



Road Map

Work Programme

31 March 2020
to
30 June 2021

26 May 2020

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SECTION ONE: INTRODUCTION

Introduction

The purpose of this Road Map Work Programme is to set out the identified work programme leading up to, and beyond the adoption of the 2021-2031 10YP.

In addition to projects relating to the 10YP, there are other important projects that must also occur and it is important that Council does not focus on the 10YP process to the detriment of other important commitments. The non-10YP commitments are of importance to the functional roles of Council which feed into the decision making process.

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

- Section One** Provides an Introduction to the Reader.
- Section Two** Provides some context and considerations on the impact and implications of COVID-19 on Council's Work Programme.
- Section Three** Details carried over projects from the **2018/2019 (Year 1)** of the 2018-2028 10YP), **2019/2020 year (Year 2)** of the 2018-2028 10YP) and **2020/2021 year (Year 3)** of the 2018-2028 10YP) (including descriptions and indicative timelines) together with other new/re-prioritised projects.

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

2018-2028 10 Year Plan: Looking Ahead – Key Projects and Programmes

Key Projects and Programmes (some of which are included in the 2018-2028 10 Year Plan) are listed below, and where applicable, descriptions, key milestones and indicative timelines have been included in this Road Map Work Programme.

Governance: Leadership and Investments

- Draft, consult and adopt the 2021-2031 10 Year Plan
- Review, consult and adopt key policies that support the 2021-2031 10 Year Plan
- Draft, consult and adopt Annual Plans in interim years (2019/2020 and 2020/2021) of the 10YP
- Prepare Annual Reports for each year demonstrating performance
- Conduct the Triennial Local Government election in October 2019
- Agree Triennial Agreements in conjunction with Waikato and Manawatu–Wanganui Regional Councils by 1 March 2020
- Review Council's Governance Statement by February 2020
- Review Council's Code of Conduct by the end of November 2019
- Actively participate in the Waikato Mayoral Forum to review/consider opportunities to collaborate in planning, purchasing and service delivery options
- Review Council's Investments

Community Service

- Parks and Reserves
 - Playground Upgrades
 - Parks and Reserves Renewals
 - Bridge/ Pontoon/ Jetty Renewals
 - Development of Coastal Reserves
 - Continued Development of Brook Park
- Housing and Other Property
 - Elder Persons Housing Renewals
 - Earthquake strengthening of the Queen Street Administrative and Civil Defence Building
- Recreation and Culture
 - Waitomo District Library Upgrade
 - Waitomo District Aquatic Centre Renewals
 - Aerodrome Runway Resurfacing
 - Aerodrome Review and Upgrade
- Public Amenities Activity
 - Piopio Cemetery Expansion
 - Public Toilet Upgrades
 - Te Kuiti Overbridge Renewal
 - Queen Street Carpark

Community Development

- Promote and support sustainable Economic Development
- Facilitate and support the Waitomo District Safe Community Programme.
- Involvement in the Waikato Regional Economic Development Agency (WREDA)
- Involvement in development/ deployment of the Sub-Regional (southern) Waikato Economic Action Plan
- Involvement in the Hamilton and Waikato Regional Tourism Organisation
- Support of the Waitomo District Youth Council and youth liaison
- Administer grant funding as per the Community Development Fund Policy and Rates Remission Policy
- Promote and support an active and healthy community in partnership with Sport Waikato
- Support the provision of strong heritage, visitor information, district promotion and public good services via the Waitomo Caves Discovery Centre and i-SITE
- Support delivery of the Novice Driver Training Programme
- Support the transition of community led events via an Events Fund Policy
- Library system upgrade including migration to the Kotui Collaboration
- Library book replacement programme
- Library technology programme
- Library carpet renewal and access improvements
- i-SITE technology programme
- i-SITE furniture and interior renewals

Compliance

- Implementing Earthquake Prone Building legislation.
- Maintaining Building Accreditation as a Building Consent Authority.
- Waikato Local Authority Shared Services online building consenting project.
- Electronic document back-scanning WDC's Building Consent (and resource consent) records.
- Online Dog Registration.

Solid Waste Management

- Assessment of solid waste issues in Mokau
- Improvement of safety features and presentation at Transfer Stations
- Review and improve accessibility to Transfer Stations and Recycling Drop Off Centres
- Waste Minimisation Promotion Programmes between 2018 to 2021 covering:
 - Home composting schemes
 - Waste minimisation schemes
- The promotion of solid Waste Management at all events hosted on WDC property
- Extend capacity of Waitomo District Landfill which will require a new resource consent

Stormwater Drainage

- Stormwater rehabilitation as per Catchment Management Plans
- Stormwater renewals as per Catchment Management Plans
- Rural Stormwater Renewals
- Updating Catchment Management Plans

Resource Management

- The main focus in this planning cycle is to continue the review of the Waitomo District Plan as required by the Resource Management Act 1991

Sewerage and the Treatment of Disposal of Sewage

- Investigation, Design & Specification
- Piopio SCADA Improvements
- Waste Water Treatment Plant Bulk Lime Silo
- Benneydale Sewerage Renewals
- Reticulation Renewal – Minor
- Treatment Plant Renewal – Minor (Te Kuiti)
- Te Kuiti Sewer Renewals
- Pump Station Renewals
- Renew and Extend Soakage Field
- Treatment Plant Renewal Minor (Benneydale)

Water Supply

- Investigate raw storage dam
- Bulk reticulation monitoring
- Installation of backflow preventers (Te Kuiti, Mokau, and Piopio)
- Access easement or purchase of land(where applicable) to secure assets
- Te Kuiti SCADA
- Mokau water-main renewals
- New pumping line to reservoir (Piopio)

- Investigation into an additional new reservoir in Te Kuiti
- Additional monitoring and control - Benneydale
- Treatment plant monitoring renewals
- Mechanical renewals (Te Kuiti)
- Treatment plant renewals (Mokau)
- Mechanical renewals (Piopio)
- Reticulation renewals (Piopio, Te Kuiti)
- Seismic strengthening of WDC reservoirs

Roads and Footpaths

- Operational and Maintenance
 - Costs are expected to rise gradually based on construction cost indices. This applies to all road maintenance activities
 - Increased Falling Weight Displacement programme to test the sealed network
 - Road safety programmes to address interventions to over-represented crash factors as identified in RAMM and in the NZTA Crash Analysis System (CAS)
- Renewals
 - Renewals are increasing in line with condition assessment data, movements in construction cost indices and rates of deterioration of pavement and surfacings
 - Reseals of the district sealed roading network at a targeted rate of 38km/year for the next three years
 - Pavement rehabilitation is targeted at 4km/year
 - The network has 39 bridges forecast for replacement over the next 30-years, with 11 due in the next 10 years, because of their age and condition
- New Works (Improvements)
 - The seal extension category includes provision for the road upgrading project supporting the OMYA limestone mining development proposal
 - Smoothing road geometry at bends
 - Footpath renewals and extensions include some minor lengths of new footpaths near schools and retirement villages

Integrated Planning

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

Background

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

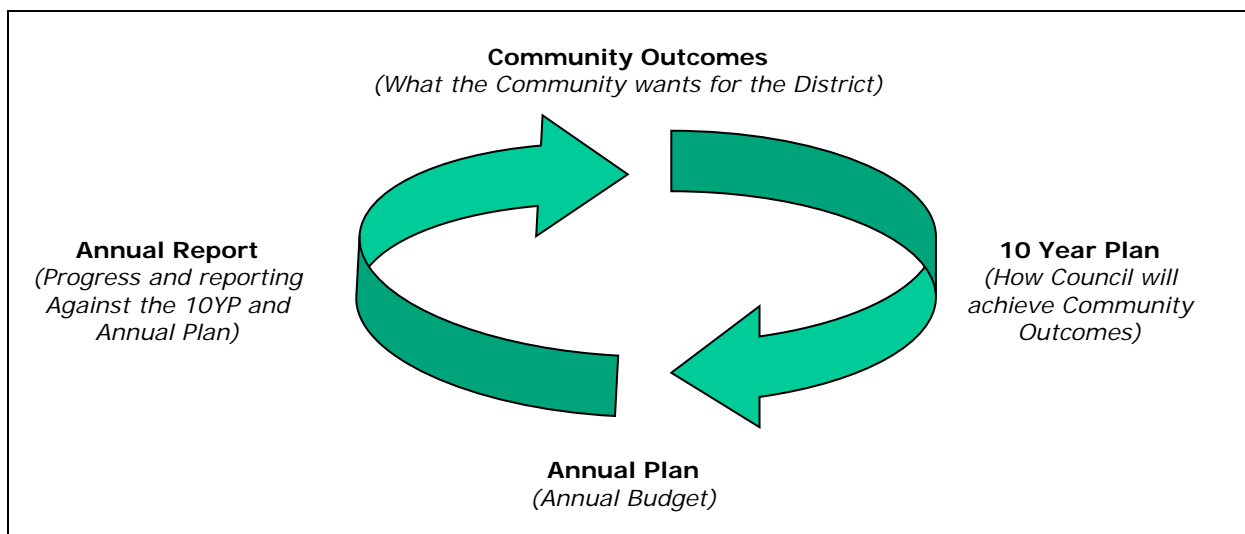


Diagram 1: Planning and Reporting Cycle

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

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

10 Year Plan Reporting Structure

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



Council

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

Management Team

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

Project Team

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

SECTION TWO: COVID-19

COVID-19

It is important to note that COVID-19 has had, and will continue to have, a significant impact on the overall Work Programme. This version of the Road Map has been prepared on the assumption of not going back into Level 4 (Lockdown), or level 3 (Restrict) and that Level 2 (Reduce) could be in force for an unknown period of time.

However it is important also to keep in mind that within the three month duration of the Epidemic Preparedness (COVID-19) Notice 2020, which came into effect on 25 March 2020 (ending on 25 June unless the Government decides otherwise), there are “unknowns” which may overlay the content (timelines) of this Work Programme.

COVID-19 (CORONAVIRUS PANDEMIC)

1.0 DESCRIPTION/BACKGROUND

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

The first case of COVID-19 in New Zealand during the 2019/20 COVID-19 pandemic was reported on 28 February 2020. As of 6 May 2020, New Zealand had a total of 1,488 cases, of which 151 were active. As of 6 May 2020, 21 people had died from the virus in New Zealand. Cases have occurred in all 20 district health board (DHB) areas of the country, and thirteen DHBs had active cases as of 6 May 2020, including the Waikato DHB area.

All borders and entry ports of New Zealand were closed to all non-residents at 11:59pm on 19 March 2020, with returning citizens and residents being required to self-isolate. Since 10 April, all New Zealanders returning from overseas must go into two weeks of supervised quarantine.

A 4-level alert level system was introduced on 21 March 2020 to manage the outbreak in New Zealand.

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

The alert level was initially set at Level 2, but was subsequently raised to Level 3 on the afternoon of 23 March. Beginning at 11:59pm on 25 March, the alert level was moved to Level 4, putting the country into a nationwide lockdown. The alert level was moved back down to Level 3 at 11:59pm on 27 April, partially lifting some lockdown restrictions.

On 24 March, pursuant to section 5 of the Epidemic Preparedness Act 2006, the Prime Minister gave notice of the Epidemic Preparedness (COVID-19) Notice 2020 gazetted with effect from 25 March 2020 for a period of three months unless an earlier date is notified, or it is renewed under section 7 of the Epidemic Preparedness Act 2006.

