There is no proof as yet that LED lights will last the claimed 25 to 30 years.
- 31.2 LED lights do not have the same light intensity as the existing equipment and when installed the electrical controls have shown to be vulnerable to power fluctuations and in Waitomo that is a an issue that often causes problems with both existing SCADA and Telemetry systems.
- 31.3 Most of the existing street light equipment in Waitomo is mounted on aging power poles and not located at an ideally set spacing. WDC will be better served to transfer lights onto light poles at the correct spacing as a first step and first see how the switch-over to LED lighting develops. This will have the added benefit of making use of the expected drop in the unit cost of LED lighting as market volumes increase when the other larger councils start buying them in large quantities.

### **32 Road Maintenance - Procurement**

- 32.1 The original term set for the current Road Maintenance Contract was on a 3 year basis with the option of 2 possible term extensions of 1 year each. For various reasons dealt with at an earlier time Council took the decision not to exercise the possible term extension options. As a consequence the incumbent Contractor was

advised and subsequently a negotiated arrangement was agreed whereby the term that the contract end in June 2015.

32.2 It is also noted that subsequent to that Council decision (March 2014) and the associated consequential Contract renegotiation that an amendment to the Local Government Act (Section 17A) came into effect on 8 August 2014. That amendment deals with service delivery review for significant procurements or service delivery arrangements.

32.3 The tasking and resourcing arrangement for the new procurement started November 2014. the first step in the work programme being a detailed review of the existing Contract document and the associated specification.

#### 32.4 **The Programme:**

##### **Roading Contract Retender Programme**

Task	Start	Finish	2015										
			Jan	Feb	Mar	Apr	May	May	Jun	Jul			
Complete 1st draft tender docs and technical specifications	2-Feb	13-Feb		■									
Review specifications and align with Schedule and Basis of Payment	16-Feb	27-Feb		■									
Peer review	2-Mar	13-Mar			■								
Finalise Tender document - Greg	16-Mar	20-Mar			■								
Advertise RFT - WDC - Tenderlink	23-Mar	24-Mar			■								
Tender period	23-Mar	23-Apr				■							
Evaluate tenders - 3 Independent Evaluators -WDC RBU Observers	28-Apr	8-May					■						
Contractor presentations to tender evaluation team	6-May	6-May					■						
Recommend and award contract- Tenders Sub Committee	11-May	15-May					■						
Complete audit of network condition and value O/S work	1-Apr	24-Apr				■							
Prepare initial roading programme	4-May	29-May					■	■					
Contractor establishment	1-Jun	26-Jun								■			
New Contract Start	1-Jul	30-Jun-18									■	→	

32.5 As part of the technical review it is recognised that WDC needs to take into account and include any new "One Network" requirements imposed by the NZ Transport Agency. Much of the detail of that is not yet fixed by the NZ Transport Agency.

#### 32.6 **Asset Management**

32.7 In summary the new contract includes the following:

- The One Network (ONRC) implemented by NZTA introduces and adds significant additional monitoring, recording and reporting requirements
- Review of the capacity and resourcing implications of any changes for the part of WDC.

32.8 There is a 3 year transition period to develop the systems to comply with any new NZTA One Network requirements, in practice however there is only the 2 years (July 2015 to June 2017) for all of it to be embedded in the 2018 -2021 GPS and LTP.

32.9 The two main streams of work are:

- **Gap Analysis**
  - Matching the existing WDC road network to the ONRC classification (with regard to Customer and Technical levels of service) and identifying and scoping any variances.
- **Asset Management Systems Development**
  - Developing the monitoring framework and associated procedures to collect data on network performance and the reporting system to comply with NZTA Performance Measure reporting requirements.

32.10 **Contract Scope**

- **Includes:**
  - Network Maintenance (sealed and unsealed)
  - Drainage
  - Vegetation Control
  - Traffic Services
  - Routine Structures Maintenance
  - Pre-Reseal Repairs
  - Annual Reseals Programme (new)
  - Emergency Works - immediate response and reinstatement
  - Inspections, Reports and Program through RAMM
- **Excludes:**
  - Structural Renewals (bridges etc.) and rehabilitation of failing road pavement – these are separate specialist contracts

32.11 **Indicative possible Changes in the new Procurement Scope**

- Pre reseal repairs and reseals to become part of contract
- Dedicated work streams
  - A strong focus of a Proactive Maintenance approach – eg local road network divided in 24 areas of near equivalent length of road – each with a twice a year programme cycle.
  - Reactive Maintenance – sealed and unsealed - eg on a year round – basis.
  - Pre-Reseal Repairs Spring/Summer - Metalling – pre autumn/winter surface metalling and shaping.
- *"Payment directly aligned with service delivered in accordance with specification"*
- Effectively this will mean Lump Sum payment for an area will only be made If ALL of the required and programmed maintenance work programme for an area is fully completed to specification.
- Penalty

- Repeated non compliant service delivery – required work will be undertaken by WDC (outside contractor) to remedy AND costs deducted from future payments.

### 32.12 **Proactive Maintenance Work Stream**

- “Lump Sum” component of the contract which will include at least the following;
  - Potholes on Sealed and Unsealed Roads;
  - Litter and Litter bins;
  - Detritus and Street Cleaning;
  - Lined and Unlined Surface Water Channels/Water tables;
  - Catchpits/cesspits;
  - Footpaths edge maintain vegetation;
  - Barrier maintenance incl. guard rails and sight rails;
  - Kerb and Channel cleaning;
  - Small Slips (<2m<sup>2</sup>);
  - Drainage Systems, Culverts and risers;
  - Signs;
  - Edge Marker Posts;
  - Bridge cleaning/light maintenance;
  - Graffiti removal.
- Maintenance grade of metal roads in each of 24 areas as part of Proactive work stream will be agreed for each area, as specific action will depend on time of year and road condition
- Corridor vegetation window mowed 3 times per year as a specific action
- This procurement approach is expected to provide several benefits to both the WDC and the prospective Contractor -
  - WDC expects that the larger contract will incentivise contractors to allocate senior experienced management
  - Allow a more proactive maintenance approach. At present work that need doing is identified by both WDC, road contractor and through Service Requests. This is then prioritised and programmed. By the nature of the process this becomes largely reactive maintenance, which is spread across the whole 1,000km network. In turn it takes a lot of staff time to check that this work has been completed and to specification.
  - This procurement approach is expected to reduce WDC time required to check claims for work spread over the whole 1,000km network and make it available to do the more quality control and network monitoring with associated data gathering required to comply with the reporting to NZTA on the 167 Performance Measures that flowed from the ONRC work
  - This procurement approach is expected to provide steady year round work for the Contractor by establishing three specific work streams which go on all year, providing the opportunity for the Contractor to maintain a stable resource capacity in both equipment and skills that match the needs of each work stream

32.13 **Term**

- 3 + 1 + 1 years
- Start 1 July 2015 (dependent on the NZTA and the determination of the finanl form of the ONRC implications).
- Extension periods conditional on the Contractor meeting precisbed minimum acceptable performance levels over time.

32.14 **Method of Evaluation**

- Price – Quality Method of Evaluation
- Tender bid evaluation will be facilitated independently
- The Evaluators’ report and recommendation will be assessed by the Senior Management Team Subcommittee “Tenders Group”.

32.15 **Weighting**

- 50% Price
- 50% Non-price.

32.16 **Non-Price Attributes to Include:**

- **Relevant Experience (4%)**
  - Recent and similar work type, knowledge of local operating conditions
- **Track Record (4%)**
  - Including references
- **Technical Skills (12%)**
  - Names of key personnel for each work stream, skill sets and time commitment to contract
  - Ditto for key subcontractors (reseals etc.)
- **Resources (5%)**
  - Including pocket RAMM (min. one licence for WDC) contractor to pay for and provide all software, hardware, setup and any training etc in their tender rates.
  - Dedicated plant and equipment
  - Key sub-contractors (e.g. reseals)
  - Back-up
- **Management Skills (10%)**
  - Management Structure
  - Health and Safety
  - Programming
  - Training
  - Reporting
  - Cost management
  - Communications
  - Customer services

- **Methodology (15%)**
  - Separate methodology required for each work stream

32.17 The two Tenderers who score highest on Non-Price attributes will be required to do a presentation providing more details before a final recommendation is made.

### **Suggested Resolution**

The February 2015 Progress Report: Monitoring Against 2012-2022 Long Term Plan – Land Transport be received.



JOHAN ROSSOUW  
**MANAGER – LOCAL ROADS**

February 2015

Document No: 356320

File No: 100/018B

**Report To: Council****Meeting Date:** 24 February 2015**Subject:** **Financial Report for the period ended 31 December 2014****Purpose of Report**

- 1.1 The purpose of this business paper is to present the Financial Report for the period ended 31 December 2014.

**Local Government Act S.11A Considerations**

- 2.1 There are no considerations relating to Section 11A of the Local Government Act in regards to this business paper.
- 2.2 This business paper is intended to enable oversight and accountability of Council's financial performance in delivering core services to the Waitomo District and community.

**Background**

- 3.1 The period covered by this report is 1 July 2014 to 31 December 2014.
- 3.2 The order of the report is as follows:
- **Summary Income Statement** with comments detailing significant variances to Exceptions Annual Plan 2014/15 on Council's operating performance for the year to 31 December 2014.
  - **Summary Balance Sheet** with comments detailing significant balance sheet movements from 1 July to 31 December 2014.
  - **Capital Expenditure** summary with commentary on material variances of expenditure for the year compared with the Exceptions Annual Plan 2014/15.
  - **Treasury Management** which reports on the Public Debt position, cash reserves and significant treasury transactions.
  - **Cost of Service** Statement Summary and Cost of Service Statements for Council's ten significant activities are presented in **Appendix 1**.
  - **Balance Sheet** as at 31 December 2014 is presented in **Appendix 2**.
  - **Treasury Report** from Bancorp Treasury Services Ltd, Council's treasury management advisors is presented in **Appendix 3**.
  - Quarterly **Non-financial Performance** report for the period ending 31 December 2014 is presented as **Appendix 4**.
- 3.3 All figures in the tables, except percentages, are expressed in thousands of dollars ('\$000s).

## Financial Report to 31 December 2014

### 4.1 INCOME STATEMENT HIGHLIGHTS

4.2 Set out below is the summary of financial information for the six months to 31 December 2014. Detailed Cost of Service Statements are attached as **Appendix 1**.

<b>FINANCIAL HIGHLIGHTS</b> (Amounts in \$1000's)	<b>Actual</b> <b>2013/14</b>	<b>EAP</b> <b>Budget</b> <b>2014/15</b>	<b>YTD</b> <b>Budget</b> <b>Dec 2014</b>	<b>YTD</b> <b>Actual</b> <b>Dec</b> <b>2014</b>	<b>Variance</b> <b>Dec</b> <b>2014</b>	<b>%</b> <b>Variance</b>
<b>Total Expenditure</b>						
- Direct Operating	12,430	12,007	6,096	6,442	346	
- Indirect Operating	11,982	14,021	7,006	6,034	(972)	
<b>Total Expenditure</b>	<b>24,412</b>	<b>26,028</b>	<b>13,102</b>	<b>12,476</b>	<b>(626)</b>	<b>-5%</b>
<b>Total Revenue</b>						
- Operating Revenue	(11,100)	(10,850)	(4,385)	(4,804)	(419)	
- Rates Revenue	(17,297)	(17,749)	(9,019)	(9,113)	(94)	
<b>Total Revenue</b>	<b>(28,397)</b>	<b>(28,599)</b>	<b>(13,404)</b>	<b>(13,917)</b>	<b>(513)</b>	<b>4%</b>
<b>Net Operating Cost/(Surplus)</b>	<b>(3,985)</b>	<b>(2,571)</b>	<b>(302)</b>	<b>(1,441)</b>	<b>(1,139)</b>	<b>377%</b>
<b>Other Comprehensive Income</b>						
- Revaluation of Property, plant and equipment	(2,112)	0	0	0	0	
- Revaluation of Available for Sale Assets	(2,600)	0	0	0	0	
- Gains/Losses from Cash Flow Hedges	(383)	0	0	0	0	
<b>Total Other Comprehensive Income</b>	<b>(5,095)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Comprehensive Income for the Year</b>	<b>(9,080)</b>	<b>(2,571)</b>	<b>(302)</b>	<b>(1,441)</b>	<b>(1,139)</b>	<b>377%</b>

4.3 **Net Operating Cost/ (Surplus):** The net operating surplus was \$1,139,000 more than budget for the 2014/15 financial year.

4.4 **Operating Expenditure** was 5% (\$626,000) less than budget forecast for the period ended 31 December 2014.

- Direct Operational expenditure was \$346,000 more than budget. The main contributors to this variance in order of magnitude are:
  - **Water Supply:** \$262,000 more than budget for the period. Operational and maintenance costs for the water treatment plant and reticulation system were more than budget for Te Kuiti, Piopio and Mokau.
  - **Sewerage:** \$164,000 more than budget. Additional costs were required for materials and routine maintenance in the Te Kuiti network during the period. This included increased pipeline maintenance for Williams, Edwards and Hill Streets. In addition to this expenditure on chemicals was more than forecast.
  - **Roads and Footpaths** \$110,000 more than budget due to additional costs incurred for emergency reinstatement first response expenditure.

This was offset by reduced expenditure in:

- **Community Services:** \$123,000 less than budget. This was due mainly to repairs and maintenance budgets remaining unspent during the period. These costs are only incurred on an as needed basis.
- Indirect expenditure is \$972,000 less than budget and is made up of the following three components:
  - **Allocated Costs:** \$238,000 less than forecast. The main driver for the variance is timing of actual expenditure against budget for organisational resourcing requirements, vehicles costs and information services costs.
  - **External Interest:** \$353,000 less than forecast. There are two reasons for this; firstly interest rates paid were less than budgeted interest rate assumptions and secondly, public debt level was less than the forecast in the Exceptions Annual Plan 2014/15.
  - **Depreciation:** \$381,000 less than forecast for the six months due to the timing of capital expenditure additions and delays in the completion of the capital works including Te Kuiti Water Treatment Plant upgrade. The budget was prepared on the basis that this project would be completed in the 2013/14 year and would be depreciating in the 2014/15 year. In addition to that, depreciation for roading assets is projected to be \$2,956,000 for the year for existing assets, which is \$210,000 less than forecast in the EAP 2014/15. It is expected however that some of the variance will decrease once depreciation on current year asset additions is taken into account.

4.5 **Total Revenue** was \$513,000 more than forecast for the period ended 31 December 2014.

- Operating Revenue was \$419,000 more than forecast. The main contributors to this variance in order of significance are:
  - **Community Services:** \$393,000 more than forecast due to receipt of the grant revenue of \$276,000 from the Lotteries Grant Board for the restoration of the Railway Buildings. A further Trust Waikato donation of \$38,000 was also received for this project. Contributions to capital works were also received from the Cottage for their share of carpark renewal and from the Piopio Hall committee for their contribution to works carried out at Piopio Hall.
  - **Sewerage:** \$297,000 more than forecast. This is due to trade waste revenue being more than forecast for the period.
  - **Community Development:** \$67,000 more than budget. Youth Engagement revenue was more than budget due to the grant revenue of \$36,000 received from ACC for the Reducing Risk Project and \$20,000 of grant revenue from Ministry of Social Services for Youth Projects.

This was offset by reduced revenue received for:

- **Roads and Footpaths:** \$208,000 less than forecast due to pavement rehabilitation work that had not commenced due to delays in the environmental consent required for this work. It is anticipated that this work will be carried out in March 2015.

- **Solid Waste** \$111,000 less than forecast. This was due to reduced levels of waste being deposited at the landfill which has resulted in less revenue being received.

## **BALANCE SHEET HIGHLIGHTS**

5.1 Balance Sheet highlights presented below show the movement in Council's financial position from 30 June 2014 to 31 December 2014. The complete Balance Sheet is attached as **Appendix 2**.

<b>BALANCE SHEET HIGHLIGHTS (Amounts in \$1000's)</b>	<b>Actual Position 30 June 2014</b>	<b>Actual Position 31 Dec 2014</b>	<b>Movement from 30 June 2014</b>
<b>Assets</b>			
- Cash and cash equivalents	955	2,974	2,019
- Debtors and Other Receivables	5,258	4,521	(737)
- Other current assets	103	103	0
- Other financial assets	3,389	3,389	0
- Non-current assets	320,005	319,834	(171)
- Derivative financial instruments	409	409	0
<b>TOTAL ASSETS</b>	<b>330,119</b>	<b>331,230</b>	<b>1,111</b>
<b>Liabilities</b>			
- Other Liabilities	5,472	3,948	(1,524)
- Total Borrowings	44,865	46,059	1,194
- Derivative financial instruments	171	171	0
<b>Total Liabilities</b>	<b>50,508</b>	<b>50,178</b>	<b>(330)</b>
<b>Public Equity</b>			
- Public Equity	279,611	281,052	1,441
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>330,119</b>	<b>331,230</b>	<b>1,111</b>

5.3 **Total Assets** have increased from \$330,119,000 to \$331,230,000.

- Cash and cash equivalents have increased by \$2,019,000 mainly due to an increase in cash on hand at 31 December 2014. The increase in cash is represented by a term deposit of \$1,300,000 and call deposit of \$1,400,000.
- Debtors and Other Receivables decreased from \$5,258,000 to \$4,521,000. This is mainly due to the increase in rates receivable owing 31 December 2014 as a result of the second instalment of rates being struck during the period. This instalment is due to be paid on 28 November 2014. The increase in rates receivable was partially offset by a decrease in general debtors relating to NZTA subsidy receivable and a GST refund receivable that were included in the 30 June 2014 balance.
- Non-current assets have decreased by \$171,000. The decrease is due to asset additions of \$2,515,000, less depreciation of \$2,686,000.

5.4 **Total Liabilities** have decreased from \$50,508,000 to \$50,178,000.

- Other Liabilities have decreased by \$1,524,000 due to a general reduction in payables and retention monies held at 31 December 2014.

- The Total Borrowings component increased by \$1,194,000. This increase was due to the issue of \$5,000,000 floating rate note and part of the proceeds were used to pay part of the Westpac Term Advance of \$3,697,000 and the balance of \$1,300,000 placed on term deposit. In addition to that accrued interest increased by \$38,000, however finance leases are in the process of being accounted for but for this report show a decrease of \$97,000. The Call Advance facility that was drawn by \$50,000 at balance date was repaid during the period.

5.5 **Public Equity** increased from \$279,611,000 by \$1,441,000 due mainly to increase in total assets as detailed above.

## 6.1 **CAPITAL EXPENDITURE**

6.2 Set out below is the Capital Expenditure Budget for the year compared to actual expenditure for the three months ended 31 December 2014.

<b>CAPITAL EXPENDITURE SUMMARY</b> <b>(Amounts in \$1000's)</b>	<b>EAP Budget</b> <b>2014/15</b>	<b>Actual</b> <b>YTD Dec 2014</b>	<b>Variance</b> <b>2014/15</b>
<b>Community Service</b>			
- Parks and Reserves	107	120	13
- Housing and Other Property	874	635	(239)
- Recreation and Culture	304	17	(287)
- Public Amenities	79	147	68
<b>Community Development</b>			
- Youth Engagement	0	0	0
<b>Regulation</b>			
- Animal Control	0	5	5
<b>Solid Waste Management</b>			
- Landfill Management	901	71	(830)
<b>Stormwater</b>			
- Te Kuiti Stormwater	349	142	(207)
- Rural Stormwater	5	0	(5)
<b>Sewerage</b>			
- Te Kuiti Sewerage	515	137	(378)
- Te Waitere Sewerage	5	2	(3)
- Benneydale Sewerage	65	3	(62)
- Piopio Sewerage	0	7	7
<b>Water Supply</b>			
- Te Kuiti Water	1,540	190	(1,350)
- Mokau Water	80	116	36
- Piopio Water	65	6	(59)
- Benneydale Water	3	0	(3)
<b>Roads and Footpaths</b>			
- Subsidised Roads	4,923	766	(4,157)
- Non subsidised Roads	340	32	(308)
<b>Corporate Support</b>			
- Corporate Support	683	119	(564)
- Internal Services Unit	0	0	0
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>10,838</b>	<b>2,515</b>	<b>(8,323)</b>

6.3 **Capital Expenditure** was \$2,515,000 for the period to 31 December 2014, of which \$919,000 (36%) related to Community Service, \$798,000 (32%) related to Roads, and \$312,000 (12%) related to Water Supply.

6.4 There has been expenditure of \$941,000 since the October 2014 financial report was presented to Council.

## 6.5 Community Services

- Parks and Reserves - renewal of the playground equipment at Redwood Park and Centennial Park playgrounds in Te Kuiti. Unutilised budgets brought forward from previous financial years were used. There was no specific budget allocated for this in 2014/15.
- Housing and Other Property - restoration of the Railway buildings. This work is progressing well. As work has progressed, Council changed the scope and timing of this project. Some costs will now be incurred in the 2014/15 year rather than in future years.
- The preparation of contract documentation was authorised for the refurbishment of the upper level of the building located at 28 Taupiri Street for the relocation of the Community House and these costs have been incurred. Grant funding of \$300,805 has been confirmed from the NZ Lotteries Board to fund part of this project.
- Public Amenities - renewal of car parking around the Cottage and Culture Centre was completed during the period.

## 6.6 Regulation

- Renewal of the access-way to the Dog Pound facility to make safe.

## 6.7 Stormwater

- In addition to general renewal works and piping of open water drains, renewal projects were undertaken as a priority in Duke and George Streets and Hospital Road. Work commenced on these projects in the previous financial year and was completed in September 2014.

## 6.8 Sewerage

- Minor treatment plant renewal work was undertaken in Te Kuiti, Benneydale and Piopio were undertaken during the period.
- A new chemical tank was required to better achieve Health and Safety standards.

## 6.9 Water Supply

- Some minor renewal works have been carried for Te Kuiti Water Supply.
- Further capital works have been carried out for the raw water storage dam in Mokau during the period.

## 6.10 Roads and Footpaths

- Capital expenditure on renewals and maintenance worth \$204,000 has been undertaken since the October 2014 financial report was presented to Council.
- The main items of expenditure to date includes emergency reinstatement (\$315,000) at Point Road, Mokau erosion site, unsealed road metalling (\$139,000) and drainage renewal works (\$156,000).
- Pavement rehabilitation work has been delayed due to delays in obtaining environmental consent required for this work. It is anticipated that this work will be carried out in March 2015.

## 7.1 **TREASURY REPORT**

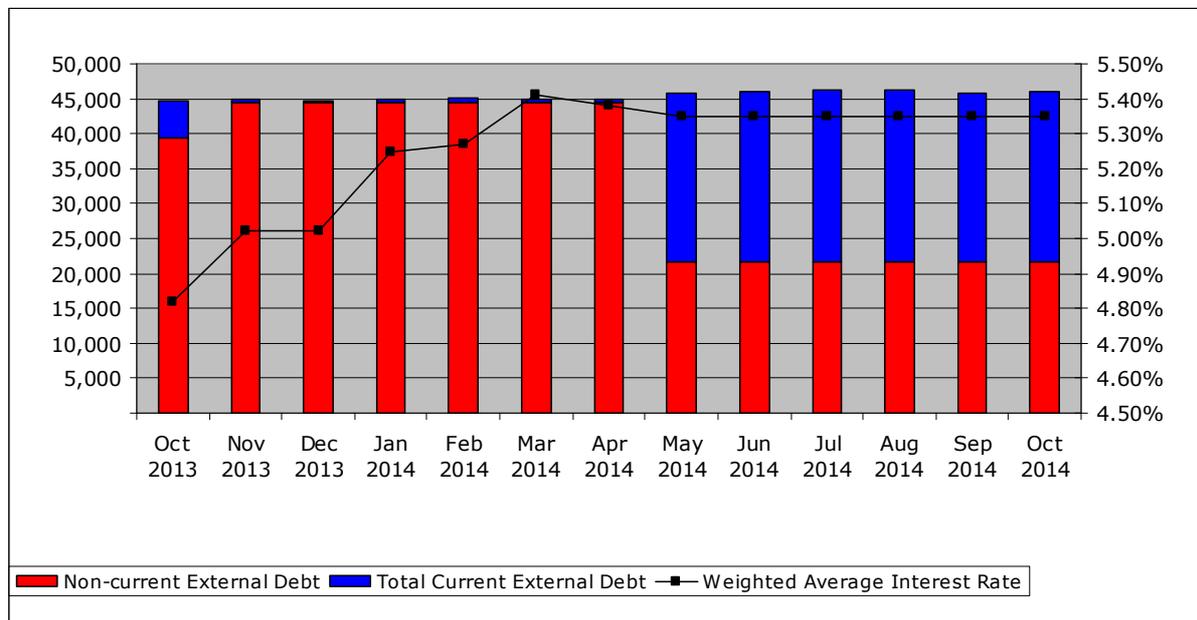
7.2 Set out below is the Treasury Report which provides more information on Council's public debt position and debt financing costs.

### 7.3 **Cash Position**

7.3.1 Council's cash position at 31 December 2014 was \$2,974,000 in funds, including cash on call deposit of \$1,400,000 and a term deposit of \$1,300,000. At the 30 June 2014 balance date the cash balance was \$955,000.

### 7.4 **Summary of Public Debt Position**

7.4.1 Set out below is a chart recording trends in Council's current and non-current debt for the year to December 2014. The trend line overlaid is the effective weighted average interest rate currently being paid on all loans.



7.4.2 At 31 December 2014 the effective weighted average interest rate for all loans excluding Finance Leases and Accrued Interest was 5.35% (excluding Loan Facility Line Fees). At 30 June 2014 it was 5.38%.

### 7.5 **Public Debt Position Comparison to Budgets**

7.5.1 Forecasted public debt at 30 June 2015 as per the Exceptions Annual Plan 2014/15 is expected to be \$53,995,000 and \$52,120,000 as per the Long Term Plan 2012-22. Public debt was \$46,059,000 at 31 December 2014.

7.5.2 Actual public debt at 30 June 2014 was \$44,865,000, \$4,878,000 less than EAP 2013/14 forecast. The reduced debt level at balance date is primarily due to capital expenditure not occurring as forecast.

### 7.6 **Wholesale Advance Facilities (Term Advance and Call Advance Facilities)**

7.6.1 The Term Advance and Call Advance Facilities is a Westpac credit facility (to the value of \$25,000,000) for refinancing maturing Westpac Term Loans and providing working capital requirements over the year. A total of \$19,000,000 was

drawn against this facility at balance date, leaving available lines of credit of \$6,000,000. This puts us in a good position to meet our projected core debt requirement. The Treasury Management Policy requires that committed lines of credit must be not less than 105% of projected core debt.

7.6.2 A Line of Credit fee of 0.30% (\$75,000 p.a.) of the facility balance applies to this credit facility.

7.6.3 As a general policy this facility will continue to be used to finance capital expenditure prior to a loan draw down or to meet Council's working capital requirements between each of the quarterly rates instalments.

## 7.7 Details of Loan Portfolio

7.7.1 The following table records the public debt position and the key terms and conditions for each loan as at 31 December 2014. The classification of current and non-current loans is based on current loans being those that are due for refinancing or repayment within 12 months of the balance sheet date.

	Loan Start Date	Loan Maturity Date	Effective Interest Reprice Date	Loan Balance	Effective Interest Rate
<b>Current Loans</b>					
Finance Leases				0	0.00%
Accrued Interest				321,628	0.00%
Call Advance		1/07/2015		0	4.90%
Floating Rate Notes (Hedged)	31/08/2010	31/08/2015	31/08/2015	5,000,000	6.66%
Floating Rate Notes (Unhedged)	9/11/2012	9/11/2015	9/02/2015	5,000,000	4.77%
Westpac Term Loan (ICL)	24/11/2011	20/11/2015	16/02/2015	750,000	8.40%
<b>Total Current Loans</b>				<b>11,071,628</b>	
<b>Non-current Loans</b>					
Finance Leases				-12,829	0.00%
Floating Rate Notes (Hedged)	18/04/2012	18/04/2017	20/04/2020	5,000,000	5.82%
Floating Rate Notes (\$5M Hedged \$1M Floating, ICL)	30/08/2013	30/08/2016	27/02/2015	6,000,000	4.66%
Floating Rate Notes (Unhedged)	6/08/2014	6/08/2017	9/02/2015	5,000,000	4.18%
Term Advance (Hedged)		1/07/2017	16/02/2015	6,000,000	6.05%
Term Advance (Hedged)		1/07/2017	20/01/2015	3,000,000	5.47%
Term Advance (Hedged)		1/07/2017	10/03/2015	5,000,000	5.03%
Term Advance (Hedged)	21/01/2014	1/07/2017	20/01/2015	5,000,000	5.10%
<b>Total Non-current Loans</b>				<b>34,987,171</b>	
<b>Total Public Debt</b>				<b>46,058,798</b>	<b>5.35%</b>
<b>Cash &amp; Liquid Investments</b>					
Call Deposit		11/11/2014		1,300,000	4.54%
Cash				1,673,509	
<b>Total Cash &amp; Liquid Investments</b>				<b>2,973,509</b>	

- 7.7.2 Total public debt was \$46,059,000 and cash assets were \$2,974,000 at 31 December 2014 giving a net debt position of \$43,085,000.
- 7.7.3 On 24 November 2011 an unsecured term loan of \$750,000 was drawn and advanced to Inframax Construction Limited. The term of the loan was for two years and interest resets quarterly. Interest paid monthly by the company to Council for the provision of this funding includes a small margin to cover administrative costs. The maturity of both the loan and the advance has been extended to November 2015.
- 7.7.4 Finance leases were renewed in the period; the final journal entries will be completed during the next reporting month.

## 7.8 Treasury Events since 31 December 2014

- 7.8.1 This treasury report portrays the debt position of Council at the 31 December 2014. Since that there has been no significant treasury management transactions undertaken to the date of this report.

## 7.9 Interest Costs

- 7.9.1 The total actual interest paid to lenders to 31 December 2014 was \$1,238,000 against the forecast budget of \$1,551,000; \$313,000 (or 20%) less. Interest paid as a portion of total revenue is 8.9%; Council's Treasury Policy requires this amount does not exceed 40%.

## 7.10 Financial Derivatives and Hedge Accounting

- 7.10.1 Included in the balance sheet are valuation amounts for Derivative Financial Instruments (interest rate swaps). The valuation amount is componentised into assets, liabilities, current and non-current held at balance date. At 30 June 2014 the value of swaps was a total net asset of \$217,000 at 31 December 2014 there was a net liability of \$487,000. The decrease in value is due to interest rates decreasing recently. This change in fair value has not been recorded in the balance sheet, due to hedge accounting still applying and componentization not being undertaken.

## 8.0 DEBTORS AND OTHER RECEIVABLES

- 8.1 Set out below is summary of Debtors and Other Receivables (i.e. unpaid rates and other debtor amounts owing) as at 31 December 2014 with comparatives from last year. Rates receivables exclude rates paid in advance which give a more accurate picture of the receivables owing.

<b>Debtors &amp; Other Receivables (Amounts in \$1000's)</b>	<b>As at 31.12.13</b>	<b>As at 31.12.14</b>	<b>Variance \$</b>	<b>Variance %</b>
Rates Receivable	2,700	2,847	147	5%
Rates Penalties	1,268	1,493	225	18%
<b>Rates and Penalties Receivable</b>	<b>3,968</b>	<b>4,341</b>	<b>373</b>	<b>9%</b>
NZ Transport Agency	1,027	339	(688)	-67%
Ministry of Health Subsidy	155	750	595	384%
Extraordinary Water Charges	168	120	(48)	-29%

Other Trade Receivables	532	608	76	14%
<b>Other Receivables</b>	<b>1,882</b>	<b>1,816</b>	<b>(66)</b>	<b>-4%</b>
<b>Gross Receivables</b>	<b>5,850</b>	<b>6,157</b>	<b>307</b>	<b>5%</b>
Less Provision for Doubtful Debts	(1,373)	(1,636)	(263)	19%
<b>Total Debtors &amp; Other Receivables</b>	<b>4,477</b>	<b>4,521</b>	<b>44</b>	<b>1%</b>

### 8.3 Rates and Penalties Receivable

#### 8.4 Current year rates

8.5 At 31 December 2014, the first two rates instalment had been issued and were due and payable by August and November respectively. The collection percentage on this instalment was 94% (2013: 94%).

#### 8.6 Overall Rates Receivables

8.7 There was \$4,341,500 of rates outstanding at 31 December 2014 (2013: \$3,967,900). This amount excludes rates paid in advance on future instalments.

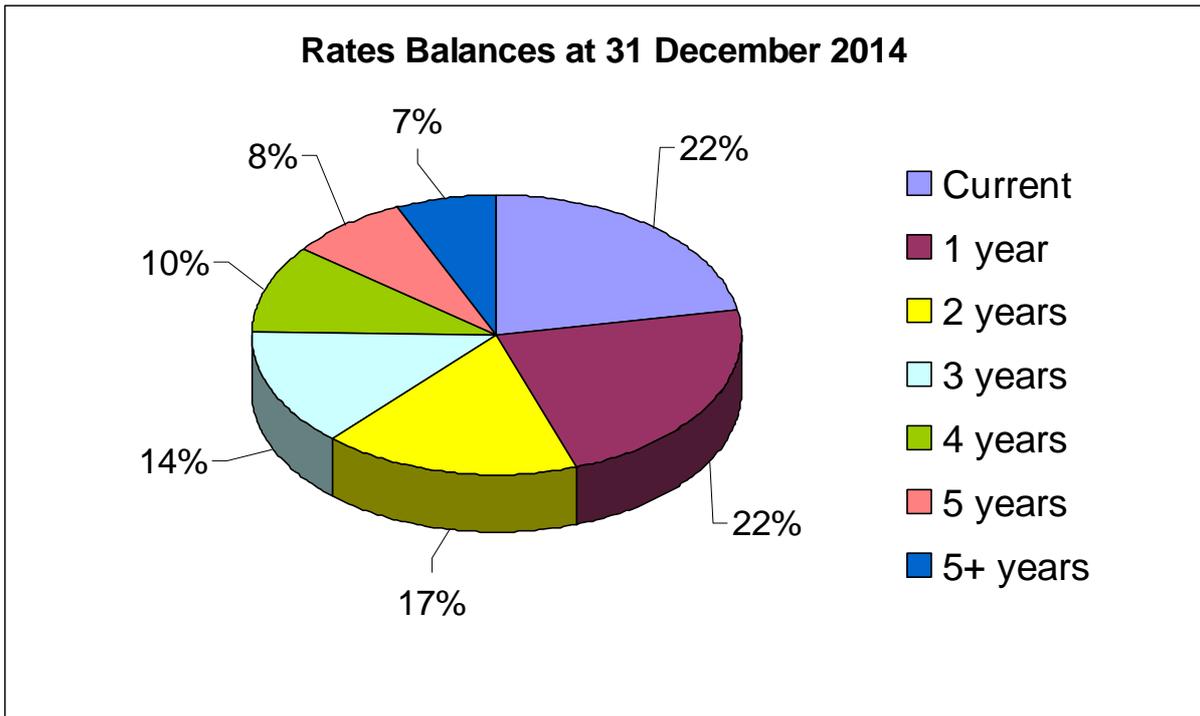
8.8 Rates and penalties receivable have increased by \$374,000 from 31 December 2013. Of this increase \$167,000 related to rates arrears and \$207,000 related to total penalties owing.

8.9 Included in the above are rates and rate penalties receivables outstanding on Maori freehold land which may be eligible for rates remission. A total of \$140,000 in rates and penalty remissions were granted against a full year budget of \$245,000.

8.10 The majority of the rates remissions outstanding relate to Maori freehold land. These applications are processed on behalf of the owners by Council staff and it is anticipated that the remaining rate remissions will be completed by May 2015.

8.11 The rates arrears and penalties, including those owing on Maori freehold land, are substantially recognised in the Provision for Doubtful Debts figure.

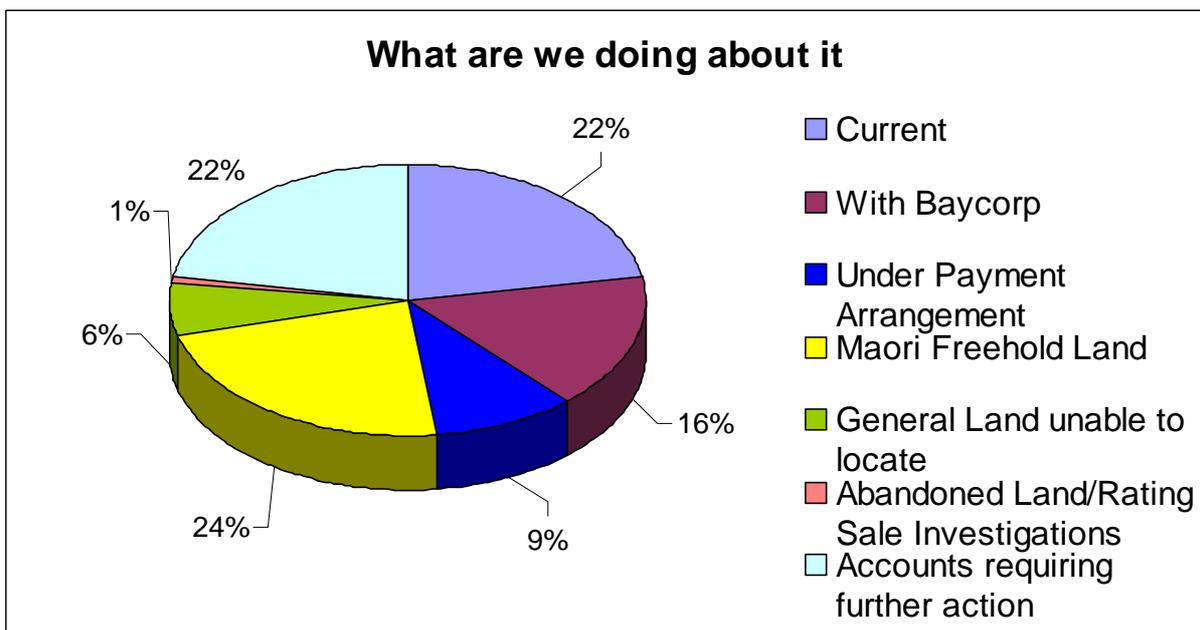
8.12 Of the outstanding balance of \$4,341,500, \$959,328 (22%) relates to current year, \$986,821 (22%) relates to 2013/14 year rates and the remainder spread across 2-8 years in a diminishing fashion. The following graph illustrates the makeup of the rates receivable balance:



8.13 Included in the balance in the 5+ years category are arrears and penalties relating to the 2005/06, 2006/07, 2007/08 years. These balances have been retained in the rates ledger due to legal action having commenced on these properties via our external debt collection agency. The remainder of the balance relates to 2008/09 years receivables which will be written off as statute barred rates if no legal action has commenced on these properties before 30 June 2015.

8.14 The outstanding balance of rates is being actively managed through a variety of collection methods including lump sum payment arrangements, approved payment arrangements and through an external debt collection agency. In the six months ended 31 December 2014 Council has collected \$441,746 (12%) of the \$3,382,171 that was outstanding at 30 June 2014.

8.15 The action being taken on outstanding balances is shown in the following graph:



- 8.16 Of the total arrears as at 31 December 2014, \$3,382,171 are non current, \$709,648 have been placed with an external debt agency, \$411,639 are under some form of repayment arrangement and \$994,700 relates to Maori freehold land (including some properties that will be eligible for rates remission a discussed in 8.9).
- 8.17 180 properties totalling \$967,561 (22%) of outstanding arrears have been identified as accounts that require immediate focus for internal debt collection. Currently we are working on identifying the properties within this category that have mortgage holders. For the properties identified, the recovery of rates arrears will be pursued with the bank or financial institution that holds the mortgage over the property.
- 8.18 There are numerous general land properties which are classified as unknown. A ratepayer is flagged as unknown when mail has been returned without a forwarding address and we have been unable to locate the ratepayer through standard enquiries. The value of these outstanding rates arrears on general land totalled \$263,698.

### **Suggested Resolution**

The business paper on the Financial Report for the six months ended 31 December 2014 be received.



VIBHUTI CHOPRA  
**GROUP MANAGER – CORPORATE SERVICES**

- Appendix 1 Cost of Service Statements
- Appendix 2 Balance Sheet as at 31 December 2014
- Appendix 3 Treasury Report
- Appendix 4 Non Financial Performance Report to 31 December 2014

## Appendix 1: Combined Cost of Service Statements

Summary Cost of Service (Amounts in \$1000's)	Actual 2013/14	EAP Budget 2014/15	YTD Budget Dec 2014	YTD Actual Dec 2014	Variance Dec 2014	% Variance
<b>Direct Operating Expenditure</b>						
- Leadership	659	977	241	250	9	
- Community Service	1,648	2,075	981	858	(123)	
- Community Development	689	646	385	357	(28)	
- Regulation	270	104	59	45	(14)	
- Solid Waste Management	961	1,162	528	528	0	
- Stormwater Drainage	83	120	79	72	(7)	
- Resource Management	29	86	43	16	(27)	
- Sewerage	1,184	948	497	661	164	
- Water Supply	1,315	804	436	698	262	
- Roads and Footpaths	5,592	5,085	2,847	2,957	110	
<b>Total Direct Operating Expenditure</b>	<b>12,430</b>	<b>12,007</b>	<b>6,096</b>	<b>6,442</b>	<b>346</b>	<b>6%</b>
<b>Indirect Expenditure</b>						
- Allocated Costs	4,439	5,031	2,508	2,270	(238)	
- Interest	2,437	3,248	1,626	1,273	(353)	
- Depreciation	5,106	5,742	2,872	2,491	(381)	
<b>Total Indirect Expenditure</b>	<b>11,982</b>	<b>14,021</b>	<b>7,006</b>	<b>6,034</b>	<b>(972)</b>	<b>-14%</b>
<b>TOTAL EXPENDITURE</b>	<b>24,412</b>	<b>26,028</b>	<b>13,102</b>	<b>12,476</b>	<b>(626)</b>	<b>-5%</b>
<b>Operating Revenue</b>						
- Leadership	(99)	(136)	(65)	(48)	17	
- Community Service	(393)	(804)	(188)	(581)	(393)	
- Community Development	(194)	(78)	(36)	(103)	(67)	
- Regulation	(389)	(363)	(267)	(273)	(6)	
- Stormwater Drainage	(3)	0	0	0	0	
- Resource Management	(50)	(80)	(40)	(44)	(4)	
- Solid Waste Management	(899)	(1,090)	(545)	(434)	111	
- Sewerage	(1,154)	(828)	(413)	(710)	(297)	
- Water Supply	(1,291)	(1,486)	(350)	(338)	12	
- Roads and Footpaths	(6,628)	(5,985)	(2,481)	(2,273)	208	
<b>Total Operating Revenue</b>	<b>(11,100)</b>	<b>(10,850)</b>	<b>(4,385)</b>	<b>(4,804)</b>	<b>(419)</b>	<b>10%</b>
<b>Rates Revenue</b>						
- General Rate	(2,145)	(3,372)	(1,686)	(1,691)	(5)	
- UAGC	(3,983)	(3,117)	(1,558)	(1,568)	(10)	
- Targeted Rate	(10,747)	(10,850)	(5,425)	(5,444)	(19)	
- Rates Penalties	(422)	(410)	(350)	(410)	(60)	
<b>Total Rates Revenue</b>	<b>(17,297)</b>	<b>(17,749)</b>	<b>(9,019)</b>	<b>(9,113)</b>	<b>(94)</b>	<b>1%</b>
<b>Net Operating Cost/(Surplus)</b>	<b>(3,985)</b>	<b>(2,571)</b>	<b>(302)</b>	<b>(1,441)</b>	<b>(1,139)</b>	<b>377%</b>

The reasons for variance have been set out in sections 4.4 and 4.5 in the main body of the report and further details are also contained in the COSS for each activity that follows.

## Governance: Leadership and Investments

<b>GOVERNANCE: LEADERSHIP AND INVESTMENTS</b>	<b>Actual</b>	<b>EAP Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>Variance</b>	<b>%</b>
<b>(Amounts in \$1000's)</b>	<b>2013/14</b>	<b>2014/15</b>	<b>Dec 2014</b>	<b>Dec 2014</b>	<b>Dec 2014</b>	<b>Variance</b>
<b>Direct Expenditure</b>						
- Representation	288	283	131	128	(3)	
- Strategic Planning & Policy Development	87	433	26	42	16	
- Monitoring & Reporting	174	141	0	0	0	
- Investments	110	120	84	80	(4)	
<b>Total Direct Expenditure</b>	<b>659</b>	<b>977</b>	<b>241</b>	<b>250</b>	<b>9</b>	<b>4%</b>
- Allocated Costs	1,297	1,317	650	727	77	
- Interest	483	568	284	246	(38)	
<b>Total Operating Expenditure</b>	<b>2,439</b>	<b>2,862</b>	<b>1,175</b>	<b>1,223</b>	<b>48</b>	<b>4%</b>
<b>Operating Revenue</b>						
- Representation	(14)	(59)	(25)	(5)	20	
- Investments	(85)	(77)	(40)	(43)	(3)	
<b>Total Operating Revenue</b>	<b>(99)</b>	<b>(136)</b>	<b>(65)</b>	<b>(48)</b>	<b>17</b>	<b>-26%</b>
<b>Net Operating Cost/(Surplus)</b>	<b>2,340</b>	<b>2,726</b>	<b>1,110</b>	<b>1,175</b>	<b>65</b>	<b>6%</b>

The budget for Representation excludes rates penalties revenue which is disclosed as part of rates revenue in the Combined Cost of Service Statement on the previous page.

**Net Operating Cost** for the Governance Activity was 6% (\$65,000) more than budget for the six months to 31 December 2014.

**Total Direct Expenditure** was 4% (\$9,000) more than budget for the period.

**Operating Revenue** was 26% (\$17,000) less than forecast for the period.

- External information services support provided to ICL is included in the budget however this service has not yet commenced.

## Community Service

<b>COMMUNITY SERVICE</b> <b>(Amounts in \$1000's)</b>	<b>Actual</b> <b>2013/14</b>	<b>EAP</b> <b>Budget</b> <b>2014/15</b>	<b>YTD</b> <b>Budget</b> <b>Dec 2014</b>	<b>YTD</b> <b>Actual</b> <b>Dec 2014</b>	<b>Variance</b> <b>Dec 2014</b>	<b>%</b> <b>Variance</b>
<b>Direct Expenditure</b>						
- Parks and Reserves	387	509	199	175	(24)	
- Housing and Other Property	286	430	233	201	(32)	
- Recreation and Culture	346	443	214	185	(29)	
- Public Amenities	516	545	260	242	(18)	
- Safety	113	148	75	55	(20)	
<b>Total Direct Expenditure</b>	<b>1,648</b>	<b>2,075</b>	<b>981</b>	<b>858</b>	<b>(123)</b>	<b>-13%</b>
- Allocated Costs	824	787	393	353	(40)	
- Interest	73	139	70	42	(28)	
- Depreciation	642	729	365	326	(39)	
<b>Total Operating Expenditure</b>	<b>3,187</b>	<b>3,730</b>	<b>1,809</b>	<b>1,579</b>	<b>(230)</b>	<b>-13%</b>
<b>Operating Revenue</b>						
- Parks and Reserves	(6)	(5)	(1)	(4)	(3)	
- Housing and Other Property	(212)	(636)	(107)	(465)	(358)	
- Recreation and Culture	(100)	(109)	(52)	(50)	2	
- Public Amenities	(40)	(54)	(28)	(62)	(34)	
- Safety	(35)	0	0	0	0	
<b>Total Operating Revenue</b>	<b>(393)</b>	<b>(804)</b>	<b>(188)</b>	<b>(581)</b>	<b>(393)</b>	<b>209%</b>
<b>Net Operating Cost/(Surplus)</b>	<b>2,794</b>	<b>2,926</b>	<b>1,621</b>	<b>998</b>	<b>(623)</b>	<b>-38%</b>

**Net Operating Cost** for the Community Service Activity was 38% (\$623,000) below budget for the period to 31 December 2014.

**Direct Expenditure** was 13% (\$123,000) less than budget for the period.

- Housing and Other Property expenditure was less than budget. Rates paid on Council properties were less than what was expected at the time the budgets were prepared.
- Repairs and maintenance expenditure were less than budget for Parks and Reserves, Housing and Other Property and Recreation and Culture. These costs are incurred on an as needed basis.

**Operating Revenue** was 209% (\$393,000) more than forecast for the period.

- Grant revenue of \$276,000 was received for the restoration of the railway building. This revenue is included as part of Housing and Other Properties. The grant revenue budget was included in the 2013/14 EAP. A Trust Waikato donation of \$38,000 was received in December for the railway building project.
- In addition to this a contribution of \$43,000 was also received from Piopio Hall committee towards the capital expenditure associated with the Piopio Hall.
- A contribution of \$40,000 was received from the Cottage for their share of the new car park adjacent to their premises on the Esplanade, Te Kuiti. This revenue is included as part of Public Amenities.

## Community Development

<b>COMMUNITY DEVELOPMENT</b> <b>(Amounts in \$1000's)</b>	<b>Actual</b> <b>2013/14</b>	<b>EAP</b> <b>Budget</b> <b>2014/15</b>	<b>YTD</b> <b>Budget</b> <b>Dec 2014</b>	<b>YTD</b> <b>Actual</b> <b>Dec 2014</b>	<b>Variance</b> <b>Dec 2014</b>	<b>%</b> <b>Variance</b>
<b>Direct Expenditure</b>						
- Community Support	436	454	318	283	(35)	
- Youth Engagement	115	5	3	20	17	
- Sister City	6	2	0	0	0	
- District Development	132	185	64	54	(10)	
- Agencies	0	1	0	0	0	
<b>Total Direct Expenditure</b>	<b>689</b>	<b>646</b>	<b>385</b>	<b>357</b>	<b>(28)</b>	<b>-7%</b>
- Allocated Costs	506	445	223	249	26	
- Interest	1	1	1	1	0	
- Depreciation	5	5	2	2	0	
<b>Total Expenditure</b>	<b>1,201</b>	<b>1,097</b>	<b>611</b>	<b>609</b>	<b>(2)</b>	<b>0%</b>
<b>Operating Revenue</b>						
- Community Support	0	0	0	0	0	
- Youth Engagement	(134)	(5)	(3)	(65)	(62)	
- Sister City	(3)	0	0	0	0	
- District Development	(35)	(54)	(24)	(29)	(5)	
- Agencies	(22)	(19)	(9)	(9)	0	
<b>Total Operating Revenue</b>	<b>(194)</b>	<b>(78)</b>	<b>(36)</b>	<b>(103)</b>	<b>(67)</b>	<b>186%</b>
<b>Net Operating Cost/(Surplus)</b>	<b>1,007</b>	<b>1,019</b>	<b>575</b>	<b>506</b>	<b>(69)</b>	<b>-12%</b>

**Net Operating Cost** for the Community Development Activity was 12% (\$69,000) below budget for the period to 31 December 2014.

**Direct Expenditure** was 7% (\$28,000) less than budget for the period.

- Community Support expenditure was less than budget due to the timing of rates remissions applications being processed. Further rates and penalty remission applications will be processed over the next quarter.
- Youth Engagement expenditure was more than budget due to expenditure relating to the Reducing Risk Project being incurred. The grant revenue of \$36,000 was received from ACC which funded this expenditure. This project was not included in the 2014/15 budgets.

**Operating Revenue** was 186% (\$67,000) more than forecast for the period.

- Youth Engagement revenue was more than budget due to the grant revenue of \$36,000 received from ACC for the Reducing Risk Project and \$20,000 of grant revenue from Ministry of Social Services for Youth Projects.

## Regulation

REGULATION (Amounts in \$1000's)	Actual 2013/14	EAP Budget 2014/15	YTD Budget Dec 2014	YTD Actual Dec 2014	Variance Dec 2014	% Variance
<b>Direct Expenditure</b>						
- Regulation	270	104	59	45	(14)	
<b>Total Direct Expenditure</b>	<b>270</b>	<b>104</b>	<b>59</b>	<b>45</b>	<b>(14)</b>	<b>-24%</b>
- Allocated Costs	429	577	289	281	(8)	
- Interest	2	1	1	1	0	
- Depreciation	2	2	1	1	0	
<b>Total Expenditure</b>	<b>703</b>	<b>684</b>	<b>350</b>	<b>328</b>	<b>(22)</b>	<b>-6%</b>
<b>Operating Revenue</b>						
- Regulation	(389)	(363)	(267)	(273)	(6)	
<b>Total Operating Revenue</b>	<b>(389)</b>	<b>(363)</b>	<b>(267)</b>	<b>(273)</b>	<b>(6)</b>	<b>2%</b>
<b>Net Operating Cost/(Surplus)</b>	<b>314</b>	<b>321</b>	<b>83</b>	<b>55</b>	<b>(28)</b>	<b>-34%</b>

**Net Operating Surplus** for the Regulation Activity was \$28,000 less than budget for the period to 31 December 2014.

**Direct Expenditure** was 24% (\$14,000) less than budget for the period.

- Inspection costs for Liquor Licensing were less than Budget for the period.

**Operating Revenue** was 2% (\$6,000) more than forecast for the period.

- Animal Control revenue was \$9,000 more than expected due to penalties charged on overdue dog registrations. This revenue was not included in the budgets.

## Resource Management

RESOURCE MANAGEMENT (Amounts in \$1000's)	Actual 2013/14	EAP Budget 2014/15	YTD Budget Dec 2014	YTD Actual Dec 2014	Variance Dec 2014	% Variance
<b>Direct Expenditure</b>						
- District Plan Administration	29	86	43	16	(27)	
<b>Total Direct Expenditure</b>	<b>29</b>	<b>86</b>	<b>43</b>	<b>16</b>	<b>(27)</b>	<b>-63%</b>
- Allocated Costs	101	91	45	44	(1)	
<b>Total Expenditure</b>	<b>130</b>	<b>177</b>	<b>88</b>	<b>60</b>	<b>(28)</b>	<b>-32%</b>
<b>Operating Revenue</b>						
- District Plan Administration	(50)	(80)	(40)	(44)	(4)	
<b>Total Operating Revenue</b>	<b>(50)</b>	<b>(80)</b>	<b>(40)</b>	<b>(44)</b>	<b>(4)</b>	<b>10%</b>
<b>Net Operating Cost/(Surplus)</b>	<b>80</b>	<b>97</b>	<b>48</b>	<b>16</b>	<b>(32)</b>	<b>-67%</b>

**Net Operating Cost** for the Resource Management Activity was 67% (\$32,000) below budget for the period to 31 December 2014.

**Direct Expenditure** was 63% (\$27,000) less than budget for the period.

- Budgeted costs for legal expenses and consultants fees, which are usually on charged to resource consent applicants were not spent during the period.

**Operating Revenue** was 10% (\$4,000) more than forecast for the period.

## Solid Waste Management

<b>SOLID WASTE MANAGEMENT</b> <b>(Amounts in \$1000's)</b>	<b>Actual</b> <b>2013/14</b>	<b>EAP</b> <b>Budget</b> <b>2014/15</b>	<b>YTD</b> <b>Budget</b> <b>Dec 2014</b>	<b>YTD</b> <b>Actual</b> <b>Dec 2014</b>	<b>Variance</b> <b>Dec 2014</b>	<b>%</b> <b>Variance</b>
<b>Direct Expenditure</b>						
- Collection	270	285	148	142	(6)	
- Landfill Management	691	877	380	386	6	
<b>Total Direct Expenditure</b>	<b>961</b>	<b>1,162</b>	<b>528</b>	<b>528</b>	<b>0</b>	<b>0%</b>
- Allocated Costs	364	277	139	157	18	
- Interest	257	284	142	122	(20)	
- Depreciation	89	70	35	33	(2)	
<b>Total Expenditure</b>	<b>1,671</b>	<b>1,793</b>	<b>844</b>	<b>840</b>	<b>(4)</b>	<b>0%</b>
<b>Operating Revenue</b>						
- Collection	(128)	(120)	(60)	(69)	(9)	
- Landfill Management	(771)	(970)	(485)	(365)	120	
<b>Total Operating Revenue</b>	<b>(899)</b>	<b>(1,090)</b>	<b>(545)</b>	<b>(434)</b>	<b>111</b>	<b>-20%</b>
<b>Net Operating Cost/(Surplus)</b>	<b>772</b>	<b>703</b>	<b>299</b>	<b>406</b>	<b>107</b>	<b>36%</b>

**Net Operating Cost** for the Solid Waste Management Activity was 36% (\$107,000) more than budget for the period to 31 December 2014.

**Operating Revenue** was 20% (\$111,000) less than forecast for the period due to reduced waste volumes of refuse than forecast.

## Stormwater Drainage

<b>STORMWATER DRAINAGE</b> <b>(Amounts in \$1000's)</b>	<b>Actual</b> <b>2013/14</b>	<b>EAP</b> <b>Budget</b> <b>2014/15</b>	<b>YTD</b> <b>Budget</b> <b>Dec 2014</b>	<b>YTD</b> <b>Actual</b> <b>Dec 2014</b>	<b>Variance</b> <b>Dec 2014</b>	<b>%</b> <b>Variance</b>
<b>Direct Expenditure</b>						
- Te Kuiti Stormwater	79	111	73	68	(5)	
- Rural Stormwater	4	9	6	4	(2)	
<b>Total Direct Expenditure</b>	<b>83</b>	<b>120</b>	<b>79</b>	<b>72</b>	<b>(7)</b>	<b>-9%</b>
- Allocated Costs	111	94	47	40	(7)	
- Interest	6	6	3	3	0	
- Depreciation	172	179	90	86	(4)	
<b>Total Expenditure</b>	<b>372</b>	<b>399</b>	<b>219</b>	<b>201</b>	<b>(18)</b>	<b>-8%</b>
<b>Operating Revenue</b>						
- Te Kuiti Stormwater	(3)	0	0	0	0	
<b>Total Operating Revenue</b>	<b>(3)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>Net Operating Cost/(Surplus)</b>	<b>369</b>	<b>399</b>	<b>219</b>	<b>201</b>	<b>(18)</b>	<b>-8%</b>

**Net Operating Cost** for the Stormwater Drainage Activity was 8% (\$18,000) less than budget for the period to 31 December 2014.

**Direct Expenditure** was 9% (\$7,000) less than budget for the period.

## Sewerage and Treatment and Disposal of Sewage

SEWERAGE AND TREATMENT AND DISPOSAL OF SEWAGE (Amounts in \$1000's)	Actual	EAP Budget	YTD Budget	YTD Actual	Variance	%
	2013/14	2014/15	Dec 2014	Dec 2014	Dec 2014	Variance
<b>Direct Expenditure</b>						
- Te Kuiti	1,041	818	429	592	163	
- Te Waitere	15	18	8	10	2	
- Benneydale	62	55	29	29	0	
- Piopio	66	57	31	30	(1)	
<b>Total Direct Expenditure</b>	<b>1,184</b>	<b>948</b>	<b>497</b>	<b>661</b>	<b>164</b>	<b>33%</b>
- Allocated Costs	362	652	326	184	(142)	
- Interest	511	777	389	277	(112)	
- Depreciation	714	1,021	511	357	(154)	
<b>Total Expenditure</b>	<b>2,771</b>	<b>3,398</b>	<b>1,723</b>	<b>1,479</b>	<b>(244)</b>	<b>-14%</b>
<b>Operating Revenue</b>						
- Te Kuiti	(1,146)	(825)	(412)	(708)	(296)	
- Benneydale	(1)	(2)	(1)	(1)	0	
- Piopio	(7)	(1)	0	(1)	(1)	
<b>Total Operating Revenue</b>	<b>(1,154)</b>	<b>(828)</b>	<b>(413)</b>	<b>(710)</b>	<b>(297)</b>	<b>72%</b>
<b>Subsidy Revenue</b>						
- Te Kuiti	0	0	0	0	0	
- Benneydale	0	0	0	0	0	
- Piopio	0	0	0	0	0	
<b>Total Subsidy Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>Total Revenue</b>	<b>(1,154)</b>	<b>(828)</b>	<b>(413)</b>	<b>(710)</b>	<b>(297)</b>	<b>72%</b>
<b>Net Operating Cost/(Surplus)</b>	<b>1,617</b>	<b>2,570</b>	<b>1,310</b>	<b>769</b>	<b>(541)</b>	<b>-41%</b>

**Net Operating Cost** for the Sewerage Activity was 41% (\$541,000) below budget for the period to 31 December 2014.

**Direct Expenditure** was 33% (\$164,000) more than budget for the period.

- Sewerage direct expenditure was more than budget due to an increase in the materials required and additional maintenance costs incurred for Te Kuiti during the period. This included increased pipeline maintenance for Williams, Edwards and Hill Streets.
- In addition to this, expenditure on chemicals was also more than forecast.

**Total Revenue** was 72% (\$297,000) more than forecast for the period.

- Trade Waste revenue was more for the period than forecast. It should be noted, however that the larger trade waste users are actively pursuing cleaner levels of discharge, which could impact on future revenue levels.

## Water Supply

<b>WATER SUPPLY</b> <b>(Amounts in \$1000's)</b>	<b>Actual</b> <b>2013/14</b>	<b>EAP</b> <b>Budget</b> <b>2014/15</b>	<b>YTD</b> <b>Budget</b> <b>Dec 2014</b>	<b>YTD</b> <b>Actual</b> <b>Dec 2014</b>	<b>Variance</b> <b>Dec 2014</b>	<b>%</b> <b>Variance</b>
<b>Direct Expenditure</b>						
- Te Kuiti	826	542	290	432	142	
- Mokau	175	80	46	85	39	
- Piopio	262	127	70	149	79	
- Benneydale	52	55	30	32	2	
<b>Total Direct Expenditure</b>	<b>1,315</b>	<b>804</b>	<b>436</b>	<b>698</b>	<b>262</b>	<b>60%</b>
- Allocated Costs	357	791	396	235	(161)	
- Interest	188	422	211	110	(101)	
- Depreciation	417	570	285	208	(77)	
<b>Total Expenditure</b>	<b>2,277</b>	<b>2,587</b>	<b>1,328</b>	<b>1,251</b>	<b>(77)</b>	<b>-6%</b>
<b>Operating Revenue</b>						
- Te Kuiti	(601)	(627)	(310)	(333)	(23)	
- Mokau	(48)	(30)	(15)	(1)	14	
- Piopio	(25)	(26)	(13)	(6)	7	
- Benneydale	(17)	(23)	(12)	0	12	
<b>Total Operating Revenue</b>	<b>(691)</b>	<b>(706)</b>	<b>(350)</b>	<b>(340)</b>	<b>10</b>	<b>-3%</b>
<b>Subsidy Revenue</b>						
- Te Kuiti	0	(780)	0	0	0	
- Mokau	(574)	0	0	0	0	
- Piopio	0	0	0	0	0	
- Benneydale	(26)	0	0	2	2	
<b>Total Subsidy Revenue</b>	<b>(600)</b>	<b>(780)</b>	<b>0</b>	<b>2</b>	<b>2</b>	
<b>Total Revenue</b>	<b>(1,291)</b>	<b>(1,486)</b>	<b>(350)</b>	<b>(338)</b>	<b>12</b>	<b>-3%</b>
<b>Net Operating Cost/(Surplus)</b>	<b>986</b>	<b>1,101</b>	<b>978</b>	<b>913</b>	<b>(65)</b>	<b>-7%</b>

**Net Operating Cost** for the Water Supply Activity was \$65,000 (7%) less than budget for the period to 31 December 2014.

**Direct Expenditure** was 60% (\$262,000) more than budget for the period.

- Operational and maintenance costs for the water treatment plant and reticulation system were more than budget for Te Kuiti, Piopio and Mokau.

**Total Revenue** was 3% (\$12,000) less than forecast for the period.

- Metered water revenue for Mokau and Benneydale was less than anticipated due to reduced consumption of water.

## Roads and Footpaths

<b>ROADS AND FOOTPATHS</b>	<b>Actual</b>	<b>EAP Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>Variance</b>	<b>%</b>
<b>(Amounts in \$1000's)</b>	<b>2013/14</b>	<b>2014/15</b>	<b>Dec 2014</b>	<b>Dec 2014</b>	<b>Dec 2014</b>	<b>Variance</b>
<b>Direct Expenditure</b>						
- Subsidised Roads	5,412	4,907	2,774	2,886	112	
- Non Subsidised Roads	180	178	73	71	(2)	
<b>Total Direct Expenditure</b>	<b>5,592</b>	<b>5,085</b>	<b>2,847</b>	<b>2,957</b>	<b>110</b>	<b>4%</b>
- Allocated Costs	88	0	0	0	0	
- Interest	916	1,050	525	471	(54)	
- Depreciation	3,065	3,166	1,583	1,478	(105)	
<b>Total Expenditure</b>	<b>9,661</b>	<b>9,301</b>	<b>4,955</b>	<b>4,906</b>	<b>(49)</b>	<b>-1%</b>
<b>Operating Revenue</b>						
- Subsidised Roads	(6,552)	(5,911)	(2,444)	(2,263)	181	
- Non Subsidised Roads	(76)	(74)	(37)	(10)	27	
<b>Total Operating Revenue</b>	<b>(6,628)</b>	<b>(5,985)</b>	<b>(2,481)</b>	<b>(2,273)</b>	<b>208</b>	<b>-8%</b>
<b>Net Operating Cost/(Surplus)</b>	<b>3,033</b>	<b>3,316</b>	<b>2,474</b>	<b>2,633</b>	<b>159</b>	<b>6%</b>
Subsidised Roads Maintenance	5,412	4,907	2,774	2,886	112	
Subsidised Roads Capital	5,026	4,923	1,273	766	(507)	
<b>Combined Maintenance and Capital</b>	<b>10,438</b>	<b>9,830</b>	<b>4,047</b>	<b>3,652</b>	<b>(395)</b>	<b>-10%</b>
<b>Subsidy Revenue for Subsidised Roads</b>	<b>(6,336)</b>	<b>(5,780)</b>	<b>(2,384)</b>	<b>(2,205)</b>	<b>179</b>	<b>-8%</b>

**Net Operating Cost** for the Roads and Footpaths Activity was 6% (\$159,000) more than budget for the period to 31 December 2014.

**Direct Expenditure** was 4% (\$110,000) more than budget for the period due to additional costs incurred for first response expenditure for emergency reinstatement.

**Operating Revenue** was 8% (\$208,000) less than forecast for the period.

- Subsidy revenue is based on both maintenance and capital expenditure and for most work categories the subsidy rate is 59%. Subsidy revenue is less than budget due to pavement rehabilitation work that had not commenced due to delays in the environmental consent required for this work. It is anticipated that this work will be carried out in March 2015.

## Appendix 2: Balance Sheet as at 31 December 2014

<b>BALANCE SHEET</b>	<b>Actual Position</b>	<b>Actual Position</b>	<b>Variance from</b>	<b>Long Term Plan</b>	<b>Variance from LTP</b>
<b>(Amounts in \$1000's)</b>	<b>30 June 2014</b>	<b>31 Dec 2014</b>	<b>31 Dec 2014</b>	<b>30 Jun 2015</b>	
<b>Public Equity</b>					
- Retained Earnings	200,063	201,504	1,441	204,958	3,454
- Other Reserves	9,083	9,083	0	2,146	(6,937)
- Revaluation Reserve	70,465	70,465	0	71,401	936
<b>TOTAL PUBLIC EQUITY</b>	<b>279,611</b>	<b>281,052</b>	<b>1,441</b>	<b>278,505</b>	<b>(2,547)</b>
<b>Current Assets</b>					
- Cash and Cash Equivalents	955	2,974	2,019	100	(2,874)
- Inventories	34	34	0	38	4
- Land Subdivision Inventories	0	0	0	985	985
- Other Financial Assets	2	2	0	2	0
- Debtors and Other Receivables	5,258	4,521	(737)	4,953	432
- Assets Held for Sale	67	67	0	0	(67)
- Derivative Financial Instruments	0	0	0	0	0
<b>Total Current Assets</b>	<b>6,316</b>	<b>7,598</b>	<b>1,282</b>	<b>6,078</b>	<b>(1,520)</b>
<b>Current Liabilities</b>					
- Creditors and Other Payables	3,490	2,090	(1,400)	3,863	1,773
- Current Portion of Borrowings	380	11,072	10,692	671	(10,401)
- Provisions	17	17	0	51	34
- Employee Entitlements	505	380	(125)	485	105
- Derivative Financial Instruments	171	171	0	118	(53)
<b>Total Current Liabilities</b>	<b>4,563</b>	<b>13,730</b>	<b>9,167</b>	<b>5,188</b>	<b>(8,542)</b>
<b>NET WORKING CAPITAL</b>	<b>1,753</b>	<b>(6,132)</b>	<b>(7,885)</b>	<b>890</b>	<b>7,022</b>
<b>Non Current Assets</b>					
- Property Plant and Equipment	318,349	318,178	(171)	328,423	10,245
- Intangible Assets	88	88	0	85	(3)
- Forestry Assets	44	44	0	39	(5)
- Investment Properties	635	635	0	657	22
- Assets Held for Sale	889	889	0	0	(889)
- Other Financial Assets	3,389	3,389	0	837	(2,552)
- Derivative Financial Instruments	409	409	0	54	(355)
<b>Total Non Current Assets</b>	<b>323,803</b>	<b>323,632</b>	<b>(171)</b>	<b>330,095</b>	<b>6,463</b>
<b>Non Current Liabilities</b>					
- Creditors and Other Payables	618	618	0	0	(618)
- Borrowings	44,485	34,987	(9,498)	51,449	16,462
- Employee Entitlements	61	61	0	65	4
- Provisions	781	782	1	928	146
- Derivative Financial Instruments	0	0	0	38	38
<b>Total Non Current Liabilities</b>	<b>45,945</b>	<b>36,448</b>	<b>(9,497)</b>	<b>52,480</b>	<b>16,032</b>
<b>NET ASSETS</b>	<b>279,611</b>	<b>281,052</b>	<b>1,441</b>	<b>278,505</b>	<b>(2,547)</b>

# TREASURY REPORT

FOR



FOR THE QUARTER ENDED 31 DECEMBER 2014



## BANCORP

BANCORP TREASURY SERVICES LIMITED

AUCKLAND • WELLINGTON • CHRISTCHURCH

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## 1. MARKET ENVIRONMENT

### 1.1 GLOBAL MARKETS OVERVIEW (AS AT 31 DECEMBER 2014)

The global themes of weak growth and falling inflation again dominated financial markets in the December quarter, although the spotlight was on the continued dramatic slide in commodity prices, led by oil prices whose fall in recent months is having a significant global impact. The benchmark WTI and Brent crude prices tumbled around 40% during the quarter, finishing December at five year lows amid concerns about oversupply and falling demand and are having a worrying effect on oil-based economies. Falling oil prices are also posing problems for central banks looking to battle low inflation that, in some countries, threatens deflation and to correct what is seen as unjustifiably strong domestic currencies.

In contrast, the US economy remains on track for a continued recovery and the Federal Reserve ("Fed") has indicated that it expects to raise the Fed Funds rate in 2015, which caused the US dollar to strengthen further. US data in December confirmed the US' recovery. The US added 321,000 jobs in November, further solidifying the continued improvement in the labour market. US employers have now added at least 200,000 jobs monthly for the past 10 months. The jobless rate stayed at 5.8%, a six year low. Adding to US positivity, US GDP for the September quarter was revised up to an annualised rise of 5.0%.

Global developments saw the Fed add a more cautious tone at its December meeting, with officials lowering their interest rate forecast and stating *"it can be patient in beginning to normalize the stance of monetary policy"*. The Fed's shift in emphasis from *"considerable time"* to *"patient"* was seen as consistent with the first interest rate rise in mid 2015 although the timing of such a move is dependent on *"incoming information"*.

In the press conference following the Fed meeting, Fed Chair Janet Yellen repeated that the Fed will be *"patient"* about when it starts raising interest rates, a decision that *"is completely data-dependent."* But Yellen added that *"the committee considers it unlikely to begin the normalisation process for at least the next couple of meetings"* which hinted at the April meeting at the earliest but most likely the June meeting which is consistent with the Fed's interest rate projections.

US Treasuries yields have had a volatile three months. The yield on the 10 year Treasury bond ended December at 2.17%, having fallen from 2.49% at the start of October, pushed lower on concerns about global growth, low inflation, falling commodity prices and geopolitical tensions. On one day in October the 10 year yield fell from 2.22% to a low of 1.90% as the effects of weak (but normally innocuous) economic data pushed bond yields lower and forced traders, who for some time had been positioned for yields to rise, to close out their positions. However, once the closeouts had been completed, yields climbed sharply and closed the day at 2.13%.



Eurozone data was patchy over December but there was an underlying theme of falling inflation. Headline and core CPI fell in November, pulling down the respective annual rises to 0.2% and 0.7%. The drop in oil prices in December threatens to soften Eurozone inflation further with many predicting that the headline annual inflation measure could fall below zero early next year.

At its December meeting, the European Central Bank (“ECB”) stopped short of announcing sovereign debt purchases, despite announcing growth projections that *“have been revised substantially downwards”* and warning that *“the risks surrounding the economic outlook for the euro area are on the downside”* because of *“high geopolitical risks”* and *“insufficient progress on structural reforms”* in euro area countries.

Significantly, the ECB also said that it intends to increase its balance sheet to its 2012 level (around EUR3 trillion from around EUR2 trillion today). The shift to *“intended”* from *“expected”* gave markets confidence that the ECB will deliver more than rhetoric. In the post-meeting press conference, ECB President Mario Draghi said that the ECB has *“stepped up the technical preparations for further measures, which could, if needed, be implemented in a timely manner”* which is seen as his strongest indication yet that he is wearing down German opposition to buying Eurozone sovereign debt. Worryingly, Draghi also said that the ECB will be *“particularly vigilant”* on the effects of oil prices.

Adding to the Eurozone’s woes and pressure on the euro was political uncertainty in Greece. A failure to elect a new Greek President in December caused the government to call an early election for 22 January 2015. Opinion polls at the end of December gave the incumbent coalition’s main party (New Democracy) 42% of the seats, increasing to 55% after adding its coalition partners. However, the anti-austerity and anti-Eurozone SYRIZA party polled 24%, raising the prospect of a Greek exit from the Eurozone.

With so many negatives, it was no surprise that the euro and Eurozone sovereign bond yields fell substantially during the quarter. The German 10 government bund yield finished December at 0.53% having started the quarter at 0.86% with many commentators expecting further stimulus measures to be announced in the New Year. Yields on French and Italian 10 year government bonds also fell and recorded fresh lows in December.

Falling inflation in China and its major trading partners is likely to spur more Chinese central bank easing action with a cut in banks’ reserve asset ratios the most likely next act. Another interest rate cut or another round of fiscal stimulus (government funded infrastructure spending) is also possible if the Chinese economy does not improve.



## 1.2 NEW ZEALAND MARKET OVERVIEW (AS AT 31 DECEMBER 2014)

	OCR	90 day	1 year swap	2 year swap	3 year swap	5 year swap	10 year swap
30 Sep 14	3.50%	3.70%	3.86%	4.08%	4.22%	4.37%	4.57%
31 Dec 14	3.50%	3.67%	3.74%	3.80%	3.87%	3.96%	4.11%
Change	Nil	-0.03%	-0.12%	-0.28%	-0.35%	-0.41%	-0.46%

New Zealand's economic performance remains robust and the outlook positive, despite falls in commodity prices, notably dairy, and a lower Fonterra payout forecast for the 2014/15 year. New Zealand recorded a GDP rise of 1.0% over the September quarter and a 2.9% rise for the year. The quarter's rise was higher than forecasts, but was close to the Reserve Bank of New Zealand's ("RBNZ") forecast of 0.9% and higher than the rate in the previous quarter.

Immigration remains very strong, recording a net gain of 5,010 for November the month and a staggering 49,836 for the year. Rising immigration is one factor fuelling rising house prices. The Real Estate Institute's median national house price measure rose 6.0% in November and 7.2% over the year, to reach a record high. Auckland still leads the charge with an 8.1% annual rise in median house prices and accounting for 64% of the national price rise, with Canterbury second at 7.0%.

In December Fonterra lowered its forecast payout for the current season from \$5.30 per kgMS to \$4.70, which is considered below breakeven for the average farmer. In its detailed release to the NZX, Fonterra indicated that a \$4.70 payout depends on GlobalDairyTrade ("GDT") Whole Milk Powder prices (USD2,270 per tonne at the last GDT auction for the year) rising above USD3,000 by March. With global supply still exceeding demand, that is an optimistic assumption.

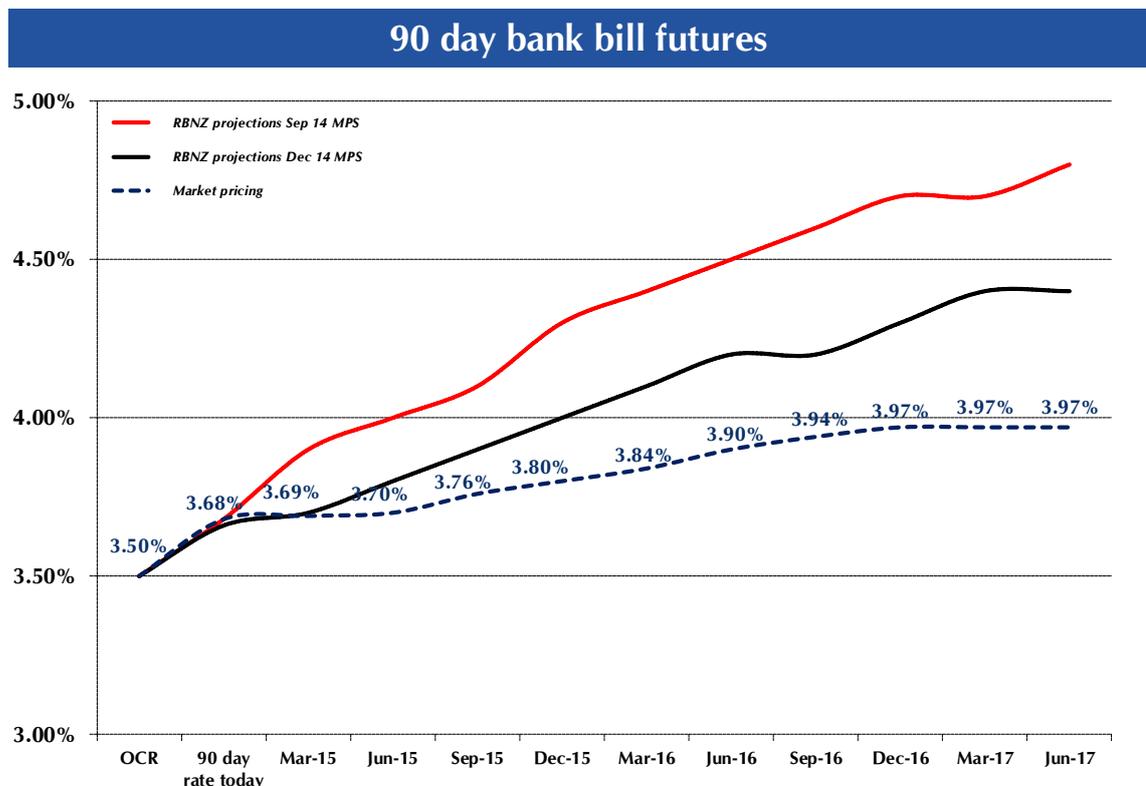
RBNZ Governor Graeme Wheeler surprised markets in December with a *Monetary Policy Statement* ("MPS") in which he ignored falling global and domestic inflation and re-asserted that the RBNZ is in a tightening cycle and that the next Official Cash Rate ("OCR") move will be a rise. Despite these assertions, the RBNZ lowered its projected path for the 90 day rate by around 30 basis points to an end point of 4.50% in the second half of 2017.

The timing of the next OCR rise will be dependent on data, or more precisely how the economy has responded to the 100 basis points of OCR rises in 2014, how house price inflation develops and how a lower Fonterra payout will affect the wider economy. However, markets have accepted the RBNZ's position and ended December pricing the next OCR rise in the first half of 2016.