Information References:

<https://covid19.govt.nz>
<https://gazette.govt.nz/notice/id/2020-go1368>
https://en.wikipedia.org/wiki/COVID-19_pandemic_in_New_Zealand

2.0 COMMENTARY

Work Programme – Initial Key Impact Dates:

Saturday 21 March	Four-level Alert System introduced – Set at Level 2
Monday 23 March	Alert level raised to Level 3 with advice it would raise to Level 4 in two days
Wednesday 25 March	At 11.59pm Level 4 implemented
Monday 27 April	At 11.59pm downgraded to Level 3
Wednesday 13 May	At 11.59pm downgraded to Level 2

Saturday 21 March	Sunday 22 March	Monday 23 March (afternoon)	Tuesday 24 March	Wednesday 25 March (11.59pm)	Thursday 26 March
Alert System introduced at Level 2	Level 2	Level 2 to 3 Notice of L4 on Wednesday	Level 3	Level 3 to 4	Level 4 "LOCKDOWN"

In effect, this gave the organisation a period of only two full workdays (Tuesday 24 and Wednesday 25 March) to implement business continuity in a "Lockdown" situation i.e. only essential services working on site within the strict parameters set by COVID-19 and all other business being carried out remotely (working from home).

It is noted that the organisation's "business as usual" shut down almost totally for the three day period Monday 23 to Wednesday 25 March while the whole organisation's focus turned to business continuity, both planning and implementation, for the Level 4 lockdown.

3.0 KEY MILESTONES

Regular reporting will be made to both the Audit Risk and Finance Committee and Council in respect to business continuity during the COVID-19 Alert phases.

Key Milestone	Indicative Timeframe	Commentary
Audit Risk and Finance Committee Reporting on provision of essential services during Level 4 Lockdown	5 May 2020	Completed
Council Meeting Organisational reporting on the provision of Council Services during Alert Levels 3, 2 and 1	Monthly Council meetings for duration of Alert Levels being in force	
Audit Risk and Finance Committee Organisational reporting on identified risks and learnings in providing Council services during Alert Levels 4, 3, 2 and 1	Audit Risk and Finance Committee meetings for duration of Alert Levels being in force	

COVID-19: Executive Office

There are three key roles within the Executive Office:

- 1 Chief Executive's Office
- 2 Governance Support (including Fleet Management)
- 3 Legal Oversight

The roles of the Executive Office can, to a large extent, be carried out remotely subject to staff having appropriate resources and equipment i.e. internet connectivity, computers (equipped with camera and sound system), printers, telephones, etc.

Regardless of the "working remotely" changeover going relatively seamlessly for this group, there was a whole new unplanned COVID-19 workload created including the development of Action Plans for business continuity at each of the introduced Covid-19 Levels.

The ascertaining of what could and could not be carried out during lockdown (i.e. meetings – both internal and external), how to continue to do these things in a different way (i.e. Zoom, Skype), learning on the fly and testing of those systems. Working across the organisation to ascertain priorities in workflows and determining what must still occur within the already set timelines and what could be deferred. One flow on effect being the cancellation/postponement of workshops and meetings.

The passing of urgent legislation assisted with being able to defer timelines in some instances, made provision for convening of audio/visual Council meetings which were not previously provided for under the Local Government Act, and gave some flexibility with respect to fleet (vehicle) maintenance.

As part of WDC's Civil Defence responsibilities and the provision of staff resources, resourcing from the Executive Office was seconded to the Civil Defence Western Waikato Emergency Operating Centre (WWEOC).

An unplanned second complete review of this Road Map Work Programme has been undertaken as a result of COVID-19. A review was completed early March for Council's consideration on 31 March, however it has been completely revised again to take into account COVID-19 implications. This, together with the re-scheduling and planning work which falls out of the reviews has been a considerable additional workload.

All WDC fleet vehicles which required maintenance i.e. warrants of fitness, servicing, etc. during the Level 4 lockdown period have been addressed.

Looking forward, at this time, whilst there are no new projects of significance identified within the Group as a result of COVID-19, there is an increased workload associated solely with complying with Alert Level restrictions.

COVID-19: Business Support

There are three key roles within the Business Support:

- 1 Finance
- 2 Information Technology
- 3 Information Management

The roles of Business Support can also, to a large extent, be carried out remotely subject to staff having appropriate resources and equipment i.e. internet connectivity, computers (equipped with camera and sound system), printers, telephones, etc.

Regardless of the "working remotely" changeover going relatively seamlessly for this group, there was a whole new unplanned COVID-19 workload created supporting the organisation to work remotely.

Looking forward, at this time, whilst there are no new projects of significance identified within the Group as a result of COVID-19, COVID-19 has highlighted the known weaknesses of the information technology infrastructure and software suites.

COVID-19: Infrastructure Services

The Infrastructure Services group provides many of WDC's essential services, such as provision of water services, roading, solid waste, open spaces, property and burials. COVID-19 lockdown had varying levels of impact on the delivery of these services.

Water services function continued to operate throughout the lockdown with staff working remotely at dedicated sites. A consultant have been engaged to assess the existing Te Kuiti storm water catchment data delay due to COVID-19 restrictions.

The Roading team worked remotely throughout the lockdown, responding to emergencies only. Network maintenance was placed on hold during Level 4 but resumed under Level 3.

While the District Landfill and Transfer Stations were closed at Level 4, kerbside collection services for refuse were operational. All recycling services were halted in Level 4 and 3, due to the closure of material recovery facilities. As Level 4 and 3 progressed, Rural Transfer Stations were opened temporarily requiring the deployment of extra staff to operate the facilities safely.

Operating hours for the District Landfill and Transfer Stations have been increased under Level 2, resulting in high numbers of people visiting the facilities with recycling accumulated from the previous six weeks of lockdown. This increase has required traffic management measures to be introduced along with the Level 2 contact tracing requirements, which has again required an increase in staff numbers to operate these facilities.

All public toilets and playgrounds were closed during Level 4 and have remained closed until Level 2. With Level 2 now in force, new safety messaging has been erected at the sites, including inspections of playgrounds and increased cleaning at public toilets.

The re-opening of Council's offices for Level 2 has meant a step change in office clearing and hygiene to comply with the required compliance and audits. This has resulted in unplanned additional work for the property team and Councils' clearing contractor.

Ground and garden maintenance services were non-operational during Level 4. Staff have been focusing on clearing this backlog in Level 3 and 2.

All capital project and related tenders were stopped for the COVID-19 lockdown. This will now require additional work to complete projects this financial year as well as picking up re-commencing the processing of tenders that were interrupted.

Looking ahead, there is expected to be additional workload generated by the COVID-19 pandemic addressing and responding to regional recovery initiatives, requests for information and working groups.

There are currently no new projects planned as a direct response to COVID-19, however it is likely that some work programmes across the group may need to be adjusted in response to the currently unknown impacts of the pandemic in addition to the daily workload and routines associated solely with complying with Level 2 restrictions.

COVID-19: Community Services

The Community Services Group incorporates community and economic development, customer services, library services, visitor information services, civil defence, human resources, health and safety.

During COVID-19 Alert Level 4 Lockdown and Level 3 restrictions, the majority of services remained operational, with some limitations in place.

The customer services function was equipped to work remotely, with no interruption to the level of service. At Alert Level 2 the WDC Office was open to customers, with managed access in place. The Waitomo District Library provided online services during Alert Levels 4 and 3. A click and collect service was introduced at Alert Level 2, along with managed entry and access to the Library. The Te Kuiti i-SITE Visitor Information Centre has remained temporarily closed due to the closure of borders.

The Western Waikato Emergency Operating Centre was activated with staff from across the 3 Councils (Waitomo, Waipā, Ōtorohanga) rostered to operate the Centre. Effective 13 May 2020, the Western Waikato EOC was disestablished, and a Southern Waikato EOC established. Staff from across the Councils continue to operate the Centre.

For the community and economic development portfolios, liaison with the community and key stakeholders continued uninterrupted throughout the Alert Levels. Communications have been maintained via phone and video conferencing technology.

There has been an extensive amount of unplanned COVID-19 workload created within the human resources and health and safety portfolios throughout the COVID-19 response. There has also been extensive unplanned workload created in regard to business continuity requirements across the Group. This included the development of Activity Action Plans relating to each activity with the Group, addressing business continuity needs across Alert Level 4 through to Alert Level 1.

Moving forward, there is expected to be additional workload generated by the COVID-19 pandemic, addressing and responding to regional recovery initiatives via the Vibrant Safe Waitomo framework and the civil defence portfolio.

In addition, the increased workload within the human resources and health and safety portfolios is expected to continue for a reasonable period of time. There is also increased workload across the Group associated solely with complying with Alert Level restrictions. As an example, control measures that have been put in place within the customer services portfolio.

With this in mind, and due to the period of lockdown and unplanned works that have arisen, some timelines within the Roadmap have been extended.

COVID-19: Strategy and Environment

The Strategy and Environment Group covers regulatory and compliance services, strategy, policy and communications.

Most of the roles within the group were able to be carried out remotely during the COVID-19 Level 4 Lockdown, and Level 3 restriction, with some limitations. During Level 4, animal control (attacks), and some specific building matters (consents for hospitals), were considered an essential service. During Level 3, some activities were able to be expanded (i.e. animal control was able to include stock control, and building inspections could occur where necessary, and where strict COVID-19 safety procedures were in place on the construction site).

There was an extensive amount of unplanned COVID-19 workload created to address business continuity for the group. This included the development of BCP documentation (i.e. Action Plans for

each activity with the Group) at each of the introduced Covid-19 Levels. Some programmed projects, like the LTP have been delayed as a result of the L4 lockdown and L3 restrictions.

Looking forward, there is expected to be additional work generated by the COVID-19 pandemic addressing and responding to regional recovery initiatives, requests for information, working groups etc. Some work programs within the group may need to be adjusted in response to currently unknown impacts that may occur in the future. In addition, there is increased workload associated solely with complying with Alert Level restrictions.

1.0 DESCRIPTION

The COVID-19 pandemic resulted in the activation of the Waikato Civil Defence Group Emergency Coordination Centre (GECC) and local Emergency Operating Centres. As a result of the significance of the event, the Joint Committee, at the request of the Group Controller, resolved to make all Local Controllers Tier Two Controllers, meaning that all Controllers in the region could work in any Territorial Local Authority Area. To ensure the correct financial delegations were in place for each TLA, the Group Controller requested all councils ensure the appropriate financial delegations are provided to all Tier 2 Controllers.

2.0 DISCUSSION

A Business Paper will be presented at the Council Meeting on 26 May 2020 to seek approval for all Tier 2 Controllers to be appointed as Alternate Controllers for WDC as requested by the Group Controller.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Appointment of all Tier 2 Controllers as alternate controllers	26 May 2020	

COVID-19: Special Projects

Special Projects relate to unique or non-repetitive WDC projects that have special features requiring resourcing capability supplementary to usual organisational capacity. The nature of these projects tends to involve external agencies, contractors and consultants. In that sense, project planning, design, consenting and procurement was mostly not influenced by COVID-19, with remote working the norm for much of this work. That would have been different if the infrastructure based special projects had been in, or about to begin, the construction phase, as was the case for the Te Kuiti Pedestrian Overbridge project.