At the longer end of the curve, global disinflation led by falling oil prices weighed on local interest rates. New Zealand swap rates followed global moves lower over the quarter, causing another flattening of the yield curve. The benchmark yield curve measure, the spread between 2 year and 10 year swap rates, fell from 0.49% at the start of October to 0.31%, with the month end closing rate for the 10 year swap of 4.11% representing a one and a half year low.

The chart below shows the 90 day bank bill futures pricing as at 31 December and the RBNZ's projections from the last two MPSs. The black line shows the RBNZ's most recent projection in the December MPS and the dotted blue line the 90 day bank bill futures pricing.



### 1.3 LOCAL AUTHORITY SECTOR

The Local Government Funding Agency ("LGFA") held its last tender for the quarter on 10 December. In total, \$135 million of fixed rate bonds and Floating Rate Notes ("FRN") were issued, with \$584 million of bids received, representing a bid to cover ratio of 4.3 times. Results of the tender were as follows:

- 15 December 2017 maturity - \$15 million issued at a margin of 37 basis points over swap for an unrated borrower equating to an all up fixed rate for an unrated borrower of 4.27%.
- 15 March 2019 maturity - \$20 million issued at a margin of 46 basis points over swap for an unrated borrower equating to an all up fixed rate for an unrated borrower of 4.46%.
- 15 April 2020 maturity - \$25 million issued at a margin of 57 basis points over swap for an unrated borrower equating to an all up fixed rate for an unrated borrower of 4.62%.

- 15 April 2023 maturity - \$75 million issued at a margin of 72 basis points over swap for an unrated borrower equating to an all up fixed rate for an unrated borrower of 4.95%.

Investor demand for local authority paper continued during the December quarter which helped to lower the issue margins. Examples of local authority issuance during the quarter are as follows:

- Grey DC 3 year issue at a margin of 50 basis points.
- Ashburton DC unrated 4 year issue at a margin of 42 basis points.
- Whakatane DC unrated 6 year issue at a margin of 55 basis points.
- Nelson CC rated 'AA-' 6 year issue at a margin of 37 basis points.

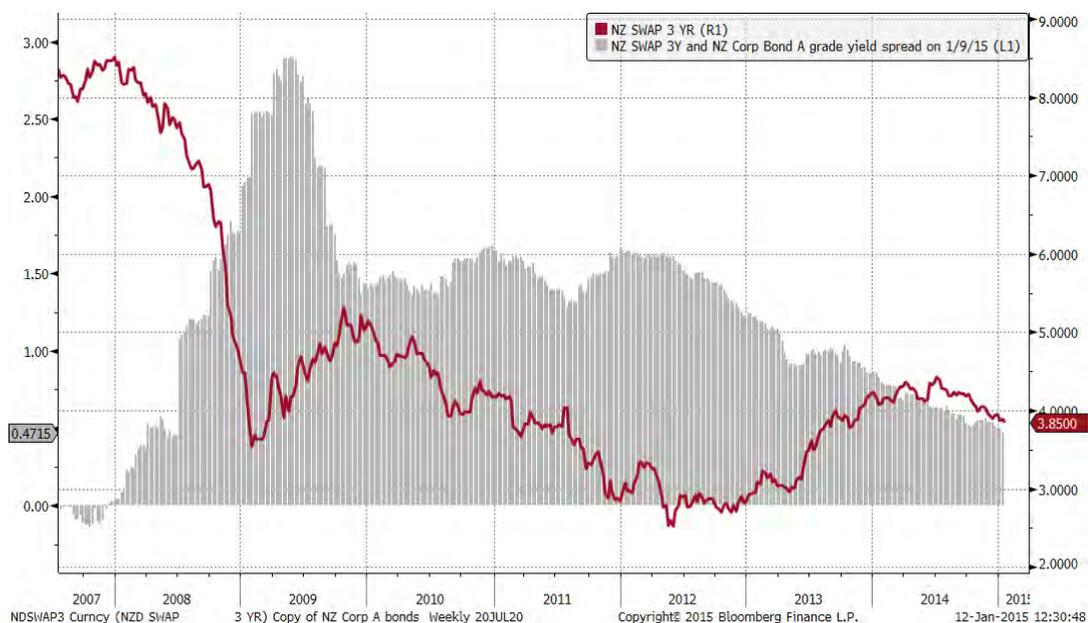
In addition to the margin, brokerage of either 2 or 3 basis points normally applies to each transaction.

Pricing for bank sourced debt also continued to fall with 3 year facilities being provided at all up margins of less than 100 basis points. However, given the cheaper funding available from the capital markets, bank facilities continue to be regarded more as standby facilities rather than as a primary funding source.

#### 1.4 CREDIT SPREADS

Credit spreads were reasonably stable during the quarter, closing December at an average margin of 50 basis points over the 3 year swap for the ANZ Corporate A Grade Bond index. This compares with a margin of 52 basis points at the end of September.

The chart on the following page shows credit spreads for the Corporate A Grade Bond index (the grey shaded area) and the 3 year swap (red line) dating back to mid 2007 when credit spreads over swap were below zero. They reached a peak of 288 basis points in early to mid 2009.



## 2. DEBT AND HEDGING

### 2.1 DEBT

As at 31 December 2014, Waitomo District Council (“WDC”) had \$45,750,000 of external debt. Of this, \$19,750,000 was provided by Westpac Bank, with \$19,000,000 drawn on the Wholesale Advance Facility (“WAF”) and the balance of \$750,000 on a Term Loan. In addition, WDC had issued \$26,000,000 of Floating Rate Notes (“FRN”). A breakdown of the funding profile is contained in the table below:

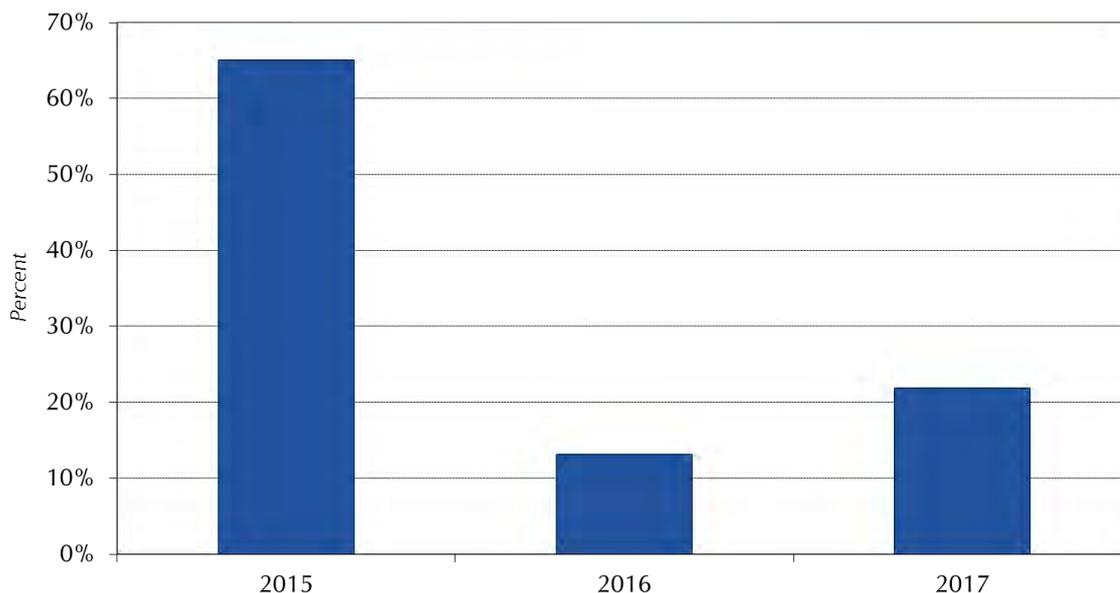
Loans			
Value Date	Maturity	Base Rate	Amount
<b>Advance Facility</b>			
20-Oct-2014	20-Jan-2015	3.7200%	5,000,000
10-Dec-2014	10-Mar-2015	3.6600%	5,000,000
20-Oct-2014	20-Jan-2015	3.7200%	3,000,000
17-Nov-2014	16-Feb-2015	3.7000%	6,000,000
<b>Term Loan</b>			
17-Nov-2014	17-Feb-2015	8.4000%	750,000
<b>FRNs</b>			
31-Aug-2010	31-Aug-2015	3.6700%	5,000,000
09-Nov-2012	09-Nov-2015	3.6700%	5,000,000
18-Apr-2012	18-Apr-2017	3.6800%	5,000,000
30-Aug-2013	30-Aug-2016	3.6700%	5,000,000
30-Aug-2013	30-Aug-2016	3.6700%	1,000,000
06-Aug-2014	06-Aug-2017	3.6800%	5,000,000
<b>TOTAL</b>			<b>45,750,000</b>

The term loan of \$750,000 has been on-lent to Inframax and currently it is at 8.40%. The loan has interest rate resets every three months, with the next reset is due on 17 February. On 31 December 2014, WDC had a bank deposit for \$1,300,000.

The maturity profile of WDC’s debt is depicted in the graph on the following page. It includes the \$26,000,000 of FRNs on issue and the \$19,750,000 million of bank debt (including the Inframax loan). It shows that there is 65.0% of debt maturing in 2015 - along with the bank debt there are \$10,000,000 of FRNs maturing in that year.

Section 7.2 of the Liability Management Policy states ‘To avoid a concentration of debt maturity dates Council will, where practicable, aim to have no more than 50% of debt subject to refinancing in any 12 month period.’ This is an objective not an actual requirement, so the 65.0% of debt maturing in 2015 does not constitute a breach of the Treasury Policy.

## Waitomo DC Debt Maturity Profile



No additional funding was obtained during the December quarter. However, the facility with Westpac Bank was reduced from \$30,000,000 to \$25,000,000, resulting in a saving of \$15,000 per annum in line fee charges. Additionally, the margin on the facility was negotiated down from 115 basis points to 80 basis points, which is a saving of \$66,500 per annum on a drawn amount of \$19,000,000.

In August 2015, an FRN for \$5,000,000 matures. This FRN was issued in 2010 at a margin of 230 basis points, when credit margins were close to their post-GFC peak and WDC's debt projections and associated financing covenants made WDC a less attractive credit proposition than it is today. When the FRN is refinanced (presumably using another FRN), we expect the issue margin to be around 50 basis points. This will produce a saving of approximately \$90,000 per annum.

## 2.2 HEDGING

As at 31 December 2014, WDC had seven rate interest rate swaps to convert some of the floating rate exposures associated with the FRNs and bank debt into fixed rate. All of the interest rate swaps are current with each of interest rate swap detailed in the table on the following page:

Start Date	Maturity Date	Swaps		
		Rate	Amount	Market Value
30-Nov-2010	31-Aug-2015	4.360%	5,000,000	(\$25,031)
21-Jan-2014	21-Jan-2017	3.950%	5,000,000	(\$18,915)
10-Sep-2012	10-Sep-2017	3.880%	5,000,000	(\$6,628)
30-Aug-2013	30-Aug-2019	3.900%	3,500,000	\$4,164
30-Aug-2013	30-Aug-2019	3.900%	1,500,000	\$1,785
18-Oct-2013	18-Apr-2020	4.315%	8,000,000	(\$128,553)
31-Mar-2014	17-May-2021	4.900%	6,000,000	(\$312,455)
<b>Total current hedging</b>			<b>34,000,000</b>	<b>(\$485,633)</b>

The swap portfolio had a negative valuation of \$485,633 at the end of September, compared to a negative valuation of \$52,138 at the end of September. The change in the valuation was due to the sharp fall in interest rates that occurred during the December quarter and the attendant negative impact this had on the value of the interest rate swaps portfolio. No new interest rate swaps nor blend and extends of existing interest rate swaps were transacted during the December quarter.

WDC's weighted average cost of funds including any applicable line fees and margins as at 31 December 2014 was 5.51%, which is a four basis point decrease from the cost of funds at the end of September 2014. The decrease in the cost of funds was a result of the reduction in the nominal amount of the facility. Further reductions in WDC's cost of funds will most likely occur during the March 2015 quarter (provided that the 90 day bank bill rate does not rise) when the effects of the reduced margin on the bank facility flow through to the rollover rates.

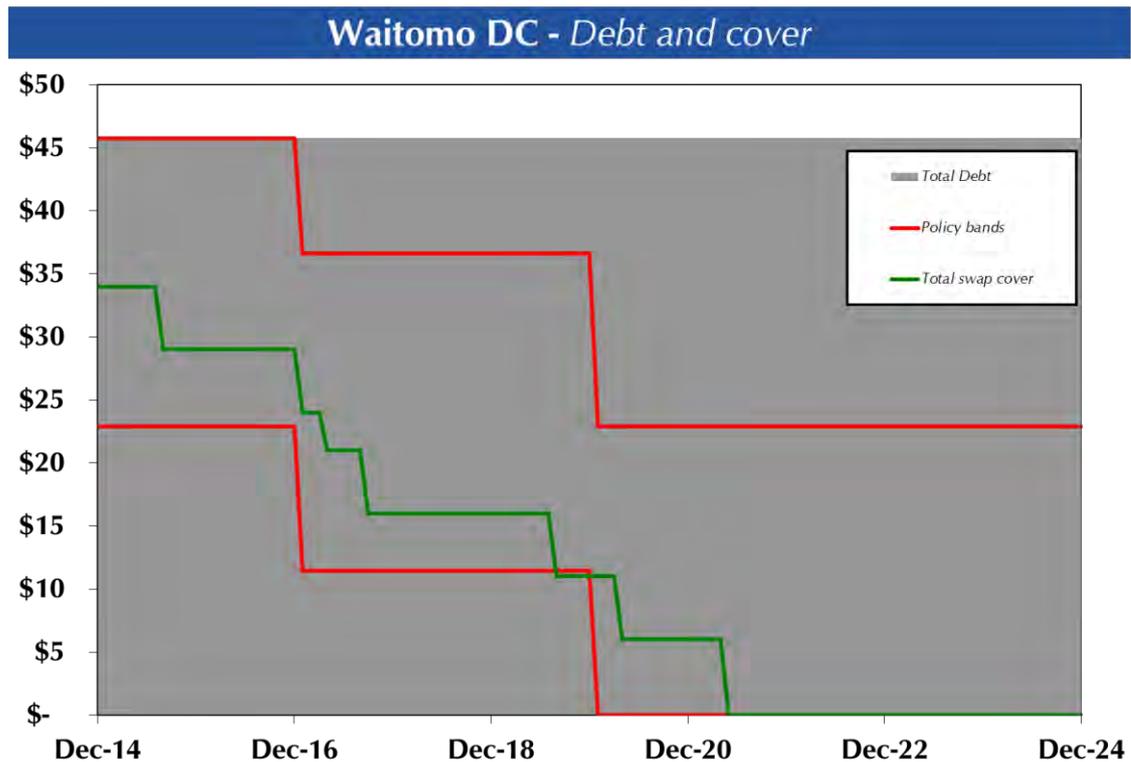
WDC's cost of funds continues to be lower than what we would expect other similar local authority 'credits' to achieve.

### 2.3 DEBT AND HEDGING PROFILE

WDC manages its debt under the fixed rate hedging parameters detailed in the table below:

Fixed Rate Hedging Percentages		
	Minimum Fixed Rate Amount	Maximum Fixed Rate Amount
0 – 2 years	50%	100%
2 – 5 years	30%	80%
5 – 10 years	0%	50%

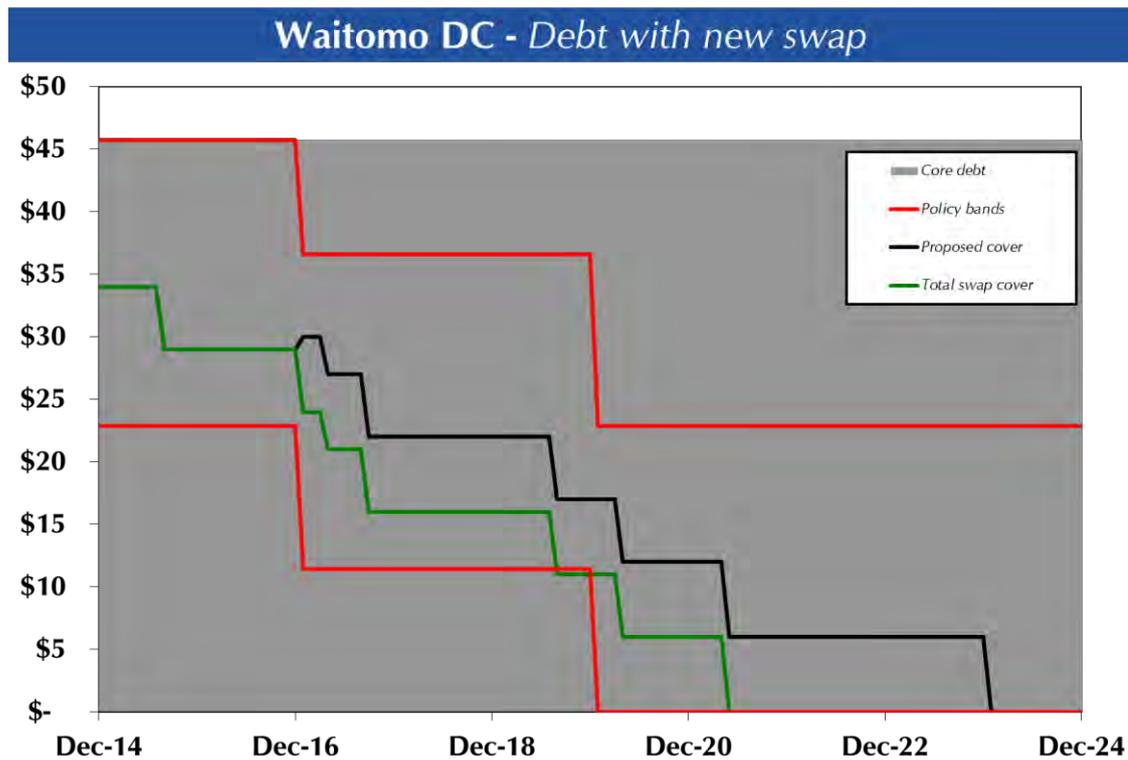
The debt profile incorporating these parameters, and the fixed rate swaps is depicted in the graph below.



The graph shows that as at 31 December 2014, WDC had a minor policy breach, for five months from August 2019 to December September 2019. This breach and a forthcoming breach from April 2015 could be eradicated by transacting a swap for \$6,000,000 commencing in January 2017 and maturing in January 2024, (the indicative rate as at 5 February is 3.64%).

Bancorp Treasury has been monitoring rates on interest rate swaps commencing January 2017 for some months now but, in conjunction with Bancorp Treasury, WDC decided to delay entering into the interest rate swap given the downward bias in interest rates. In the September 2014 Treasury Report, the rate for an interest rate swap commencing in January 2017 and maturing in January 2022 was 4.50%. The current rate for a January 2024 maturity is 84 basis points lower with the added benefit that it is two years longer.

The hedging profile incorporating the swap detailed in the preceding paragraph is depicted in the graph below.



2.4 POLICY COMPLIANCE (AS AT 31 DECEMBER 2014)

	Yes/No
Have all transactions been entered into compliance with policy?	√
Are the fixed rate hedging percentages within policy control limits?	✘
Is WDC maintaining liquidity within policy control limits?	√
Are all counterparty exposures within policy control limits?	√
Is WDC compliant with the financial covenants contained in the LMP	√

This document has been prepared by Bancorp Treasury Services Limited ("BTSL"). Whilst all reasonable care has been taken to ensure the facts stated are accurate and the opinions given are fair and reasonable, neither BTSL nor any of its directors, officers or employees shall in any way be responsible for the contents. No liability is assumed by BTSL, its directors, officers or employees for action taken or not taken on the basis of this document

**Appendix 4: Performance Management Report on Levels of Service and Key Performance Indicators.**



Performance Management Report On  
Levels of Service and Key Performance Indicators

(For the Period Ending 31 December 2014)

## Introduction

- 1.1 The purpose of this report is to record the detail of non financial performance or service performance to 31 December 2014. These service performance measures were adopted as part of the Long Term Plan 2012-2022. Council uses service performance measures to measure performance in providing services to its Community.
- 1.2 The format of the report is in tabular form and the results are grouped under each major activity;
- The **strategic goals** summarise Council's contribution to furthering Community Outcomes as identified in the Long Term Plan 2012-2022.
  - Description of the **level of service**, which translates the high level strategic goal into measurable levels of service.
  - The **key performance indicator**, which is a description of the measure that will be monitored throughout the financial year and the life of the Long Term Plan 2012-2022.
  - The **performance target**, which is the quantitative target Council will strive to achieve.
  - **Performance achieved** to 31 December 2014. The result is recorded, whether the target has been achieved and comments to further explain actual results to target result.
- 1.3 The following is provided for each strategic goal within a significant activity;
- **Summary of performance** for the strategic goal to provide context for the measure and the result.

## Commentary

- 2.1 Overall, the performance results for all ten activities show of the 63 key performance indicators set by the LTP: 21 were achieved, 8 were not achieved, 13 are on track for achievement, and 21 are not measurable at this time.

## Community and Cultural Sustainability Group

### Governance: Leadership and Investments

#### Statement of Service Performance

The Levels of Service and Key Performance Indicators for this Group of Activities are:

WHAT WE DO (LEVEL OF SERVICE)	HOW WE MEASURE SUCCESS (PERFORMANCE MEASURE)	PERFORMANCE TARGET	OUR PERFORMANCE TO 31 DECEMBER 2014	
<b>Leadership</b>				
Decision making in compliance with provisions of the Local Government Act 2002.	Number of challenges to the decision making process.	0	<b>On track for achievement.</b> No challenges to the decision making process as at 31 December 2014	(a)
Consultation is in accordance with the Special Consultative Procedure outlined in LGA 2002.	Number of challenges to the decision making process.	0	<b>On track for achievement.</b> No challenges to the decision making process in regards to the special consultative procedures as at 31 December 2014	(b)
Effective communication with the community.	Customer satisfaction rating of effectiveness and usefulness of Council communications "good or better".	≥ 55%	<b>Not measurable at this time.</b> Results for the performance target will be provided following the 2015 resident satisfaction survey.	(c)
<b>Investments</b>				
Investments contribute to economic and social well-being.	Analysis of investment financials and activity including investment company reporting statements are reported to Council and made available to the public as applicable.	2 reports per year	<b>On track for achievement.</b>	(d)

#### Summary of Service Performance

The overall performance for Governance Leadership and Investment Activity for the quarter ended 31 December 2014 was very good with three of the four targets on track for achievement and one measurable in 2015.

## Community Service

### Statement of Service Performance

The Levels of Service and Key Performance Indicators for this Group of Activities are:

WHAT WE DO (LEVEL OF SERVICE)	HOW WE MEASURE SUCCESS (PERFORMANCE MEASURE)	PERFORMANCE TARGET	OUR PERFORMANCE TO 31 DECEMBER 2014	
High quality Parks and Reserves will be provided.	Percentage of community satisfied with the quality of Parks and Reserves in annual and research surveys.	≥ 80%	<b>Not measurable at this time.</b> Results for the performance target will be provided following the 2015 resident satisfaction survey.	(a)
Provision and maintenance of Elderly Persons Housing that meets the needs of the tenants.	Percentage of users satisfied with the provision and maintenance of Elderly Persons Housing in the User Survey.	> 55%	<b>Not measurable at this time.</b> Results for the performance target will be provided following the 2015 User Survey.	(b)
Quality public amenities will be provided.	Percentage of community satisfied with the quality of public amenities (Public Toilets and Cemeteries).	≥ 80%	<b>Not measurable at this time.</b> Results for the performance target will be provided following the 2015 resident satisfaction survey.	(c)
Provision of comprehensive library facilities for the community.	Percentage of community satisfied with the quality of the library facilities and service in the annual satisfaction survey and research survey results.	≥ 85%	<b>Not measurable at this time.</b> Results for the performance target will be provided following the 2015 resident satisfaction survey.	(d)
Provision of effective pool facilities for the community.	Percentage of community satisfied with the quality of the pool facilities and service in the annual satisfaction survey and research survey results.	≥ 60%	<b>Not measurable at this time.</b> Results for the performance target will be provided following the 2015 resident satisfaction survey.	(e)
Provision of effective Arts and Culture facilities for the community.	Percentage of community satisfied with the quality of the Arts and Culture facilities and service in the annual satisfaction survey and research survey results.	≥ 75%	<b>Not measurable at this time.</b> Results for the performance target will be provided following the 2015 resident satisfaction survey.	(f)
Council's public facilities are provided to standards of fitness for use.	Current Building Warrant Of Fitness (BWOFF) for facilities with compliance schedules.	100%	<b>Achieved</b> All Building Warrant of Fitness for Council facilities are current.	(g)

WHAT WE DO (LEVEL OF SERVICE)	HOW WE MEASURE SUCCESS (PERFORMANCE MEASURE)	PERFORMANCE TARGET	OUR PERFORMANCE TO 31 DECEMBER 2014	
Pool is safe for use of pool patrons at all times.	Pool accreditation in place.	100%	<b>Achieved</b> Pool accreditation is in place to 30 April 2015.	(h)
	Number of pool non complying water quality readings per year.	< 5	<b>Achieved</b> The number of non-complying water quality readings as at 31 December was nil.	(i)
Community education and information provided to build community awareness and preparedness.	The number of residents who understand the need to plan for the ability to survive on their own for 3 days if there was an emergency event.	35%	<b>Not measurable at this time.</b> Results for the performance target will be provided following the 2015 resident satisfaction survey.	(j)
Council will ensure that staff are equipped and trained to efficiently man the Civil Defence headquarters in an emergency	One major training exercise involving Civil Defence headquarters staff will be held per year	One exercise per year	<b>On track for achievement.</b>	(k)
Playground equipment is safe to use for parks and reserves playground users	Number of accidents directly attributable to playground equipment failure	Nil accidents	<b>Achieved</b> Nil accidents recorded that are directly attributable to the failure of playground equipment.	(l)

### Summary of Service Performance

The overall performance for Community Services for the quarter ended 31 December 2014 was excellent with four out of the 12 targets being achieved, one on track for achievement, and seven not being measurable at this time.

## Community Development

### Statement of Service Performance

The Levels of Service and Key Performance Indicators for this Group of Activities are:

WHAT WE DO (LEVEL OF SERVICE)	HOW WE MEASURE SUCCESS (PERFORMANCE MEASURE)	PERFORMANCE TARGET	OUR PERFORMANCE TO 31 DECEMBER 2014	
Provide assistance for community support activities.	Advertisement and administration of all WDC Funding Rounds as per the Community Development Fund Policy.	100%	<b>On Track for Achievement.</b> All funding rounds advertised in Waitomo News, WDC Website and Facebook.	(a)
Support the positive development of youth within the District.	Youth Council makes one submission to Council per year.	1 per annum	<b>Not measurable at this time.</b>	(b)
	Youth Council undertakes two youth related projects per year.	2 per annum	<b>On track for Achievement.</b>  The Youth Council hosted 'Waitomo's Got Talent' on the 12 <sup>th</sup> September 2014.	(c)
Council will support major District events that build community pride and raise the District's profile.	Number of major District events held on time and to budget.	One Major event (the Muster) and one minor event (the Christmas Parade)	<b>On Track for Achievement</b>  The Christmas Parade was held on Friday 12 <sup>th</sup> December 2014. The Muster is scheduled for Saturday 11 <sup>th</sup> April 2015.	(d)
Council through its membership of the Hamilton and Waikato Regional Tourism Organisation will ensure enhanced presence in national and international markets for the District.	Number of District Promotion opportunities taken by the Hamilton and Waikato Regional Tourism Organisation in key publications and industry events.	> 4	<b>Not measurable at this time.</b> HWRTO will provide WDC with promotions undertaken as part of their 1 July 2014 – 31 December 2014 report.	(e)

WHAT WE DO (LEVEL OF SERVICE)	HOW WE MEASURE SUCCESS (PERFORMANCE MEASURE)	PERFORMANCE TARGET	OUR PERFORMANCE TO 31 DECEMBER 2014	
Council will support business expansion and diversification, and encourage the development of work-based skills.	District Economic Development Board Strategy developed and implemented.	25% of the programmes identified within the District Economic Development Board Strategy are implemented.	<p><b>Not measurable.</b> Council has confirmed its intention to not proceed with the implementation of a Board at this time.</p> <p>An Economic Development Action Plan for the Waitomo District will be developed in the current year.</p>	(f)

#### Summary of Service Performance

The overall performance for Community Development for the quarter ended 31 December 2014 was satisfactory with the expectation that all performance targets will be achieved by the end of the financial year.

## Regulation

### Statement of Service Performance

The Levels of Service and Key Performance Indicators for this Group of Activities are:

WHAT WE DO (LEVEL OF SERVICE)	HOW WE MEASURE SUCCESS (PERFORMANCE MEASURE)	PERFORMANCE TARGET	OUR PERFORMANCE TO 31 DECEMBER 2014	
All food and liquor retail premises will be inspected and appropriately registered and licensed.	Percentage of registration or licensing of food and liquor retail premises inspected annually.	100%	<b>On track for achievement.</b> Inspections of licensed food and liquor retail premises are currently underway.	(a)
Provision of an effective environmental health service for the community.	Customer satisfaction survey rating on Environmental Health Service.	> 50%	<b>Not measurable at this time.</b> Results for the performance target will be provided following the 2015 resident satisfaction survey.	(b)
Building consents and project information memoranda issued within 15 working days.	Percentage of building consents and project information memoranda issued within 15 working days.	90%	<b>On track for achievement</b> Currently 95% of building consents processed within 15 days.	(c)
Council will ensure that consented building works adhere to the Building Code.	Percentage of consented buildings under construction (inspected) to ensure code compliance.	100%	<b>On track for achievement.</b> Currently 100% of consented buildings under construction are inspected to ensure compliance.	(d)
Provision of an effective building control service to the community.	Customer satisfaction survey rating on Building Control.	> 50%	<b>Not measurable at this time.</b> Results for the performance target will be provided following the 2015 resident satisfaction survey.	(e)
Dog owners' properties will be inspected to ensure compliance with the Dog Control Act 1996 and Council's bylaws.	Percentage of dog owners' properties inspected per year.	Urban 100%  Rural 10%	<b>On track for achievement.</b> Property inspections in both the urban and rural areas are well underway.	(f)

WHAT WE DO (LEVEL OF SERVICE)	HOW WE MEASURE SUCCESS (PERFORMANCE MEASURE)	PERFORMANCE TARGET	OUR PERFORMANCE TO 31 DECEMBER 2014
High level of customer satisfaction with animal control service.	Customer satisfaction survey rating on Animal Control.	≥ 50% good or above	<p><b>Not measurable at this time.</b> Results for the performance target will be provided following the 2015 resident satisfaction survey.</p>

#### Summary of Service Performance

The overall performance for Regulation for the quarter ended 30 September 2014 was satisfactory with the expectation that all performance targets will be achieved by the end of the financial year.

## Environmental Sustainability Group

### Solid Waste Management

#### Statement of Service Performance

The Levels of Service and Key Performance Indicators for this Group of Activities are:

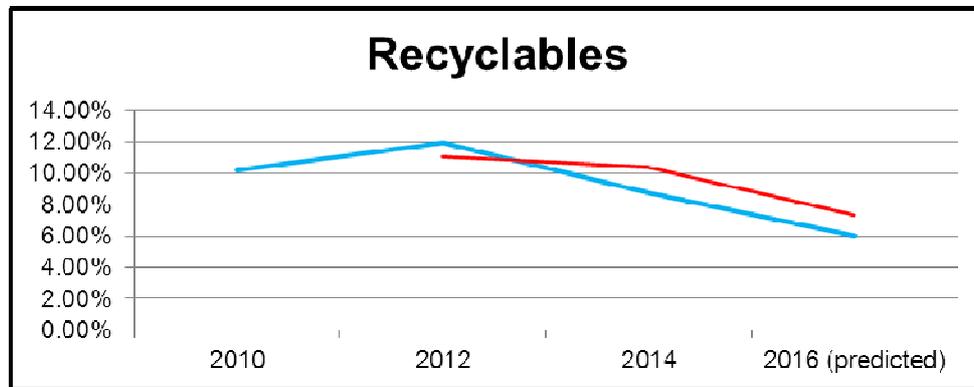
WHAT WE DO (LEVEL OF SERVICE)	HOW WE MEASURE SUCCESS (PERFORMANCE MEASURE)	PERFORMANCE TARGET	OUR PERFORMANCE TO 31 DECEMBER 2014	
Users find the recycling facilities safe to use.	Percentage of users rate the safety of Council's recycling facilities as satisfactory or better.	75%	<b>Not measurable at this time.</b> Results for the performance target will be provided following the 2015 resident satisfaction survey	(a)
Provision of effective waste service for the community.	Customer satisfaction survey rating on waste transfer stations.	60%	<b>Not measurable at this time.</b> Results for the performance target will be provided following the 2015 resident satisfaction survey	(b)
The solid waste management facilities feel safe to the user.	Percentage of users rate the District's waste transfer stations safe to use.	70%	<b>Not measurable at this time.</b> Results for the performance target will be provided following the 2015 resident satisfaction survey	(c)
Users find the landfill facility safe to use.	Percentage of users rate the safety of Council's landfill facility as satisfactory or better.	75%	<b>Not measurable at this time.</b> Results for the performance target will be provided following the 2015 resident satisfaction survey	(d)
The solid waste management facilities are open and accessible to users at advertised times.	Number of complaints per month due to facilities not being open at advertised times.	<1	<b>Achieved</b> – No complaints for the quarter ended 31 December 2014	(e)
Reduce quantity of recyclables like paper and plastics in bag collection that goes to landfill.	Percentage of reduction per annum leading to 10% reduction by 2016 and 15% by 2022 (both measured against the 2012 Biennial Waste Audit).	2%	<b>Not Achieved</b>	(f)

WHAT WE DO (LEVEL OF SERVICE)	HOW WE MEASURE SUCCESS (PERFORMANCE MEASURE)	PERFORMANCE TARGET	OUR PERFORMANCE TO 31 DECEMBER 2014	
Reduce the quantity of organic waste like food scraps etc in bag collection that goes to landfill.	Percentage of reduction per annum achieved through continual education leading to 10% reduction by 2022 (measured against the 2012 Biennial Waste Audit).	1.5%	<b>Not Achieved</b>	(g)
Provision of an effective solid waste service for the community.	Number of complaints received per month regarding solid waste activities.	≤ 10	<b>Achieved</b> – a total of 7 complaints were received for the quarter ended 31 December 2014	(h)

### Summary of Service Performance

The overall performance for the Solid Waste Management for the quarter ended 31 December 2014 was **average**. Four out of the eight Performance targets (a, b, c and d) were not measurable and are pending results from the 2015 Resident Satisfaction Survey which will be carried out July/August 2015. Two of the eight Performance targets (e and h) were achieved, and the remaining two performance targets (f and g) were measured against the 2014 Waste Audit shown in the table below, which were not achieved.

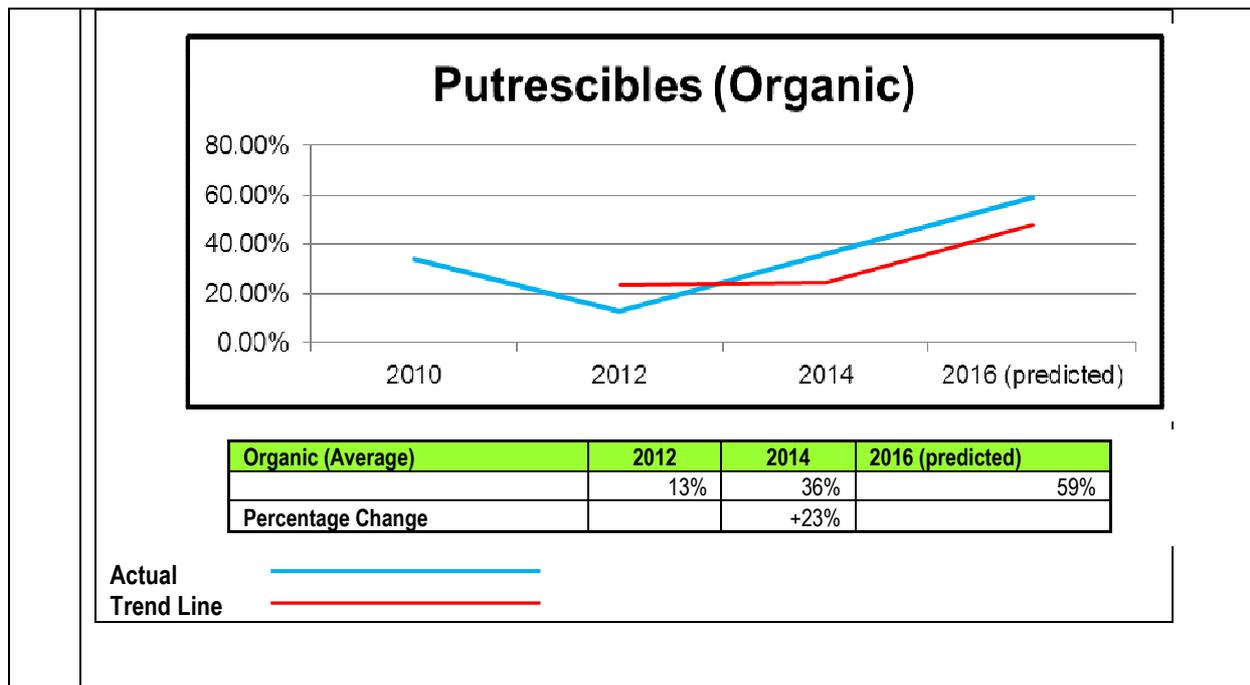
- (f) The performance target for 'the percentage of reduction of the quantity of recyclables such as paper and plastics entering the landfill per annum leading to 10% reduction by 2016 and 15% by 2022 (both measured against the 2012 Waste Audit)' was not achieved. The results from the 2014 Waste Audit identified a decrease in recyclables compared against the 2012 Waste Audit, however it was not significant enough to allow for this target to be met over the following two year period. (The 2010 Waste Audit has been graphed to show how recyclable waste is trending in the future). WDC provides community education articles about the importance of waste minimisation and to encourage residents to assist in the diversion of recyclable waste from landfill. WDC will continue to provide targeted educational programmes to raise awareness of the benefits of waste reduction and services available in support of this, plus promotion of and support for community initiatives.



Recyclables (Average)	2012	2014	2016 (predicted)
	12%	9%	6%
Percentage Change		-3%	

Actual —————  
Trend Line —————

- (g) The performance target for 'the percentage of reduction per annum achieved through continual education leading to 10% reduction by 2022 (measured against the 2012 Waste Audit)' was not achieved. A total average of 36.31% of putrescibles (organic/food waste) was identified through the Waste Audit as being disposed of within the kerbside refuse bags, indicating a significant increase since the 2012 Waste Audit. The below graph and table shows a reversal in trend for putrescibles, in turn indicates that it is unlikely to meet the required target by 2022 should this trend continue. Continual education to the public for home composting may minimise this particular type of waste. On a regular basis WDC publish waste minimisation articles in the Waitomo News to raise public awareness as part of their plan to reduce organic waste. (The 2010 Waste Audit has been graphed to show how Putrescible (Organic) Waste is trending in the future).



### Summary of Audit Report

There are twelve primary waste categories in the Ministry for the Environment's Waste Analysis Protocol 2002; being paper, plastics, putrescibles (organic materials/food waste), ferrous metals, non-ferrous metals, glass, textiles, nappies and sanitary, rubble and concrete, timber, rubber and potentially hazardous.

The 2014 Waste Audit was carried out over four Waitomo District townships. The following number of kerbside refuse bags were collected from random properties in the following towns - Te Kuiti (20) Waitomo (10) Mokau (10) and Piopio (10).

The purpose of this audit is to get a gauge of the types of waste that get disposed of into landfills, detailing the quantity of each type of waste by weight and percentage. This provides WDC with information as to how we form our policies around waste management such as access to recycling facilities, landfill design and the cost of council rubbish bags.