WDC's involvement in responding to and assisting government and regional economic recovery agencies identification of infrastructure projects that were shovel ready, or could have been accelerated to have been made ready, was COVID-19 specific, unplanned work.

1.0 DESCRIPTION

As part of Central Government's initial economic recovery phase assessments, unplanned workloads have occurred in response to requests for identification and scoping of "shovel ready", or accelerated projects that may assist kick-starting of the construction sector, or provide alternative employment opportunities for displaced workers.

The two special projects that required extra input in response to the above were the Mokau Water Supply Treatment Plant Optimisation project, scheduled to start in 2020/21, and the THL project information submission for a new wastewater pipeline connecting Waitomo Village with the Te Kuiti WWTP. The outcome of those inputs is not known at the time of writing (18 May 2020).

In addition, decision on the final design elements for the Te Kuiti Pedestrian Overbridge Replacement Project has been delayed due to COVID-19. The originally planned open day was cancelled due to COVID-19 restrictions, with public information dissemination and feedback facilitated via WDC's website. The project delay has implications for bridge condition and NZTA funding assistance. A separate report on these matters will be presented to the 26 May 2020 Council meeting

2.0 DISCUSSION

While the two "shovel ready" special projects have required extra effort from WDC, in anticipation of potential increased funding assistance from Central Government, there is no clear indication or certainty of Central Government's mechanism for project funding

prioritisation. Preliminary comment has suggested that project “visibility” and areas of greatest social need, will be factors.

The THL project is not “Council owned”.

Detailed design of the Te Kuiti pedestrian overbridge replacement structure has resumed, consistent with Council's preferred option, with final details of the bridge design elements and cultural theme pending Council's decision on 26 May 2020.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Te Kuiti Pedestrian Overbridge – decision on design elements and theme	26 May 2020	Final design detailing is awaiting this decision
Central Government announcement on project funding for “shovel ready” projects	Estimated June 2020 - tbc	Includes WDC's Mokau water treatment plant optimisation project and THL's wastewater pipeline project.

**SECTION THREE: 2018-2021 WORK PROGRAMME
(YEARS 1- 3: 2018-28 Long Term Plan)**

Development of 2021-2031 10 Year Plan

10 Year Plan (10YP)

1.0 DESCRIPTION

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

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

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

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

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

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

SOLGM recommends the following approach to 10YP planning:

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

2.0 DISCUSSION

Key Building Blocks

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

Key Building Block	Brief Description
Strategic Direction	This is guided by the legislative requirement “to promote the wellbeing of communities in the present and for the future” and provides the direction of travel for the council to guide the development of the 10YP.
Context Setting	Provides contextual information to elected members on council’s business (what we do, why we do it, how it is funded) and seeks feedback on key issues to be considered through the 10YP.
Groups of Activities	Schedule 10 of the Local Government Act 2002 requires all councils to organise their work into groups of activities (GOAs). Staff will provide an assessment of the GOA structure against the new strategic direction to show the alignment of the activities against the community outcomes.
Engagement Coordination Plan	This Plan establishes what engagement is necessary and feasible in the lead up to the 10YP, how we plan to engage on issues and rationalises engagement to the time and resource available. Work will be undertaken to identify recent engagements, and any upcoming opportunities to engage with key stakeholders.
Significance and Engagement Policy (SEP)	The 2014 changes to the Local Government Act (LGA) 2002 required all councils to have a Significance and Engagement Policy. Council’s SEP was reviewed for the 2018-28 10YP and will require a review for this 10YP.
Levels of Service Reviews	Review of each activity and determining the changes to levels of service that will better meet the Council’s Strategic Direction. (determination of what services and how much of each service we will deliver)
Infrastructure Strategy	The purpose of the Infrastructure Strategy is to identify the significant infrastructure issues for the Council over a 30-year period, the principal options for managing these issues, and the associated implications. The strategy will provide visibility to the regional community of the investment needed beyond the current 10-year long term planning horizon.
Financial Strategy	Required by the LGA to address statement of factors that are expected to have significant impact on the Council during the consecutive financial years covered by the Strategy.
Revenue and Financing Policy	The Revenue and Financing Policy is the mechanism through which the council considers how it will fund the activities it undertakes. In accordance with the Local Government Act 2002

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
10YP Workshop #1 Project Structure and Timeframes	10 March 2020	Completed
Council Meeting Endorsement of Project development process and anticipated timeframes	26 May 2020	To be adopted as part of the Road Map Work Programme on 26 May 2020.
10YP Workshop #2 (Full Day) <ul style="list-style-type: none"> Review of Council's Strategic Direction. 	19 May 2020	•
10YP Workshop #3 (Full Day) <ul style="list-style-type: none"> Context Setting: Business we are in Workshop (context setting on each activity we currently deliver (based on 2018 10YP information) Context setting and overview of Infrastructure Strategy #1 	9 June 2020	•
Council Meeting Council's Strategic Framework – Endorsement	30 June 2020	
10YP Workshop #4 Context setting and identification of any issues that need to be factored into a review: <ul style="list-style-type: none"> Financial Strategy #1 Revenue and Financing Policy (RFP) #1 	14 July 2020	•
10YP Workshop #5 <ul style="list-style-type: none"> Significance and Engagement Policy Appointment of Directors to CCO policy RFP discussion #2 	21 July 2020	•
10YP Workshop #6 <ul style="list-style-type: none"> RFP #3 Review of Community Development Policy Events Policy 	11 August 2020	
10YP Workshop #7 <ul style="list-style-type: none"> Forecasting Assumptions Treasury Policy Financial Strategy #2 RFP Analysis and discussion of issues #4 	18 August 2020	•
10YP Workshop #8 AMPs/LoS #1 Present review of the levels of services, and AMPs (the major work programmes, indication of what will be required in relation to funding, risks etc) <ul style="list-style-type: none"> Solid Waste Roading Stormwater Information Technology Discuss outcome of WSSA review 	8 September 2020	<p>Note: Subject to progress made at each of the three AMP Workshops (8 and 15 September and 8 October), further Workshops may be required</p>
10YP Workshop #9 AMPs/LoS #2 <ul style="list-style-type: none"> Parks and Reserves Recreation and Culture Public Amenities Housing and Other Property Community Development 	15 September 2020	

Key Milestone	Indicative Timeframe	Commentary
10YP Workshop #10 AMPs/LoS #3 <ul style="list-style-type: none"> • Wastewater • Water • Regulatory/Resource Management • Investments 	8 October 2020	
Council Meeting Adoption of Community Development / Event Policy	29 September 2020	
10YP Workshop #11 <ul style="list-style-type: none"> • RFP Analysis and discussion of issues #5 	13 October 2020	
10YP Workshop #12 <ul style="list-style-type: none"> • RFP #6 • Financial Strategy #3 (if required) • Infrastructure Strategy #2 • Rates Remission Policy (noting that Financial Strategy may need to be revisited early 2021)	10 November 2020	•
10YP Workshop #13 <ul style="list-style-type: none"> • Performance Measures – outcome of reviews • Budget Forecasts #1 Strategic financial issues • Discussion of big issues to be consulted (the right debate) on and to be included in the CD 	3 December 2020	•
10YP Workshop #14 <ul style="list-style-type: none"> • Communication and Engagement Plan • Preliminary draft Financial Forecasts • RFP#7 (if required) 	26 January 2020	•
10YP Workshop #15 <ul style="list-style-type: none"> • Working draft on CD • Preliminary draft Financial Strategy • Preliminary Draft Financials 	9 February 2021	
Council Meeting Adopt for Audit: <ul style="list-style-type: none"> • Consultation Document • Draft Financials • Other Supporting Information 	23 February 2021	
Audit of CD	8 – 15 March 2021	
Hot Review OAG	16-17 March 2021	
Council Meeting Adoption of Supporting Information: <ul style="list-style-type: none"> • Adopt CD for consultation • Adopt Supporting Information for Consultation • Supporting information on proposals for consultation • Financial statements • AMPs • LoS and performance measures • AMPs • Infrastructure strategy • SWAMMP • Financial Strategy • Revenue and Financing policy • Planning assumptions • Rates remission policy • Treasury policy • Appointment of Directors for CCO policy • SEP 	30 March 2021	
Public Notification	6 April 2021	
Consultation Period	6 April – 5 May 2021	

Key Milestone	Indicative Timeframe	Commentary
Council Hearings Hearing of Submitters	12-13 May 2021	
Council Meeting Deliberation of Submissions	25 May 2021	
10YP Council Meeting Adoption of 10YP	29 June 2021	

Review of Strategic Direction / Framework

1.0 DESCRIPTION

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

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

2.0 DISCUSSION

Council set its strategic direction in 2017 to prepare for the 2018-28 10YP. Since then the purpose of the Local Government Act 2002 (LGA) has been amended to provide for councils to play a broad role in promoting the social, economic, environmental, and cultural well-being of their communities. Collectively, these well-beings are referred to as the "four well-beings".

The amendment reversed the changes enacted in 2012 that substituted the four well-beings with: "to meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses".

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

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

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

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

1.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
10YP Workshop #2 <ul style="list-style-type: none"> Review of Vision Strategic Direction and Guiding Principles, including Community Outcomes Strategic Issues Which policies and strategies need change/amendment 	19 May 2020	Completed
Council Meeting Endorsement of Strategic Framework	30 June 2020	

Review of Financial Strategy

1.0 DESCRIPTION

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

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

2.0 DISCUSSION

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

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

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

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop Review and recommendations	Pre-July 2020	
10YP Workshop #4 Review of Financial Strategy #1	14 July 2020	
10YP Workshop #7 Review of Financial Strategy #2	18 August 2020	
10YP Workshop #12 Review of Financial Strategy #3 (if required)	10 November 2020	
Council Meeting Adopt Financial Strategy as Supporting Information for Audit purposes	23 February 2021	
Council Meeting Adopt Financial Strategy as Supporting Information for Public Consultation	30 March 2021	

Review of Infrastructure Strategy

1.0 DESCRIPTION

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

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

2.0 DISCUSSION

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

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

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop Review and Recommendations	September 2020	
10YP Workshop #3 Context setting: Infrastructure Strategy #1	9 June 2020	
10YP Workshop #12 Review Infrastructure Strategy #2	10 November 2020	
Council Meeting Adopt Infrastructure Strategy as Supporting Information for Audit	23 February 2021	
Council Meeting Adopt Infrastructure Strategy as Supporting Information for Consultation	30 March 2021	

Forecasting Assumptions

1.0 DESCRIPTION

Forecasting Assumptions are necessary to forecast the growth and change that will be experienced in the District over the life of the 10YP 2021-31.

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

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

2.0 DISCUSSION

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

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

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Development of assumptions	June / July 2020	
10YP Workshop #7 Consideration of Assumptions	18 August 2020	
Council Meeting Adopt Forecasting Assumptions as part of Supporting Information for Audit	23 February 2021	
Council Meeting Adopt Forecasting Assumptions as part of Supporting Information for Consultation	30 March 2020	

Assessment of Water and Sanitary Services

1.0 DESCRIPTION

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

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

Assessments are required for the following:

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

2.0 DISCUSSION/ISSUES

It is considered best practice to review the WSSA at least every six years. WDC's current WSSA was reviewed and adopted as part of the 2015-2025 10YP therefore the next formal review of the WSSA should be carried out in 2020 in time for the 2021-31 10YP. If there is any variation to the 10YP, explanation must be provided for in the 10YP.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
WSSA review (6 year review)	April - May 2020	Delayed due to COVID-19 lockdown due to commence May – July 2020
10YP Workshop #8 Discuss outcome	8 September 2020	
Council Meeting Adopt WSSA with variations	24 November 2020	

10 Year Plan – Context Setting for Elected Members

1.0 DESCRIPTION

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

2.0 DISCUSSION

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

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

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

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Business we are in templates include <ul style="list-style-type: none"> • What we do • Why we do it • Customer partner views • Current budget (2018-28) • What's coming up • Key issues for consideration • Other opportunities 	April/ May 2020	
10YP Workshop #3 <ul style="list-style-type: none"> • Review of Community Development fund Policy • Context setting: Business we are in workshop • Context setting and overview of Infrastructure Strategy #1 	9 June 2020	

Asset Management Plans – Updating for the 2021-2031 10 Year Plan

1.0 DESCRIPTION

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

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

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

2.0 DISCUSSION

Some of the services we provide require investment in significant physical assets; utility networks and the plant, machinery and property that support them. Asset management is about making sure that

we manage these physical assets in such a way that we deliver the right services today and in the future in a cost-effective way.

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

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

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

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

4.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Review of AMPs including: <ul style="list-style-type: none"> • Levels of Service – mandatory, technical and community; the what, when and how • Demand Management – planning for the future and optimising current capacity • Lifecycle Management - Asset Inventory, Condition and performance Assessment, Management Strategies. • Risk Management – strategies in the event of failure modes for critical components • Completion of Financial Projections – the expenditure needed over the next 10 years or more to meet and maintain levels of service 	June – August 2020	Review has commenced but due to COVID-19 lockdown its completion will be delayed until July/August 2020.
10YP Workshop #8 AMPs/LoS #1 <ul style="list-style-type: none"> • SWaMMP/Solid Waste Activity • Water and Sanitary Services Assessment • Roading • Stormwater • Community Development 	8 September 2020	Workshops are scheduled to present AMPs and gain Council feedback on Levels of Service, Risks and Development Expenditure
10YP Workshop #9 AMPs/LoS #2 <ul style="list-style-type: none"> • Housing and Other Property • Parks and Reserves • Public Amenities • Recreation and Culture 	15 September 2020	
10YP Workshop #10 AMPs/LoS #3 <ul style="list-style-type: none"> • Wastewater • Water • Information Technology • Compliance/Resource Management • Investments 	8 October 2020	
Council Meeting Adoption of AMPs as part of Supporting Information for Audit	23 February 2021	
Council Meeting Adoption of AMPs as part of Supporting Information for Consultation	30 March 2021	

Performance Management Framework

1.0 DESCRIPTION

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

The Performance Management Framework is reviewed every 10YP.

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Review current Performance Management Framework	May to 31 October 2020	
10YP Workshop #14 Present findings of review of current Performance Management Framework	3 December 2020	
Council Meeting Adopt Performance Management Framework as part of Supporting Information for Audit	23 February 2021	
Council Meeting Adopt Performance Management Framework as part of Supporting Information for Consultation	30 March 2021	

SWaMMP

1.0 DESCRIPTION

Council is required to prepare, review and/or amend a Waste Management and Minimisation Plan pursuant to S.43 of the Waste Minimisation Act 2008 (WMA 2008). This plan outlines policies and methods for Council's Solid Waste Management Activities. A Waste Management Plan assists in the development of the 10YP as it clearly covers off on issues such as Levels of Service with the community and also assists in developing renewal and development investment needs for this activity.

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

2.0 DISCUSSION

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

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

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

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

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
TBC		<i>At present the Asset Management Plan is combined with the Waste Minimisation Plan (WMP), with the WMP being a legislative requirement. The SWaMMP as a whole was reviewed and updated for the 2018-28 10YP. Therefore, while the AMP aspect of this plan will be updated for the 2021-31 10YP, the WMP aspect since the review is not required until 2023 and will form a part of the 2024-34 10YP work programme.</i>

Council Controlled Organisations

1.0 DESCRIPTION

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

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

2.0 DISCUSSION

The three CCOs are: Inframax Construction Ltd, Waikato Local Authority Shared Services and DC Tynan Trust.

The DC Tynan Trust falls within the criteria of a CCO under the LGA, however Council has resolved for the Trust to become exempt from CCO status. Council must review this exemption at least every three years, but may revoke the exemption at any time. The next 3-yearly review of this exemption is due in April 2019.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
10YP Workshop #5 • Appointment of Directors to CCO policy	21 July 2020	
Desktop Review of CCO wording in 2021-2031 10YP	October 2020	
Prepare recommended disclosure for inclusion in 10YP	November 2020	
Council Meeting Adopt CCO disclosure as part of SI for Consultation	30 March 2021	

10 Year Plan (10YP) – Consultation Document

1.0 DESCRIPTION

Council is required to produce a Consultation Document (CD) to be used as the basis of engagement with the community on the 2021-31 10 Year Plan (10YP).

The purpose of the CD is to provide an effective basis for public participation in local authority decision-making processes relating to the content of a 10YP.

The CD must include the following information in relation to the 10YP:

- (a) Key issues (including options, proposed action and resulting impact on rates, debt and levels of service),
- (b) Key matters from the financial strategy and infrastructure strategy,
- (c) Any proposals for significant changes to the funding system, including changes to the rating system,
- (d) Impact of the proposals in the 10YP on rates and debt
- (e) Impact of the proposals in the 10YP on levels of service
- (f) Information describing the impacts of the rating proposals across different categories of rating unit, with different property values
- (g) Report from the Auditor

All the information (Supporting Information (SI)) that the content of the CD will be based on, must be developed and agreed prior to the adoption of the CD for Consultation.

2.0 DISCUSSION

In determining which issues should be included in the CD, Council must have regard to its Significance and Engagement Policy, and the importance of other matters to the District and its communities.

Discussions will be held with Councillors early on in the 10YP development process as to the 'strategic issues' from the 10YP to be included in the CD in order to have the 'right debate' with the community.

A significant amount of the information previously prepared for the draft 10YP is required as Supporting Information to the CD. Therefore, the work programme for the development of the CD and Supporting Information is very similar to the production of a full draft 10YP.

Obtaining strategic inputs and decisions are a key part of the CD and Supporting Information development process. These inputs are intended to be gained through a series of Workshops with Council at different times throughout the 10YP development process.

These Workshops are also intended to provide regular information to Council on the assumptions being made or issues being explored as part of the CD/SI/10YP process so that Council is well informed and has adequate opportunity to be engaged and inform the CD/ SI/10YP.

4.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
10YP Workshop #13 <ul style="list-style-type: none"> • Right debate – to be included in CD Discussion of big issues to be consulted on	3 December 2020	
10YP Workshop #15 <ul style="list-style-type: none"> • Working draft on CD 	9 February 2021	
Council Meeting Adopt for Audit: <ul style="list-style-type: none"> • Consultation Document 	23 February 2021	
Audit of CD	8 – 15 March 2021	
Hot Review OAG	16-17 March 2021	
Council Meeting Adoption of Supporting Information: Adopt CD for consultation	30 March 2021	
Council Meeting <ul style="list-style-type: none"> • Deliberation of Submissions 	25 May 2021	
10YP Council Meeting <ul style="list-style-type: none"> • Adoption of 10YP 	29 June 2021	

Governance

2019 Governance Statement

1.0 DESCRIPTION

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

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

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

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Review current Governance Statement (Doc No. 244068)	December 2019-February 2020	
Council Meeting Consider and adopt reviewed Governance Statement within six months of Triennial Election	31 March 2020	

Waikato Regional Council Committees

1.0 DESCRIPTION

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

Whilst these WRC Committees do not form part of WDC's Road Map Work Programme, it is appropriate that the known scheduled dates are included in our Road Map Work Programme Calendar to prevent, where ever possible, any clashes between the WRC and WDC meeting schedules.

2.0 DISCUSSION

Waikato Regional Transport Committee

The purpose of the Regional Transport Committee is to plan and coordinate land transport and road safety and to recommend WRC's policy on land transport. The Committee also prepares the Regional Land Transport Strategy and Regional Land Transport Programme.

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

Civil Defence Emergency Management Group (Mayors Joint Committee)

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

Although this Committee is theoretically a "Mayors Joint Committee", many of the Region's local authorities have appointed a Councillor as the member with the Mayor acting as Alternative.

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

Nga Wai O Waipā Joint Management Committee

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

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

Mayor Robertson is WDC's representative on this Committee.

3.0 KEY MILESTONES

Waikato Regional Transport Committee (Mayor Robertson, Alternate - Cr Brodie)

Venue: WRC Council Chambers, 401 Grey Street, Hamilton East (unless advised otherwise)

Key Milestone	Indicative Timeframe	Commentary
Committee Meeting	10 February 2020 at 1.30pm	
Committee Meeting	30 March 2020 at 9.30am	
Committee Meeting	4 May 2020 at 9.30am	
Committee Meeting	27 July 2020 at 9.30am	
Committee Meeting	28 September 2020 at 9.30am	
Committee Meeting	2 November 2020 at 9.30am	

Waikato Civil Defence Emergency Management Group (Mayors Joint Committee) (Cr Allan Goddard, Alternative - Mayor Robertson)

Venue: Te Puia Room, Genesis Building, Hamilton

Key Milestone	Indicative Timeframe	Commentary
Committee Meeting	2 March 2020 at 1.00pm	
Committee Meeting	8 June 2020 at 1.00pm	
Committee Meeting	7 September 2020 at 1.00pm	
Committee Meeting	30 November 2020 at 1.00pm	

Nga Wai O Waipā Joint Management Committee (Mayor Robertson, Alternative – Deputy Mayor Whitaker)

Venue: WRC Council Chambers, 401 Grey Street, Hamilton East (unless advised otherwise)

Key Milestone	Indicative Timeframe	Commentary
Committee Meeting	15 June 2020 at 10.00am	
Committee Meeting	6 November 2020 at 10.00am	

Elected Member Appointments and Reporting

1.0 DESCRIPTION

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

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

Representation	Date of Council Appointment	Representatives
Audit, Risk and Finance Committee	26 November 2019	All Elected Members Independent Member Bruce Robertson
Waitomo District Licensing Committee	26 November 2019	Sarah Brown (Commissioner/ Chair) Cr Guy Whitaker (Deputy Chair) Mr Ross Murphy Ms Patsi Davies Dr Michael Cameron Mr Roy Johnstone Mr John Gower Ms Tegan McIntyre Mrs Jennie McFarlane