Type of waste in refuse bags	2014 Waste Audit (Percentage of waste contained in refuse bags)	2012 Waste Audit (Percentage of waste contained in refuse bags)
Rubble, concrete, timber and rubber	Negligible	Negligible
Plastic ( <i>recyclable</i> )	9.83%	Negligible
Metal (ferrous metals)	5.43%	4.00%
Metal - non-ferrous metals ( <i>recyclable</i> )	0.67%	4.10%
Glass ( <i>recyclable</i> )	8.16%	2.30%
Plastic Wrap*	17.25%	47.2%
Paper Wrap ( <i>recyclable</i> )	16.34%	29.4%
Putrescibles (organic/ food waste)	36.31%	15.4%
Sanitary & Nappies	22.20%	Not reported
Potentially Hazardous (eg: hair dye, chemicals)	3.57%	Not reported
Textiles (eg: fabric)	11.30%	Not reported

The amount of rubble, concrete, timber and rubber in the refuse bags collected for the 2014 audit was negligible. The 2014 audit results show a dramatic increase since the 2012 Waste Audit in putrescibles (organic materials/food waste). Minor increases since the 2012 Waste Audit included plastic and glass which are both included in the recyclables. Significant waste items previously audited but not reported were, sanitary products and nappies which have been evaluated and carried 22.20% of the total waste contained in kerbside refuse bags. Other items previously audited but not reported were, potentially hazardous, textiles and other (generally the unclassified items which are negligible). On the positive, there has been a significant decrease in plastic wrap and paper wrap in comparison to the previous 2012 waste audit.

## Resource Management

### Statement of Service Performance

The Levels of Service and Key Performance Indicators for this Group of Activities are:

WHAT WE DO (LEVEL OF SERVICE)	HOW WE MEASURE SUCCESS (PERFORMANCE MEASURE)	PERFORMANCE TARGET	OUR PERFORMANCE TO 31 DECEMBER 2014	
Council will ensure that resource consents are processed in a timely and customer friendly manner so as to facilitate district wide development.	Percentage of notified consents processed within 80 working days of receipt.	90%	<b>Not measurable at this time.</b> No notified resource consents have been processed to date.	(a)
	Percentage of non-notified consents processed within 20 working days.	90%	<b>On track for achievement.</b> Currently 100% of non notified consents processed within 20 working days.	(b)
All premises where resource consent have been issued will be monitored at least biennially to ensure compliance.	Percentage of consented premises visited each year.	50%	<b>On track for achievement.</b> All premises where resource consents have been issued have been monitored.	(c)

### Summary of Service Performance

The overall performance of the Resource Management Activity for the period ending 31 December 2014 was good with all performance targets expected to be achieved by the end of the financial year.

## Stormwater Drainage

### Statement of Service Performance

The Levels of Service and Key Performance Indicators for this Group of Activities are:

WHAT WE DO (LEVEL OF SERVICE)	HOW WE MEASURE SUCCESS (PERFORMANCE MEASURE)	PERFORMANCE TARGET	OUR PERFORMANCE TO 31 DECEMBER 2014	
Threats to public health and property will be limited.	Percentage of urgent requests dealt with within one working day.	90%	<b>Achieved</b> – A total of 6 complaints were received for the quarter ended 31 December 2014, of which all were completed within one working day – 100%	(a)
Service requests and complaints are processed as they come in.	Completion time (working days following receipt) for customer follow up on outstanding requests/complaints.	< 5 days	<b>Achieved</b> – No service request complaints were received for the quarter ended 31 December 2014.	(b)
Stormwater quality will be managed effectively.	Percentage of Stormwater pollution incidents are corrected within time frames agreed with Waikato Regional Council.	100%	<b>Achieved</b> – No service request complaints were received for the quarter ended 31 December 2014.	(c)
	Response time for investigation of all reported pollution incidents associated with Stormwater discharge following notification.	<12 hours	<b>Achieved</b> – No service request complaints were received for the quarter ended 31 December 2014.	(d)
	Number of Stormwater abatement notices issued.	Nil	<b>Achieved</b> – No service request complaints were received for the quarter ended 31 December 2014.	(e)

### Summary of Service Performance

The overall performance for Stormwater Drainage for the quarter ended 31 December 2014 was **excellent**, with all five performance targets being achieved.

## Sewerage and Treatment and Disposal of Sewage

### Statement of Service Performance

The Levels of Service and Key Performance Indicators for this Group of Activities are:

WHAT WE DO (LEVEL OF SERVICE)	HOW WE MEASURE SUCCESS (PERFORMANCE MEASURE)	PERFORMANCE TARGET	OUR PERFORMANCE TO 31 DECEMBER 2014	
Sewage treatment is managed without adversely affecting the quality of the receiving environment.	Number of complaints regarding receiving water quality as a result of effluent discharge as measured in Request for Service (RFS) system.	≤ 2	<b>Achieved</b> – No service request complaints were received for the quarter ended 31 December 2014.	(a)
Sewage is managed without risk to public health.	Number of sewage overflows into habitable buildings due to faults in the wastewater system (measured by RFS system).	≤ 1	<b>Achieved</b>	(b)
A reliable removal and treatment service is provided.	Number of sewage overflow events per year at any one wastewater scheme.	≤ 2	<b>Not Achieved</b>	(c)
Resource Consent for TKWWTP is renewed and complied with	Percentage compliance with renewed TKWWTP Resource Consent	100%	<b>Achieved</b> – WDC were 100% compliant with consent requirements.	(d)

### Summary of Service Performance

The overall performance for Sewerage and Treatment and Disposal of Sewage for the quarter ended 31 December 2014 was **good**. Three out of the four performance targets were achieved, one was not achieved.

(c)	The performance target of the ' <i>number of sewage overflow events per year at any one wastewater scheme</i> ' was not achieved for the quarter ended 31 December 2014. A total of 20 service request complaints were received for the quarter ended 31 December 2014 in relation to the following schemes 10 (Te Kuiti), 8 (Piopio) and 2 (Benneydale). The main identified reasons for these complaints were from blockages and overflows, odour and high level alarms being triggered for Piopio residents. The main identified causes of overflow events were from blockages caused by rags and other clothing items that have entered the pipework restricting sewerage flow and causing it to back up. All sewerage blockages are attended to promptly by the Water Services Engineer. Information on how to look after your septic tank, is mailed to Piopio township residents on a regular basis throughout the year to educate them and stress the importance of caring for their septic system. This type of correspondence is being considered for the Te Kuiti and Benneydale Schemes in an attempt to prevent future blockages from clothing items and other items that should not be disposed of into the wastewater system.
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## Economic Sustainability Group

### Water Supply

#### Statement of Service Performance

The Levels of Service and Key Performance Indicators for this Group of Activities are:

WHAT WE DO (LEVEL OF SERVICE)	HOW WE MEASURE SUCCESS (PERFORMANCE MEASURE)	PERFORMANCE TARGET	OUR PERFORMANCE TO 31 DECEMBER 2014	
Water supply is adequate for public health purposes.	Percentage compliance with NZ Drinking water Standards 2005 (revised 2008) as measured in WINZ database	95%	<b>Not Achieved</b>	(a)
	Public Health Risk Management plans adopted and implemented.	100%	<b>Achieved</b> – Asset Management Plan Budget Manual (100%)	(b)
	Confirmed illnesses attributable to consumption of Council water supply services.	Nil	<b>Achieved</b> – No service request complaints were received for quarter ended 31 December 2014.	(c)
	Number of complaints per annum regarding water supply quality, at any supply scheme.	<10	<b>Not Achieved</b>	(d)
	Percentage of customers who are satisfied with the quality of their drinking water as measured by Resident Satisfaction Survey.	75%	<b>Not measurable at this time.</b> Results for the performance target will be provided following the 2015 resident satisfaction survey	(e)
Water resources are used efficiently and sustainably.	Percentage of the fire hydrants meeting bi-annual compliance test with the fire fighting standards.	75%	<b>Achieved</b> – 85% of fire hydrants meet compliance test with firefighting standards.	(f)
Water supply to customers is reliable.	Percentage of customers who are satisfied with the reliability of their water supply services as measured by Resident Satisfaction Survey.	75%	<b>Not measurable at this time.</b> Results for the performance target will be provided following the 2015 resident satisfaction survey	(g)
Failures and service requests are responded to promptly.	Percentage of supply disruptions restored within 4 hours after first notification.	90%	<b>Not Achieved</b>	(h)

### Summary of Service Performance

<p>The overall performance for Water Supply for the quarter ended 31 December 2014 was fair with four being achieved, one not measurable and three not achieved.</p>	
(a)	<p>The performance target of <i>'Ninety-five percent compliance with NZ Drinking Water Standards 2005 (revised 2008) as measured in Water Information New Zealand (WINZ) database'</i> was not achieved to the quarter ended 31 December 2014 with a result of 50%.</p> <p>WDC is still in the process of upgrading water plants to comply with Drinking Water Standards 2005 (revised 2008). Waikato District Health Board (WDHB) confirms council's compliance on an annual basis, and are running one year behind.</p> <p>The project to construct and commission the upgrades to Te Kuiti Water Treatment Plant has commenced late 2014 and is still in progress with the installation of the tanks and pump station currently underway. This project is progressing well as planned. The electrical upgrade for the plant is expected to commence around mid 2015.</p>
(d)	<p>The performance target of <i>'less than 10 complaints per annum regarding water supply quality at any supply scheme'</i> was not achieved as at the quarter ended 31 December 2014. A total of 50 service request complaints were received for the quarter pertaining to the Te Kuiti (39 or 78%), Piopio (5 or 10%), Mokau (5 or 10%) and Benneydale (1 or 2%) schemes.</p> <p>The main reasons for the complaints were from leaks, lack of water supply (generally caused due to a leak, water toby issues, discoloration and odour).</p>
(h)	<p>The performance target of <i>'ninety percent of supply disruptions restored within 4 hours after first notification'</i> was not achieved for the quarter ended 31 December 2014. A total of 37 complaints were received for the quarter of which (22 or 59%) were achieved, and (15 or 41%) were not achieved.</p> <p>The main reasons for these complaints were for colour, taste and odour of water supply , minor leaks in pipework and damaged or leaking tobies. Complaints pertained to the following townships - Te Kuiti (29 or 78%), Mokau (4 or 11%) and Piopio (4 or 11%) and Benneydale (nil).</p> <p>All efforts are made to attend to supply disruptions as promptly as possible. Those complaints that are not dealt with within the four hour timeframe are generally due to either availability of staff and/or contract staff or where further investigation is required.</p>

## Roads and Footpaths

### Statement of Service Performance

The Levels of Service and Key Performance Indicators for this Group of Activities are:

WHAT WE DO (LEVEL OF SERVICE)	HOW WE MEASURE SUCCESS (PERFORMANCE MEASURE)	PERFORMANCE TARGET	OUR PERFORMANCE TO 31 DECEMBER 2014	
The rideability of the roading network is maintained in good condition and is 'fit for purpose'.	The number of service complaints from ratepayers in any one month regarding the condition of the roading surface.	<4 / month	<b>Not Achieved</b>	(a)
	Sealed road lane kilometres exceeding a NAASRA* roughness count rating of 150. Measured on a biennial basis.	<8%	<b>Achieved</b> - NAASRA biennial result 6.50 %	(b)
The network's traffic marking and signage facilities are up to date, in good condition and 'fit for purpose'.	Number of service complaints per month regarding missing, damaged or inaccurate road signage.	<3 / month	<b>Achieved</b> – Only one complaint for the quarter ended 31 December 2014 was received. All months achieved the required target of less than 3.	(c)
The roading network is open and accessible to users.	The number of road closures per month due to weather events (defined as bank slippages or blockages or flood events) lasting more than 24 hours.	≤1 / month	<b>Achieved</b> – Three complaints received for the quarter ended 31 December 2014. One in October and one (of the two) in November were not attended to within the 24 hour timeframe. This target allows for one or less per month, therefore this target was achieved.	(d)
	The number of complaints per month regarding damaged footpaths.	<3 / month	<b>Achieved</b> – No complaints were received for the quarter ended 31 December 2014.	(e)
	Time of response to reported defects and faults.	Within 24 hours	<b>Not Achieved</b>	(f)

\* NAASRA is a generally acceptable measure of road roughness. A NAASRA count of less than 150 indicate an acceptable level of ride comfort.

\*\* The target has been slightly revised as sometimes severe weather events can happen causing excess damage and the resolution can be delayed. Resourcing to meet these rare events is considered financially impractical and hence the slight revision in target.

### Summary of Service Performance

The overall performance for Roads and Footpaths for the quarter ended 31 December 2014 was **good**. Four out of the six performance targets were achieved, two were not achieved.

<b>(a)</b>	<p>The target of <i>'less than four service complaints per month in any one month regarding the condition of the road surface'</i> was not achieved. A total of 15 complaints were received for the quarter ended 31 December 2014.</p> <p>The main reasons for a large portion of the complaints throughout the quarter were due to potholes on rural roads and bitumen bleeding on sealed roads both urban and rural due to higher temperatures over the warmer Spring/Summer season. The backlog of metal and grading works put on hold due to conditions has now been caught up. Periodic forestry activities have a large effect on some of these roads. On the positive, there has been a significant decline in the number of complaints for this target from 44 reported in the last quarter to 15 for this quarter.</p> <p>The Councils roading staff and road maintenance contractor is immediately advised of all road surface incidents and these are attended to according to urgency, and reviewed on a weekly basis through operations and maintenance meetings with Council.</p>
<b>(f)</b>	<p>The performance target of <i>'Time of response to reported defects and faults within 24 hours'</i> was not achieved. A total of 12 complaints were received for the quarter ended 31 December 2014, four of which were responded to within required timeframe and eight were not responded to within the required 24 hour timeframe. A reduction for the number of complaints for this target have reduced significantly from 26 to 12 in comparison to the previous quarters report.</p> <p>The Councils roading staff and road maintenance contractor is immediately advised of all road defects and faults, which are attended to according to urgency, and reviewed on a weekly basis through operations and maintenance meetings with Council. Often the works are programmed into the contractors operations and maintenance schedule. Urgency on the matter is determined on whether it bears an immediate health and safety risk to the road users and due to the nature of the defect it is not always possible to fix within the agreed response time. Response times are being followed up and revised procedures should improve achievement of this target.</p>

Document No: 349590

File No: 004/004

**Report To: Council****Meeting Date:** 24 February 2015**Subject:** **Progress Report – Implementation of Communications Strategy**

### Purpose of Report

- 1.1 The purpose of this business paper is to brief Council on progress made with various Communications projects identified within the Communications Strategy Implementation Plan as well as those that have arisen during the year.

### Local Government Act S.11A Considerations

- 2.1 There are no considerations relating to Section 11A of the Local Government Act in regards to this business paper.

### Background

- 3.1 The Communications Strategy Implementation Plan was adopted by Council in November 2012.
- 3.2 The focus is on activities and key projects to be undertaken in order to implement the strategic intent.
- 3.3 The following update covers the areas of corporate communications recently completed.

### Commentary

- 4.1 **Long Term Plan feedback from the Community - Have your say for a vibrant and thriving future**
- 4.2 During the period August through to October, we invited the public to 'have their say for a vibrant and thriving future'.
- 4.3 This communications plan highlighted that WDC was developing a plan for the next ten years and asked to hear the public's views on the areas that they think Council should focus on.
- 4.4 The public were invited to share their views on three focus areas:

### **Economic Development opportunities**

- Assist development of 'Timber Trail' business opportunities
- Work with Hamilton Waikato Regional Tourism Organisation
- Supporting local business initiatives

### **Community connectivity and development**

- Support Youth Council, projects, events, Social Sector Trials
- Employment partnerships with tertiary training
- Work on 'Waitomo as a place to live' by promoting lifestyle and job opportunities
- Explore development of Elderly Housing opportunity

### **Good Asset stewardship and development**

- Continue upgrades and maintenance of core infrastructure assets
- Carry out essential upgrades of community assets

4.5 The methods used to communicate this information included advertising in the Waitomo News, facebook, a feedback form on WDC's website and a paper form provided at the reception areas of WDC, the Library, the Visitor Information Centre as well as the key locations across the district. Drop-boxes and return freepost envelopes were provided to make it easier for residents to submit their feedback to Council.

4.6 A total of 14 feedback forms were returned to WDC, most of which signified support for Council's three focus areas.

4.7 The topics that received the least support in terms of the number of 'No' responses was '*Assist development of 'Timber Trail' business opportunities*', '*Work with Hamilton Waikato Regional Tourism Organisation*' and '*Carry out essential upgrades of community assets*'.

4.8 This result could be attributed to the fact that the public may have not have an understanding of Council's role in regards to the Timber Trail and the Hamilton Waikato Regional Tourism Organisation.

4.9 The following tables provides a summary of the support for each of the three focus areas:

<b>Economic Development</b>	<b>Yes</b>	<b>No</b>
Assist development of 'Timber Trail' business opportunities.	<b>8</b>	<b>5</b>
Work with Hamilton Waikato Regional Tourism Organisation	<b>9</b>	<b>4</b>
Supporting local business initiatives is important for economic development	<b>11</b>	<b>3</b>

<b>Community Connectivity and Development</b>	<b>Yes</b>	<b>No</b>
Support Youth Council, projects, events, Social Sector Trial	<b>11</b>	<b>1</b>
Support employment partnerships with tertiary training	<b>12</b>	<b>1</b>
Work on 'Waitomo as a place to live' by promoting lifestyle and job opportunities	<b>11</b>	<b>2</b>
Explore development of Elderly housing opportunity	<b>10</b>	<b>2</b>

<b>Good Asset stewardship and development</b>	<b>Yes</b>	<b>No</b>
Continue upgrades and maintenance of core infrastructure assets	<b>11</b>	<b>1</b>
Carry out essential upgrades of community assets	<b>9</b>	<b>4</b>

**Comments included on feedback form:**

*"Future development of coastal foreshore property needs to be taken extremely seriously and careful planning is crucial, WDC needs to work jointly with WRC to make well informed decisions, it seems to us that this is not happening, landowners seem to be bullying authorities or carefully working with the different authorities on there own to get what they want even if it is going to be to the detrement of future ratepayers(our children), I am sure the WDC can find ways to broker these discussions and make sure their focus is on the future of the community rather than a couple of extra dollars recieved from some extra ratepayers, any decisons on granting foreshore development would be very narrow minded and certainly not a way to make a community "Vibrant and Thriving". An excellent example of Bad asset stewardship is past town planning at Mokau Point where alot of ratepayer dollars have been spent on remediating/consultations etc... due to silly decisions on granting building on coastal erosion areas in the past, there is no point improving infastructure if any gained efficiencies are used to rectify/or not rectify in this instance and will never be able to rectify coastal erosion on the west coast into the future, it would be silly to grant approval for development on any foreshore propertys on the west coast especially in our region, I would hate for my kids to be paying for unfounded decisions 20 years from now."*

*"Sell the camping ground. It should not be a halfway house for people with mental health issues. Its too close too close to TKP. Think of the kids, especially after Friday 29th August incident involving the dog mistreatment. The kids saw it and are still upset. Maybe the council should pay for counselling."*

*"Clean the Te Kuiti River please. It is in much need of a good clean."*

*"Save the money and reduce the rates. This will allow more house buyers in the the area and increase the potential income for the community. Comment 2: I believe that the council needs to reduce the rates for the hard working rate payers in some way. Why are the rates so much higher than in many other areas?"*

*"I think we should have a new principal for TKP. She's to 'growley' and ever since she has been there there's been 15 students that have left the school. Thank you."*

*"We need to make Te Kuiti a place for families, jobs and youth opportunities. We need more support for local business and services."*

*"Benneydale is thriving with children now. Its time to repair old projects first before starting new ones - PLEASE - think of our future first!!"*

*"It would be great if TAX PAYERS! HOME OWNERS! Didn't have to pay so much for Levies and rates its ridiculous how much we pay compared to other districts."*

*"I think that these are essentials and a great help with the communities. (Great)"*

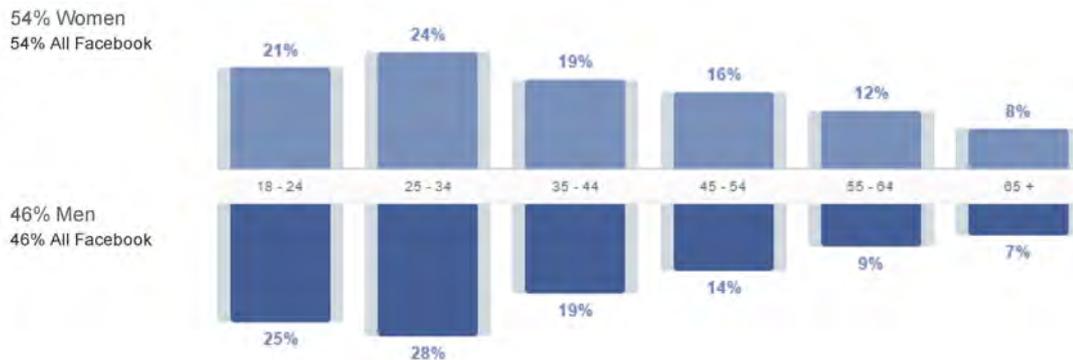
- 4.10 Feedback was also obtained from the Stakeholder meeting held at the Riverside Restaurant in Te Kuiti, on 19th August 2014.
- 4.11 The topic of discussion ranged from attracting residents to the district, promoting tourism and new business, Earthquake strengthening legislation, and the Rail Hub development.
- 4.12 **Survey on the Significance and Engagement Policy**
- 4.13 A survey was carried out as part of the October issue of the Waitomo Way and the same survey was made available on our website.
- 4.14 45 responses were received to the survey and an additional submission from Steven Wilson, Maniapoto Maori Trust Board came via the Waikato Regional Council.
- 4.15 The responses showed that people preferred us to seek their feedback on paper, through submission forms and surveys, followed by in person and online.
- 4.16 **Facebook**
- 4.17 Waitomo District Council's Facebook page is a communications tool used to keep the public updated on decisions made by Council and provide general information on Council activities and services.
- 4.18 The reach of the facebook page continues to grow. Likes have increased from 610 likes to 742 (as at 10 February 2015).
- 4.19 Any relevant community posts are shared with the Visitor Information Facebook page. This page currently has 136 likes, and is used to promote events and activities available across the District as well as sharing WDC news.

4.20 Recently, a 2015 calendar was developed in conjunction with the iSITE team to promote the beautiful scenic locations across the district. Some of the images used in the calendar have featured on the iSITE's facebook page.

4.21 The followings provides an insight into the people following WDC's facebook page:

4.22 Demographics – age and gender

- 28% of our Facebook followers are male, 25-34 years of age.
- 24% of our followers are female, 25-34 years of age.



4.23 Facebook 'fans'

4.24 A 'fan' is a facebook user who 'likes' a particular page. If a user chooses to 'like' a page, they are then able to get updates from that page's administrator through status updates, link posts, and event invitations.

4.25 Fans display lists of pages they have 'liked' on their profile, under the 'interests' section of their information tab.

4.26 The location of our page's fans is included in the following table:

City	Your Fans
Auckland, New Zealand	94
Hamilton, Waikato, New Zealand	80
Waitomo, New Zealand	63
New Plymouth, Taranaki, New Zealand	30
Christchurch, Canterbury, New Zealand	24
Te Awamutu, Waikato, New Zealand	22
Wellington, New Zealand	21
Invercargill, Southland, New Zealand	20
Otorohanga, Waikato, New Zealand	18
Tauranga, Bay of Plenty, New Zealand	17
Waitomo Caves, New Zealand	12

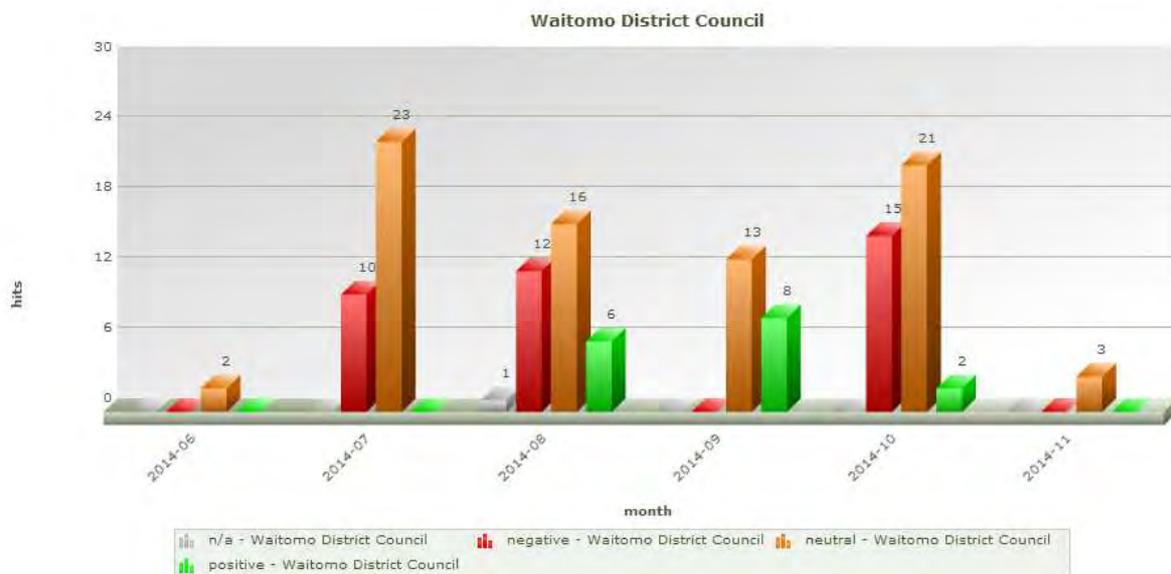
4.27 Facebook is a good communication tool to promote any important messages.

4.28 This year, two new Facebook profiles were created:

- Brian Hanna Mayor of Waitomo District
- Waitomo District Council Animal Control Officer

- 4.29 The aim of these profiles is to improve community engagement. Brian's mayoral profile enables the sharing of community focussed news and provides a platform for online feedback.
- 4.30 The Animal Control Officer Profile is intended to support Lucas in his role, share photos of dogs that are being held in the pound and remind people of their obligations i.e. notifying WDC of a change of dog ownership/ dog transfer.
- 4.31 **Waitomo Way newsletter**
- 4.32 The newsletter is currently being published every two months and delivered to letterboxes across the Waitomo district. The newsletter is also available online via the 'buzzit' website.
- 4.33 The topics included in the newsletter vary with each issue from roads to library information, funding and grants, local government news and animal control.
- 4.34 There are currently 63 people subscribed to the online newsletter. The best way for a resident to sign-up for the newsletter is to register their email address directly on the site, via WDC's website, or to email WDC directly.
- 4.35 **WDC Website**
- 4.36 The website is maintained and updated with current information, on a regular basis. Public notices, LGNZ media releases and other important information are uploaded to the news feed.
- 4.37 Google Analytics for the website
- 4.38 Council accesses information about the website's visitor statistics, reporting and user testing from Google Analytics.
- 4.39 For the period 30 June 2014 to 10 February 2015, WDC's website had:
- A total of 8,175 sessions or visits – of which 2,271 accessed the website using a mobile and tablet device and 2,939 of these were returning users.
  - The average time spent on the website was 2 minutes and 37 seconds.
  - 3.47 pages were viewed during each session.
  - The top pages viewed were; 'home page', 'council', 'contact', 'rating information/ property information'.
  - The top three browsers used were Internet Explorer (41.65%), followed by Chrome (31.21%) and Safari (13.55%).
- 4.40 During this period, 89.09% of sessions on the website were from within New Zealand.
- 4.41 29.17% of sessions were made from users located in Auckland, and more locally 16.87% from Hamilton and 9.30% from Piopio.
- 4.42 **ALGIM 2014 website audit and survey**

- 4.43 WDC's website was included in ALGIM's annual website audit. This year [www.waitomo.govt.nz](http://www.waitomo.govt.nz) was ranked 36 out of 78 Local government website's. This is an improvement on the 2013 result of 38 (out of 78).
- 4.44 The website rankings and summary audit report are included as **attachment 1**, to this business paper.
- 4.45 **Media Monitoring**
- 4.46 WDC uses a media monitoring service called Meltwater News. We receive daily morning reports that provide us with an insight and links to online media mentions of Waitomo District Council and associated individuals, towns, businesses, community groups and organisations such Inframax Construction Limited.
- 4.47 Topical news updates are uploaded to the media releases section of the staff intranet and the councillor intranet.
- 4.48 The following graph shows the type of 'hits' during the period June to November 2014. 'Hits' are number of times WDC has featured in the media.
- 4.49 Media coverage rated as negative, does not necessary reflect on the organisation, but can be rated as a result of negative terms or phrases contained in the article.



- 4.50 The majority of hits are neutral (they have not been rated as either positive or negative news articles).
- 4.51 In July 2014, WDC had 10 negative hits for a Waikato Times article; '*Councils cut spending, Waikato District makes big gains*'. This article focussed on Council's that had the largest drops in operating expenditure.
- 4.52 August 2014 had 12 negative hits that were a result of articles regarding the Te Kuiti Courthouse holding cell (*Te Kuiti's Human Zoo* – NZ News National). This article featured in five other newspapers including the Waikato Times and the Dominion Post. The other article that WDC featured highly during August was WDC's involvement in emergency works at Point Road Mokau, as a result of coastal erosion.

- 4.53 In October 2014, 15 negative hits were reported as a result of the fatal accident on Te Kuiti's railway corridor. This story featured in seven different newspapers plus radio and social media.
- 4.54 Positive articles were related to the Limestone, People & Time commemorations marking 125 years of caving at Waitomo Caves.
- 4.55 **Engaging with the community**
- 4.56 Communications initiatives were undertaken in an effort to maintain a good level of engagement with the rural community as well
- 4.57 WDC is now providing regular Council news in the Piopio Birdtalk newsletter. Published every two months, this community newsletter covers Piopio, Aria and Mahoenui communities. Recently we have provided information about the transfer station facility and the wastewater systems in Piopio.
- 4.58 The Tainui Trading Post is a locally produced monthly newsletter for the Mokau and Awakino communities. We have provided information about Council's water by meter charges (Fees and charges July 2014); and Community meeting for Waitomo District Civil Defence Emergency Management.
- 4.59 The notice board located in Mokau is updated with posters about the water meter charges, recycling and waste disposal facilities and updates on the construction of the Mokau raw water storage dam.
- 4.60 A flyer was distributed to residents in Kinohaku and Marokopa, to highlight the importance of recycling and the facilities provided at rural waste transfer stations.
- 4.61 Council news and event information is shared with local schools via an email list. Examples of recent communication with schools include recycling over the holiday period and information about events at the Waitomo District Aquatic Centre.
- 4.62 **Focus for 2015**
- 4.63 Maintaining WDC's existing communications methods, growing the readership of Waitomo Way, the reach of facebook and implementation of the necessary communications plans, will be an ongoing focus.
- 4.64 Community engagement of the LTP 2015-2025 will take priority in the earlier part of 2015, and this will be followed by the 2015 Resident Satisfaction Survey.

### **Suggested Resolution**

The business paper Progress Report Communications Strategy Implementation Plan be received.



KELLY MARRIOTT  
**COMMUNICATIONS OFFICER**

10 February 2015

**Document No:** 349396**File No:** 037/020/15**Report To: Council****Meeting Date:** 24 February 2015**Subject: Communications Plan for the formal consultation of the Long Term Plan**

## Purpose of Report

- 1.1 The purpose of this business paper is to present the Communications Plan for consultation on the proposals to be included in the Long Term Plan 2015-2025 through the Consultation Document.
- 1.2 The various elements of the Communications Plan have been taken from the Communications Strategy.

## Background

- 2.1 The communication objectives for public consultation as stated in the Communications Strategy (section 13) are to involve our community in a meaningful and informed dialogue on the following aspects:
  - a) WDC funding and activities; to increase understanding of how the WDC's plans and policies link together;
  - b) To increase community awareness and understanding of dealing with short term challenges and the implications for longer-term funding and key strategic issues for the district;
  - c) To fully engage the community in setting the direction of the district's activities and development for the next 10 years;
  - d) To explain the relationship between the services our communities want and the impact on rates – what's needed and wanted vs what's affordable and sustainable;
  - e) To meet our statutory consultation obligations and to focus on enabling the 'right debate'.
- a) Enhancing community development.
- 2.2 The various aspects of the Communications Plan for the Consultation Document process will work in an interconnected manner to raise public awareness of the key proposals of the LTP.

<b>Process</b>
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3.1 The formal consultation process for the proposed LTP starts on Wednesday 1<sup>st</sup> April and ends on Friday 1<sup>st</sup> May 2015.

3.2 The following table provides a timeline for this process:

<b>Date</b>	<b>Task</b>
24/2/15	Council adopts Supporting Information and CD for Audit
25/2/15-18/3/15	Audit Review of Supporting Information and CD
24/3/15	Adoption of CD and Supporting Information for Consultation
1/4/15	Public consultation period starts
1/4/15-10/4/15	Implementation of various communications methods i.e. Distribution of CD to letter boxes, online supporting information and submission form.
TBC	Resident and Ratepayers meetings
1/5/15	Public consultation period ends
11/5/15	Council Hearings
26/5/15	Council deliberations
11/6/15	Audit Hot Review of LTP
23/6/15	Council adopts LTP 2015-2025

3.3 The desired outcomes of this communications plan are:

- As far as is possible all ratepayers are aware of the consultation process, where they can get more information and how to engage in the process;
- The key messages are clearly understood by all those who choose to engage;
- The quality of submissions received is high.

3.4 A Consultation Document (CD) will form the basis of engagement with the community on matters to be included in the LTP must be prepared.

3.5 The CD will be developed and distributed in the same manner as the Council newsletter 'Waitomo Way' (district-wide to letterbox).

3.6 In addition to this, Council is required to produce a set of supporting information.

3.7 This will be developed in electronic and hardcopy format, and made available to the public upon request, and online.

3.8 There is no longer a requirement for Council to hold Hearings, however, we must provide an opportunity for people to present their views on the CD to Council in a manner that enables spoken (or New Zealand sign language) interaction between the person and Council. This interaction can either be during or at the end of the consultation period. It is our intention is to continue with the status quo and hold a hearing at the end of the consultation period so that submitters can present their submission to Council in person and answer questions.

3.9 The following sub-sections outline the various aspects of the Communications Plan:

**Consultation document (CD)**

- a) The CD is a new document and is different from the Summary of Information that has been published in the past.
- b) The CD is a key consultation document that summarises all key proposals that Council would like to highlight for the communities consideration and feedback, as defined by the LGA amendment Act:

**"93B Purpose of consultation document for long-term plan**

*The purpose of the consultation document is to provide an effective basis for public participation in local authority decision-making processes relating to the content of a long-term plan by:*

*"(a) providing a fair representation of the matters that are proposed for inclusion in the long-term plan, and presenting these in a way that -*

*"(i) explains the overall objectives of the proposals, and how rates, debt, and levels of service might be affected; and*

*"(ii) can be readily understood by interested or affected people; and*

*"(b) identifying and explaining to the people of the district or region, significant and other important issues and choices facing the local authority and district or region, and the consequences of those choices; and*

*"(c) informing discussions between the local authority and its communities about the matters in paragraphs (a) and (b).*

- b) In summary, Section 93C of the LGA states the content of the consultation document must describe:
  - Key issues (including options, proposed action and resulting impact on rates, debt and levels of service),
  - Key matters from the financial strategy and infrastructure strategy,
  - Any proposals for significant changes to the funding system, including changes to the rating system,
  - Impact of the proposals in the LTP on rates and debt
  - Impact of the proposals in the LTP on levels of service
  - Information describing the impacts of the rating proposals across different categories of rating unit, with different property values
  - Report from the Auditor

3.10 The CD must be a simple and concise summary of the proposed matters of the LTP.

- 3.11 It must not include a draft of the LTP, a full draft or any policy or strategy or any detailed information that is not necessary or desirable to achieve the purpose of the CD.
- 3.12 In determining which issues should be included in the CD, Council must have regard to:
- (a) its significance and engagement policy, and
  - (b) the importance of other matters to the district and its communities.
- 3.13 The Auditor has been given the responsibility to provide an opinion on whether the right matters have been included in the CD. The 'right matters' judgment will be based on how Council has decided what is important for public consultation.

### **3.14 Website**

- a) The 'have your say' webpage will be used for public consultation.
- b) A PDF copy of the CD and the supporting information will be published on the webpage.
- c) From the start date of the formal consultation period:
  - Interested parties will be able to download any of the supporting information documents in PDF format.
  - The Consultation document will be available for download in PDF format.
  - The submission form will be made accessible on the webpage, for those wishing to make a submission online.
  - *Any submissions made online are sent direct to WDC's email address and processed as part on the inwards mail.*

### **3.15 Resident and Ratepayer Meetings**

- a) It is recommended that the Elected Members attend any scheduled Resident and ratepayer meetings during the consultation period, and utilise this opportunity to obtain public feedback.
- b) It is recommended the date and time of these meetings be published in the consultation document, so that members of the public who wish to attend these meetings, feel welcome to do so.
- c) It is also recommended that the meetings (and any other meetings deemed necessary) are advertised in the Waitomo News in advance so that the public are aware of the opportunity to engage with Council.

### **3.16 The Waitomo Way**

- a) One edition of a Waitomo Way is planned for February 2015, to engage the public ahead of the up-coming public consultation.
- b) The aim of the LTP article in this edition, is to highlight the purpose of the CD, provide the consultation timeline and details of how resident's can have their say.

- c) The April issue of the newsletter will be in the form of the CD.

### **3.17 Displays in Key Locations**

- a) Public displays will be prepared and placed in the Customer Services area of the WDC Office and at the Waitomo District Library and Information Centre community notice-board from the start of the consultation period.
- b) The display will include a colour poster highlighting the key messages and how the public can have a say.
- c) Submission forms will be made available in the reception areas and additional copies of the CD will be made available to the public.
- d) Displays in other locations will be setup where deemed appropriate and copies of the publications will be displayed. The District locations include Piopio, Mokau, Benneydale, Waitomo Caves and Marokopa.
- e) These locations will be advertised in the Waitomo News.

### **3.18 Facebook**

- a) Posts will be made to WDC's Facebook page to raise awareness of the consultation period, key messages of the CD and to remind residents of the methods available to make a submission.

### **3.19 Newspaper**

- a) Publish advertisements in the Waitomo News as required i.e Community update (March edition).
- b) Prepare a media release for publication in the Waitomo News.

### **3.20 Additional Communications**

#### **a) Radio**

A series of radio commercials will be broadcast on Cruise 104.4 FM during the public consultation period.

Similar to placing a public notice, the radio commercials provide good coverage and can be used to provide a reminder to residents who have yet to make a submission to the CD.

#### **b) Internal Communications**

Staff will be informed of the key messages of the CD via the monthly staff newsletter and they will be invited to familiarise themselves with both publications as well as the key dates for consultation.

**Recommendation**

- 4.1 It is recommended that Council adopt the method of distributing the CD as a key component of the consultation process.
- 4.2 It is recommended that Council attend the Resident and ratepayers association meetings.
- 4.3 It is recommended that Council agree to have the Resident and ratepayers association meetings advertised.

**Suggested Resolution**

- 1 The business paper on the Communication Plan for the Long Term Plan 2015-25 be received.
- 2 The distribution of information forming part of the consultation process for the Long Term Plan, as proposed, be adopted.



KELLY MARRIOTT  
**COMMUNICATIONS OFFICER**

5 January 2015

**Document No:** 356352**File No:** 037/020/15**Report To: Council****Meeting Date:** 24 February 2015**Subject: Adoption of Supporting Information for Consultation Document on the Long Term Plan 2015-25**

### Purpose of Report

- 1.1 The purpose of this Reader is to present the information which supports the Consultation Document (Supporting Information) for adoption by Council for Audit purposes.

### Background

- 2.1 The Consultation Document (CD) is used as the basis of engagement with the community on the Long Term Plan (LTP).
- 2.2 The CD should provide an effective basis for public participation in the decision-making processes relating to the content of a Long Term Plan (LTP).
- 2.3 Before adopting the CD Council must first adopt the information that:
- a. Is relied on by the content of the CD
  - b. Is necessary to enable the Auditor to provide their report
  - c. Provides the basis for the preparation of the LTP.
- 2.4 The information set out in paragraph 2.3 above is called the Supporting Information.