Representation	Date of Council Appointment	Representatives
Waitomo District Plan Hearings Panel	26 November 2019	Greg Hill (Independent Commissioner and Chair) Councillor Brodie RMA Accredited Councillor Goddard RMA Accredited 1 x Commissioner with an understanding of Tikanga Māori and of the perspectives of mana whenua <i>(yet to be appointed)</i>
Citizen Awards Working Party	26 November 2019	Mayor Max Lamb Mac Waretini Leo Dempsey
Taranaki Regional Council – State Highway 3 Working Party	26 November 2019	Councillor Brodie
Waikato Civil Defence Emergency Management Joint Committee	26 November 2019	Councillor Goddard Alternate - Mayor
Waikato Mayoral Forum	26 November 2019	Mayor Alternate - Deputy Mayor
Waikato Plan Joint Committee	25 February 2020	Mayor Max Baxter <i>(Jointly appointed by Ōtorohanga District Council, South Waikato District Council, Taupo District Council, and Waitomo District Council)</i>
Waikato Regional Council – Regional Transport Committee	26 November 2019	Councillor Brodie Alternate = Mayor
Waikato River Authority	26 November 2019	Await approach be to be made to support a Nominee appointment
<i>Nga Wai O Waipā Co-Governance Forum</i>	26 November 2019	Mayor Alternate - Deputy Mayor
Game On Charitable Trust	25 February 2020	Councillor New
Te Kuiti Community House	26 November 2019	Councillor Marshall
North King Country Development Trust	26 November 2019	Brian Hanna <i>(Until the end of Brian's current Term (Oct/Nov 2020))</i>
Creative Communities	26 November 2019	Councillor Marshall Councillor New
DC Tynan Trust	26 November 2019	3 Urban Ward Councillors
Sport New Zealand	26 November 2019	Councillor Marshall Councillor New
Community Youth Connections <ul style="list-style-type: none"> • Youth Council • Social Sector Trials • Tuia Programme • Mayor's Taskforce for Jobs • Employment Partnerships 	26 November 2019	Mayor Councillor New Councillor Marshall
Piopio Wastewater Community Liaison Group	26 November 2019	Mayor Councillor Brodie
Te Kuiti and District Historical Society	26 November 2019	Councillor New
Rural North West (incorporating old Waitomo/Te Anga Rural Wards) <ul style="list-style-type: none"> • Marokopa Recreation Ground Committee • Rural Halls - Waitomo / Te Anga • Waitomo Caves Museum • Tere Waitomo Community Trust • Maraes 	26 November 2019	Councillor Smith
Rural South East (incorporating old Aria/Mangaokewa Wards) <ul style="list-style-type: none"> • Benneydale Residents and Ratepayers Association • Benneydale Hall • Mokauti Hall • Rangitoto Hall • Maraes 	26 November 2019	Councillor Goddard

Representation	Date of Council Appointment	Representatives
Rural South West (incorporating old Paemako/Tainui Wards) <ul style="list-style-type: none"> • Piopio Retirement Board • Piopio Sports Club • Mokau Residents and Ratepayers Association • Tainui Waitere Domain Board • Tainui Ratepayers • Maraes 	26 November 2019	Councillor Brodie
Elderly Housing Liaison (Hillview/Redwood Flats/St Andrews Court)	26 November 2019	Councillor New
Te Kuiti Development Incorporated	26 November 2019	Deputy Mayor Councillor New

Policies and Bylaws

Policy: General

1.0 DESCRIPTION

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

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

Policy	Last Review Date	Next Review	Review Cycle
[1] Elected Members' Allowances and Recovery of Expenses	May 2016	Post 2019 Elections	Set by Remuneration Authority
[2] Citizens Awards Policy	November 2016	November 2019	3 Years
[3] Governance Statement	28 February 2017	February 2020	Within 6 months of each triennial election
[4] Code of Conduct	28 February 2017	February 2020	3 Years (Post Elections)
[5] Revenue and Financing Policy	June 2018	June 2020	3 Years
[6] Treasury Policy	June 2018	June 2020	3 Years
[7] Control Controlled Organisations	June 2018	June 2020	3 Years (adopted as part of 10YP)
[8] Appointment of Directors to Council Controlled Organisations	June 2018	June 2020	3 Years
[9] Events Policy	Not Applicable	June 2020	3 Years
[10] Gambling Policy	August 2017	August 2020	3 Years (legislative requirement)
[11] Community Development Fund Policy	May 2018	August 2020	3 Years
[12] Significance and Engagement Policy	June 2018	June 2021	3 Years
[13] Dangerous and Insanitary Buildings Policy	June 2016	June 2021	5 Years (legislative requirement)
[14] Procurement Policy	November 2018	November 2021	3 Years
[15] Local Easter Sunday Shop Trading Policy	October 2016	February 2021	5 Years (legislative requirement)
[16] Local Alcohol Policy	June 2016	June 2022	6 Years (legislative requirement)
[17] Remission of Rates Policy	June 2018	June 2024	6 Years (legislative requirement)
[18] Dog Control Policy	December 2015	December 2025	10 years (legislative requirement)
[19] Financial Contributions Policy			N/A - part of District Plan
[20] Financial Delegations Register	25 June 2019	When required	When required
[21] Psychoactive Substances Policy	Not applicable		
[22] Use of Remotely Piloted Aircraft Systems (Drones) Policy	September 2016	When required	When required

- [1] The **Elected Members Allowances and Recovery of Expenses Policy** sets out the framework for the Mayor and Elected Members remuneration and expenditure reimbursement. The Policy was last reviewed by the Council in May 2016 and was approved by the Remuneration Authority on 3 August 2016 for the period 1 July 2016 to 30 June 2019. A timeline for the next review of this Policy will be considered closer to the required 2019 review, as the Remuneration Authority is continuing to review the process for determining elected member remuneration which could result in this review being either brought forward or deferred.

- [2] The **Citizens Award Policy** provides a mechanism to recognise individual and community organisations role in their contribution in improving community wellbeing and contribution to positive community outcomes.
- [3] The **Governance Statement** is a collection of information summarising how a Council engages with its communities, how it makes its decisions and how residents and ratepayers can become involved in those processes. A Governance Statement is a legislative requirement under section 40 of the Local Government Act 2002 and must be adopted within six months following a triennial election.
- [4] The **Code of Conduct** provides guidance on the standards of behaviour that are expected from elected members of WDC; it sets out governance principles elected members will observe including roles and responsibilities of elected members and the Chief Executive and provides guidance for decision making. A Code of Conduct is a legislative requirement under section 40 and Schedule 7, clause 15 of the Local Government Act 2002.
- [5] The **Revenue and Financing Policy** provides guidance on how the local authority will fund operational and capital expenses. It is a legislated requirement to have one under the Local Government Act 2002 Section 102 (1) and enables predictability and certainty about sources and levels of funding. The Revenue and Financing Policy is reviewed concurrently with the 10 Year Plan "10YP" and Adopted as a supporting policy to the "10YP".
- [6] The **Treasury Policy** (includes Investment Policy...?) This policy incorporates Council's Investment and Liability Management Policies and details Council's principles of prudent financial management and risk mitigation strategies as they relate to liability management.
- [7] The **Policy on Council Controlled Organisations** is a requirement of Section 7, Schedule 10 of the LGA 2002. The Policy must name the CCO(s) and any subsidiary of the CCO(s) as well as identify Council's policies and objectives in regard to ownership and control of the CCO, the nature and scope of the activities to be provided by the CCO and the key performance targets and other measures by which performance may be judged. Council's Policy Statement on CCOs is contained in the 10YP.
- [8] The **Policy on the Appointment of Directors to Council Controlled Organisations** "CCO" is a requirement of Section 57 of the Local Government Act 2002. It requires for there to be an objective and transparent process which considers skills, knowledge and experience required of the CCO is given as part of the appointment process of Directors to Council Controlled Organisations. The Policy on the Appointment of Directors to Council Controlled Organisations sets a base criteria that is required by the organisation when making appointments to CCO's.
- [9] The **Events Policy** will establish policies, principles and criteria for the provision of funding grants to support a collaborative framework for the delivery of the District's events.
- [10] The **Policy on Gambling Venues** outlines the controls in the District (e.g. location and number of machines) for class 4 Gambling Venues and NZ Racing Board venues providing racing betting or sports betting services.
- [11] The **Community Development Fund Policy** establishes policies, principles and criteria for the provision of funding grants to assist organisations that provide projects and activities which benefit the residents of communities within the Waitomo District.
- [12] The **Significance and Engagement Policy** details Council's approach to determining the significance of a proposal or decisions and sets out the criteria and general procedure Council will use.
- [13] The **Dangerous and Insanitary Buildings Policy** sets out the approach WDC will take in performing its regulatory functions for dangerous or insanitary buildings under the Building Act 2004.
- [14] The **Procurement Policy** has been prepared to ensure WDC procurement is made in a robust, transparent way and reflects generally recognised, good practice standards for the Local Government sector.
- [15] The **Local Easter Trading Policy**. This Policy is made under Part 2 (subpart 1) of the Shop Trading Hours Act 1990 ("the Act") which provides Council with the ability to establish a local policy to permit shops to open on Easter Sunday.
- [16] The **Local Alcohol Policy** (LAP) balances the reasonable needs of the residents of Waitomo District regarding the sale, supply and consumption of alcohol, while addressing the statutory requirements of the Sale and Supply of Alcohol Act 2012, including the object of the Act to minimise the harm caused by excessive or inappropriate consumption of alcohol. Whilst the LAP was adopted by Council in February 2016, its "Operative" date is 1 June 2016 and the next review of the Policy must be within 6 years of the "Operative" date.
- [17] The **Remission of Rates Policy**. This policy is required by s109 of the LGA. It must state the objectives sought to be achieved by the remission of rates, and the conditions and criteria to be met in order for rates to be remitted.

- [18] The **Dog Control Policy** is required by Section 10 of the Dog Control Act 1996 (DCA). It covers a range of matters required by section 10 of the DCA, including where dogs are allowed in public places. The Policy must be given effect to by a Dog Control Bylaw. Section 10AA of the DCA requires the Policy to be reviewed if the bylaw implementing the policy requires review; therefore, the review date for the Policy aligns with the review date for the Dog Control Bylaw.
- [19] The **Financial Contributions Policy** outlines Council's policy on the collection of financial contributions and it is a legislative requirement to have either a financial contributions policy or a development contributions policy. WDC's Financial Contributions Policy is currently included in Chapter 25 of the current Waitomo District Plan and will be revised as part of the District Plan review process.
- [20] The **Financial Delegations Register** sets out the delegated financial authority of General Managers and other specified positions. It provides the legal basis for individual positions to conduct their work and make decisions.
- [21] The **Psychoactive Substances Act 2013** makes provision, but is not mandatory, for Council to adopt a policy on psychoactive substances to enable the Council and its community to have influence over the location of retail premises selling such products. In March 2015, Council considered this matter and agreed to continue to monitor the requirement for a Psychoactive Substances Policy.
- [22] The **Use of Remotely Piloted Aircraft Systems (Drones) Policy** provides guidance on the use of remotely piloted aircraft on or over Waitomo District Council properties and facilities.

Review of Effectiveness of Revenue and Financing Policy

1.0 DESCRIPTION

Council is required to adopt a number of funding and financial policies as part of its 10 Year Plan (10YP) which includes a Revenue and Financing Policy (RFP). Schedule 10 of the Local Government Act 2002 (LGA) requires the RFP to be already adopted by Council prior to the adoption of the 10YP.

The RFP is required to be publicly consulted separately to the Consultation Document (CD) for the 10YP.

The policy must state the local authority's policies in respect of the funding of operating expenses and capital expenditure from the sources listed below:

- (a) general rates, including—
 - (i) choice of valuation system; and
 - (ii) differential rating; and
 - (iii) uniform annual general charges:
- (b) targeted rates:
- (ba) lump sum contributions:
- (c) fees and charges:
- (d) interest and dividends from investments:
- (e) borrowing:
- (f) proceeds from asset sales:
- (g) development contributions:
- (h) financial contributions under the Resource Management Act 1991:
- (i) grants and subsidies:
- (ia) regional fuel taxes under the Land Transport Management Act 2003:
- (j) any other source.

The policy must also show how the funding needs of the local authority are met from those sources that the local authority determines to be appropriate, following consideration of,—

- (a) in relation to each activity to be funded,—
 - (i) the community outcomes to which the activity primarily contributes; and
 - (ii) the distribution of benefits between the community as a whole, any identifiable part of the community, and individuals; and
 - (iii) the period in or over which those benefits are expected to occur; and
 - (iv) the extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity; and
 - (v) the costs and benefits, including consequences for transparency and accountability, of funding the activity distinctly from other activities; and
- (b) the overall impact of any allocation of liability for revenue needs on the community.

2.0 DISCUSSION/ISSUES

It is prudent that Council review the effectiveness of its Revenue and Financing Policy as part of its 10YP development process to ensure that the Policy intent of fairness and equity is continuing to be met.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
10YP Workshop #5 Effectiveness Review: Revenue and Financing Policy – Workshop #1	14 July 2020	
10YP Workshop #6 Effectiveness Review: Revenue and Financing Policy – Workshop #2	21 July 2020	
10YP Workshop #7 Effectiveness Review: Revenue and Financing Policy – Workshop #3	11 August 2020	
10YP Workshop #8 Effectiveness Review: Revenue and Financing Policy - Analysis and discussion of issues – Workshop #4	18 August 2020	
10YP Workshop #12 Effectiveness Review: Revenue and Financing Policy - Analysis and discussion of issues – Workshop #5	13 October 2020	
10YP Workshop #13 Effectiveness Review: Revenue and Financing Policy #6	10 November 2020	
10YP Workshop #15 Effectiveness Review: Revenue and Financing Policy – Workshop #7 (if required)	26 January 2020	
Council Meeting Adopt RFP as part of Supporting Information for Audit	23 February 2021	
Council Meeting Adopt RFP as part of Supporting Information for Consultation	30 March 2020	

Review of Significance and Engagement Policy

1.0 DESCRIPTION

In accordance with Section 76AA of the LGA, every local authority must adopt a Significance and Engagement Policy setting out—

- (a) that local authority's general approach to determining the significance of proposals and decisions in relation to issues, assets, and other matters; and
- (b) any criteria or procedures that are to be used by the local authority in assessing the extent to which issues, proposals, assets, decisions, or activities are significant or may have significant consequences; and
- (c) how the local authority will respond to community preferences about engagement on decisions relating to specific issues, assets, or other matters, including the form of consultation that may be desirable; and
- (d) how the local authority will engage with communities on other matters.

The purpose of the policy is—

- (a) to enable the local authority and its communities to identify the degree of significance attached to particular issues, proposals, assets, decisions, and activities; and
- (b) to provide clarity about how and when communities can expect to be engaged in decisions about different issues, assets, or other matters; and
- (c) to inform the local authority from the beginning of a decision-making process about—
 - (i) the extent of any public engagement that is expected before a particular decision is made; and

(ii) the form or type of engagement required.

2.0 DISCUSSION

The Policy may be amended from time to time. However, when adopting or amending the Policy, Council must carry out a consultation process in accordance with section 82 unless it considers on reasonable grounds that it has sufficient information about community interests and preferences to enable the purpose of the policy to be achieved.

The Policy is scheduled for review and adoption as part of the 10 Year Plan Supporting Information for Public Consultation.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
10YP Workshop # 6 • Review of Significance and Engagement Policy	21 July 2020[A1]	
Council Meeting Adoption of Significance and Engagement Policy as part of the 10 Year Plan Supporting Information for Audit	23 February 2021	
Council Meeting Adoption of Significance and Engagement Policy as part of the 10 Year Plan Supporting Information for Consultation	30 March 2020	

Review of Policy on the Appointment of Directors to a Council-Controlled Organisation

1.0 DESCRIPTION

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

2.0 DISCUSSION

Whilst there is no statutory requirement relating to the review timeline for a policy on the Appointment of Directors to a CCO, it is considered best practice to review the Policy when reviewing the 10YP.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop Review of existing policy and recommendations	Pre-July 2020	
10YP Workshop # 6 Present Desktop Review findings	21 July 2020	
Council Meeting Adopt reviewed Policy as part of Supporting Information for Audit	23 February 2021	
Council Meeting Adopt reviewed Policy as part of Supporting Information for Consultation	30 March 2021	

Treasury Policy

1.0 DESCRIPTION

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

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

- (a) interest rate exposure; and
- (b) liquidity; and
- (c) credit exposure; and
- (d) debt repayment; and

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

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

2.0 DISCUSSION

Council has both a Liability Management Policy and an Investment Policy which are incorporated together into the Treasury Policy and it is considered best practice to review the Policy when Council is developing a new 10YP.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop Review of existing policy	May 2020	
10YP Workshop #8 Present Desktop Review findings	18 August 2020	
Council Meeting Adoption of Policy as part of Supporting Information for Audit	23 February 2021	
Council Meeting Adoption of Policy as part of Supporting Information for Consultation	30 March 2021	

Rates Remission/Postponement Policy

1.0 DESCRIPTION

The Policy on Remission/Postponement of Rates (including rates on Māori Freehold Land) sets out the objectives sought to be achieved by the remission/postponement of rates and the conditions and criteria to be met in order for rates to be remitted or postponed. This policy was reviewed as part of the 10YP 2015-2025 and must be reviewed at least once every 6 years. The review does not need to follow the special consultative procedure but must be consulted on as per requirements of section 82. Section 102 of the LGA states:

102 A local authority must, in order to provide predictability and certainty about sources and levels of funding, adopt the funding and financial policies listed in subsection (2).

(2) The policies are—

- (a) a revenue and financing policy; and
- (b) a liability management policy; and
- (c) an investment policy; and
- (d) a policy on development contributions or financial contributions; and
- (e) a policy on the remission and postponement of rates on Māori freehold land; and
- (f) in the case of a unitary authority for a district that includes 1 or more local board areas, a local boards funding policy.

(3) A local authority may adopt either or both of the following policies:

- (a) a rates remission policy;
- (b) a rates postponement policy.

(4) A local authority—

- (a) must consult on a draft policy in a manner that gives effect to the requirements of [section 82](#) before adopting a policy under this section;
- (b) may amend a policy adopted under this section at any time after consulting on the proposed amendments in a manner that gives effect to the requirements of [section 82](#).

(5) However, subsection (4) does not apply to—

- (a) a liability management policy;

2.0 DISCUSSION

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

It is important to note that prior to the LGA amendments in 2010, The Rates Remission Policy on Māori Freehold Land needed to be included in the 10YP and amendments to this policy required an amendment to the 10YP. However, except for the RFP all other financial policies (section 102 policies) can now be amended at any time and do not require an amendment to the 10YP.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop Review of existing policy	May 2020	
10YP Workshop #13 Present Desktop Review findings	10 November 2021	
Council Meeting Adoption of Policy as part of Supporting Information for Audit	23 February 2021	
Council Meeting Adoption of Policy as part of Supporting Information for Consultation	30 March 2021	
Consultation Period	5 April – 5 May 2021	
Council Hearing	11-12 May 2021	
Council Deliberations	18 May 2021	
Council Meeting Adopt RRP	29 June 2021	

Community Development Fund Policy

1.0 DESCRIPTION

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

2.0 DISCUSSION/ISSUES

The CDF Policy was created in 2009 with reviews scheduled every three years as part of the 10YP development. Reviews to date were completed in October 2011, August 2014 and August 2017. As part of the August 2017 review, Council deferred the adoption of the reviewed policy to the May 2018 Council Meeting (after community consultation for the draft 10 Year Plan 2018-2028 in regard to Council's intended focus on partnership arrangements and the Safe Communities framework).

The next scheduled review of the Policy is August 2020 as part of the 2021-31 10YP development.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
10YP Workshop #3 Review Community Development Fund Policy	11 August 2020	
Council Meeting Adoption of revised Community Development Fund Policy	29 September 2020	Note: The reviewed Policy will not become effective until 1 July 2021 in line with the adopted 10 Year Plan.

Events Policy

1.0 DESCRIPTION

During the preparation of the 2018-2028 10YP, Council discussed and agreed on the development of an Events Policy.

It is envisaged that this policy will guide the notion that community groups are enabled to partner with the Council, working to transition for appropriate groups to take a lead role in the delivery of events within the community.

2.0 DISCUSSION/ISSUES

It is envisaged the policy will initiate a process to call for community involvement in the provision of events. Similar to the Community Development Fund policy this will guide an application process for key groups.

It is recognised that comprehensive research is required to guide due diligence around a new pathway forward for the Events portfolio. Research of options has commenced and careful consideration to inform any transition and associated best practice measures is required.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Workshop Discussion on draft Policy.	11 August 2020	Discussion on an Events Policy will align with the review of the Community Development Fund Policy.
Council Meeting Adoption of Events Policy	29 September 2020	

Dangerous and Insanitary Buildings Policy

1.0 DESCRIPTION

The Building Act 2004 requires Council to adopt a policy on Dangerous and Insanitary Buildings, and to complete a review at intervals of not more than five years. Council last adopted a Policy on Dangerous and Insanitary Buildings in June 2016.

2.0 DISCUSSION/ISSUES

This Policy is due to be reviewed in 2021 as required by section 132 of the Building Act 2004.

1.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Desktop review of existing Policy	February 2021	
Prepare draft Policy	February 2021	
Council Workshop Policy Review	23 March 2021	
Council Meeting Adopt draft policy for consultation	27 April 2021	
Finalise draft Policy for consultation	April 2021	
Public Notification	May 2021	
Consultation Period	May to June 2021	
Council Hearing/Deliberations	22 June 2021	
Policy changes after deliberations (if required)	June/July 2021	
Council Meeting Adoption of Policy	26 July 2021	

Local Alcohol Policy

1.0 DESCRIPTION

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

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

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

2.0 DISCUSSION/ISSUES

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

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

The next review is required in 2022.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Review of existing Policy (including liaison with Waipā and Ōtorohanga District Council; NZ Police and Medical Officer of Health)	March 2022	
Council Workshop	April 2022	
Council Meeting Approve draft LAP for public consultation	May 2022	
Public notification of draft LAP	June 2022	
Consultation period	June – July 2022	
Council Hearing/Deliberations Hear submissions on draft LAP	July 2022	
Prepare provisional LAP	August 2022	
Council Meeting Approve provisional LAP for public consultation	September 2022	
Public notification of provisional LAP	September 2022	
Appeal period (30 days)	October 2022	
Council Meeting Adoption of Policy (30 days after provisional LAP publically notified or after any appeals are resolved)	November 2022	
Public notification of LAPs adoption /effective date	November / December 2022	

Bylaws: General

1.0 DESCRIPTION

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

It also may be necessary for Council to consider developing additional bylaws, and these will be including in the roadmap in the future if required.