### Commentary

- 3.1 The Supporting Information that the CD relies on is listed below:
- 1 Strategic Direction, Community Outcomes and Performance Management Framework
  - 2 Planning Assumptions
  - 3 Activity Management Plans
  - 4 Infrastructure Strategy
  - 5 Financial Strategy
  - 6 Revenue and Financing Policy
  - 7 Financial Information

- 8 Rates Remission Policy
- 9 Treasury Policy
- 10 Significant and Engagement Policy
- 11 Policy on Appointment of Directors to CCO's
- 3.2 The documents contained in the Supporting Information pack listed in 3.1 above are enclosed separately and form part this business paper.
- 3.3 Please note that the following documents will be circulated under separate cover prior to the meeting –
- Parks and Reserves, Recreation and Culture, Public Amenities, Housing and Other Property AMPs
  - Infrastructure Strategy
  - Financial Strategy
  - Revenue and Financing Policy
- 3.4 The Significance and Engagement Policy (SEP) also forms part of the Supporting Information Pack. The SEP was adopted on 25 November 2014 (part of transition provision of the LGA 2002 amendments).
- 3.5 All of this information has been discussed with Council at different Workshops either stand alone documents (e.g. the polices) or as part of Activity Management Plan discussions.
- 3.6 The historic detail of the review of the Supporting Information at Council Workshops is set out below:

<b>Documents/ Information</b>	<b>Council inputs/adoption</b>
Community Outcomes/ Vision/ Strategic Direction	Council workshop – 12 August 2014
Financial Strategy	Council workshop – October 2014, 17 February and as part of Financial Forecasting Workshops
Infrastructure Strategy	Council Workshop - 7 Oct 2014 and 17 Feb 2015
Revenue and Financing Policy	Workshop, 18 September, 16 December and 17 Feb 2014
Planning Assumptions	Council workshop – 12 August 2014
AMPs	Council workshops – Sept 2014  Draft AMPs Workshop – 16 Dec and 17

Documents/ Information	Council inputs/adoption
	February 2015
Financial Information, including all financial statements, Rating impact and examples, accounting policies and Funding Impact Statement	Council workshops - 11 Nov 2014, 9 Dec 2014, 10 Feb 2014 and 17 Feb 2014
Service levels and Performance Management Framework	Service levels as part of AMP Workshops –  September 2014 , 16 Dec 2014 and 17 February 2014
Other Funding and Financial Policies (s.102)	<u>Treasury Policy</u> Council Workshop on – 19 August 2014  Minor amendments made and no consultation required under the LGA.  <u>Policy on Remission of Rates</u> Council Workshop on – 19 August 2014.
Policy on Appointment of Directors to CCO's	Council workshop – 19 August 2014

3.5 The Supporting Information will be made available to the public on our website and at the following locations:

- Waitomo District Council Office, Queen Street, Te Kuiti
- Waitomo District Library, Taupiri Street, Te Kuiti
- Piopio
- Mokau Museum, Main Road, Mokau
- Benneydale Foodmarket, Ellis Road, Benneydale
- Marokopa Camp Ground

### **Suggested Resolutions**

1. The business paper on Adoption of Supporting Information for the Long Term Plan 2015-25 be received.
- 2(a) Council adopt the Strategic Direction and Community Outcomes as part of the Supporting Information for the Consultation Document prepared for the Long Term Plan 2015-25.
- 2(b) Council adopt the Planning Assumptions as part of the Supporting Information for the Consultation Document prepared for the Long Term Plan 2015-25.

- 2(c) Council adopt the Financial Strategy as part of the Supporting Information for the Consultation Document prepared for the Long Term Plan 2015-25.
- 2(d) Council adopt the Infrastructure Strategy as part of the Supporting Information for the Consultation Document prepared for the Long Term Plan 2015-25.
- 2(e) Council adopt the Revenue and Financing Policy as part of the Supporting Information for the Consultation Document prepared for the Long Term Plan 2015-25.
- 2(f) Council adopt the Financial Information, including all financial statements, Rating impact and examples, accounting policies and Funding Impact Statement as part of the Supporting Information for the Consultation Document prepared for the Long Term Plan 2015-25.
- 2(g) Council adopt the Service levels and Performance Management Framework as part of the Supporting Information for the Consultation Document prepared for the Long Term Plan 2015-25.
- 2(h) Council adopt the Parks and Reserves Activity Management Plan as part of the Supporting Information for the Consultation Document prepared for the Long Term Plan 2015-25.
- 2(i) Council adopt the Recreation and Culture Activity Management Plan as part of the Supporting Information for the Consultation Document prepared for the Long Term Plan 2015-25 for audit purposes.
- 2(j) Council adopt the Public Amenities Activity Management Plan as part of the Supporting Information for the Consultation Document prepared for the Long Term Plan 2015-25.
- 2(k) Council adopt the Roads and Footpaths Activity Management Plan as part of the Supporting Information for the Consultation Document prepared for the Long Term Plan 2015-25.
- 2(l) Council adopt the Water Supply Activity Management Plan as part of the Supporting Information for the Consultation Document prepared for the Long Term Plan 2015-25.
- 2(m) Council adopt the Housing and Other Property Activity Management Plan as part of the Supporting Information for the Consultation Document prepared for the Long Term Plan 2015-25.
- 2(n) Council adopt the Urban Stormwater Activity Management Plan as part of the Supporting Information for the Consultation Document prepared for the Long Term Plan 2015-25.
- 2(o) Council adopt the Wastewater Activity Management Plan as part of the Supporting Information for the Consultation Document prepared for the Long Term Plan 2015-25.
- 2(p) Council adopt the Solid Waste Activity Management Plan as part of the Supporting Information for the Consultation Document prepared for the Long Term Plan 2015-25.
- 2(q) Council adopt the Community Development Activity Management Plan as part of the Supporting Information for the Consultation Document prepared for the Long Term Plan 2015-25.

- 2(r) Council adopt the Regulatory Services Activity Management Plan as part of the Supporting Information for the Consultation Document prepared for the Long Term Plan 2015-25.
- 2(s) Council adopt the Policy on Appointment of Directors to CCO's as part of the Supporting Information for the Consultation Document prepared for the Long Term Plan 2015-25.
- 2(t) Council adopt the Policy on Remission of Rates (Including Remissions and Postponements of Rates on Maori Freehold Land) as part of the Supporting Information for the Consultation Document prepared for the Long Term Plan 2015-25.
- 2(u) Council adopt the Treasury Policy as part of the Supporting Information for the Consultation Document prepared for the Long Term Plan 2015-25.



VIBHUTI CHOPRA

**GROUP MANAGER – CORPORATE SERVICES**

20 February 2015

- Attachment:
- 1 Strategic Direction, Community Outcomes
  - 2 Planning Assumptions
  - 3 Service levels and Performance Management Framework
  - 4 Financial Information - All financial statements, Rating impact and examples, accounting policies and Funding Impact Statement
  - 5 AMPs
    - I. Roads and Footpaths Activity Management Plan,
    - II. Water Supply Activity Management Plan,
    - III. Wastewater Activity Management Plan,
    - IV. Urban Stormwater Activity Management Plan,
    - V. Solid Waste Activity Management Plan
    - VI. Community Development Activity Management Plan
    - VII. Regulatory Services Activity Management Plan
  - 6 Policy on Appointment of Directors to CCO's
  - 7 Policy on Remission of Rates (Including Remissions and Postponements of Rates on Maori Freehold Land)
  - 8 Treasury Policy

Document No: 356345

File No: 037/020/15

**Report To: Council****Meeting Date:** 24 February 2015**Subject:** **Adoption of Consultation Document for 2015-25 Long Term Plan (for Audit Purposes)**

### Purpose of Report

- 1.1 The purpose of this Reader is to present a draft Consultation Document for adoption by Council (for Audit purposes).

### Background

- 2.1 The Consultation Document (CD) is used as the basis of engagement with the community on the Long Term Plan (LTP).
- 2.2 The CD should provide an effective basis for public participation in the decision-making processes relating to the content of a Long Term Plan (LTP).

### Commentary

- 3.1 Attached with this Reader is a CD for consideration for adoption by Council for audit purposes.
- 3.2 The working CD was reviewed at a Workshop on 17 February 2015. The working draft in turn was based on discussions held in December 2014.
- 3.3 The structure of the draft CD is as follows:

Section 1	Section 2	Section 3	Section 4	Section 5
<b>Strategic Direction and Context</b>	<b>Challenges Ahead</b>	<b>Our Response and Proposals</b>	<b>Money Matters</b>	<b>Your Feedback</b>
This section describes our strategic direction and provides context to our proposals.	This section describes the challenges that we have addressed through our proposals.	This section describes how we propose to move towards the vision and the key proposals.	This section describes the financial strategy and what the proposals will cost including the impact on overall rates and debt levels.	This section provides information on how you can provide us with your feedback.

- 3.4 The LTP discussions over time assisted in developing the following areas which have been incorporated into the updated draft CD:
- Financials
  - Financial Strategy
  - Infrastructure Strategy
  - RFP Changes
- 3.5 The CD in its final audited form will be considered (along with the Audit report) for adoption for public consultation on 24 March 2015.

### **Suggested Resolutions**

1. The business paper on Adoption of Consultation Document for 2015-2025 Long Term Plan (for Audit Purposes) be received.
2. Council adopt the Consultation Document for the 2015-2025 Long Term Plan for audit purposes.

### **Resolutions**



VIBHUTI CHOPRA  
**GROUP MANAGER – CORPORATE SERVICES**

20 February 2015

Attachment: 1 Consultation Document (#356530)

# CONSULTATION DOCUMENT

Welcome to the Consultation Document for Waitomo District Council's Long Term Plan (LTP) 2015-2025.

This document provides the key issues facing our District and Council, our proposed response and the financial impacts over the 2015-25 planning period.

The 'Supporting Information' contains the details that we have used to develop this consultation document. This detail is available on our web site <http://www.waitomo.govt.nz> or at one of the locations listed on **page 12** of this document, should you require it.

*(Statement about the Audit Opinion to be included here)*

## The structure of our Consultation Document:

<b>Section 1</b>	<b>Section 2</b>	<b>Section 3</b>	<b>Section 4</b>	<b>Section 5</b>
<b>Strategic Direction and Context</b>	<b>Challenges Ahead</b>	<b>Our Response and Proposals</b>	<b>Money Matters</b>	<b>Your Feedback</b>
<i>This section describes our strategic direction and provides context to our proposals.</i>	<i>This section describes the challenges that we have addressed through our proposals.</i>	<i>This section describes how we propose to move towards the vision and the key proposals.</i>	<i>This section describes the financial strategy and what the proposals will cost including the impact on overall rates and debt levels.</i>	<i>This section provides information on how you can provide us with your feedback.</i>

## Mayor's foreword

*(To be included for adoption for Consultation)*

## Introduction from the Chief Executive

*(To be included for adoption for Consultation)*

# Council's Strategic Direction and Community Outcomes

Council's vision for our District is **"Creating a better future with vibrant communities and thriving business"**.

In moving towards this Vision the aim is to make our district an attractive place that people will want to come and visit, work, and live in.

Community Outcomes provide an important framework for future planning and reflect the results that Council aims to achieve for the District in the future. As part of the development of this LTP, the Community Outcomes were updated to incorporate the following Council objectives:

- Better engagement with the community as well as stakeholders
- To play a leadership role within the region and nationally and promote the interests of our District as well as other small rural communities similar to ours.

As a result, two new 'Effective Leadership' Community Outcomes have been introduced and the Outcomes have been grouped under the four main headings below in order to better align them with Council's vision and ensure they are integrated to Council's areas of focus.

	<b>Vibrant Communities</b>	
	CO1	<i>A place where the multicultural values of all its people and, in particular, Maori heritage and culture is recognised and valued.</i>
	CO2	<i>A place where all age groups have the opportunity to enjoy social, cultural and sporting activities within our District.</i>
	CO3	<i>A place where young people have access to education, training and work opportunities.</i>
	CO4	<i>A place where young people feel valued and have opportunities for input into the decisions for the District.</i>
	CO5	<i>A place where we preserve the natural environment for future generations, ensuring that natural resources are used in a sustainable manner.</i>
	<b>Thriving Business</b>	
	CO6	<i>A place that attracts more people who want to live, work and play, and raise a family.</i>
	CO7	<i>A place where wealth and employment are created through local businesses and tourism opportunities and facilities are developed, facilitated and encouraged.</i>
	<b>Effective Leadership</b>	
	CO8	<i>A place where the development of partnerships for the delivery of programmes and services is encouraged and pursued.</i>
	CO9	<i>A place where the governance actively seeks to participate and take a leadership role in regional and national initiatives aimed at the development of the District.</i>
	<b>Sustainable Infrastructure</b>	
	CO10	<i>A place that provides safe, reliable and well managed infrastructure which meets the District community needs and supports maintenance of public health, provision of good connectivity and development of the District.</i>

# The Waitomo Context

This section provides a background of the journey, to provide context for the reasons behind Council's areas of focus and proposals for the next 10 years.

The Long Term Plan 2009-19 adopted by Council was aimed at addressing the inadequacies of the financial policies used in the past. The key ones of which were increasing borrowings substantially to fund road improvements and to fund routine cost of operating the local roads.

Through that LTP, Council introduced a period focussed on prudent financial management and carrying out only essential capital works necessary for public health/ community well-being reasons. It was agreed with the community that a consistent effort over the following years would be required, including the inevitable need to increase rates funding to correct the practice of funding operating expenditure through borrowings.

The next and current LTP 2012-22, focussed on delivering core services in a financially sustainable manner. This LTP also signalled that financial prudence strategies were starting to show benefits and Council was well on its way to good financial health. Some major infrastructure upgrades were well ahead in implementation stages or fully planned and the strategy was to move the focus to community development.

The intervening years threw up many **challenges**, the key ones were:

- Decline in dividend income from the Investment in Inframax Construction Limited. That income had been used to reduce the annual Rates requirement from the ratepayers and the income was used to meet the day to day costs for a wide range of services.
- Significant new compliance costs imposed by the Government on all local authorities especially in relation to Water and Wastewater services.
- The waste minimisation levy, emissions trading scheme and the costs associated with obtaining building accreditation
- The level of capital investment needed to upgrade the district's water supply, storm water and sewerage assets had become substantial due to past asset management practices

All of these increased the demand on rates.

**In response**, Council:

- Reduced costs, prominent amongst which was reduction in service levels for Roading which reduced costs by \$1.4 million over a period.
- Holding organisational costs where possible by re-sequencing the implementation of certain work programmes and initiatives.

- Minimise the rates impact by pursuing revenue from other sources where possible like subsidies and grants for essential infrastructure upgrades.

### **The next phase of our journey**

The residents and ratepayers of our District have shown they are strong and resilient in the face of many challenges; and have supported Council in its efforts to build a sustainable District with good infrastructure.

The journey now is to head further down the road towards a vibrant and thriving District.

Council signalled three years ago, the intention to grow and develop the District. The essence of this next LTP 2015-2025 is to bring life to that proposition, by commencing the implementation of our plans.

Good asset management means regular renewals and upgrades and therefore, these will always form a vital part of any future work programmes of Council. We are committed to ensuring that these assets are maintained in the most prudent manner for future generations.

It is our priority to continue with the planned renewals and/or upgrade of assets that enable us to effectively deliver our core services - roads and footpaths and the three water activities; Sewerage treatment and disposal, Water supplies and Stormwater.

We look forward to progressing with our vision and facilitating better economic and social outcomes for our ratepayers and the community as a whole.

The section 'Our Response and proposals' provides further details about the proposals and projects planned for the next 10 years.

# Challenges ahead

There are some key challenges that Council and our District is facing which are described in this section. These challenges have influenced Council's decisions and the development of the proposals for the 2015-25 LTP.

## Declining population in rural New Zealand communities

New Zealand, like the majority of countries across the western world, is now facing the end of a period of population growth and is experiencing population shrinkage. Population shrinkage can occur either on a national basis, or regionally as people move from rural areas or smaller towns to densely populated cities. In New Zealand, growth in many of our rural communities has either slowed or ended, while cities such as Auckland continue to grow rapidly.

The implications of population shrinkage can include:

- Reduced number of ratepayers to share the funding of core infrastructure upgrades and maintenance
- A decline in student numbers of rural (country) schools.
- Labour shortages both in the primary sector (e.g. agriculture) and in the service sector (e.g. health, education, retail)
- Loss of locally provided services to the community
- Need to diversify Council assets, such as parks and playgrounds, halls etc to cater for reduced demand.

The potential for population shrinkage needs to be planned for the same as population growth. Greater emphasis needs to be placed on improving the community environment and the wellbeing of its residents if an area is to retain or build on its current population.

Faced with population shrinkage in Waitomo District, Council intends to focus on community and economic development and is placing its emphasis on revitalising the District and supporting the community. Council intends to actively develop action plans to maintain our current population and attract more people to live and work here.

Council is constrained in the operational extent of the role it can play but intends to act as a facilitator and coordinator of efforts and programmes.

The issue of a declining population in New Zealand rural communities is now a nation wide issue which requires input and action at a national level and Council lobby for this however and whenever practicable.

## Aging population

Like elsewhere in the world, New Zealand's population is ageing and our baby boomer generation (born 1946-65) is now facing retirement.

An increase in the number of elderly does not have an impact on a community if it is accompanied by a similar population increase of young people. The impact occurs when there is a relative lack of young people to support an increase in the numbers of elderly. New Zealand is also experiencing ageing of its population from the migration of young adults overseas (typically the 20-24 year age bracket, but also often in the 15-19 and 25-29 age brackets).

The implications of an ageing population on local communities include:

- Increase in demand for pensioner housing
- Pressure on the local health care system
- Increased demand for goods and services orientated towards the elderly, such as interest groups
- Decline in demand for services for our youth, such as daycare, schools, parks and playgrounds
- Reduced labour supply

Ageing population in rural areas can also be exacerbated by the migration of the young to the main cities.

When compared to other districts in the Waikato Region, Waitomo has a higher youthful population. In 2013, only 14.2 percent of our population were aged 65 years and over. This percentage is projected to increase to 19.4 percent by 2043.

Despite the relatively youthful make up of our community compared to others in the Region, the portion of the elderly in our community is projected to increase and there will be an increase in demand for housing for the elderly in the future.

Council is currently investigating the facilitation of the private provision of more residential units for the elderly in order to meet the needs of the changing demographics within our communities.

## **Changing face of local government**

The last 5 years have seen the introduction of the Auckland Super City and other proposals for amalgamation across the country.

Waitomo District Council believes that amalgamation is unnecessary and in fact detrimental to local decision making and representation. It can be hugely disruptive with the potential to put planned initiatives into slow motion or even halt them, as experience in certain other regions has shown. Our Council aims to continue its focus on working collaboratively with other Councils in the Region to ensure we can create the necessary efficiencies in service delivery as it has been in the last 2-3 years. The key forum for collaborative working between Councils in the Waikato Region is the Waikato Mayoral Forum (WMF). The WMF is involved in a range of work streams specifically designed to benefit the Waikato Region and take advantage of economies of scale. The Waikato Plan development is a key project being undertaken through the WMF at the present time, the outcome of which will be a spatial plan document for the entire region.

However, there is always the possibility that an amalgamation process will be put forward which is kick-start an extensive and intense process and which Council will need to be prepared for.

## Accumulated Debt

For the past few years Council has been working on improving its financial sustainability. Substantial progress in this area has been made over the last 3-4 years whereby Council's debt is starting to reduce despite a significant capital works programme being carried out. Further details are contained in Section 4 of this document.

Despite the progress made in Council's financial management, Council's accumulated debt from the past is still high which imposes debt servicing costs on its ratepayers. Reducing debt is still a high priority and challenge for Council.

DRAFT

# Our Response and Proposals

## Implementing our vision; creating vibrant communities with thriving business.

“Creating a better future with vibrant communities and thriving businesses” has been Council’s vision since the 2012-22 LTP.

This 2015-25 LTP is focussed on developing specific action plans to implement this strategic direction and move us towards achieving our vision.

Faced with a shrinking population, Council considers it vital that we focus on facilitating economic growth and community connectivity and development.

To benefit the future of our communities we aim to create an inviting community environment that will attract people to live and work here.

We want to promote our unique tourism ventures so that people will visit our district for longer and have the opportunity to experience the diverse range of adventure and sightseeing activities.

The following are the key proposals for the LTP that we want to receive your feedback on. This section should be read in conjunction with the financial implications section on page <>.

### Economic Growth

We want to focus on facilitating economic development opportunities to support the growth of our local economy. In order to achieve this, we aim to effectively promote our district’s attractions and business opportunities as well as supporting local business initiatives and projects.

We have already committed to some projects like the Te Kuiti Railway Buildings Revitalisation project which is progressing well.

In the 2012-22 LTP Council has agreed with the community, to the establishment of a District Economic Development Board over a period of four years. Our intent of facilitating Economic Development still remains; however, we are intending to change the method of delivery.

Instead of establishing a District Economic Development Board, Council has agreed that in-house delivery of an action plan developed with inputs from the community will be more efficient and effective than delivery through a separate entity such as an Economic Development Board.

This Action Plan is currently being developed and is due for implementation by July 2015. The plan will serve to encourage, support and promote business expansion and sustainable economic development by identifying opportunities and marketing Waitomo as a vibrant district where people want to live work and play.

Examples of the type of initiatives that we are considering include:

- A District marketing strategy to attract future business and resident growth.
- Council as an "enabler" for vibrant commercial and industry development, with subsequent job growth.
- Identifying industry gaps and aggressively pursuing investment.
- Enable appropriate and well structured marketing plans to fully develop and satisfy visitor experiences.
- Facilitate or build products to enable the high volume of visitors to the iconic Waitomo Caves to stay in our district for longer, for example:
  - Promote packages with cycle ways, Hobbit film scene, the abundance of DOC natural attractions, and the natural beauty of our unique district.
  - Work with Iwi to develop stronger cultural tourism, especially as Pureora develops as a destination.
  - Develop Te Kuiti as a strong brand, and aggressively market our Main Street "hub" as a "destination" to the large volume of passing traffic, and tourists alike.
- Identifying skill gaps and labour shortages within the district and working with training providers to better align training to business needs.

We work closely with the Hamilton and Waikato Regional Tourism Organisation, to promote the unique sights and activities available right on our doorstep. We plan to increase our focus on visitor experience by promoting these unique tourism opportunities through WDC supported i-SITE's and marketing brochures.

## Community Connectivity and Development

Strengthening our connections with our communities and supporting development is another area of focus for the 2015-25 period.

Community connectivity and development will involve continued support of our Youth Council.

Council would like to motivate the development of projects and events to give our youth a sense of contributing something of value to society. The key areas of youth engagement include:

- Waitomo Youth Council
- Mayor's Task Force for Jobs
- Tuia Programme
- Social Sector Youth Trials
- Social Sector Youth Mentoring Programme

We want to work on promoting 'Waitomo as a place to live'. The ability to offer great lifestyle and employment opportunities will attract new residents and retain our youth by ensuring that relevant opportunities exist for them.

We are also looking at ways to facilitate the development of more "Housing for the Elderly". This is an important project as we look to the future with an increasing proportion of elderly residents in our district.

We will continue to encourage community groups to lead their own urban development in partnership with Council. We intend to apply strong leadership to assist these initiatives.

## Good Asset Stewardship and Management

Asset maintenance and upgrades, essential elements of prudent asset management, will continue to form a vital part of Council's future planning. An Infrastructure Strategy (IS) covering a planning period of 30 years (2015-45) has been developed by Council, which outlines how Council intends to manage its Water supply, Wastewater, Stormwater and Roads and Footpath infrastructure assets.

Council has been investing in core services/infrastructure over the last 7- 8 years; keeping up with the replacement of old assets at the end of their useful lives and developing assets to meet community needs and increasing environmental and public health standards. Significant upgrades have been completed for Piopio Sewerage, Moaku Water, Piopio Water, Benneydale Water and Te Kuiti Sewerage.

### Key Aspects of the IS

- Council's approach in the IS is largely based on the need for informed and consistent asset renewal over time (especially for reticulation assets), as the majority of Council's significant infrastructure has been upgraded in recent years.
- Examples of the proposed renewals/upgrades to existing infrastructure include: bridge and stormwater renewals, upgrade to Te Waitere wastewater soakage field and mains replacement programme for water supply.
- Population and land use projections support Council's planning approach of regular maintenance and renewals as opposed to the development of new capacity driven infrastructure. There is currently enough capacity in the infrastructure network to allow for nominal growth.
- A critical aspect of the IS is investment in the collection of asset data (particularly for underground reticulation assets) so renewal programs are better programmed and well aligned to asset condition and performance information.
- The only significant capital improvement planned over the life of the IS is the completion of the upgrade of the Te Kuiti Water Treatment Plant in 2015/16 and 2016/17 years.
- Some upgrades and investigations have been programmed for reasons of risk mitigation and resilience building.
- Operating costs are expected to be relatively stable over the life of the IS with no material changes in service levels planned

The full Strategy is contained as Section 4 of the Supporting Information package and is available on our website and upon request.

## **Waitomo Village Water and Wastewater Infrastructure**

Waitomo Village has its own privately owned and operated Water Supply and Sewerage scheme. Council has been considering the factors that would be involved in the transfer of these infrastructure assets, into WDC's future ownership and management.

There are still a number of key issues to be worked through, mainly land tenure arrangements and given the high level of uncertainty around the issues, Council has not included any financial provision for these assets in its financial forecasting for the next 10 years.

### **Service levels we want to provide**

Over the 2015-25 period, Council is committed to maintaining its existing levels of service. The two areas where Council aims to increase its focus are Community Development and Economic Development. We are aware that this will require a sustained effort over a longer period in order to achieve Council's vision and our intention is to incrementally achieve this.

### **Roads and Footpaths Activity**

The Roads and Footpaths activity is the largest activity area of Council with the maximum spend. Our roads network provides an important connectivity function within our predominantly rural district. The network also serves a key economic function by providing linkages to primary producers (e.g. farms and quarries). We aim to ensure this network is maintained sustainably over time.

Council receives funding assistance (subsidy) from the NZ Transport Agency (NZTA) for approved categories of work within the Roads and Footpaths activity. NZTA has been working on the development and introduction of a One Network Roding Classification (ONRC) which might involve a change to current levels of service and Council's will be expected to transition to the new 'fit for purpose' levels. Any new levels set could have financial implications for Council. At the time of writing this document, the levels of service to be set by the ONRC remain unknown. We will be keeping a watching brief on developments and will communicate with the community regarding these.

## Key projects planned for the next 10 years

The key projects proposed by Council over the next 10 years are shown below which are aimed at developing Waitomo district is a great place to live and do business.

Council has demonstrated through the Te Kuiti wastewater treatment plant upgrade that we can deliver projects on time and within budget. A key to this has been ensuring that the scope of the project is well defined and that it is fit for purpose, in terms of providing the best value for money and meeting the needs of the community.



# Revenue and Financing Policy (RFP) Change Proposals

The Revenue and Financing Policy (RFP) sets out our policies for sources of funds that will be used for expenditure.

Changes to the RFP are proposed in the following areas:

1. Funding splits for certain activities
2. UAGC
3. Non-residential sewerage charges

**The full RFP is contained as Section 6 of the Supporting Information package.**

## Funding Splits

Council uses the Uniform Annual Charge (UAGC) and General Rates to fund activities which benefit everyone in the community. The UAGC is the fixed portion of your rates that every ratepayer pays equally. General rates are assessed on the basis of the capital value of the property.

Council is proposing changes to the funding allocation between the UAGC and General Rates as follows by increasing the General Rates funding portion of certain activities as per the table below.

Activity	Current Funding	Proposed Funding
Representation	25% General Rate 75% UAGC	50 % General Rate 50 % UAGC
Planning & Policy & Monitoring	Consolidated activity*	50 % General Rate 50 % UAGC
Community Support	100% UAGC	48% General Rate 48 % UAGC 4% targeted rate (Piopio retirement village)
Emergency Management	100% UAGC	50 % General Rate 50 % UAGC
Liquor Licensing	10 % General Rate 50 % UAGC 40% Fees and Charges	30 % General Rate 30 % UAGC 40% Fees and Charges
Animal and Dog Control	Consolidated activity **	10 % General Rate 10 % UAGC 80% Fees and Charges
Parks and Reserves	100% UAGC	50 % General Rate 50 % UAGC
Resource Management	Consolidated activity ***	40% General Rate 25% UAGC 35% Fees and Charges
Subsidised Rooding	3% UAGC 65% Targeted Rate	1% UAGC 67% Targeted Rate

	2% Fees 30% Grants and Subsidies	2% Fees 30% Grants and Subsidies
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- \* Combination of existing activities, which ranged from 20 - 50% General Rate and 50 - 80% UAGC
- \*\* Combination of existing activities, which ranged from 0 - 10% General Rate and 10 - 95% UAGC and 5% - 80% Fees and Charges
- \*\*\* Combination of existing activities, which ranged from 15 - 50% General Rate, 15 - 50% UAGC and 70% Fees and Charges

The main reason for the proposed change is that Council considers an equal split between General rate and UAGC to be the most equitable method for funding the District benefit allocation.

## UAGC

Council proposes that any increase in UAGC will be limited to maximum of the Local Government Cost Indicator (LGCI) for that year. This is proposed in order to maintain rates affordability for all rateable properties within the District.

## Wastewater rates for Non-residential properties in Te Kuiti

Council is proposing a change to the method of assessing the wastewater/sewage rates for non-residential properties in Te Kuiti, in the interest of applying a more objective method to the assessment. The methods that can be used are restricted by legislation. Currently this rate is calculated using business hours as the basis (business hours being the proxy for extent of provision of service). All non residential properties currently fall within one of the three categories below:

Category	Basis for calculating base charge and per pan calculation
Business hours greater than 40 hrs per week	76% of residential pan charge
Business hours equal to 40 hrs per week	36% of residential pan charge
Business hours less than 40 hrs per week	20% of residential pan charge

The methods available to Council to calculate this rate are to either apply a charge per pan to all non residential properties in Te Kuiti or differentiate properties on the basis of land use and then apply a charge based on number of pans.

Council is proposing to differentiate properties on the basis of land use as follows:

**Category 1** - This includes all commercial businesses

**Category 2** – Includes Education & Community Childcare, Places of Worship, Marae, Clubs and Societies and Emergency Services. This category consists of organisations that are generally deemed 'not for profit'. For avoidance of doubt, Category 2 only covers properties with the uses listed and no others

**Category 3** – Comprises of Government Departments, Rest Homes and Hospitals

The Sewerage rates\* for these 3 categories will be assessed as follows:

	Pan Charge	Base Charge
<b>Category 1</b>		
Up to 4 pans		50% of Te Kuiti residential connected rate
5 and over pans	70% of Te Kuiti residential connected rate	50% of Te Kuiti residential connected rate

<b>Category 2</b>		
Up to 4 pans		50% of Te Kuiti residential connected rate
5-10 pans	30% of Te Kuiti residential connected rate	50% of Te Kuiti residential connected rate
Over 10 pans	20% of Te Kuiti residential connected rate	50% of Te Kuiti residential connected rate

<b>Category 3</b>		
Up to 4 pans		100% of Te Kuiti residential connected rate
5 and over pans	70% of Te Kuiti residential connected rate	100% Te Kuiti residential connected rate

\*This targeted rate is applied on every separately used or inhabited part of a rating unit (SUIP).

The proposed method of assessing the targeted sewerage rate for non-residential properties will affect properties differently. Some properties are expected to experience an increase while the rates for some might decrease. The average increase for sewerage charges for non residential properties is \$319.00 and the average decrease is \$531.00.

Further details on individual properties can be provided on request.

# MONEY MATTERS

## Financial Strategy

Council's Financial Strategy for the 2015-25 period sets out the important financial aspects of Council's proposed direction and how it intends to manage its financial performance. It also provides some financial parameters that will guide Council's journey over the next 10 years.

**The full Financial Strategy is included as Section 5 of the Supporting Information**

The **guiding principles** underpinning Council's Financial Strategy are:

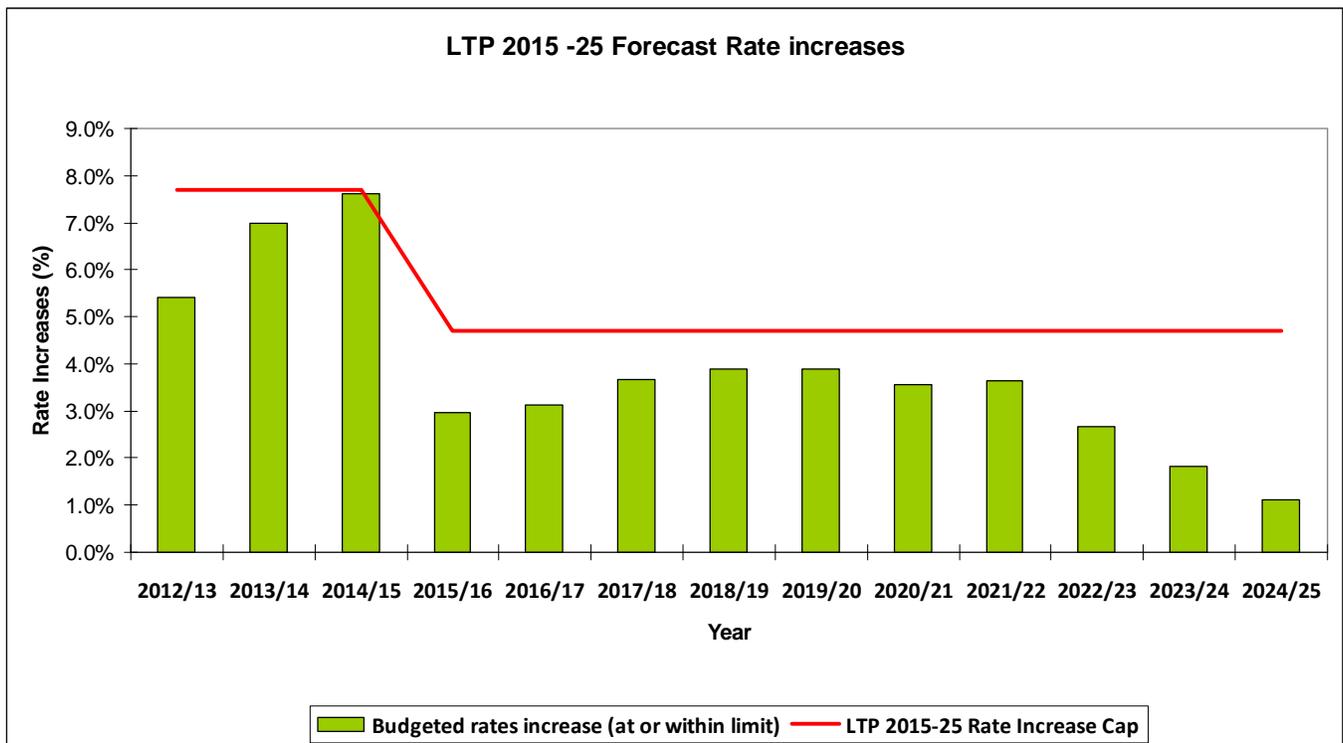
1. Provide amenities, facilities and services to the District community that contribute to and align with Council's Vision
2. Undertake good asset stewardship and management to ensure all community assets are fit for purpose and available for future generations
3. Affordable rates increases to deliver the services and facilities required by the community
4. Financial sustainability - by ensuring that our revenue is sufficient to cover an efficient operating expense base, all funding sources are being used optimally and financial management is prudent.

## Key Aspects of the Strategy

- Rates revenue will be limited to an average of 75% of total operating expenditure over the 10 years
- Total rate increases will be limited to a 'cap' of Local Government Cost Index (LGCI) + 2% (4.71% based on average 10 year LGCI)
- External borrowing will be used in a prudent and sustainable manner. Some of the limits set up are - Total borrowings will not exceed 25% of total equity, Total borrowings must not exceed 20% of total assets, Net interest will not exceed 20% of annual rates
- Council is committed to reducing its external debt over time
- Council intends to focus on growing its Reserves balances

### Total Rates as a %age of Total OPEX (Limited to an Average of 75%)

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
\$000's										
Total OPEX	26,583	27,392	28,367	28,849	29,533	30,390	31,220	31,800	32,755	33,315
Forecast Rates	17,855	18,411	19,089	19,830	20,602	21,334	22,112	22,700	23,114	23,373
Forecast Rates as % of OPEX	67%	67%	67%	69%	70%	70%	71%	71%	71%	70%



**Graph comparing forecast rates increases with the rates increases 'cap' (4.71%). It shows Council meets its self-imposed limit through the planning period.**

## Debt Reduction

Reducing external debt is a significant consideration in Council's Financial Strategy and Council is committed to this endeavour over the planning period, in order to reduce the debt servicing burden on the District community and to enable deployment of resources for the development of the District and the facilities available.

In the 2012-22 LTP, Council agreed to levy an additional and separate rate uniformly across all properties, starting in 2015, the revenue from which would be used for the repayment of debt. Since that time (in the last 3 years), Council's financial performance has progressed significantly. Retained earnings have increased from \$XYZ m in 2011/12 to \$ABC million in 2013/14.

(\$000's)	2011/12	2012/13	2013/14	Total
<b>Total Capital Expenditure</b>	\$ 9,913	\$ 13,387	\$ 8,698	\$ 31,998
Funded by Grants and Subsidies	(\$4,695)	(\$5,340)	(\$3,680)	(\$13,715)
External Debt Raised	\$1,596	-\$1,846	-\$360	-\$610
<b>Public Debt (at 30 June)</b>	\$ 46,907	\$ 45,061	\$ 44,701	

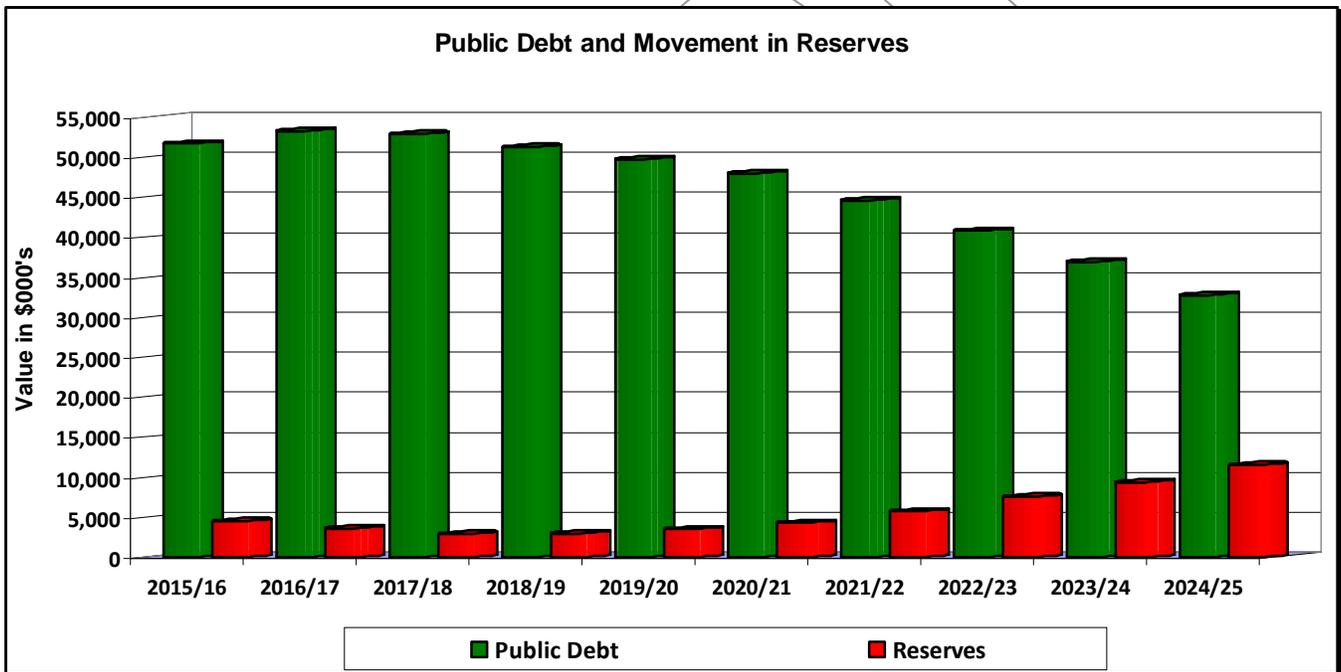
Despite a significant investment programme of \$32 million (since 2011) having being undertaken, public debt has been reducing over the same period. This has been the result of Council's multi-

pronged approach of improving its Reserves balance, efficiency in spending, reducing cost of finance and a focus on increasing operating income where possible.

Council’s forecast for the 2015-25 period is to borrow minimally for essential capital works and to develop over time a strong capacity to self-fund the cost of asset renewal wherever practicable. The forecast is to grow Reserves balances over the planning period and Council will utilise these to reduce external debt requirements and to pay down debt. This is forecast to start in Year 3 of the planning period (trend analysis shows that this is already underway).

Given the trend analysis and the forecasts, Council considers that appropriate and required funding of reserves and their redeployment is an effective Debt Reduction Strategy and that the use of a new separate debt repayment rate over and above the current liability management approach is not required and would only alter the forecast overall debt position by a minimal amount.

Another important consideration in the first three years of the planning period will be an assessment of the existing Investment Portfolio to better accommodate risk potential and how to optimise a return on investments for the District community.



**Graph shows public debt is forecast to reduce while Reserves balance is increasing over time**

## Total Expenditure

The forecast average total expenditure per annum for the 2015-25 period is \$39.4 million:

2015-16	\$40.24 million
2016-17	\$37.27 million
2017-18	\$36.44 million
2018-25	\$280.39 million (average of \$40 million over 7 years)

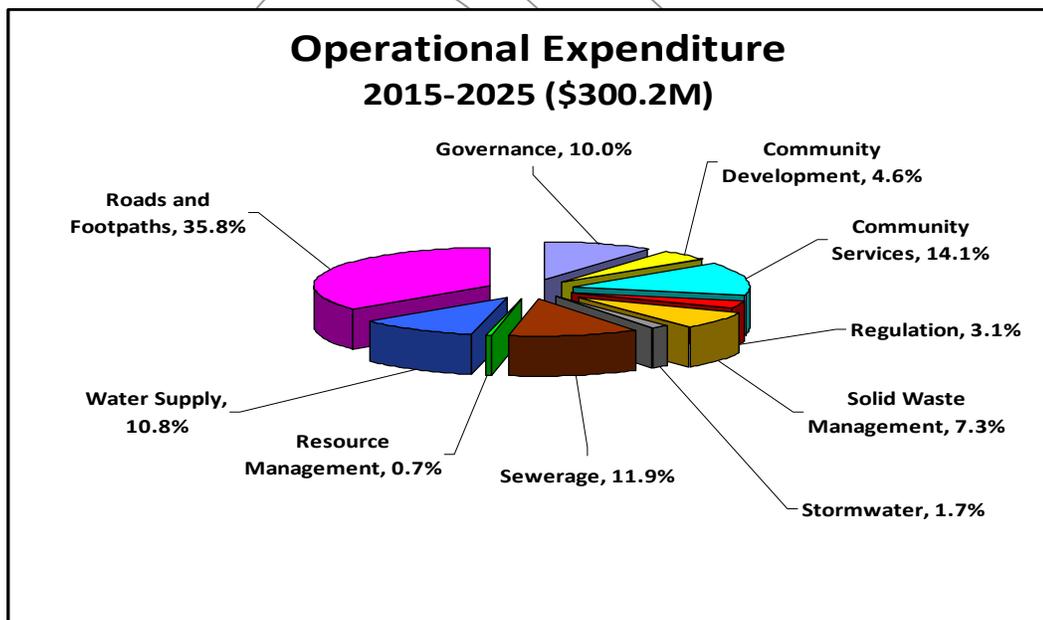
Local Government Cost Index (LGCI) is the inflation assumption applied to the 10 year forecasts. LCGI is the forecast of price level change developed by Business and Economic Research Limited (BERL) specifically for local government and is used by all Councils.

Despite inflation, the average total expenditure forecast for 2015-25 is almost the same as it was 3 years ago - \$39.07 million (2012-22 LTP forecast). This demonstrates Council’s consistent endeavour for operational efficiency.

## Operational Expenditure

Operational expenditure is incurred when carrying out Council’s day-to-day activities and includes such things as repairs and maintenance, depreciation, interest, insurance, telephone, electricity, chemicals, payroll, rent, vehicle running and so on.

Council’s total Operational Expenditure to deliver the 11 significant activities is forecast to be \$300 million over 10 years.



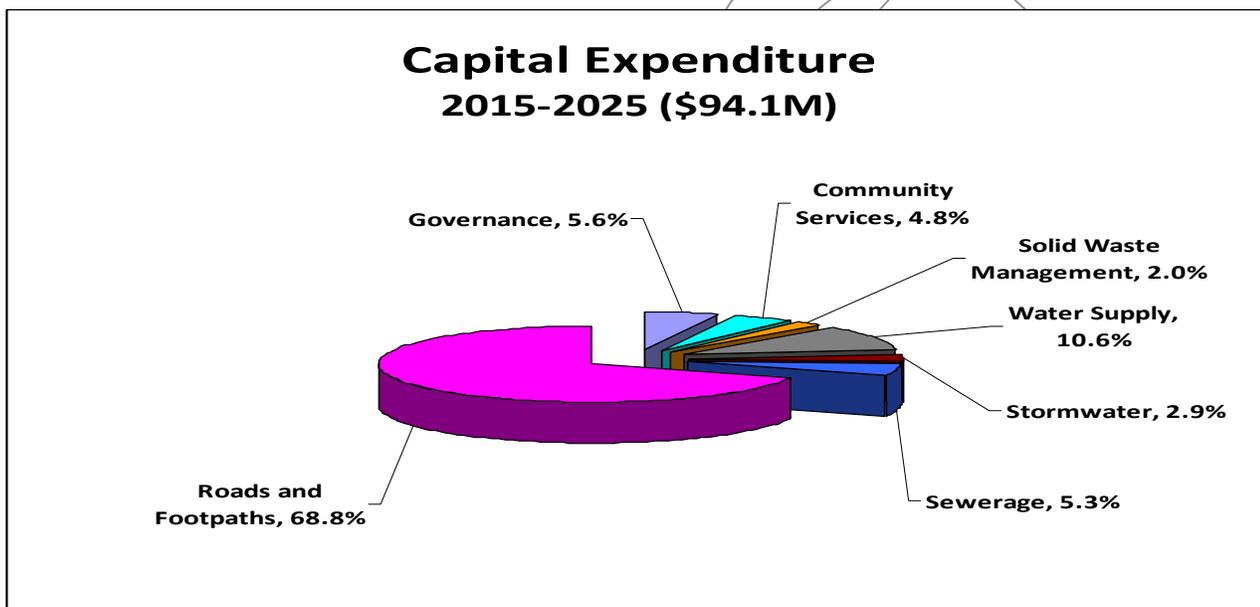
## Capital Expenditure

Council is proposing \$94.2 million of capital works over the 2015-25 period, most of which is related to renewals.

The capital expenditure over the life of the plan is:

2015-16	\$13.66 million
2016-17	\$9.87 million
2017-18	\$8.08 million
2018-25	\$62.52 million (average of \$8.93 million over 7 years)

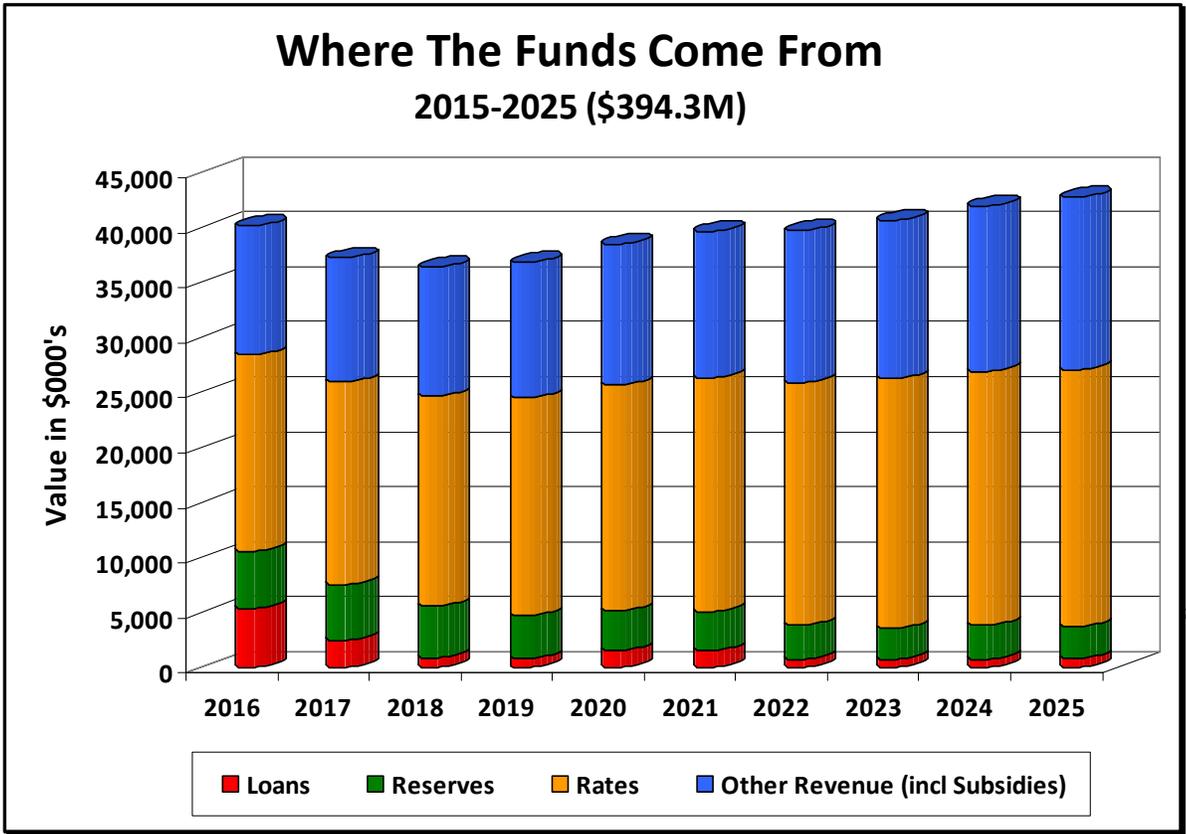
The most significant capital expenditure occurs in the first two years of the LTP. The main contributor to this is the upgrade of the Te Kuiti Water Treatment Plant and an increase in funding required for emergency works for the roading activity.



## Sources of Funds

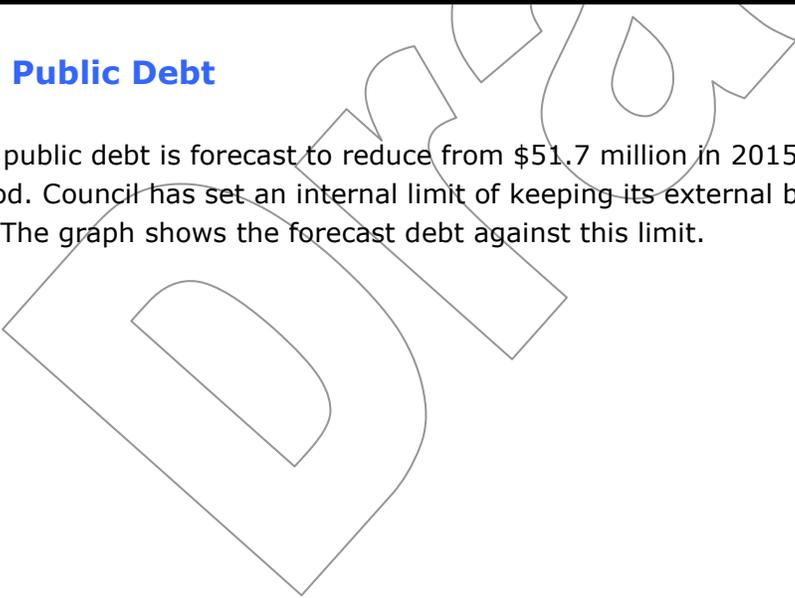
The financial requirements of Council are met through various funding sources and their use for meeting the expenditure of the different activities is described in Council’s Revenue and Financing Policy.

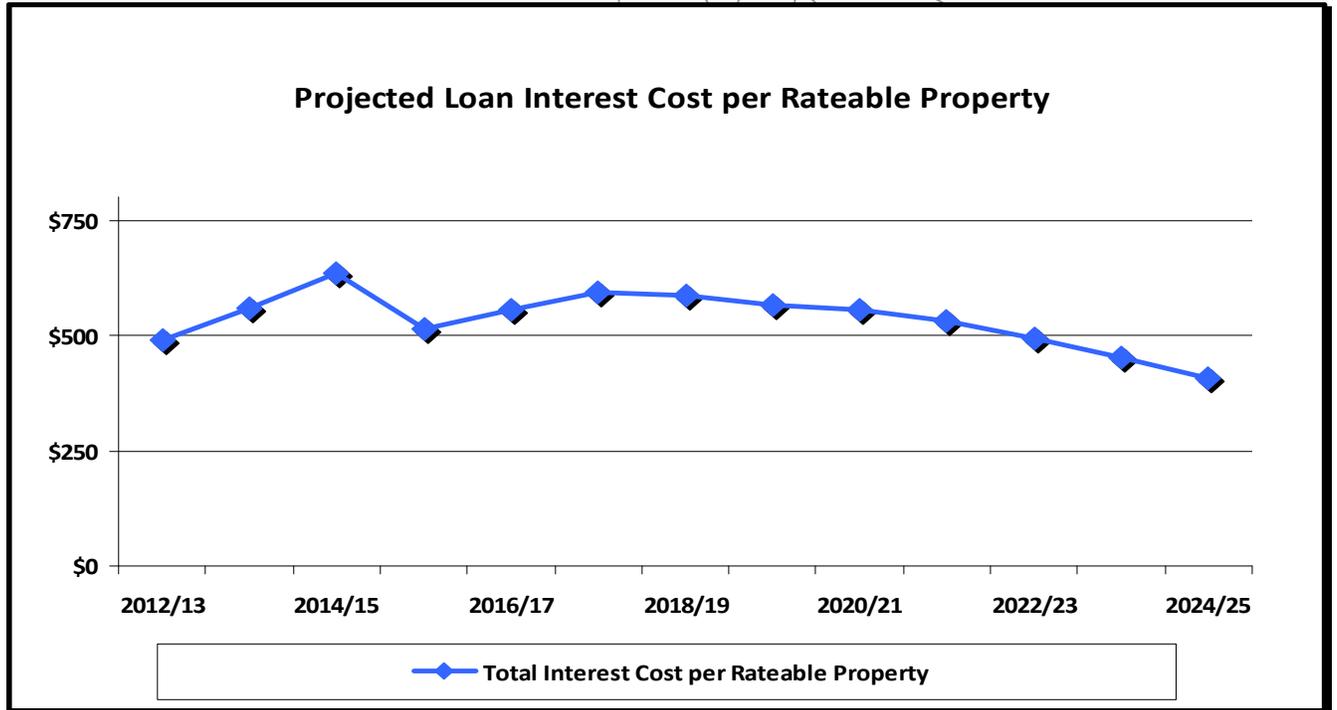
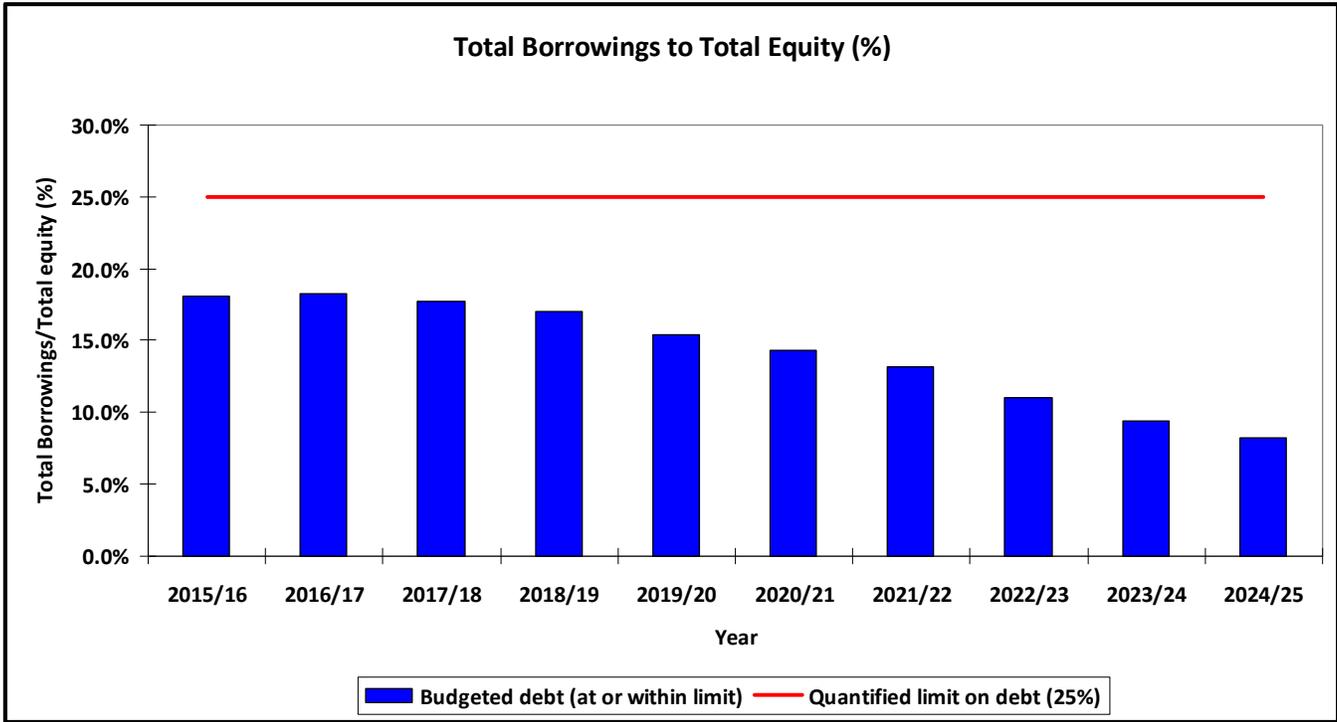
This graph shows the various funding sources over the 10 year forecast period. Details on the different types of rates charged are contained in the Funding Impact Statement which is Section 7 of the Supporting Information.



### Projected Public Debt

The forecast public debt is forecast to reduce from \$51.7 million in 2015/16 to \$32.8 million over the 10 year period. Council has set an internal limit of keeping its external borrowing less than 25% of total equity. The graph shows the forecast debt against this limit.





The graph depicts that a reducing debt servicing burden is forecast as a result of reducing debt

### Summarised Balance Sheet

Council is forecasting its totally public equity to increase substantially (more than \$100 million) over the next 10 years brought about by an increase in assets and a decrease in total liabilities.

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Current Assets	5,461	5,593	5,736	5,890	6,054	6,228	6,419	6,625	6,853	7,096
Non-Current Assets	336,948	343,991	350,676	352,245	372,145	382,401	383,760	411,271	427,380	428,973
<b>Total Assets</b>	<b>342,409</b>	<b>349,584</b>	<b>356,412</b>	<b>358,135</b>	<b>378,199</b>	<b>388,629</b>	<b>390,179</b>	<b>417,896</b>	<b>434,233</b>	<b>436,069</b>
Current Liabilities	9,383	9,483	9,591	9,707	9,830	9,962	10,106	10,262	10,434	10,617
<b>Non Current Liabilities</b>	<b>47,754</b>	<b>49,203</b>	<b>48,746</b>	<b>47,027</b>	<b>45,525</b>	<b>43,781</b>	<b>40,446</b>	<b>36,675</b>	<b>32,828</b>	<b>28,691</b>
Total Non Current Liabilities	<b>57,137</b>	<b>58,686</b>	<b>58,337</b>	<b>56,734</b>	<b>55,355</b>	<b>53,743</b>	<b>50,552</b>	<b>46,937</b>	<b>43,262</b>	<b>39,308</b>
Total Public Equity	<b>285,273</b>	<b>290,898</b>	<b>298,075</b>	<b>301,401</b>	<b>322,843</b>	<b>334,886</b>	<b>339,626</b>	<b>370,960</b>	<b>390,972</b>	<b>396,760</b>

## What does this mean for your Rates

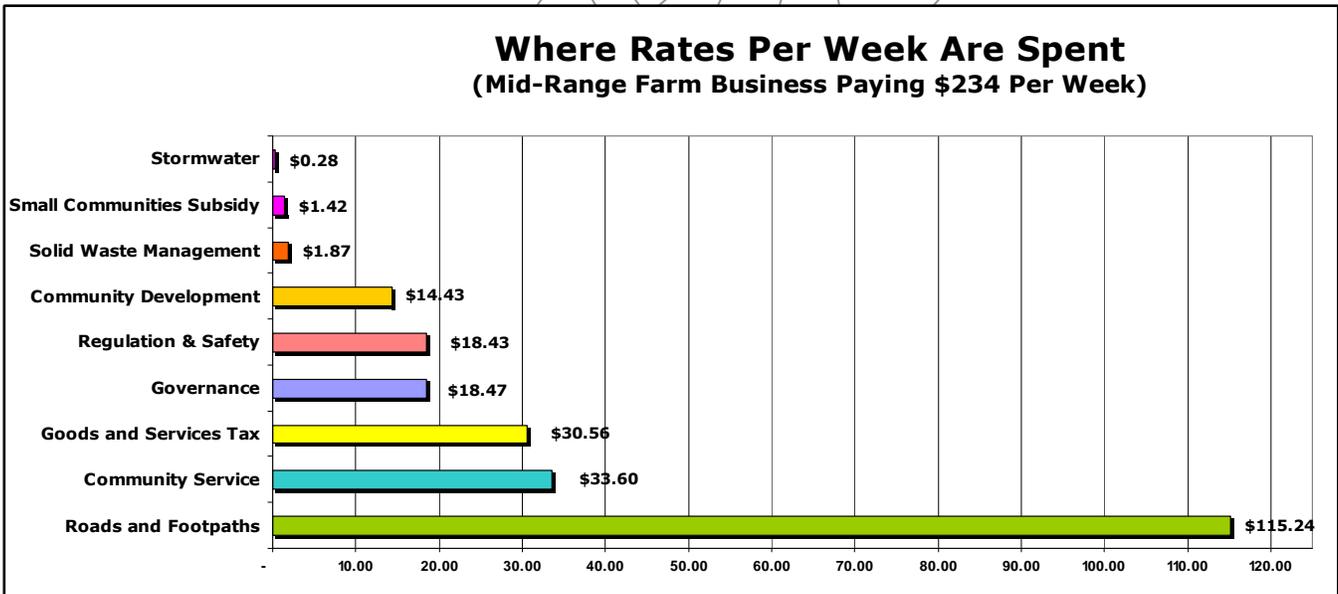
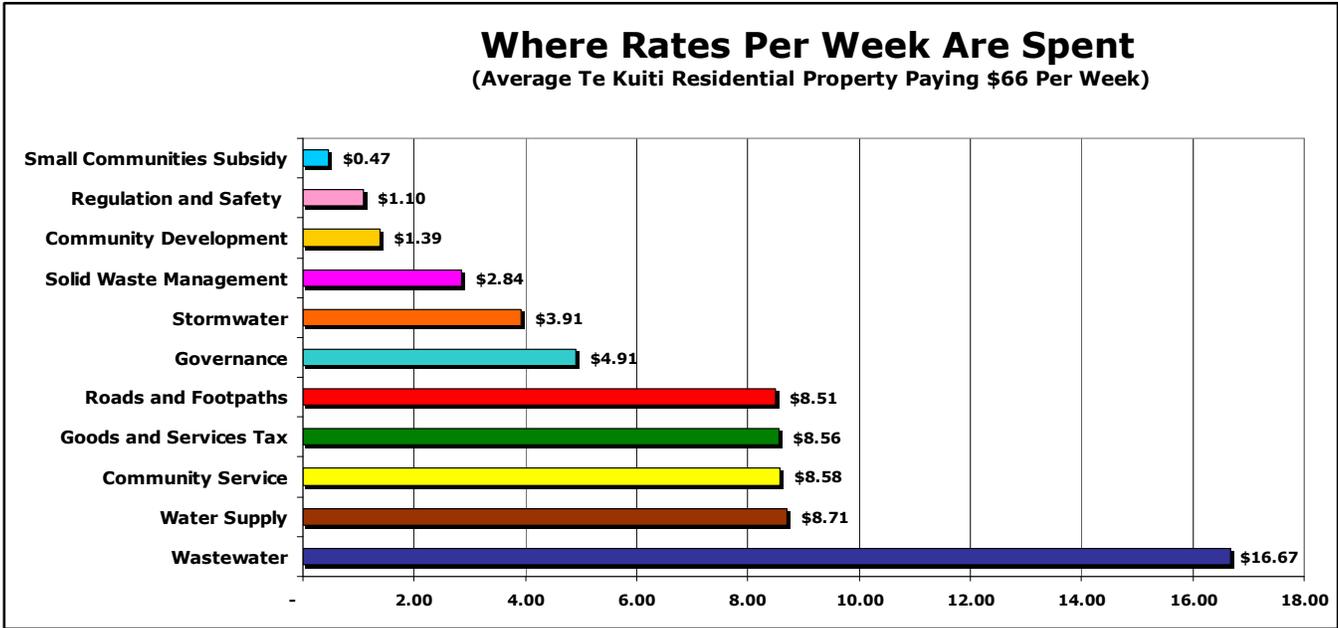
The services that Council provides you are partially funded from rates. The total rates and increases forecast over the 10 year period are shown in table below.

	<b>Forecast Annual Total Rates Requirement</b>									
\$000's	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Rates Requirement	17,856	18,411	19,089	19,830	20,602	21,334	22,112	22,700	23,114	23,373
Percentage Increase	<b>2.98%</b>	<b>3.11%</b>	<b>3.68%</b>	<b>3.88%</b>	<b>3.89%</b>	<b>3.56%</b>	<b>3.64%</b>	<b>2.66%</b>	<b>1.82%</b>	<b>1.12%</b>

The following table shows the rates for some indicative properties for the 2015/16 year.

	Te Kuiti Residential	Te Kuiti Commercial	Te Kuiti Wider Rating Area	Waitomo Commercial	Benneydale Residential	PioPIO Residential	PioPIO Wider Rating Area	Mokau Residential	Drystock Rural	Dairy Farm Rural
Capital Value \$ as at Sep 2012	170,000	275,000	630,000	1,100,000	44,000	127,000	385,000	270,000	3,075,000	5,550,000
		(3 pans)		(3 parts)						(2 parts)
Proposed Total Rates 2015/16	3,414	3,465	3,395	6,885	3,549	3,877	2,333	3,421	12,183	22,141

Total Rates (Actual) 2014/15	3,328	3,225	3,319	6,703	3,524	3,560	2,262	3,378	11,916	21,701
Change %	2.6%	7.5%	2.3%	2.7%	0.7%	8.9%	3.1%	1.3%	2.2%	2.0%



# PLANNING ASSUMPTIONS

*[To be included in boxes throughout the document when document is prepared for public consultation]*

## 1. *Growth projections*

Our planning for the 2015-25 period is based on the assumption that no population growth is currently projected for the District. A key focus is maintaining and catering for our current population and attracting new residents to the District.

## 2. *Demographics*

Like elsewhere in New Zealand and in many other counties, our population is ageing, although our District has and will continue to have, a more youthful population compared to other parts of the Waikato Region. In planning for the future 10 years, we have considered the characteristics of our population and translated this into demand for compatible services, e.g. community services for the elderly.

## 3. *Climate Change*

Climate change can influence the frequency and intensity of extreme rainfall, average annual rainfall and sea levels and functioning of estuaries. Our planning for water supply, waste water, storm water and roading takes into account the longer term consequences of climate change.

## 4. *NZTA subsidy*

Roading subsidy from NZTA is Council's largest single source of revenue after rates. NZTA is currently reviewing its road classification system. The outcome of NZTA's review of customer levels of service is also unknown, which could impact on the overall funding assistance Council receives from NZTA.

# Your Feedback

Council has set some aspirational goals of community and economic development for the next 10 years, at the same time keeping rates increases affordable and maintaining a focus on financial prudence and reducing debt.

It is important that you let us know your views on the proposed journey.

## Consultation Process

Public consultation on the plans for the next 10 years is open over the period beginning Wednesday 1 April to Friday 1 May 2015.

The Consultation Document will be made available at the following locations:

Waitomo District Council Office, Queen Street, Te Kuiti

Waitomo District Library, Taupiri Street, Te Kuiti

Piopio TBC

Mokau Museum, Main Road, Mokau

Benneydale Foodmarket, Ellis Road, Benneydale

Waitomo Caves Village TBC

Marokopa Camp Ground

Waitomo District Council website [www.waitomo.govt.nz](http://www.waitomo.govt.nz)

If you require further information, the Supporting Information package is available at our website [www.waitomo.govt.nz](http://www.waitomo.govt.nz) or upon request from our main office.

Councillors will be attending the following resident and ratepayers meetings should you wish to speak with them.

Te Kuiti *(to be confirmed)*

Piopio *(to be confirmed)*

Mokau *(to be confirmed)*

Waitomo *(to be confirmed)*

## Ways to provide your feedback

There are a number of ways you can provide us your feedback.

### Written Feedback

There is no set format that your written feedback must take, however you should aim to present your feedback in a way that is organised and easy to read. Feedback forms are available in this document and you can download a PDF version or complete the feedback form online by visiting [www.waitomo.govt.nz/haveyoursay](http://www.waitomo.govt.nz/haveyoursay)

When completing the feedback form please provide your name and contact information. Please note that all feedback forms will be made available to the public, subject to the provisions of the Local Government Official Information and Meetings Act 1987.

**In person**

If you would like to provide us with your feedback in person rather than completing a feedback form or you would like to speak to us about what you have written you will be able to talk to your local Councillors at a Council meeting scheduled for 11 May 2015. If you would like to attend this meeting please either indicate you wish to attend on your feedback form or contact our Customer Service Team to let them know you would like to attend.

For further information or assistance, please contact our friendly Customer Service Team on 0800 932 4357.

The consultation closes at 5.00pm on Friday 1 May. Feedback forms may be submitted to Council in the following manner:

- Post: Waitomo District Council,  
PO Box 404, Te Kuiti 3941
- Hand Delivery: Waitomo District Council, Queen Street, Te Kuiti
- Fax: 07 878 7771
- Email: consultation@waitomo.govt.nz
- Online: www.waitomo.govt.nz

Council will be considering public feedback on the Consultation Document on 11<sup>th</sup> May 2015. This meeting is open to the public. Please notify our Customer Services Team if you would like to attend or indicate your attendance on the feedback form.

Full Name:

Organisation (if applicable):

Address for correspondence:

Email Address:

Phone Number:

Fax Number:

<i>I wish to present my written feedback verbally to a public Council meeting?</i>	YES	<input type="checkbox"/> NO
<b>Signature</b> (of person completing the feedback form or person authorised to sign on behalf of person completing the feedback form)	<b>DATE:</b>	
<b>Please return your completed feedback form by folding the form, sealing the sides and mailing it to Council. If you need to use extra pages, include your name on each page and attach them to this form. Please note: Feedback closes at 5pm on Friday 1 May 2015. Feedback forms received after this date and time will not be accepted.</b>		

Document No: 355920

File No: 037/048A

**Report To: Council****Meeting Date: 24 February 2015****Subject: Progress Report: Road Map Work Programme Monthly Monitoring Schedule**

## Purpose

- 1.1 The purpose of this business paper is to present Council with the monthly update on progress against the Road Map Work Programme adopted by Council on 26 August 2014.
- 1.2 Attached to and forming part of this business paper is the Road Map Monitoring Schedule which reports progress against the Road Map as at **24 February 2015**.

## Background

- 2.1 This Road Map sets out the identified work programme leading up to adoption of the 2015-2025 LTP in June 2015. In addition to projects relating to the LTP, there are a number of other important projects that must also occur over this period and it is important that Council does not focus on the LTP process to the detriment of other important commitments.
- 2.2 It should also be noted that many of the projects of work contained in the Road Map are legislative requirements with statutory timelines which Council has no influence over. The majority of the non-LTP commitments are of importance to the functional roles of Council which feed into the decision making process.
- 2.3 The Road Map details identified projects of work, including a brief commentary for each project. Other issues will come up over time that will need to be tested against the Road Map work programme and organisational capacity to identify priority ranking against the established work programme.
- 2.4 The Road Map is a 'living document' subject to change, both through further planning required for certain work streams and also by way of Council review as other issues arise over time which affect priorities.

## Commentary

- 3.1 The current edition of the Road Map was adopted by Council on 26 August 2014 subject to amendments.
- 3.2 Council, at its meeting on 26 August 2014 resolved as follows:
  - 2 *The Road Map Work Programme as at 26 August 2014 be adopted subject to the Chief Executive making amendments as follows:*
    - 1 **Local Government Reform – Position of WDC (Page 29)**
      - 1 *Update this Section to reflect –*

*Council's position at this time is to focus on building further collaborative/shared service relationships in line with the Mayoral Forum work streams.*

*If and when a local government reorganisation application is triggered affecting the Waitomo District, Council will react to such application at that time.*

2 **Bylaw – Freedom Camping** (Page 47)

1 Update the Key Milestones to include a new "First Step" for a Workshop to enable Council to consider whether a Freedom Camping Bylaw is actually required or not.

3 **Policy – Psychoactive Substances** (Page 48)

1 Update the Key Milestones to include a new "First Step" for a Workshop to enable Council to consider whether a Policy is actually required or not.

3.3 These amendments have been made to the Road Map and are reflected in the Monitoring Schedule.

3.4 The full Road Map Work Programme document is presented to the Council on a "needs" basis to ensure that it is kept as up to date as possible.

3.5 In the interim period a Monthly Monitoring Schedule is presented to Council. The Monitoring Schedule is a direct extract from the Road Map of the Key Milestones for the current year (2014/2015) and includes the indicative timeframe and a commentary on progress for each project of work.

### 3.6 Amendments to Timelines and Projects of Work

3.7 Any amendments to Project timelines are noted in the monthly Monitoring Schedule. Updates are highlighted in **red font**. All completed projects are moved to the end of the Schedule and are highlighted in **blue font**.

## Significant Amendments

### 4.1 30 September 2014

#### 4.2 District Plan – Rules: Audit of Signs/Hoardings

4.3 Following the Council meeting on 30 September 2014, the timeline for "District Plan – Rules: Audit of Signs/Hoardings" has been updated to reflect the Action Plan adopted by Council.

### 4.4 25 October 2014

#### 4.5 Implication of Changes to the LGA on development of the 2015-2025 LTP

4.6 The changes to LGA introduced in August this year mean that the way we put together the draft LTP has changed. Previously we prepared a complete draft document, which was adopted by Council for Audit and then used as the basis of consultation with the Community.

4.7 As a result of changes to legislation, the process requirement for the 2015-2025 LTP is that a Consultation Document (CD) is to be adopted by Council and used as the basis for consultation with our community (not the draft LTP). This CD is a summary of the significant aspects of the proposed LTP. The legislation sets out a list of mandatory requirements to be included and specifically prohibits attaching a draft LTP. However the "supporting information" which has been relied on to

prepare the CD has to be available to the public. This supporting information will also be audited along with the CD.

- 4.8 The implication of this is a 'new way' of preparing the LTP. The CD is the main document to produce for the consultation phase. Only those policies/strategies and information that are either mandatory or have changes significant enough to require consultation with the community form part of the supporting information for the LTP.
- 4.9 The supporting information required will be kept under review through the development process and a package of supporting information relevant to the CD will be brought to Council for adoption.
- 4.10 This change impacts on the processes and timelines currently included in the Roadmap.
- 4.11 It is proposed that the non-mandatory policies/information currently programmed for adoption by Council (such as the appointment of directors to CCO's and Water and Sanitary Service Assessments) not be considered by Council at this time, but as part of the supporting information package.
- 4.12 Further information will be provided to Council as part of the LTP Consultation Plan scheduled for consideration at the December Council meeting.

### **New Projects**

- 5.1 As new projects are identified, they will be detailed in future versions of this business paper and will be included in the next edition of the full Road Map Work Programme document.

### **Suggested Resolution**

The Road Map Monitoring Schedule as at 24 February 2015 be received.