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

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

Bylaw	Bylaw Adoption Date	Review Due
Trade Waste Bylaw	26 July 2011	July 2021
Freedom Camping Bylaw	27 November 2018	27 November 2023
Dog Control Bylaw	25 June 2014	June 2024

Bylaw	Bylaw Adoption Date	Review Due
Public Places Bylaw	25 June 2014	June 2024
Public Health and Safety	25 June 2014	June 2024
Solid Waste Bylaw	25 June 2014	June 2024
Public Amenities Bylaw	10 February 2015	February 2025
Water Services Bylaw	10 February 2015	February 2025
Land Transport Bylaw ^[1]	29 April 2015	April 2025

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

Land Transport Bylaw – Speed Limits Review

1.0 DESCRIPTION

The Land Transport Bylaw is due for review in April 2025.

Council at its workshop on 23 July 2019, noted the national and regional push for councils to prioritise road speed management reviews, however there is no statutory requirement to undertake these reviews prior to 2025.

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

2.0 KEY MILESTONES

The necessity of reviewing Speed Limits (as part of a Land Transport Bylaw review) will be reconsidered in July 2020 for inclusion in the Road Map Work Programme at that time.

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

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

Trade Waste Bylaw

1.0 DESCRIPTION

The Trade Waste Bylaw was adopted in July 2006, with the required 5 year review taking place in July 2011. This bylaw is next due for review in July 2021.

2.0 DISCUSSION/ISSUES

Section 148 of the LGA sets out the special requirements for bylaws related to trade waste. In summary, council is required to consult for at least a two month period, consult with the Minister of Health; and consult with any persons who the Minister of Health requires council to consult with.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Review of current Trade Waste Bylaw	March 2021	On track
Council Workshop	April 2021	
Council Meeting Adopt draft Bylaw for public consultation	May 2021	
Public consultation (8 weeks)	June - July 2021	
Consultation with Minister of Health	July-August 2021	
Council Hearing & Deliberations	August 2021	
Prepare revised Bylaw	September 2021	
Council Meeting Adoption of new Bylaw	October 2021	

Dog Control Bylaw and Policy

1.0 DESCRIPTION

Section 10, Dog Control Act 1996 requires every territorial authority to adopt, in accordance with the special consultative procedure set out in section 83 of the Local Government Act 2002, a policy in respect of dogs in the district of the territorial authority

The policy must have regard to:

- The need to minimise danger, distress, and nuisance to the general community.
- The need to avoid the inherent danger in allowing dogs to have uncontrolled access to public places that are frequented by children, whether or not the children are accompanied by adults.
- The importance of enabling, to the extent that is practicable, the public (including families) to use streets and public amenities without fear of attack or intimidation.
- The exercise and recreational needs of dogs and their owners.

The Dog Control Bylaw provides the mechanisms for enforcing the Dog Control Policy.

2.0 DISCUSSION / ISSUES

The Dog Control Policy is required to be reviewed contemporaneously with the Dog Control Bylaw, which is due for review in 2025.

3.0 KEY MILESTONES

Key Milestone	Date	Commentary
Review of existing Policy and Bylaw	January - April 2025	
Council Workshop	May 2025	
Council Workshop If required	June 2025	
Council Meeting Adopt draft Policy and Bylaw for consultation	July 2025	
Public Notification & consultation	August / September 2025	
Council Hearing & Deliberations	October 2025	
Prepare revised Policy and Bylaw	November 2025	
Council Meeting Adoption of Policy and Bylaw	December 2025	

Strategy and Planning

Review of Representation Arrangements (including Māori Representation) & Electoral Systems

1.0 DESCRIPTION

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

The Council is required to review its representation arrangements at least once every six years. Council last undertook a review of Representation Arrangements, including Māori representation and Electoral Systems July – August 2018 for the **2019 and 2022 Elections**.

A further full review of representation arrangements, including Māori representation is not required to be commenced until 2023 in time for the 2025 elections.

2.0 DISCUSSION

A full Representation Arrangement review must include the following:

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

Māori Representation

The Act defines that a territorial authority may resolve for a district to be divided into 1 or more Māori wards for electoral purposes. The Act also defines that such resolution, if not made before 23 November of the year that is two years before the next triennial general election (i.e. 23 November 2023 for the 2025 election), would take effect for the purposes of the next but one triennial general election (i.e. implementation would not be able to take effect until the 2025 election).

Section 17A Delivery of Services Reviews

1.0 DESCRIPTION

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

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

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

A s17A review is not required if:

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

2.0 DISCUSSION

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

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

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

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

*Waters
Roading and Footpaths”*

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

Given the key projects that need to be delivered in 2019 and 2020 (as outlined elsewhere in this Road Map Work Programme), WDC will commence its next reviews from 2021/22. Further information on the service delivery schedule will be developed in the 2020/21 financial year.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
S17A Reviews	June 2021 – December 2023	

Communications Strategy – Review and Progress Reporting

1.0 DESCRIPTION

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

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

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

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

2.0 DISCUSSION

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

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Six monthly progress report	26 November 2019	Report provided at next meeting following end of six monthly period
Council Meeting Six monthly progress report to end of June 2020	28 April 2020	Report provided at next meeting following end of six monthly period
Council Meeting Six monthly progress report to end of December 2020	27 October 2020	Report provided at next meeting following end of six monthly period
Council Meeting Six monthly progress report to end of June 2021	27 April 2021	Report provided at next meeting following end of six monthly period
Review of Communication Strategy	June – December 2021	

Development of a WDC Stakeholder Engagement Plan

1.0 DESCRIPTION

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

2.0 DISCUSSION/ISSUES

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

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

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

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

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Workshop(s) Development of Stakeholder Engagement Plan	June - December 2020	

Local Government Excellence Programme – CouncilMARK™

1.0 DESCRIPTION

The CouncilMARK local government excellence programme is a system that measures indicators across four priority areas within Council. The system is designed to demonstrate and improve the value and services provided by Councils. Participating Councils are assessed by independent experts every three years and given an overall rating from triple AAA to C. The **four priority areas assessed** and graded are:

- Governance, Leadership and Strategy
- Financial decision-making and transparency
- Service delivery and asset management; and
- Communicating and engaging with the public and businesses

Below is a summary of the **assessment process**:

- The Council has to complete the Performance Assessment Framework (PAF) and supply the required **pre-reading** and supporting material to LGNZ and the assessors
- This is followed by an **on-site assessment** with the Council and external stakeholders over a two day period. This can be longer if agreed prior.
- The **assessment report** is then drafted by the lead assessor which is then sent to the Council for **fact check** for accuracy.
- Checked and amended report is then sent to the **Independent Assessment Board (IAB)** for their consideration (along with provisional grades and overall rating).
- IAB **reviews and signs off** on the final Assessment Report.
- This report is then published on the CouncilMARK website.

The documents to be supplied in the pre-reading include –

- Annual Plan
- 10 Year Plan
- Pre-election report
- Infrastructure Strategy
- Financial Strategy
- Property Strategy
- Asset Management Plans
- Communications and Engagement Strategy/ Plan and Communication and stakeholder audits
- Any key strategies/ policies which are guiding documents for Council
- Annual resident survey
- Completed s17A reviews or plans for undertaking these reviews
- Audit report with corrective actions
- Risk Management Policy or Framework, ARC Terms of Reference
- An example of a good business case decision
- Other documents to support answers in the PAF
- Assessors could request other information during the visit

In terms of the **site visit** the following steps will generally be followed:

- The assessors will hold a **pre-visit teleconference**
- It is suggested that elected members and relevant staff be **pre-briefed**
- It is recommended that Councils use the **standardised agenda**
- The assessors will **interview** all relevant parties (staff and elected members)
- Assessors **will meet with external stakeholders** as well, possibly:
 - Chamber of commerce, economic development agency or business representatives
 - A local developer
 - Local iwi/ hapū
 - The Regional Council
 - NZTA

2.0 DISCUSSION

On Wednesday 6 June 2018, LGNZ's Programme Manager for the CouncilMARK programme met with the Mayor and Chief Executive to discuss WDC's participation in CouncilMARK. On 11 June 2018 a letter with further information was provided from LGNZ.

Council, at its 26 June 2018 meeting considered the information provided from LGNZ, and noted that there has been no budget or resourcing allowance made in the draft 2018-2028 10YP to factor this item of work into Council's current work plan. As a result of those considerations, Council resolved as follows -

- 1 The business paper on Local Government Excellence Programme – CouncilMARK™ be received.
- 2 Waitomo District Council submit a Registration of Interest for participation in the CouncilMARK™ programme for the 2019/2020 financial year.
- 3 Participation in the Local Government Excellence Programme – CouncilMARK™ be included in Council's Road Map Work Programme for the 2019/2020 year.

The CouncilMARK assessment is a significantly involved process not just during the site visits but in preparation for participation. It will require significant resource investment from all key staff and elected members to participate in this assessment.

Council considered the timing of this work at its council workshop on 12 February 2019, and due to resourcing constraints decided to defer the implementation of this project until the 2020/21 financial year. Further consideration of timing, including budget implications will be developed as part of the 2021 EAP and the 2021-31 10YP.

The three phases of this project are:

- (1) Consider CouncilMARK™ project (design and funding) during development of 2021 EAP.
- (2) Develop CouncilMARK™ work plan and delivery
- (3) Undertake CouncilMARK™ process with LGNZ

The first phase will be incorporated into the 2021 EAP process, the second and third phases will be included in the roadmap in due course.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Project Planning including resource planning	tbc	This item was deferred from a start date of June 2019 until the 2020/21 FY due to resource constraints, in line with discussion at the Council Workshop on 12 February 2019.
Initials Assessment and Gap analysis based on PAF requirements and work plan to fill in the gaps	tbc	
Council Workshop Pre-briefing on site visit and PAF	tbc	
Complete PAF and send	tbc	
Council Workshop Pre-briefing on site visit and PAF	tbc	
On-site assessment	tbc	
First fact check of Draft Report	tbc	
Final Report provided	tbc	

2020/2021 Exceptions Annual Plan

1.0 DESCRIPTION

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

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

2.0 DISCUSSION

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

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

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

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

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

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Project planning for EAP 2020/21 development	August 2019	
Identification of any "strategic" amendments to 10YP for 2020/21 year.	August - September 2019	
Managers complete 2020/21 budgets in consideration of 2020/21 Budgets contained in 10YP.	September – mid October 2019	
Modelling of budgets and finances for 2020/21	October - November 2019	
Management Review of 2020/21 budgets	November 2019	
Council Workshop #1 of 3 Identified Strategic Issues, Policy Considerations and preliminary budget forecasts for dEAP	26 November 2019	New Councillors
Council Workshop #2 of 3 <ul style="list-style-type: none"> • Preliminary draft financial forecasts including Rating Implications • Assessment of dEAP against consultation threshold (significant or material differences from content of 10YP) 	20 February 2020	The assessment against consultation threshold will assist Council in deciding whether consultation is required or not.
Council Workshop #3 of 3 <ul style="list-style-type: none"> • Draft financial forecasts • Working draft CD (if required) • Council endorse EAP and CD for Audit 	12 March 2020	If there are no material or significant changes in the EAP to the information contained in the 10YP for the 2017/18 year, then the rest of the process will not be required. An alternative method for communicating with the Community on the EAP will be discussed with the Council should this be the case. It is also possible that the EAP could be adopted sooner in that case.
Council Meeting Adopt EAP	26 May 2020	

2019/2020 Annual Report

1.0 DESCRIPTION

The development of the 2019/20 Annual Report and Summary Report.