MICHELLE HIGGIE  
**EXECUTIVE ASSISTANT**

Attachment: Road Map Monitoring Schedule as at 24 February 2015 (Doc 350659)



# Road Map

## Work Programme Monitoring Schedule

as at 24 February 2015

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## Development of 2015-2025 LTP

### 2015-2025 LTP Document

Key Milestone	Indicative Timeframe	Commentary
<b>Council LTP Workshop #1</b> <ul style="list-style-type: none"> <li>• LTP Project Plan overview</li> <li>• Review of Vision</li> <li>• Strategic Direction and Guiding Principles</li> </ul>	22 July 2014	Complete
<b>Council LTP Workshop #2</b> <ul style="list-style-type: none"> <li>• Strategic Issue – Te Kuiti Railway Buildings Projects</li> <li>• Community Outcomes</li> <li>• LTP Forecasting Assumptions</li> </ul>	12 August 2014	Complete
<b>Council LTP Workshop #3</b> <ul style="list-style-type: none"> <li>• Rates Remission Policy</li> <li>• Treasury Management Policy</li> <li>• Policy on Appointment of Directors to CCOs,</li> <li>• Development of Maori Capacity - (Council direction)</li> </ul>	19 August 2014	Complete
<b>Council LTP Workshop #4</b> <ul style="list-style-type: none"> <li>• AMPs:               <ul style="list-style-type: none"> <li>– Solid Waste Activity</li> <li>– Water and Sanitary Services Assessments</li> <li>– Information Technology</li> <li>– Regulatory and Safety/Resource Management</li> </ul> </li> </ul>	4 September 2014	Complete
<b>Council LTP Workshop #5</b> <ul style="list-style-type: none"> <li>• AMPs:               <ul style="list-style-type: none"> <li>– Parks and Reserves</li> <li>– Recreation and Culture</li> <li>– Public Amenities</li> </ul> </li> </ul>	9 September 2014	Complete
<b>Council LTP Workshop #6</b> <ul style="list-style-type: none"> <li>• AMPs:               <ul style="list-style-type: none"> <li>– Rooding</li> <li>– Water</li> </ul> </li> </ul>	<del>16 September 2014</del>	Workshop #6 cancelled. Business deferred to Workshop #7 on 18 September 2014.
<b>Council LTP Workshop #7</b> <ul style="list-style-type: none"> <li>• AMPs:               <ul style="list-style-type: none"> <li>– Housing and Other Property</li> <li>– Community Development</li> </ul> </li> <li>• Revenue and Financing Policy #1</li> </ul>	18 September 2014	Complete
<b>Council LTP Workshop #8</b> <ul style="list-style-type: none"> <li>• AMPs               <ul style="list-style-type: none"> <li>– Wastewater</li> <li>– Stormwater</li> </ul> </li> <li>• <del>Financial Strategy #1 (including Debt reduction Strategy)</del></li> <li>• <del>District Plan</del></li> </ul>	<del>23 September 2014</del> 30 <del>October</del> September 2014	Workshop #8 deferred to 30 September 2014 following the Council Meeting. The business will be split between the rescheduled Workshop #8 and Workshop #9 on 7 October 2014.
<b>Council LTP Workshop #9</b> <ul style="list-style-type: none"> <li>• <del>Infrastructure Strategy #1</del></li> <li>• <del>Revenue and Financing Policy #2</del></li> <li>• <del>Financial Strategy #1 (including Debt reduction Strategy)</del></li> <li>• District Plan</li> </ul>	7 October 2014	LTP items deferred until Workshop #10 on 16 October 2014.
<b>Council LTP Workshop #10</b> <ul style="list-style-type: none"> <li>• Financial Strategy #2 1</li> <li>• Infrastructure Strategy #1</li> <li>• <del>Revenue and Financing Policy #3</del></li> </ul>	16 October 2014	Complete
<b>Council Meeting</b> <ul style="list-style-type: none"> <li>• Adoption of Policies for inclusion in prelim draft LTP               <ul style="list-style-type: none"> <li>– Rates Remission</li> <li>– CCOs</li> <li>– Treasury Management</li> <li>– Financial Strategy</li> </ul> </li> </ul>	<del>28 October 2014</del> <del>29 October 2014</del> 16 December 2014 24 February 2015	Due to changes to LGA introduced in August <del>this year</del> 2014 the way the 2015-2025 LTP is developed has changed. These changes impact on the processes and timelines included in <del>this edition</del> of the Roadmap. (Refer Section 4 of the <del>business paper</del> for details). Policies and Strategies linked with

Key Milestone	Indicative Timeframe	Commentary
		issues in CD will be adopted for audit on 24 February 2015, as part of the Supporting Information (SI) (see list of SI at end of this table). Policies/Strategies not linked with issues in CD will also be adopted on 24 February 2015.
<b>Council LTP Workshop #11</b> <ul style="list-style-type: none"> <li>Significance &amp; Engagement Policy</li> <li>Financial Forecasts #1 <ul style="list-style-type: none"> <li>Issues / Operational Expenditure / Capex</li> </ul> </li> </ul>	<del>30 October 2014</del> 12 November 2014	Workshop #11 deferred until 12 November 2014.
<b>Council LTP Workshop #12</b> <ul style="list-style-type: none"> <li>Financial Forecasts #2 (with prelim rating implications)</li> </ul>	<del>18 November 2014</del> 12 November 2014	Workshop #12 cancelled. Consolidated into Workshop #11 on 12 November 2014.
<b>Council Meeting</b> <ul style="list-style-type: none"> <li>Adopt SEP for inclusion into LTP</li> <li><del>Adopt draft AMPS for LTP</del></li> </ul>	25 November 2014	Complete.
<b>Council LTP Workshop #13</b> <ul style="list-style-type: none"> <li>Financial Forecasts #3</li> <li>Recap of issues</li> <li>Revenue and Financing Policy #2</li> </ul>	9 December 2014	Workshop #13 Financial forecasts only. Revenue and Financing Policy deferred to 16 December 2014.
<b>Council Meeting</b> <ul style="list-style-type: none"> <li><del>Adoption of Policies and Strategies for inclusion in prelim draft LTP:</del> <ul style="list-style-type: none"> <li><del>RFP and any others</del></li> </ul> </li> </ul>	<del>16 December 2014</del> 24 February 2015	Due to changes to LGA introduced in August 2014 the way the 2015-2025 LTP is developed has changed. These changes impact on the processes and timelines included in the Roadmap. Policies and Strategies linked with issues in CD will be adopted for audit on 24 February 2015, as part of the SI. Policies/Strategies not linked with issues in CD will also be adopted on 24 February 2015.
<b>Council LTP Workshop #14</b> <ul style="list-style-type: none"> <li>Reserve for financials or any late unforeseen issues.</li> <li>Impact of LGA Amendments on LTP Process</li> <li>Development working draft CD</li> <li>Revenue and Financing Policy #2</li> <li>AMPS <ul style="list-style-type: none"> <li>Recreation and Culture Activity</li> <li>Housing and Other Property</li> <li>Parks and Reserves</li> <li>Public Amenities</li> <li>Community Development</li> </ul> </li> </ul>	16 December 2014	No financials, other workshop items complete.
<b>Council LTP Workshop #15</b> <ul style="list-style-type: none"> <li>Budgets</li> <li>Rating indications <del>final (Reserve date)</del></li> <li>Wastewater rates</li> </ul>	10 February 2015	Complete
<b>Council LTP Workshop #16</b> <ul style="list-style-type: none"> <li><del>Prelim Draft LTP</del></li> <li>Consultation Document</li> <li>Infrastructure Strategy</li> <li>Revenue and Financing Policy</li> <li>Wastewater rates</li> <li>Draft Debt Reduction Strategy</li> <li>AMPS <ul style="list-style-type: none"> <li>Roads and Footpaths</li> <li>Water Supply</li> <li>Wastewater</li> <li>Stormwater</li> <li>Solid waste management</li> </ul> </li> </ul>	17 February 2015	Consultation Drafts completed

Key Milestone	Indicative Timeframe	Commentary
<b>Council Meeting</b> <ul style="list-style-type: none"> <li>Adopt <del>pdLTP</del> <b>Supporting Information*</b> for Audit</li> <li>Adopt Consultation Document for Audit</li> <li>Adopt of Policies for inclusion in LTP <ul style="list-style-type: none"> <li>Rates Remission (may or not be Supporting Information)</li> <li>Treasury Policy</li> <li>Appointment of Directors to CCO's</li> </ul> </li> </ul>	24 February 2015	
Audit (Deloittes)	<del>2 March 2015</del> 26 February - 10 March 2015	
Hot Review (OAG)	11 March 2015 - 13 March 2015	
Receipt of Audit Opinion	16 March 2015	
<b>Council Meeting</b> <ul style="list-style-type: none"> <li>Adopt pdLTP for Consultation</li> <li>Adopt Consultation Document</li> </ul>	24 March 2015	
dLTP document Finalisation	25 March 2015 - <del>1 April 2015</del> 30 March 2015	
Public notification	7 April 2015	
Consultation Period - Starts	<del>8 1 April 2015</del> - <del>8 1 May 2015</del>	
<b>Council Hearings</b> (x 2 days)	<del>21-22 May 2015</del> 11 May 2015	
<b>Council Deliberations Meeting</b>	<del>4 June 2015</del> 26 May 2015	
Changes following deliberations	<del>5-10 June 2015</del> 27 - 28 May 2015	
Audit Hot Review	11 - 12 June 2015	
Sign off from Deloittes	15 June 2015	
<b>Council Meeting</b> - Adoption of LTP	23 June 2015	

\*Supporting Information includes:

- Financial Strategy (and benchmarks)
- Infrastructure Strategy
- Revenue and Financing Policy
- Significance and Engagement Policy
- Any other s.102 policies if linked to issues in Consultation Document (Rates Remission Policy, if required)
- Planning Assumptions
- Community Outcomes/Vision/Key Focus Areas/Strategic direction
- All financial statements and Rating impact and examples
- Service levels and Performance Management Framework

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

Key Milestone	Indicative Timeframe	Commentary
Desktop Review	August 2014	Complete
Prepare Recommendations	August 2014	Complete
<b>Council LTP Workshop # 3</b> Present Desktop Review findings	19 August 2014	Complete
<b>Council Meeting</b> Adoption of reviewed Policy	<del>28 October 2014</del> <del>29 October 2014</del> 16 December 2014	Due to changes to LGA introduced in August <del>this year</del> 2014 the way the 2015-2025 LTP is developed has changed. These changes impact on the processes and timelines included <del>in this edition of the Roadmap. (Refer Section 4 of the business paper for details).</del> Rates Remission Policy to be adopted 24 February 2015.

## Review of Community Outcomes

Key Milestone	Indicative Timeframe	Commentary
Desktop review of COs	August 2014	Complete
<b>Council LTP Workshop # 3</b> Present Desktop Review findings	12 August 2014	Complete
Include COs in SI pdLTP for adoption as part of draft LTP	<del>17 February 2015</del> 24 February 2015	Deferred to 24 February 2015 meeting.

## Forecasting Assumptions

Key Milestone	Indicative Timeframe	Commentary
Development of assumptions	August 2014	Complete
Test assumptions against AMPs and prepare recommendations		Complete
<b>Council LTP Workshop # 3</b> Consideration of Assumptions	12 August 2014	Complete
Include Forecasting Assumptions in pdLTP SI for adoption as part of draft LTP	<del>17 February 2015</del> 24 February 2015	Deferred to 24 February 2015 meeting.

## Review of Financial Strategy

Key Milestone	Indicative Timeframe	Commentary
Desktop Review		Review to recognise comments from the OAG on the Strategy prepared for the 2012-22 LTP
Prepare Recommendations		
<del><b>Council LTP Workshop # 8</b></del> Review of Financial Strategy	23 September 2014	Workshop #8 deferred to 30 September 2014 following the Council Meeting. This business deferred to Workshop #9 on 7 October 2014.
<b>Council LTP Workshop # 9</b> Review of Financial Strategy	7 October 2014	Workshop #9 cancelled with business deferred to Workshop #10 on 16 October 2014.
<b>Council LTP Workshop # 10</b> Review of Financial Strategy	16 October 2014	Complete.
Include Financial Strategy in pdLTP for adoption as part of draft LTP	<del>17 February 2015</del> 24 February 2015	Financial Strategy deferred to 24 February 2015 meeting.

## Council Controlled Organisations

Key Milestone	Indicative Timeframe	Commentary
Desktop Review of wording 2012-2022 LTP	September 2014	
Prepare recommended disclosure for inclusion in 2015-2025 LTP	October 2014	
<b>Council Meeting</b> – Adopt CCO disclosure for inclusion in draft LTP	<del>28 October 2014</del> <del>29 October 2014</del> 16 December 2014	Due to changes to LGA introduced in August <del>this year 2014</del> the way the 2015-2025 LTP is developed has changed. These changes impact on the processes and timelines included in <del>this edition of the Roadmap. (Refer Section 4 of the business paper for details).</del> Deferred to 29 April 2015 Council meeting.

### Appointment of Directors to a Council-Controlled Organisation

Key Milestone	Indicative Timeframe	Commentary
Desktop Review of existing policy	August 2014	Complete
Prepare Recommendations		Complete
<b>Council LTP Workshop # 3</b> Present Desktop Review findings	19 August 2014	Council agreed to update the Policy in line with current practice.
<b>Council Meeting</b> Adopt reviewed Policy	<del>28 October 2014</del> <del>29 October 2014</del> <del>16 December 2014</del> 24 February 2015	Due to changes to LGA introduced in August <del>this year</del> 2014 the way the 2015-2025 LTP is developed has changed. These changes impact on the processes and timelines included in <del>this edition of</del> the Roadmap. <del>(Refer Section 4 of the business paper for details).</del> Policy to be adopted 24 February 2015.

### Treasury Policy (incorporating existing Investment and Liability Management Policies)

Key Milestone	Indicative Timeframe	Commentary
Desktop Review of existing policy	August 2014	Complete
Prepare Recommendations		Complete
<b>Council LTP Workshop # 3</b> Present Desktop Review findings	19 August 2014	Complete
<b>Council Meeting</b> – Adoption of Policy for inclusion in draft LTP	<del>28 October 2014</del> <del>29 October 2014</del> <del>16 December 2014</del> 24 February 2015	Due to changes to LGA introduced in August <del>this year</del> 2014 the way the 2015-2025 LTP is developed has changed. These changes impact on the processes and timelines included in <del>this edition of</del> the Roadmap. <del>(Refer Section 4 of the business paper for details).</del> Policy to be adopted 24 February 2015.

### Assessment of Water and Sanitary Services

Key Milestone	Indicative Timeframe	Commentary
Review of WSSA	September 2014	Complete
<b>Council LTP Workshop # 4</b> Consideration of draft WSSA	4 September 2014	Complete
<b>Council Meeting</b> – Adopt WSSA <del>for inclusion in draft LTP</del>	<del>28 October 2014</del> <del>29 October 2014</del> <del>16 December 2014</del> 29 April 2015	Due to changes to LGA introduced in August <del>this year</del> 2014 the way the 2015-2025 LTP is developed has changed. These changes impact on the processes and timelines included in <del>this edition of</del> the Roadmap. <del>(Refer Section 4 of the business paper for details).</del> Deferred to 29 April 2015 Council meeting.
WSSA <del>included in pdLTP for adoption as part of draft LTP</del>	<del>17 February 2015</del> 29 April 2015	Deferred to 29 April 2015 Council meeting.

## Asset Management Plans – Updating for 2015-2025 LTP Purpose

Key Milestone	Date	Commentary
Review of AMPs including: <ul style="list-style-type: none"> <li>• Levels of Service – mandatory, technical and community; the what, when and how</li> <li>• Demand Management – planning for the future and optimising current capacity</li> <li>• Lifecycle Management - Asset Inventory, Condition and performance Assessment, Management Strategies.</li> <li>• Risk Management – strategies in the event of failure modes for critical components</li> <li>• Completion of Financial Projections – the expenditure needed over the next 10 years or more to meet and maintain levels of service</li> </ul>	July /August 2014	Complete
<b>Council LTP Workshop #4:</b> <ul style="list-style-type: none"> <li>• Solid Waste Activity</li> <li>• Water and Sanitary Services Assessment</li> <li>• Information Technology</li> <li>• Regulatory and Safety/Resource Management</li> </ul>	4 Sept 2014	Complete
<b>Council LTP Workshop #5:</b> <ul style="list-style-type: none"> <li>• Parks and Reserves</li> <li>• Recreation and Culture</li> <li>• Public Amenities</li> </ul>	9 Sept 2014	Complete
<b>Council LTP Workshop # 6:</b> <ul style="list-style-type: none"> <li>• Roading</li> <li>• Water</li> </ul>	16 Sept 2014	Complete
<b>Council LTP Workshop # 7:</b> <ul style="list-style-type: none"> <li>• Housing and Other Property</li> <li>• Community Development</li> </ul>	18 Sept 2014	Complete
<b>Council LTP Workshop #8:</b> <ul style="list-style-type: none"> <li>• Wastewater</li> <li>• Stormwater</li> </ul>	23 Sept 2014	Complete
<del><b>Council Meeting:</b> Adoption of draft AMPs for inclusion in 2015-2025 LTP</del>	<del>25 November 2014</del>	
<b>Council Workshop:</b> Draft AMPs <ul style="list-style-type: none"> <li>- Recreation and Culture Activity</li> <li>- Housing and Other Property</li> <li>- Parks and Reserves</li> <li>- Public Amenities</li> <li>- Community Development</li> </ul>	16 December 2014	
<b>Council Workshop:</b> Draft AMPS <ul style="list-style-type: none"> <li>- Roads and Footpaths</li> <li>- Water Supply</li> <li>- Wastewater</li> <li>- Stormwater</li> <li>- Solid waste management</li> </ul>	17 February 2015	Consultation Drafts completed
<b>Council Meeting:</b> Adoption of AMPs	24 February 2015	

## Review of Development/Financial Contributions

This work stream has been deferred with the intention of developing a Development Contributions Policy as part of the District Plan review.

## Leadership

### Local Government Funding Agency (Debenture Trust Deed)

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

### Waikato Mayoral Forum Work streams

Governance and Planning		
Key Milestone	Indicative Timeframe	Commentary
<b>Council Meeting</b> Progress Report	As required	Council will be presented with progress reports as required.

Waters (Water Supply and Waste Water Activities)		
Key Milestone	Indicative Timeframe	Commentary
Impact Analysis	September-October 2013	Complete
<b>Council Workshop</b> Presentation of findings to Council	As required	Complete
<b>Council Meeting</b> Progress Report	As required	Council will be presented with progress reports as required.

Roading		
Key Milestone	Indicative Timeframe	Commentary
<b>Council Meeting</b> Progress Report	As required	Council will be presented with progress reports as required.

Economic Development		
Key Milestone	Indicative Timeframe	Commentary
<b>Council Meeting</b> Progress Report	As required	Council will be presented with progress reports as required.

### Review of Representation Arrangements (including Maori Representation)

#### Electoral Systems

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

## Review Memorandum of Understanding between WDC and ICL

Key Milestone	Indicative Timeframe	Commentary
Review of existing MoU by WDC Relationship Committee	February 2014	<p>ICL Board is in the process of developing a Strategic Plan (SP) which the Board will pass on to Council. It has been indicated by ICL that this SP will replace the approved Recovery Plan, since it is more relevant for ICL to be planning strategically for the future, at this stage.</p> <p>It will be advisable for WDC to wait for and review this Strategic Plan prior to reviewing the MOU with ICL. This will enable alignment of the MOU with the Strategic Plan so that WDC can provide any relevant support to ICL to achieve its strategic direction.</p> <p>MOU review process will be started once the ICL Strategic Plan is received and reviewed.</p> <p>At the Shareholder Meeting on 1 October 2014 the ICL Board confirmed that it had adopted a budget for 2015 (which will in part form the successor ICL/WDC arrangement to the expired Recovery Plan.</p>
Relationship Committee to meet with ICL and discuss any findings from review		
<b>Council Meeting</b> - Amended MoU adopted		

## Communications Strategy – Progress Report

Key Milestone	Indicative Timeframe	Commentary
<b>Council Meeting</b> - Six monthly progress report	<del>16 December 2014</del> 24 February 2015	
<b>Council Meeting</b> - Six monthly progress report	30 June 2015	

## Community Development

### Economic Development

Key Milestone	Indicative Timeframe	Commentary
<b>Council Meeting</b> – Regional Economic Development Strategy presented to Council.	March 2014	A business paper was presented to Council at its March 2014 meeting.
<b>Council Workshop</b> Discussion regarding alignment to Regional Economic Development Strategy.	18 September 2014	Complete. Dealt with as part of Community Development AMP considerations Further key milestones will be identified when there is a clear understanding of the direction Council intends to take.

### Customer Services – Monitoring against Strategy

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

### Youth Liaison/Youth Council

Key Milestone	Indicative Timeframe	Commentary
Advertise for replacement Youth Council Members	September – October 2014	Advertising seeking expressions of interest for new members has been undertaken during September and October with a closing date of Friday 7 November 2014.
New Youth Council members appointed	November 2014	Applications will be reviewed November 2014 with successful applicants appointed in December 2014.
Youth Leadership Camp convened	January 2015	A Youth Leadership Camp will be convened later in the year.
Meetings scheduled	Monthly	Underway and ongoing,
Youth Event held	February – May 2015	
Youth Council submission to 2015-2025 LTP	April/May 2015	

### Community Events

2014 Christmas Parade		
Key Milestone	Indicative Timeframe	Commentary
Consultation with key stakeholders.	September/October 2014	Completed.
Development and implementation of a Project Plan and Safety Plan	October 2014	Completed.
Advertise and communicate: Continue communication with key stakeholders, community and other target markets.	November/December 2014	Completed.

2014 Christmas Parade		
Key Milestone	Indicative Timeframe	Commentary
Execution of event	December 2014	Completed
<b>Council Meeting</b> Management Report on the event identifying success and the budget.	24 February 2015	A business paper is contained elsewhere in this Agenda.

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

### Waitomo District Citizens Awards – Renewal of Working Party Membership

Key Milestone	Indicative Timeframe	Commentary
<b>Three-Yearly Working Party Membership Review</b>		
<b>Council Meeting</b> Report on renewal of the CAwp for next three years	25 November 2014	A business paper was presented to Council at the December 2014 meeting.

### Waitomo District Citizens Awards

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

### 2015 Combined Mayoral ITO Graduation Ceremony

Key Milestone	Indicative Timeframe	Commentary
Graduate names received from ITOs	December 2014/January 2015	Nominations are being received. Graduation Ceremony has been moved to May 2015 as per Otorohanga DC request.
Invitation to Graduates and Families/Supporters	March 2015	
Graduation Ceremony	April 2015 May 2015	

## Regulation Services

### District Plan – Review

Key Milestone	Indicative Timeframe	Commentary
Issues and Options paper for coastal subdivision and development prepared.	May 2011	Completed.
Open days at Mokau and Te Waitere convened	5 and 12 November 2011	Completed.
<b>Council Meeting</b> – reporting on feedback received	13 December 2011	Completed. Council considered a business paper advising of the work done since June 2011 on the District Plan review.
<b>Council Workshop</b> To consider strategy for reviewing District Plan	February 2014	Completed.
Changes to Plan to give effect to: <ul style="list-style-type: none"> <li>• NES for Telecommunication Facilities</li> <li>• NES for Electricity Transmission Activities</li> <li>• NES for Assessing and Managing Contaminants in soil to protect human health</li> </ul>	June 2014	Completed.
<b>Council LTP Workshop #8</b> To seek Councils approval for a targeted Plan change	<del>23 September 2014</del> <del>7 October 2014</del> 16 October 2014	Workshop #8 deferred to 30 September 2014. Business split between Workshops #8 and #9. This task re-scheduled to Workshop #9 on 7 October 2014.  Workshop #9 deferred to 16 October 2014. Council was provided with an update on progress at the Workshop on 16 October 2014 and advised that a detailed Project Plan is being developed.
Plan change to give effect to NPS for Electricity Transmission	July 2014 - December 2014	
Plan change to give effect to NPS for Renewable Energy Generation	July 2014 - December 2014	
Coastal Environment and Outstanding Natural Landscapes Plan change to give effect to WDC community outcomes, RMA, NZCPS and Regional Policy Statement	July 2014 - December 2014	
Township Growth Plan change (Mokau/Awakino, Waitomo Caves and Te Waitere)	July 2014 – December 2015	
Significant Natural Areas Plan change to give effect to Regional Policy Statement	January 2015 – January 2016	
Administrative Plan change to address any straight forward zoning amendments	June 2016 – July 2017	

## District Plan – Rules: Audit of Signs/Hoardings

Key Milestone	Indicative Timeframe	Commentary
Audit completed of District advertising hoardings.	28 February 2014	Completed
<b>Council Meeting</b> Council to provide guidance in terms of enforcement options.	25 March 2014	Completed. Business Paper presented to Council on outcome of audit.
<b>Council Meeting</b> Action Plan presented to Council.	30 September 2014	Complete. Adopted Action Plan timeline set out below.
Detailed database developed of the District's advertising hoardings (residential and rural zones only). Information to include: sign owner, sign location, photos, non-compliance/ compliance detail.	October 2014 – January 2015	Information collected and database has been identified. Database is yet to be populated.
WDC's hoardings database to be reviewed with NZ Transport Agency representatives to identify locations and/ or specific signs which should be urgently addressed to resolve compliance issues as they relate to traffic safety on the state highway network.	<del>February 2015</del> April 2015	Data to be analysed prior to making contact with NZTA.
Critical locations and specific signs identified as part of the review will then be urgently targeted in order to address issues of non compliance with sign owners.	<del>February 2015</del> May 2015	
Communicate with sign owners to restate the District Plan rules in order to address matters of non compliance. This will involve a range of options which could include relocating signs, reviewing and if necessary amending sign content, applying for a resource consent or in some cases simply removing non complying hoardings.	<del>March – July 2015</del> June to July 2015	

## Urban Structure Plans

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

## Jurisdictional Issues

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

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

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

## Waikato River Catchment Economic Studies

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

## Te Maika Zone

Key Milestone	Indicative Timeframe	Commentary
<b>Council Meeting</b> Progress Reports to Council	16 December 2014 23 June 2015	There is no progress to report at this time.

## Bylaw – Review

### Public Amenities and Water Services Bylaws

Key Milestone	Indicative Timeframe	Commentary
<b>Council Bylaws Workshop</b> Review of Public Amenities and Water Services Bylaws	<del>2 October 2014</del> 30 September 2014	Workshop brought forward to 30 September 2014.
<b>Council LTP Workshop #9</b> If further workshopping required	7 October 2014	Not required.
<b>Council Meeting</b> Adopt Bylaws for Public Consultation	16 October 2014	Completed
Finalise Bylaws for Consultation	17 – 23 October 2014	Completed
Public notification	23 October 2014	Completed
Consultation period	28 October - 28 November 2014	Completed.
<b>Council Hearing</b>	9 December 2014	Completed.
<b>Council Deliberations Meeting</b>	16 December 2014	Completed.
<b>Council Meeting</b> Adopt Public Amenities and Water Services Bylaws	10 February 2015	Completed. Public Amenities and Water Services Bylaws adopted by Council on 10 February 2015.

### Land Transport Bylaw

Key Milestone	Indicative Timeframe	Commentary
<b>Council Bylaws Workshop</b> Review of Land Transport Bylaw	29 January 2015	Due to the relatively minor nature of the recommended amendments this Bylaw did not require workshopping.
<b>Council LTP Workshop #15</b> If further workshopping required	10 February 2015	
<b>Council Meeting</b> Adopt Bylaw for Public Consultation	17 February 2015	Completed.
Finalise Bylaws for Consultation	18 – 20 January 2015	Completed.
Public notification	19 February 2015	Completed.
Consultation period	23 February – 23 March 2015	Progressing.
<b>Council Hearing</b>	31 March 2015	
<b>Council Deliberations Meeting</b>	14 April 2015	
<b>Council Meeting</b> Adopt Land Transport Bylaw	28 April 2015	

## Bylaw – Freedom Camping

Key Milestone	Indicative Timeframe	Commentary
<b>Council Meeting</b> Consideration need for a Bylaw	<del>29 October 2014</del> 25 November 2014	Council at its meeting on 25 November 2014 noted that developing a freedom camping bylaw is not the cure all for all problems associated with camping, with much of the camping that taking place outside of recognised camping grounds where the active enforcement of bylaw provisions would prove ineffective or not practicable. As an interim measure signage at Council reserves where camping is known to take place will be erected. This interim strategy will

Key Milestone	Indicative Timeframe	Commentary
		be monitored over a 12 month period to see if nuisance conditions associated with indiscriminate camping abate. On completion of the investigation phase Council will be in a position to make an informed decision on the value of introducing a freedom camping bylaw.
<b>Council Meeting</b> Progress Reports on Investigation Phase	March 2015 July 2015 December 2015	

### Policy – Psychoactive Substances

Key Milestone	Indicative Timeframe	Commentary
<b>Council Meeting</b> Consideration of need for a Policy	29 October 2014	Complete. Council agreed not to prepare a Psychoactive Substances Policy at this time and to continue to monitor the situation in conjunction with the NZ Police. Progress reports will be presented to Council in March and September 2015.
<b>Council Meeting</b> Progress Report to Council re ongoing monitoring	24 March 2015 29 September 2015	

### Establishment of Rural Fire Authority for Waikato Valley Operational Area

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

## Community Services

<b>Te Kuiti Railway Building</b>		
<b>Key Milestone</b>	<b>Indicative Timeframe</b>	<b>Commentary</b>
Development of Conservation Plan, Maintenance Plan and preliminary budget estimates for the restoration of the buildings	July 2012	Completed
Ownership / lease of the building and land to be secured from New Zealand Rail	July 2012	Completed by MOU only. Finalised lease to be submitted
<b>Council Meeting</b> Business/Positioning paper to Council for consideration and approval of the establishment of a working group to prepare a site and building development proposal	28 August 2012	Completed
Preparation of site and building development proposal	September – December 2012	Ongoing with Reference Group. Initial proposal included as part of the November Agenda.
<b>Council LTP Workshop #5</b> Consideration the preliminary draft site and building development proposal	19 February 2013	Completed Council work shopped scenarios for the development including cost implications.
<b>Council Meeting</b> Business Paper to Council for financial programme and costings for approval and inclusion in dEAP	20 March 2013	Completed Business Paper adopted by Council for inclusion in dEAP documentation.
<b>Council Meeting</b> Adoption of EAP	25 June 2013	Completed Programme of restoration condensed to match proposal for funding from Lotteries Commission.
<b>Council Meeting</b>	Monthly	Ongoing A Monthly Progress report will be made to Council for the entire project i.e. Restoration, Roading and Revitalisation. Council, on 26 August 2014, passed resolutions relating to timelines and budgets for inclusion in the working draft Housing and Other Property AMP in preparation for development of the 2015-2025 LTP.

### RAILWAY BUILDING: PROJECT 1 - RESTORATION

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

Key Milestone	Indicative Timeframe	Commentary
		closing 20 May 2014. Tenders closed 20 May 2014 with three tenders being received. Contract awarded to DML (2003) Builders Ltd of Wanganui
Construction works	July 2014 - October 2014 Building 3 December 2014	Estimated construction period now July 2014 – end October 2014. Progress of contract reported to Council as separately monthly business paper. Most works will be completed early November with the exception Building 3 where the extent of works requires a program to the end of December 2014

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

Key Milestone	Indicative Timeframe	Commentary
Expressions of Interest process	August – November 2013	Completed . EOI document publicised October / November, closing 28 November 2013. Six expressions of interest received. Acceptance still under review
Preparation of Tender Documentation for Building 1 to completely refurbish the existing building layout	May – June 2014	Draft completed June 2014 and budget estimate. Funding approval required from external sources. Application completed to Trust Waikato with outcomes available December 2014.
Building refurbishment construction to allow use of building 1		
Building usage by tenants building 3		
Preparation of Tender Documentation for Building 3 to completely refurbish the existing building layout		
Building refurbishment construction to allow use of building 3		Predominately will be undertaken as part of Project 1
Building usage by tenants building 3		

#### RAILWAY BUILDING: PROJECT 5– COMMERCIAL SPACE REVITALISATION

Key Milestone	Indicative Timeframe	Commentary
Expressions of Interest process	October – November 2013	Completed. EOI document completed and will be available 22 November, closing 23 December 2013. No expressions of interest received.
Preparation of high level draft layout plan and associated documentation for the commercial use of Building 2	July 2014 – August 2014	Complete – Council received a feasibility assessment presentation at the 12 August 2014 Workshop.
Presentation of proposal to Council working committee	End August 2014	
Draft Tenancy proposals and Lease agreement negotiations	September 2014	EOI confirmed early September, finalised layout plans currently being prepared to enable lease negotiations to be completed.
Application to NKCDT for funding to assist with document preparation and development associated with Cornerstone tenant.	September – October 2014	On schedule for application to be completed end of October 2014
Preparation of working drawings and contract documentation of areas associated with Cornerstone tenant	December 2014 – February 2014 (subject to funding availability and tenancy provision)	

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

### Te Kuiti Mainstreet Garden Re-design

Key Milestone	Indicative Timeframe	Commentary
<b>Council Meeting</b> Progress Reports and/or presentation of the detail of individual Stages	As required.	Council will be kept updated on progress through the presentation of monthly progress reports during completion of each Stage. Prior to commencement of each new Stage, detailed drawings and costings will be presented to Council for consideration. The existing gardens at the corner of Rora and King Streets have been completed. Paving repair works is currently being undertaken and planting and rock works are underway.

### Land Disposal – 6 Jennings Street – Community House

Disposal of 6 Jennings Street is on-hold pending the relocation of Te Kuiti Community House operations.

### 28 Taupiri Street – Renewal Works and Entrance

Key Milestone	Indicative Timeframe	Commentary
<b>Council Meeting</b> Progress Report	As required	Council will be kept briefed by way of progress reports to monthly Council meetings.
Application to Lottery Grants Board for funding to relocate TKCHT to 28 Taupiri Street	March 2014	Completed – WDC's application was successful but full funding was not granted
<b>Council Meeting</b> "Where to from here" in relation to funding and construction	25 June 2014	Council resolved to prepare contract documentation and a pre-tender estimate for consideration of any funding shortfalls
Construction documentation prep	August 2014 – September 2014	Tender documentation is complete along with pretender estimate and is subject to a separate business paper to the 30 September 2014 Council meeting
<b>Council Meeting</b> Project budgeting	29 October 2014	Completed.
Tender for works	November 2014	Tenders closed on 16 February 2015. Four tenders were received. Tenders are currently being evaluated.
Implementation	December 2014– March 2015	

### Cultural and Arts Centre Upgrade: Stage 5

Key Milestone	Indicative Timeframe	Commentary
Review of renewal expenditure to date taking into account additional works undertaken as part of the Main Hall Ceiling project. Should sufficient funding be available, identify potential projects.	August 2014 – September 2014	<p>WDC undertook Stage One of this upgrade programme in 2010/11 and has undertaken further renewal work on a staged basis involving the sound system, supper room and upper areas of the main hall.</p> <p>The 2012 LTP provided renewal capacity (\$130,000 per annum) up to and including the 2015/16 financial year. The current year's budget (2014/15) is predominately expended in undertaking the upper areas of the main hall and the approved additional works.</p> <p>The key future staged renewals include the main toilets, bar and service toilets, kitchen and the stage and stage curtaining.</p> <p>The balance of the budget for the 2015/16 year (first year of the 2015 LTP) will be insufficient to undertake all these works. The architects involved with this project have been asked to review the budgets for the remaining work with a view to renewal budget capacity included in the 2016/17 financial year for Council's consideration.</p> <p>Council at its Workshop on 9 September 2014 requested that the kitchen renewal work be the priority for 2015/16 funding.</p>
<b>Council Meeting</b> Detail of Stage 5 Upgrade	30 September 2014	Due to insufficient funding available this year, this Stage of the Upgrade will be implemented in 2015/16.

### Cultural and Arts Centre Update: Court Yard

Key Milestone	Indicative Timeframe	Commentary
Development of a new concept plan for the Courtyard	November 2014 – December 2014	No progress has been made on this project to date.
<b>Council Meeting</b> Concept proposals	24 February 2015	
Detailed working drawings	March 2015	
Tender for works	April 2015	
Implementation (dependent on timing of Shears)		

### Parkside Subdivision

Key Milestone	Indicative Timeframe	Commentary
<b>Council Meeting</b> Notification of Section Sales	As required	Ongoing. Council will be kept informed of Section sales by way of Progress Reports to monthly Council meetings.
Investigations into alternative land usage	July 2014 – October 2014	Progressing. Draft report for review has been received from Consultant.

### Land Disposal – Old Ministry of Works Building

Key Milestone	Indicative Timeframe	Commentary
<b>Council Workshop 15</b> – presentation of background information to Council to enable informed decision on future of the building	15 November 2011	Council agreed that it does not wish to expend any further funds on this building and consulted with the community on the basis that Council will advise the Crown that Council wishes to relinquish its holding of the property.
Letter to Crown advising outcomes of the LTP consultation process and seeking approval to relinquish Councils involvement in the property	September 2012	Writing to the Crown was put on hold as an offer of finance with conditions was made through the 2012-2022 LTP process. The conditions included WDC and the community matching the funding proposal. The Submitter was advised Council would not contribute to funding the renewal works but delayed contacting the Ministry to allow the community to match the proposal. No correspondence has been received to date. It is proposed to write to the Ministry seeking approval to be released from Councils commitment. Te Kuiti Historical Society have been asked to investigate alternative accommodation to allow the approach to be made to the Ministry.

### Te Kuiti Campground – Investigations

Key Milestone	Indicative Timeframe	Commentary
Preliminary site investigations and development of draft layout plan for discussion	October 2014 – December 2014	No progress has been made on this project to date.

### Te Kuiti Aerodrome – Reserve Management Plan

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

## Redwood Park – Future Maintenance Plan

Key Milestone	Indicative Timeframe	Commentary
<b>Council Workshop</b> Consideration of draft Plan	April 2015	

## Mokauiti Hall Disposal

Key Milestone	Indicative Timeframe	Commentary
<b>Council Meeting</b> Progress report: Discussion within the community on alternatives for use as a community hall	Monthly	Council will be kept updated on progress through the presentation of progress reports to the monthly Council meetings.
Establish a committee to look at options for disposal.	October 2012	Hall Committee asked to nominate three working group members. Completed at hall meeting December 2012.
Meeting to discuss options for the hall	May 2013	Meeting scheduled for 12 June 2013 (telephone discussion)
Proposal developed and provided to committee for discussion	October 2014 – November 2014	
Finalised proposal	December 2014	
<b>Council Meeting</b> Sign-off of proposal by Council	24 February 2015	
Implementation		

## Piopio Hall Roof Replacement

Key Milestone	Indicative Timeframe	Commentary
Preparation of documentation for the roof replacement	August - September 2014	No progress has been made on this project to date.
Obtaining quotations	October 2014	
Implementation	November 2014	

## Benneydale Toilet Investigation

Key Milestone	Indicative Timeframe	Commentary
Development of proposal and budget estimate	August 2014	Proposal and budget estimate based on Piopio Public Toilets.
<b>Council LTP Workshop # 5</b> Inclusion in Public Amenities AMP and workshop with Council	9 September 2014	Investigations into the provision of civic toilets in Benneydale in the current EAP will lead to the inclusion of replacement toilet for Benneydale during the first year (2015) of the LTP at an estimated cost of \$150,000. Complete. Council agreed to utilise the same building plans as for the Piopio Public Toilets. Tender documentation will be prepared so that this project can proceed early in the 2015/16 financial year.

## Mokau Effluent Disposal Upgrade

Key Milestone	Indicative Timeframe	Commentary
As-built preparation of existing system	August/September 2010	Completed McDonald Plumbing completed initial "As Built" sketches and DM Engineering completed detailed "As Built" Plans.
Review of system and identification of suitable upgrade treatments	April 2011	On site meeting scheduled for 27 <sup>th</sup> June 2011. Completed
Letters to MOE and School BOT investigating potential land purchase	June – July 2011	Completed Mokau effluent disposal was work-shopped as part of the Public Amenities AMP on 8 November 2011. A direct approach to other parties is to be made.
Report to Council once response received from MOE		Contact has been established with MOE. Councillor Brodie and Group Manager Community Services attending BOT meeting in Mokau 12 June 2012. BOT approved in principal the course of action to acquire land
Survey of the land to be undertaken to allow the quantification of land requirement	July 2012	Acceptance of Quotation from Arrow surveys to undertake this work has been accepted, with completion due 31 July 2012
Draft proposals prepared and presented to the Mokau School board of Trustees for signoff	August- September 2012	Council will be kept updated on progress through the presentation of progress reports to the monthly Council meetings.
Formal application to the Ministry of Education for land purchase	January – February 2013	Completed
Declaration of land as surplus to MOE requirements and available for sale	August 2013	Completed
Negotiations for purchase of land with government disposal team	August – October 2013	Commenced, proceeding through the sale process, with the process being undertaken by Darrochs. Negotiations ongoing with price only outstanding issue and this is currently being addressed by Darrochs. Related to interpretation of valuation Sale and purchase documentation completed and ready for WDC signing. Refer to Monthly Progress report contained elsewhere in this Agenda.
Valuation to be obtained for the land to be purchased	October – November 2013	Completed
Subdivision resource consent to be obtained		Not required as done under Public Works ACT
Sale & Purchase agreed with the Crown	June 2014	Completed
Detailed subdivision survey for submission to LIN ( requires signoff by the Crown	July 2014 – August 2014	Progressing Draft plan completed and forwarded to MOE for final signoff.
Detailed design of effluent field	September 2014 – October 2014	
Tendering of work	October 2014 – November 2014	
Implementation of works	December 2014	

## Walking Track Strategy

Key Milestone	Indicative Timeframe	Commentary
Base information gathering	March 2015 – June 2015	
<b>Council Meeting:</b> Initial progress report on extent of asset and its condition to council including timeline for completion	July 2015	

## Passive Reserves Management Plan (2014 – 2016)

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

## Investigation into Provision of Joint Services Facility

Key Milestone	Indicative Timeframe	Commentary
Scope of project to determine parameters and outcomes	January – March 2014 (to align with Customer Services Strategy 2014)	Refer business paper to Council Workshop 1 May 2013.
<b>Council Workshop</b> Project scope and outcomes in conjunction with Customer Services Strategy	13 May 2014	Completed
Establishment of Project Team	30 June 2014	Completed
Investigate options for future delivery of services from a defined central location	31 October 2014	
Report findings of Investigation to Council	25 November 2014	The outcome of the investigation is heavily influenced by the inclusion of the i-SITE into the Railway Building complex. The requirement for this project needs to be reassessed in the second half of the 2015/2016 year.

## AMP: Parks and Reserves – Plan Improvement and Monitoring

Parks and Reserves AMP		
Key Milestone	Indicative Timeframe	Commentary
<b>AMP Improvement</b>		
1. Review AMP every three years.	December 2014	To be conducted during the review of AMP in anticipation of the 2015-25 LTP planning cycle.
2. Review Levels of Service.	December 2014	To be conducted during the review of AMP in anticipation of the 2015-25 LTP planning cycle.
3. Confirm corporate AM	December 2014	To be conducted during the review

Parks and Reserves AMP		
Key Milestone	Indicative Timeframe	Commentary
objectives.		of AMP in anticipation of the 2015-25 LTP planning cycle.
4. Define current Levels of Service/performance measures.	December 2014	To be conducted during the review of AMP in anticipation of the 2015-25 LTP planning cycle.
5. Conduct external audit of AMP.	December 2014	To be conducted during the final review of AMP in anticipation of the 2015-22 LTP planning cycle.
6. Identify and include any assets that are not included in this AMP.	Ongoing process to improve the integrity of asset base.	If and when assets are identified which are not already included in the AMP they will be added accordingly. Formation of Asset Appendix for AMP.
7. Identify, development, renewal and maintenance strategies where required.	Ongoing process	As maintenance contracts are reviewed and tendered the package of delivery of the maintenance strategy will be reviewed.
8. Link financial forecasts to the lifecycle management strategies.	2013-2018	Developed during preparation of an Advanced AMP for Parks and Reserves.
9. Include valuation results.	December 2014	To be conducted during the review of AMP in anticipation of the 2015-25 LTP planning cycle.
<b>Data Improvements</b>		
10. Continue to collect asset attribute information.	Ongoing process	Asset data is being collated on an ongoing basis to ensure the quality of planning and accuracy of financial projections is optimised.
11. Collect maintenance data against significant assets or asset groups.	Ongoing process	Asset data is being collated on an ongoing basis to ensure the quality of planning and accuracy of financial projections is optimised.
12. Collect lifecycle costs for significant assets or asset groups.	Ongoing process	Asset data is being collated on an ongoing basis to ensure the quality of planning and accuracy of financial projections is optimised.
13. Future prediction data.	2013-2018	Developed during preparation of an Advanced AMP for Parks and Reserves.
14. Monitor actual versus predicted growth.	2013-2018	Developed during preparation of an Advanced AMP for Parks and Reserves.
15. Measure performance in Levels of Service against targets.	Ongoing process	Financial and Non-financial performance is reported to Council on a 3-monthly basis.
<b>AM Process Improvements</b>		
16. Ensure operations and maintenance are competitively tendered	Ongoing process	Where contracts are of a significant value they are competitively tendered. Small, isolated contracts are dependent on the availability of contractors.
17. Optimise operations to minimise lifecycle costs	Ongoing process	The most optimum processes and procedures/operations are continually reviewed to minimise costs.
18. Documentation of operations and maintenance activities	Ongoing process	Contract details to be recorded accurately for each Parks and Reserves contract.
19. Process in place for monitoring, analysing and reporting of performance against levels of service and other performance measures.	2012/13	Process developed to ensure accurate collection of KPI information based on new KPI regime.
20. Predict failure works	2013-2018	Predictive failure to be part of the Advanced AMP.
21. Assess risks and identify treatment options	December 2014	Review risk section of Parks and Reserves AMP and include any newly identified risks in review.

Parks and Reserves AMP		
Key Milestone	Indicative Timeframe	Commentary
22. Determine and optimise lifecycle costs using NPV analysis for major new works.	2019 Onwards	Outside the scope of this AMP.
23. Develop process for updating asset data with new assets and data collected via the maintenance contract.	December 2012	Asset inventory processes to be created
24. Asset register available to all relevant staff	December 2014	Development of an Asset Appendix for the Parks and Reserves AMP.
25. Compile up to date information on leased reserves	December 2012	Part of Asset Appendix.
26. Complete reserves management plan	Ongoing process.	The Brook Park Management Plan was finalised and adopted by Council in February 2010. Further Management Plans dependant upon funding.
27. Process in place for the condition assessment of assets including assets to be assessed, frequency and ranking procedures.	December 2014	Initial broad assessments conducted 2009. Detailed assessments for 2015-2025 LTP.
28. Designers to consider lifecycle costs and risk.	2013-2018	Part of Advanced AMP.
29. Audit CAPEX development plans	December 2014	New three year CAPEX programme included in review of AMP.
30. Processes in place to ensure identify current asset utilisation of significant assets	2013-2018	Process to be developed for recording parks utilisation.
31. Develop and assess options for non performing assets	2013-2018	Process to be developed for recording parks utilisation.
32. Develop disposal/rationalisation policy	2010/2011 (annually)	Surplus property process review for land completed 2009/2010. Disposal/rationalisation policy to take into account of adopted processes.
33. Process in place for collecting costs against assets where appropriate	2013-2018	To be developed with accounting process and property AM System.
34. FRS-3 compliant valuation complete for Parks and Reserves assets	December 2014	Accurate compliant valuation will develop with ongoing update of asset inventory.
35. Process developed for the review of levels of service (inc. customer consultation procedures)	2013-2018	Additional resourcing required to fully test levels of service.
<b>AM System Improvements</b>		
36. Develop database for all community facilities	December 2014	Development of Asset Appendix for AMP.
37. Financial system available to allocate maintenance costs against individual assets	2020/2021	Outside 2012-2015 planning period. Long term objective to effectively monitor the need for future capital expenditure.
38. Use AMS to store asset condition, performance and utilisation data where appropriate.	2020/2021	AMS to be developed in long term to cover community facilities assets.
39. Record all customer enquiries against individual assets	2020/2021	AMS to be developed in long term to cover community facilities assets.
40. Develop a risk register	December 2014	Developed in conjunction with Item 21.
41. Investigate the integration of AMS with GIS and the financial system, integrate if appropriate.	2013-2018	Development as part of Advanced AMP.
42. Link electronic plans and records to GIS database	Ongoing	To be developed over the life of the AMP.
<b>Specific Improvement Projects 2009-2012</b>		

Parks and Reserves AMP		
Key Milestone	Indicative Timeframe	Commentary
43. Underground services investigations.	2013; 2014; 2015	As built drawings to be compiled for key assets to improve asset base information.
44. Including building data in a "designed" Asset Management Programme such as SPM.	2013-2014	Dependent on Council's ability to purchase an AM Programme suitable for buildings. Options to be investigated and resources required.
45. Adoption and funding for three year improvement plan.	Annually	Completed – included in Annual Plan budgets.
46. Asset Management planning miscellaneous.	2013; 2014; 2015- 20122	An allowance of funding for ongoing asset investigation.
47. Review of Leases and Licenses.	Register developed in NCS by 2013.	Leases/Licences Register to be developed and renewals as appropriate on an ongoing basis.

### AMP: Recreation and Culture– Plan Improvement and Monitoring

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

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

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

### AMP: Public Amenities– Plan Improvement and Monitoring

Public Amenities AMP		
Key Milestone	Indicative Timeframe	Commentary
<b>AMP Improvements</b>		
1. Review AMP every three years.	December 2014	To be conducted during the review of AMP in anticipation of the 2015
2. Review LOS	December 2014	To be conducted during the review of AMP in anticipation of the 2015
3. Confirm corporate AM objectives	December 2014	To be conducted during the review of AMP in anticipation of the 2015

Public Amenities AMP		
Key Milestone	Indicative Timeframe	Commentary
4. Define current LOS/performance measures	December 2014	To be conducted during the review of AMP in anticipation of the 2015
5. Conduct external audit of AMP	December 2014	To be conducted during the final review of AMP in anticipation of the 2015-25 LTP planning cycle.
6. Identify and include any assets that are not included in this AMP	Ongoing process to improve the integrity of asset base.	If and when assets are identified which are not already included in the AMP they will be added accordingly. Formation of Asset Appendix for AMP.
7. Identify development, renewal, maintenance strategies where required	Ongoing process	As maintenance contracts are reviewed and tendered the package of delivery of the maintenance strategy will be reviewed.
8. Link financial forecasts to the lifecycle management strategies	2013-2018	Developed during preparation of an Advanced AMP for Parks and Reserves.
9. Include valuation results	December 2014	Update valuation/ depreciation information in AMP during review in anticipation of 2015-25 LTP planning cycle.
<b>AMP Data Improvements</b>		
10. Continue to collect asset attribute information	Ongoing process	Asset data is being collated on an ongoing basis to ensure the quality of planning and accuracy of financial projections is optimised.
11. Collect maintenance data against significant assets or asset groups	Ongoing process	Asset data is being collated on an ongoing basis to ensure the quality of planning and accuracy of financial projections is optimised.
12. Collect lifecycle costs for significant assets or asset groups and recorded in Confirm	Ongoing process	Asset data is being collated on an ongoing basis to ensure the quality of planning and accuracy of financial projections is optimised.
13. Monitor actual versus predicted growth	2013-2018	Developed during preparation of an Advanced AMP for Parks and Reserves.
14. Measure performance in LOS against targets	Ongoing process	Financial and Non-financial performance is reported to Council on a 3-monthly basis.
<b>AMP Process Improvements</b>		
15. Ensure operations and maintenance are competitively tendered where possible	Ongoing process	Where contracts are of a significant value they are competitively tendered. Small, isolated contracts are dependent on the availability of contractors.
16. Optimise operations to minimise lifecycle costs and Documentation of operations and maintenance activities	Ongoing process	The most optimum processes and procedures/operations are continually reviewed to minimise costs.
17. Process in place for monitoring, analysing and reporting of performance against Levels of Service and other performance measures.	2012/13	Process developed to ensure accurate collection of KPI information based on new KPI regime.
18. Predict failure works and identify treatment options for risks	2013-2018	Predictive failure to be part of the Advanced AMP.
19. Determine and optimise lifecycle costs using NPV analysis for major new works.	2019 Onwards	Outside the scope of this AMP.
20. Develop process for updating asset data with new assets and data collected via the maintenance contract.	December 2012	Asset inventory processes to be created during review for the 2012-2022 LTP.

Public Amenities AMP		
Key Milestone	Indicative Timeframe	Commentary
21. Process in place for the condition assessment of assets including assets to be assessed, frequency and ranking procedures.	December 2014	Initial broad assessments conducted 2009. Detailed assessments for 2015-2025 LTP.
22. Designers to consider lifecycle costs and risk.	2013-2018	Part of Advanced AMP.
23. Audit CAPEX development plans	December 2014	New three year CAPEX programme included in review of AMP.
24. Processes in place to ensure identify current asset utilisation of significant assets	2013-2018	Process to be developed for recording parks utilisation.
25. Develop and assess options for non performing assets	2013-2018	Process to be developed for recording parks utilisation.
26. Develop disposal/rationalisation policy	2010/2011 (annually)	Surplus property process review for land completed 2009/2010. Disposal/rationalisation policy to take into account of adopted processes.
27. Process in place for collecting costs against assets where appropriate	Ongoing process	Asset data is being collated on an ongoing basis to ensure the quality of planning and accuracy of financial projections is optimised.
28. FRS-3 compliant valuation complete for public amenities assets	December 2014	Accurate compliant valuation will develop with ongoing update of asset inventory.
29. Process developed for the review of Levels of Service (including customer consultation procedures)	2013-2018	Additional resourcing required to fully test levels of service.
<b>AM System Improvements</b>		
30. Develop database for all community services	December 2014	Development of Asset Appendix for AMP.
31. System available to allocate maintenance costs against individual assets	2020/2021	Outside 2012-2015 planning period. Long term objective to effectively monitor the need for future capital expenditure.
32. Use "System" to generate valuation	2020/2021	Outside 2012-2015 planning period.
33. Link maintenance history to significant assets or asset groups	2020/2021	Outside 2012-2015 planning period.
34. Criticality of assets identified in "System"	2012-2022	Review of Biz Assets will determine asset storage requirement during 2012-22 LTP.
35. Use "System" to store asset condition, performance and utilisation data where appropriate	2020/2021	AMS to be developed in long term to cover community facilities assets.
36. Record all customer enquiries against individual assets	2020/2021	AMS to be developed in long term to cover community facilities assets.
37. Investigate the integration of "system" with GIS and the financial system, integrate if appropriate.	2013-2018	Development as part of Advanced AMP.
38. Link electronic plans and records to GIS database	Ongoing	Developed in conjunction with Item 31.
<b>Specific Improvement Projects 2009-2012</b>		
39. Underground services investigations	2014; 2015; 2016	As built drawings to be compiled for key assets to improve asset base information.
40. Include Building data in a "designed" Asset management Programme such as SPM	2014-2015	Dependent on Council's ability to purchase an AM Programme suitable for buildings. Options to be investigated and resources required.
41. Review AMP	December 2014	To be conducted during the review

Public Amenities AMP		
Key Milestone	Indicative Timeframe	Commentary
42. Asset Management Planning miscellaneous	2015-2016 onwards	of AMP in anticipation of the 2015 Completed – included in Annual Plan budgets.

## AMP: Housing and Other Property– Plan Improvement and Monitoring

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

Housing and Other Property AMP		
Key Milestone	Indicative Timeframe	Commentary
		Small, isolated contracts are dependent on the availability of contractors.
17. Optimise operations to minimise lifecycle costs	Ongoing process	The most optimum processes and procedures/operations are continually reviewed to minimise costs.
18. Documentation of operations and maintenance activities	Ongoing process	Contract details to be recorded accurately for each Parks and Reserves contract.
19. Process in place for monitoring, analysing and reporting of performance against LOS and other performance measures.	2012/13	Process developed to ensure accurate collection of KPI information based on new KPI regime.
20. Predict failure works	2013-2018	Predictive failure to be part of the Advanced AMP.
21. Assess risks and identify treatment options	December 2014	Review risk section of Parks and Reserves AMP and include any newly identified risks in review.
22. Determine and optimise lifecycle costs using NPV analysis for major new works.	2019 Onwards	Outside the scope of this AMP.
23. Develop process for updating asset data with new assets and data collected via the maintenance contract.	December 2012	Asset inventory processes to be created
24. Asset register available to all relevant staff	December 2014	Development of an Asset Appendix for the housing and Other Property AMP
25. Process in place for the condition assessment of assets including assets to be assessed, frequency and ranking procedures.	December 2014	Initial broad assessments conducted 2009. Detailed assessments for 2015-2025 LTP.
26. Designers to consider lifecycle costs and risk.	2013-2018	Part of Advanced AMP.
27. Audit CAPEX development plans	December 2014	New three year CAPEX programme included in review of AMP.
28. Processes in place to ensure identify current asset utilisation of significant assets	2013-2018	Process to be developed for recording parks utilisation.
29. Develop and assess options for non performing assets	2013-2018	Process to be developed for recording parks utilisation.
30. Develop disposal/rationalisation policy	2010/2011 (annually)	Surplus property process review for land completed 2009/2010. Disposal/rationalisation policy to take into account of adopted processes.
31. Process in place for collecting costs against assets where appropriate	2013-2018	To be developed with accounting process and property AM System.
32. FRS-3 compliant valuation complete for public amenities assets	December 2014	Accurate compliant valuation will develop with ongoing update of asset inventory.
33. Process developed for the review of Levels of Service (including customer consultation procedures)	2013-2018	Additional resourcing required to fully test levels of service.
<b>AM System Improvements</b>		
34. Develop database for all community facilities	December 2014	Development of Asset Appendix for AMP.
35. System available to allocate maintenance costs against individual assets	2020/2021	Outside 2012-2015 planning period. Long term objective to effectively monitor the need for future capital expenditure.
36. Use AM System to generate valuation	2020/2021	Outside 2012-2015 planning period. Long term objective to effectively monitor the need for

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

## Asset Management

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

### Te Kuiti Water Supply

Key Milestone	Indicative Timeframe	Commentary
<b>Council Meeting</b>	Quarterly	Council will be kept updated on progress through the presentation of quarterly progress reports.
Funding Outcome	October 2011	On 19 September 2011 WDC received written confirmation from the Minister of Health that the application for Drinking Water Subsidy for Te Kuiti had been approved to the value of \$780,820.56 excluding GST. Since that time three written applications have been made to extend the expenditure date of that subsidy. The latest request has been made for December 2015.
Broad Upgrade Plan	August 2014	Preliminary design was revisited in 2013. Documentation is in progress for completion of the first two of four phases by end December 2015. The work has been delayed while negotiating with Veolia on takeover of operation of the TK WTP for the construction period.
Design and Conceptual Investigation Work		Investigation and <b>detailed design work for Phase Two is in progress.</b>
<b>Council Workshop</b>	<del>16 September 2014</del> 18 September 2014	Funding affordability, risk project scope and scale implications to be explored with Council. Following Council feedback, further details Key Milestones and Timelines will be developed and incorporated in the Road Map Work Programme. Workshopped as part of the Water AMP on 18 September 2014.
Filter & UV	December 2015	Targeted completion date of Phase One has now been moved out to December 2015.
Identified Reticulation Renewals	July 2012 – June 2015	Renewals identified as urgent; Mary Street, Cotter Street, Ngatai Street, Meads to Kent rising main. However it does not match what was identified in 2012-22 LTP. <b>Part of Tawa Street line had to be replaced as result of slip</b>

### Benneydale Sewerage

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

## Waitomo Water and Wastewater – Feasibility Studies

Key Milestone	Indicative Timeframe	Commentary
1. Development of detailed scoping and associated project plan for inclusion in Road Map.	Preliminary scope with indicative cost by end October 2013.	<p>WDC condition assessment and valuation complete.</p> <p>Preliminary design and cost estimate complete.</p> <p>Met with THL around existing asset value and cost new systems.</p> <p>Financial modelling completed. Results sent to THL.</p>
2. Define proposed planning map and develop development scenarios which will indicate demand		<p>Structure Plan by Beca Consultants considered in identifying area to be serviced.</p>
3. Investigate high technology solutions with cost and establish economic feasibility		<p>Estimated cost of refurbishment of systems not much different from replacement and have shorter expected asset life than total replacement.</p>
4. Report to Council on conclusions	On completion of each section	<p>WDC met with THL who indicated that the indicative cost is not financially feasible from a business point of view.</p> <p>The only possible solution to make the cost of the service more affordable is to obtain Government funding.</p> <p>There is no funding available from the normal avenues. The only way would be to lobby the Minister directly on the basis of the high risk of National reputational harm should tourist get sick or die from a water borne disease contracted from these services.</p> <p>Discussion with THL and community is ongoing.</p>
<b>Council Workshop</b>	18 September 2014	<p>Council considered this project as a Strategic Issue in the development of the 2015-2025 draft LTP.</p> <p>Council was briefed on a recent meeting between existing consumers, WDC representatives (in an Observer capacity), Legal Representatives and Officials of the Maori Trusts and THL.</p> <p>Council noted for draft LTP development purposes it is highly unlikely that this project will progress enough to warrant inclusion of any financials other than the need to provide for resourcing (Project Management/ Legal advice) to aid progress, and that a commentary should be included in the draft LTP providing an explanation of Council's position.</p>

## Te Waitere Water and Wastewater Strategic Review

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

## Roading Activity Influences

Key Milestone	Indicative Timeframe	Commentary
<b>Council Workshop</b> – Introduction of Issue to Council	13 May 2014	Completed.
<b>Council Meetings</b> – progress on work streams	Monthly Council Meetings	Progress Reports will be provided to Council as required.
Amend Road Maintenance Contract Document	December 2014	Tender structure being reviewed
Engagement on and assessment of ONRC	May 2014 – December 2014	WDC's roading network has been assessed in accordance with Guidelines internally. Assessment around CLoS and performance measures is ongoing. <del>Impact will only become clear once Technical Levels of Service that goes with CLoS is available from NZTA</del> Latest is that TLoS will not be provided. LA's have to determine TLoS using ONRC CLoS and the ONRC Performance Measure and report on how they meet the Performance Measures.
Watching brief on FAR review	May – July 2014	Proposed figures go to NZTA Board in October 2014. Outcome expected in November 2014. Outcome was that WDC will move from 61% in 2014-15 to 71% by 2024-25.
Review Procurement Policy	June 2014	
Re-tender Roading Contract	March 2015	
Tender evaluation and award new tender	31 April 2015 (provisional latest date if new contract to start 1 July 2015)	New contract to start 1 July 2015.
Assess implications of FAR review	December - 2014	Progress Reports will be provided to Council as information become available. Council was given a verbal brief on the current situation with regard to the FAR review and ONRC as part of the Roads and Footpaths AMP Workshop on 18 September 2014. Approved FAR will enable Council to fully fund emergency works without significant increase in road rate requirement.

Key Milestone	Indicative Timeframe	Commentary
Develop levels of service options along with funding options (depending on outcome of FAR review)	February 2015	
Review Rooding Asset Management Plan	October 2014	Consultation Draft completed
Develop 30 year roading (& other) infrastructure strategy	October 2014	Consultation Draft completed
Develop LTP 2015-25	October 2014 – February 2015	In progress

### Waitomo District Landfill

Key Milestone	Indicative Timeframe	Commentary
Future Demand Study	December 2015	<p>A 'whole of life' study needs to be completed to determine:-</p> <ul style="list-style-type: none"> <li>• Where refuse will come from for the balance of the resource consent.</li> <li>• The effects the statutory cost increases from the ETS will have on the landfill.</li> <li>• The costs of further developing the landfill.</li> <li>• The financial viability of the landfill due to increased costs to the user following ETS legislation.</li> <li>• Purchase of NZU units (Carbon Credits) has reduced the impact of the cost of the ETS legislation for the next 3 years buying time to find a feasible way forward.</li> <li>• Volumes of rubbish are consistently declining while operational cost of the landfill is fixed thus putting upward pressure on cost per tonne disposed.</li> </ul>

### Cross Boundary Collaboration (WDC/RDC)

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

### Para Kore "Marae Working Toward Zero Waste"

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

### SWaMMP – Plan Improvement and Monitoring

SWaMMP – Plan Improvement and Monitoring		
Key Milestone	Indicative Timeframe	Commentary
1. Undertake a two – yearly topographical survey of the landfill to determine compaction and filling rate	2012 then every two years thereafter	A full topographical survey of the Landfill will be done in 2014.
2. Improve monitoring of contractor performance	Ongoing	Monitor
3. Investigate all waste management facilities to	Quarterly	Ongoing.

SWaMMP – Plan Improvement and Monitoring		
Key Milestone	Indicative Timeframe	Commentary
identify hazards and safety improvements		
4. Explore interest in development of landfill as a sub-regional or regional waste disposal asset	Ongoing	Monitor
5. Estimate impact of expected tourism numbers on capacity of existing solid waste facilities and services	Ongoing	Complete – This has been monitored and the impact on general waste is minimal. There has been an increased recycling volume through tourism areas since the installation of recycling bins.
6. Review solid waste management activities required to support development in growth areas (Waitomo village, Mokau etc) following completion of structure plans	Ongoing	
7. Review progress with implementation of improvement plan		Reviewed as part of the 2012-15 AMP period.
8. Undertake waste audit on two yearly cycle	June 2012 two yearly from there on	An audit has been done in 2014.
9. Investigate ETS Liability (Start June 2013)	Ongoing	In progress.

### AMP: Water Supply – Plan Improvement and Monitoring

Water Supply AMP		
Key Milestone	Indicative Timeframe	Commentary
1. Consultation to ascertain needs and preferences of the communities with regard to water supply services and to ensure their views are considered when selecting the best level of service scenario.	Next review due December 2014	Driven by raw water source, the DWS and risks as identified in PHRMP's. Requires incremental improvements. Now called Water Safety Plans, which have to be reviewed 2014-15 to update current knowledge.
2. Ensure the right level of funding is being allocated to maintain the asset service potential.	Monitored	Considering the affordability/sustainability the District finds itself in, Asset Service potential is monitored and just enough done to maintain the status quo.
3. Implement predictive modelling techniques that will allow consideration of alternative long term cost scenarios.	On-going	Some work had been done and much catch-up work has been identified before further analysis will be of use. Considering the affordability/sustainability the District finds itself in, Asset Service potential is monitored and just enough done to maintain the status quo.
4. Initiate a long term zonal metering and leak detection programme, initially for Te Kuiti.	On-going process	Monitor
5. Initiate a scheme proposal for Marokopa.	2018-28 LTP	Unless legislative requirements force such a step.
6. Construct a new, larger raw water storage dam for Mokau.	2012-13 financial year	Construction in progress – stalled by archaeological finds. Work is nearly complete filling of the dam is expected to start end before the 2014-2015 summer. <b>Complete</b>

Water Supply AMP		
Key Milestone	Indicative Timeframe	Commentary
7. Install automated monitoring equipment at the Piopio water treatment plant to provide evidence for compliance with MoH gradings.	2012 Calendar year	Completed.
8. Develop accurate and complete asset inventory registers for each scheme.	On-going process	The improvement of accuracy of asset data is the first step and has become very important for effective efficient future asset management. This is progressing albeit slowly.
9. Develop a greater focus on risk identification and management for critical assets.	On-going process	To progress will require additional resource.
10. Prioritise the works developed from the risk assessment exercise.	Following 8 and 9 above	To meet this will require additional resource.
11. Construct additional treated storage at Te Kuiti to meet 24 hours demand.	2020-21	No subsidy - considering the affordability/sustainability the District finds itself in, Asset Service potential will continue to be monitored and just enough done to maintain the status quo. Structural assessment of existing reservoirs in conjunction with earthquake compliance / risk is needed and is now first priority - 2015-16 Budget
12. Evaluate groundwater test bores as a potential auxiliary source for Te Kuiti water supply.	After 2028 if ever	Not regarded as a feasible option at this stage
13. Install SCADA and telemetry for automated monitoring and control of treatment and pumping/storage at Te Kuiti supply for compliance with MOH gradings and improved risk management.	Dec 2015	CAPS subsidy funding from MoH approved work has been put on hold for affordability reasons until 2013-14. Asset Service potential is monitored and just enough done to maintain the status quo. 1 <sup>st</sup> phase tender documentation in process. Construction targeted for 2015
14. Develop informal strategies for meeting more stringent water quality standards and consent requirements.	On-going	Benneydale is fully compliant and Mokau nearly there. Due to changes to dam construction levels required following archaeological finds, the clarifier will have to be moved to a lower level with all associated pipe work. Design and cost estimate is underway Piopio is fully compliant
15. Install coagulation to improve filtration, install UV and upgrade telemetry and SCADA at Mokau.	2015 Calendar year	Part of 14 above. Complete
16. Arrange a routine forum of adjacent councils' water supply officers to discuss trends, concerns, future developments that may affect neighbouring authorities, cost sharing of consultants or specialist providers, spare survey or design capacity in larger councils shared by others.	On-going	Informal networking and structured training already occurs.
<b>Unachievable due to Budget Restrictions</b>		
17. Upgrade supply main from Mokau to Awakino.	2013-16	MoH criteria have changed - No funding for renewals.

## AMP: Wastewater– Plan Improvement and Monitoring

Wastewater AMP – Plan Improvement and Monitoring		
Key Milestone	Indicative Timeframe	Commentary
1. Consultation to ascertain the community's service needs and preferences and to ensure their views are considered when selecting the best level of service scenario.	December 2014	The LOS survey is completed at about 2 year intervals
2. Ensure the right level of funding is being allocated to maintain the asset service potential.	Monitored	Review frequency consistent with annual and long term planning cycle.
3. Implement predictive modelling techniques that will allow consideration of alternative long term cost scenarios.	Monitored	True modelling for waste water systems is not economically feasible. Sound engineering judgement is used to formulate solutions.
4. Initiate a long term infiltration and inflow investigation and reduction programme, initially for Te Kuiti.	On-going	Start date August 2009. Eight catchments identified. Actual remedial work of one catchment is complete. Investigation to assess remedial work required in next two catchments has been done. Contracts for identified remedial work in the next catchments will commence in 2014-15. Work delayed due to workload around capital upgrades at water and wastewater treatment plants and operational demands
5. Investigate a design concept for a wastewater scheme to service planned development at Mokau – Awakino.	Beyond 2025	Not economically feasible.
6. Investigate extension of the Te Waitere scheme to service a two stage development of the area with the second stage encompassing the area not currently reticulated.	Beyond 2025	Discussed in more detail elsewhere in this document. Two main streams of thought in community that will require considerable consultation and mediation to reconcile.
7. Develop accurate and complete asset inventory registers for each scheme.	On-going	Progress is being made although slowly. Expect will take at least two years to make significant advance.
8. Develop a greater focus on risk identification and management, obtaining more detailed information on critical assets.	On-going	The improvement of accuracy of asset data is the first step and has become very important for effective efficient future asset management. Will follow as data improves.
9. Prioritise the works developed from risk assessment exercises.	On-going	Following identified as urgent; George & Hill Street, Lawrence Street, Ngatai – Hill Street. However this does not match what was identified in 2012-22 LTP
10. Develop strategies to meet the community's desire for higher environmental standards and anticipated more stringent resource consent requirements.	On-going	To speed up will require specific additional resource and it is not economically feasible in the present and foreseeable future to carry out work identified.
11. Arrange a routine forum of adjacent councils wastewater officers to discuss trends, concerns, future developments that may affect neighbouring authorities, cost sharing of consultants or specialist providers, spare survey or design capacity in larger councils shared by others.	On-going	Informal networking already occurs.

## AMP: Stormwater– Plan Improvement and Monitoring

Stormwater AMP – Plan Improvement and Monitoring		
Key Milestone	Indicative Timeframe	Commentary
1. Consultation to ascertain the community's service needs and preferences and to ensure their views are considered when selecting the best level of service scenario.	December 2014	The LOS survey is completed at about 2 year intervals.
2. Ensure the right level of funding is allocated to maintain the asset service potential.	Monitored	Monitor – To refine requires detailed Catchment Assessments to be completed, which requires specific additional resources
3. Develop accurate and complete asset inventory registers for each urban drainage area.	On-going	Improvement of asset data in progress. Expect will take at least two years to make significant progress.
4. Initiate a long term condition and performance assessment programme, initially for Te Kuiti.		Needs specific resource that is not available
5. Initiate a SW scheme proposal for Mokau- Awakino and Te Waitere during the planning period	Beyond 2025	Need structure plan
6. Develop a greater focus on risk identification and management, obtaining more detailed information on critical assets.	On-going	The improvement of accuracy of asset data is the first step and has become very important for effective efficient future asset management. Progress is being made. Expect will take at least two years to make significant advance. In progress
7. Cost and prioritise the works developed from the risk assessment exercise.	On-going	Following identified as urgent; Te Kumi Road, Awakino Road, Cotter Street. However it does not match what was identified in 2012-22 LTP
8. Develop strategies to meet the community's desire for higher environmental standards and anticipated more stringent Resource Consent requirements.	On-going	To speed up will require specific additional resource and it is not economically feasible in the present and foreseeable future to carry out work identified
9. Review design standards for stormwater pipe sizing based on effects of climate change on rain storm intensity and frequency		Basic design has been completed to assist decisions on renewal. Greater detail needs specific resource that is not available at this stage.
10. Review design capacity of existing SW pipes and prepare plan for extension of network to areas currently not serviced using augmentation strategy		Follows item # 9 Completed
11. Arrange regular forum of adjacent councils stormwater officers to discuss trends, concerns, future developments, that may affect neighbouring authorities, cost sharing on consultants or specialist providers (e.g. spare survey or design capacity in larger councils shared by others).	On-going	Monitor
12. Minor stormwater issues will be addressed as they become repaired.	June 2015	Each year new areas are raised by residents.
<b>Unachievable due to Budget Restrictions</b>		
13. Implement predictive modelling techniques that will allow consideration of alternative long term cost scenarios.	Follow on from Catchment Management Plans beyond 2022	True modelling is not economically feasible. Sound engineering judgement will be used to formulate solutions. To progress will need additional resource
14. Prepare SW catchment assessments for each urban area beginning with Te Kuiti		Very basic work was done in 2011 Greater detail needs specific resource that is not available

Stormwater AMP – Plan Improvement and Monitoring		
Key Milestone	Indicative Timeframe	Commentary
15. Complete environmental impact studies for each stormwater drain and receiving water		Follows item # 16
16. Prepare Catchment Management Plans for each urban drainage area including calculation of design runoff, identify gaps and capacity limitations of the existing stormwater network at each location, identification and protection of (through use of easements, district plan rules etc) secondary flow paths and an assessment of the impact of each flow path on the relevant properties.		Follows item # 14  This is a much more detailed version of the proposed Catchment Assessments

### AMP: Land Transport– Plan Improvement and Monitoring

Land Transport AMP – Plan Improvement and Monitoring		
Key Milestone	Indicative Timeframe	Commentary
1. Complete rating survey of footpaths and input to RAMM	July 2015	Should be done but period had to be extended due to cuts in Network and Asset Management budget. No NZTA funds for this type of work. Contracted through RATA for 2014-15 year
2. Populate RAMM with retaining wall data.	December 2015	NZTA have changed the inspection policy. It is expected that inspections will take three years for completion. This process is underway, however a number of “unknown” retaining structures are being identified. RAMM data is being improved progressively
3. Future use data and information obtained regarding future road requirements, especially for forestry/quarries.	December 2016	Additional resources required not available at this time. Included in 2015-2025 LTP.
4. Estimate impact of expected tourism numbers on existing road capacity	To be confirmed	Will need target specific vehicle counting which is not feasible at present.
5. Complete traffic management plans for Waitomo Village and Te Kuiti	To be confirmed	This follows item 4 – Fullerton Road carpark was sealed as part of the 2010/11 pavement rehabilitation package.
6. Review of Roding assets required to support development plan/structure plans for growth areas (Waitomo village, Mokau etc) following completion of structure plans	December 2016	This will be completed once the structure plans are in place. 2015-25 LTP item
7. Development of detailed plans and schedules for maintenance activities such as road marking and car parking within the network	June 2016	Identified all car parks in town and recorded these on aerial photos in July 08. Still to complete inventory for surface marking, asset data and maintenance scheduling. Additional resources required not available at this time.
8. Training in the use of relevant asset management programmes such as Bizzle@asset at WDC	December 2014	Extended due to appointment of new staff to critical asset roles. Application for training has been lodged

Land Transport AMP – Plan Improvement and Monitoring		
Key Milestone	Indicative Timeframe	Commentary
9. Upgrade of all cross road culverts to a minimum size of 375mm dia in high rainfall areas, taking account of appropriate sizing for catchment areas	July 2024	Extended to July 2024 following budget cuts to the Drainage Renewals programme. Capital expenditure on this item is reported in the monthly LT Monitoring paper supplied to Council.
10. Review progress with implementation of improvement plan.	Review whole of AMP on 3 yearly cycle	Next review December 2014.
11. 2014/15 Financial Year budget is targeted at maintenance work with minimal capital work.	June 2015	Reported monthly to Council. Refer to the LT monitoring paper.
<b>Unachievable due to Budget Restrictions</b>		
1. Complete a cycling and walking strategy.		Draft strategy completed. Investigation currently underway prior to consultation. Strategy work on hold due to NZTA removing funding for Walking and Cycling activities.
2. Investigate all roads to obtain metal depths and pavement CBR's	December 2015	Important for affective asset management but require resources not available. Period extended due to cuts in the Network and asset Management budget. NZTA has not approved any money for this type of work in any GPS to date so it is likely that this work will be extended out further. Money has been found to assess an initial 24kms of unsealed collector roads. The assessment planned if successful will be rolled out for the 14/15 Fin year to complete RAMM records
3. Install correct RP pegs on all roads.	June 2017	As above.
4. Install correct CMP's on all roads.	June 2015	Has now been included as part of the inspection regime of the Maintenance Contract
5. Install correct RAPID numbers on all roads.		As above.

## Completed Projects

### Review of Representation Arrangements (including Maori Representation)

#### Maori Wards and Constituencies

Key Milestone	Indicative Timeframe	Commentary
<b>Council Workshop:</b> Consideration of briefing paper on Maori Wards and Constituencies	7 October 2014	Complete – the 7 October 2014 Workshop deferred until 16 October 2014.
<b>Council Meeting:</b> Resolution to be taken in respect to Council's consideration of Maori Wards and Constituencies	<del>28 October 2014</del> 29 October 2014 Statutory Deadline: 23 November 2014	Complete. Council at its meeting on 29 October 2014 resolved to defer Council resolve to defer the review of the provision of Maori Wards until 2017.

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

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

Key Milestone	Indicative Timeframe	Commentary
<b>Council Workshop</b> to consider options for representation arrangements	Pre-August 2015	Not required. Council at its meeting on 29 October 2014 resolved to defer Council resolve to defer the review of the provision of Maori Wards until 2017.
<b>Council Meeting</b> – Resolve representation arrangement for consultation	25 August 2015	
Public notice of proposal and invites submissions	September 2015	
Submissions close	October 2015	
If no submissions then proposal becomes final		
<b>Council Meeting</b> – consideration of submissions and possible amendment of proposal	<del>28 October 2014</del> 29 October 2014	
Public notice of "final" proposal	November 2015	
Appeals and objections close	December 2015	
If no appeals or objections then proposal becomes final		
If appeals/objections received, forward appeals, objections and other relevant information to the Commission	December 2015	
Commission considers resolutions, submissions, appeals, objections and make determination	April 2016	
Determination subject to appeal to High Court on a point of law		

### 2013/2014 Annual Report

Key Milestone	Indicative Timeframe	Commentary
<b>Council Meeting</b> – Brief Council on timeframe.	27 May 2014	Complete.
WDC Audit. Deloitte will be onsite for 2 weeks. An additional week is also set aside for Deloitte to complete final queries from their Hamilton office.	8 – 19 September 2014	Complete

Key Milestone	Indicative Timeframe	Commentary
Deloittes technical/final review. Once the audit field work is complete the final document is sent to Deloittes technical team for final review.	September 2014	Complete
<b>Council Meeting</b> – Progress Report to Council on Interim June results. These are draft results and subject to change as a result of the audit process. The interim reports will include commentary and any qualifications necessary.	30 September 2014	Complete
Signed Audit Opinion available	28 October 2014	
<b>Council Meeting</b> - Adopt Annual Report.	<del>28 October 2014</del> 29 October 2014	Council was advised on 18 September 2014 that "worst case scenario" i.e. in the event of any hold-ups, a short meeting may need to be convened the morning of Friday 31 October 2014 to adopt the Annual Report. Complete.
Summary Annual Report available. The summary Annual Report is also audited by Deloittes and must be made available to the public within one month of the Annual Report adoption.	November 2014	Complete.

### Community Development – Review of Strategies

Key Milestone	Indicative Timeframe	Commentary
<b>Council LTP Workshop #7</b> Council to provide feedback on proposal to consolidate strategies.	18 September 2014	Complete
<b>Council LTP Workshop #10</b> Review and/or consolidation of – • Community Dev Strategy • I-Site and Events Strategic Plan • Waitomo District Library Services Strategic Plan	16 October 2014	Completed.
<b>Council Meeting</b> • Adoption of Strategy(s)	25 November 2014	Complete. Council adopted 2015-2018 Community Development Strategy and Waitomo District Library Strategy 2015-2018 at its meeting on 29 October 2014.

### Policy – Dog Control Policy and Practices 2014/2015 Review

Key Milestone	Date	Commentary
Prepare Report	September 2014	Complete.
<b>Council Meeting</b> – Dog Control Policy and Practices Report	30 September 2014	Complete.
Public notification	October 2014	Complete.

### Significance and Engagement Policy

Key Milestone	Indicative Timeframe	Commentary
Seek feedback from community through LTP engagement process	September 2014	
Input local content in Policy	September 2014	
<b>Council LTP Workshop # 11</b> Presentation of findings	<del>30 October 2014</del> 12 November 2014	Workshop deferred until 12 November 2014.
<b>Council Meeting</b> – Adoption	25 November 2014	Complete.

Document No: 355921

File No: 037/043

**Report To: Council****Meeting Date: 24 February 2015****Subject: Motion to Exclude the Public for the Consideration of Council Business****Purpose of Report**

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

**Commentary**

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

**Suggested Resolutions**

- 1 The public be excluded from the following part of the proceedings of this meeting.
- 2 Council agree the following staff, having relevant knowledge, remain in attendance to assist Council with its decision making: ...
- 3 The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

<b>General Subject of each matter to be considered</b>	<b>Reason for passing this resolution in relation to each matter</b>	<b>Section 48(1) grounds for this resolution</b>
1. Progress Report: Regulatory Enforcement Issues	7(2)(a) To protect the privacy of natural persons, including that of deceased natural persons;	48(1)(a)
2. Progress Report: Waikato Mayoral Forum and Shared Services	7(2)(i) Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	48(1)(a)

This resolution is made in reliance on Section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act or Section 6, Section 7 or Section 9 of the Official Information Act 1982 as the case may require are listed above.

A handwritten signature in blue ink, appearing to read "Michelle Higgie".

MICHELLE HIGGIE  
**EXECUTIVE ASSISTANT**