2.0 DISCUSSION

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

The LGA requires the Annual Report to provide a measure of Council's performance against the targets set in the 10YP and Annual Plan. The Annual Report is also intended to be a tool that promotes Council's accountability to the community for decisions made during the year.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Brief Council on timeframe.	26 May 2020	Completed The audit plan and timetable were reported to AR&F Committee on the 5th May 2020
WDC Audit. Deloitte will be onsite for 2 weeks.	September 2020	
Deloitte technical/final review. Once the audit field work is complete the final document is sent to Deloitte technical team for final review.	September/October 2020	
Council Meeting Progress Report to Council on Interim June results. These are draft results and subject to change as a result of the audit process. The interim reports will include commentary and any qualifications necessary.	29 September 2020	
Audit and Risk Committee Consideration of Annual Report for recommendation to Council.	13 October 2020	
Council Meeting Adopt Annual Report.	27 October 2020	
Audit of Summary Annual Report	26 – 30 October 2020	
Audit Opinion on Summary Annual Report	3 November 2020	
Summary Annual Report published	17 November 2020	

Resident Satisfaction Survey (for 2019/20 Annual Report)

1.0 DESCRIPTION

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

For the purpose of annual reporting against the 10YP it is necessary to carry out the Resident Satisfaction Surveys annually.

2.0 DISCUSSION

The LGA requires Council to complete and adopt its Annual Report within four months (by 31 October) after the end of the financial year to which it relates and also that Council make available an audited Summary of Information that fairly reflects the contents of the Annual Report.

The LGA requires the Annual Report to provide a measure of Councils performance against the targets set in the 10YP and the Annual Plan. The measurement of some performance targets is through the Resident Satisfaction Survey. The timelines for the RSS are established to align with annual reporting requirements.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Review or design new annual Resident Satisfaction (Levels of Service) Survey	May 2020[A2]	This project has been delayed due to Covid-19 and is under review.
Undertake Survey		
Analyse / Report Survey Results		
Council Meeting Resident Satisfaction Survey Results to Council		
Resident Satisfaction Results ready for inclusion in Annual Report		

District Planning

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

District Plan – Review

1.0 DESCRIPTION

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

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

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

2.0 DISCUSSION/ISSUES

Initial scoping work for the development of Council's District Plan commenced in 2013. This work included an analysis of a range of policy documents likely to impact the content of the District Plan. The scoping document suggested that a comprehensive review of the District Plan should be postponed until a number of imminent changes in higher order statutory documents, such as the Waikato Regional Policy Statement, were confirmed.

Review options for the District Plan were discussed at a Council Workshop in February 2014. It was suggested that Council may wish to consider a targeted plan change focussing on the key areas of the Plan that required review in order for the Council to meet its statutory obligations and to maintain a relevant and effective plan. Some changes were progressed in line with that discussion.

In September 2015, Council resolved to undertake a full review of the Operative Waitomo District Plan. The 2015-25 Waitomo District 10 Year Plan was amended in order to provide for this process. In November 2016, GMD Consultancy presented a Draft Project Plan which outlined the objectives, roles and responsibilities to achieve the project and detailed the financial costs, actions and broad timeframes. In 2017, the decision was made to use in-house staff resources in combination with expert services, rather than running the process through an external consultancy team. This was in order to minimise the cost of the process to ratepayers. The table below outlines the projected process through until July 2021.

A number of other matters that were previously standalone issues in the Road Map will be encompassed by the District Plan review including:

- **Town Concept Plans and Structure Plans:** Structure Plans have been developed for Mokau, Waitomo Village (review of existing Waitomo Village structure plan); Te Kuiti, Piopio and Benneydale. They were made operative on 25 June 2019.
- **Te Maika:** Long term management of the Te Maika area:

Although some work has started on this work stream little progress has been made to date for a number of reasons. The Waitangi Tribunal Hearing that encompassed the Te Maika Claim was concluded in January 2015. Discussions were held with the Te Maika Trust Planning Consultant to ascertain the outcome of the Hearing and the Trust's progress and intentions:

- It is probable that the Waitangi Tribunal will recommend a cross Departmental settlement of claim.
- There was a very favourable response from the Waitangi Tribunal to the Te Maika issue and the Council was commended for their receptiveness in considering the Trust's approach to resolving the long standing issue.
- There is the potential that the Tribunal might issue a separate recommendation specific to Te Maika and recommend returning the entire Te Maika block as one title.
- The closing of the currently public roads at Te Maika and their potential re-classification as Māori Roadways under the Te Ture Whenua Act is recognised by the Tribunal as a complex process and issue.

In terms of the above, a separate Tribunal recommendation/decision for Te Maika would be advantageous but a decision is yet to be issued. In the meantime, the Trust has signaled that it

is exploring other options for the peninsula although these have not been finalised. It can be expected however that the Trust will pursue this matter with vigor once the Tribunal recommendation is issued.

The matter of zoning, land use and subdivision controls will be addressed as part of the District Plan review.

- **Mokau Adaptive Management:**

This matter, including zoning, natural hazard management, land use and subdivision controls will be addressed as part of the District Plan review.

History

WDC, in performing its role as a Local Authority, has deliberated in the past on the coastal erosion at Mokau and on the appropriate strategy to manage the situation. On 30 September 2008, Council resolved "... to work towards the process of a managed retreat strategy ...". The intention was to ensure that the private property considerations involved in the progressive Mokau spit foreshore erosion situation is addressed in an appropriate and coordinated fashion (now referred to as 'adaptive management').

After extensive erosion damage occurred at the end of Point Road (parking area), caused by king tides, WDC constructed a rock embankment in order to temporarily protect the end of Point Road. The declared intention at the time was to give the local residents time to plan and act in accordance with the intent of a managed retreat strategy. It was accepted that the coastal erosion process was ongoing and over time would compromise the residential properties in the area and the rock embankment to protect the road access option was viewed as a temporary measure. It appears, based on conversations and observation that the affected property owners have neglected to develop/implement any plans to relocate buildings from the area. Instead, most of them have carried on with attempts to rock reinforce their sea frontages to protect against the effect of the erosion.

Since the initial construction of the temporary rock embankment to protect the road ends in August 2014, subsequent coastal erosion has caused damage to the rock embankment leading to a one-off maintenance repair (in March 2015). There is no intention to undertake an ongoing maintenance programme for the Point Road rock embankment. The legal position (authorised land use) of the rock embankment is a concern and the current interpretation is that Waitomo District Plan prohibits any works of any kind in this zone. The temporary rock embankment is not an approved structure.

As outlined above, WDC's position for some time had been to work for and promote a managed retreat approach for both infrastructure and the owners of the properties at risk. In 2017, the Resource Management Act was amended and the management of significant risks from natural hazards was elevated to a matter of national importance. In December 2017, the Government issued guidance for local Councils on coastal hazards and climate change.

In line with this guidance, Council now considers that an adaptive management strategy is a more suitable and tailored option for the Mokau spit. Adaptive management requires a 'dynamic adaptive pathways planning approach' which is more flexible and is designed for situations like the Mokau spit where there is uncertainty about how future physical conditions might affect the coastal environment. To help Council make this assessment, WDC has engaged the Focus Resource Management Group who are currently working on testing a range of responses and future scenarios in order to help the community reduce or avoid risk.

- **District Plan Administration – Signs:**

This matter will be addressed as part of the District Plan Review, as the sign related objectives, policies and rules require amendment. It is noted that some signs will have existing use rights under RMA.

- **Review of Development / Financial Contributions:**

Council has previously considered whether to develop a DCP in 2009 and during the 2012, 2015 and 2018-28 10YPs. Council has to date chosen not to develop a DCP due to the lack of growth related capital expenditure in the 10YP (DCs can only be imposed if additional or new capacity is required due to growth). If the infrastructure needs change in the future, the DCP is able to be progressed as part of a future 10YP process.

It is intended to include financial contributions in the Proposed District Plan, rather than develop a DCP.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Presentation and engagement with all WDC staff on Project Plan	March 2017	Completed
District Plan Workshop Application of the purpose of the Resource Management Act. Application of the hierarchy of statutory documents The purpose of the rural zone, planning maps, commence review	12 April 2017	Completed
Initial Project Planning completed	April 2017	Completed
Council Meeting Adoption of process for plan development	7 June 2017	Completed
District Plan Workshop Structure planning and Town Concept Planning – Te Kuiti, Waitomo, Benneydale, Piopio and Mokau. The purpose of the rural-residential zone and residential zone	20 June 2017	Completed
District Plan Workshop Iwi engagement, the Designation process	20 July 2017	Completed
District Plan Workshop Consultant scope – Coastal hazards, landscapes, natural hazards, ecology, heritage and archaeology projects. Maniapoto Māori Trust Board Engagement Strategy The Communication Strategy, Coastal hazards, coastal flooding and adaptive management strategies	15 August 2017	Completed
District Plan Workshop Consultation – Te Kuiti and Mokau. Reserve Management Plan alignment. The purpose of the settlement zone, industrial zone, Special Industrial Areas	19 September 2017	Completed
District Plan Workshop Waitomo District Natural Hazards Summary	10 October 2017	Completed
District Plan Workshop Local Indigenous Biodiversity Strategies (LIBS) Te Kuiti Town Concept Plan and Mokau Structure Plan – Draft versions. The purpose of the papakainga zone	17 October 2017	Completed
District Plan Workshop Te Kuiti Town Concept Plan and Mokau Structure Plan – Final versions	21 November 2017	Completed
District Plan Workshop Te Kuiti Town Concept Plan and Mokau Structure Plan – consideration of feedback from open days. Heritage structures and buildings – proposed project approach	13 February 2018	Completed
District Plan Workshop The purpose of the conservation zone and open space zone	20 February 2018	Completed
District Plan Workshop The purpose of the subdivision chapter, commercial zone Progress on coastal hazards consultation – Mokau/Awakino, Marokopa/Kiritehere, Te Waitere/Kinohaku. Progress on Significant Natural Area identification. Progress on the Structure Planning and Town Concept Planning work	6 March 2018	Completed
Council Meeting Progress Report – Proposed Waitomo District Plan	27 March 2018	Completed
District Plan Workshop The purpose of the works and utilities chapter, transport chapter. Initial rezoning approach. The Waitomo Structure Plan, The Benneydale Town Concept Plan and the Piopio Town Concept Plan. New NES for plantation forestry.	17 April 2018	Completed
District Plan Workshop Strategic guidelines for the District Plan Progress on Significant Natural Area identification – stakeholders. Reserves Management Plan progress Town Centre survey. Rezoning project. National Planning Standards. Coastal hazards, coastal flooding and adaptive management strategies update. The Waitomo Structure Plan, the Benneydale Town Concept Plan and the Piopio Town Concept Plan – Final versions	5 June 2018	Completed
District Plan Workshop The purpose of the tourism zone, deferred zone, hazards chapter, landscapes chapter. The flooding and instability	24 July 2018	Completed

Key Milestone	Indicative Timeframe	Commentary
hazards project Coastal hazards – community open days Summary of feedback from the Piopio, Waitomo Caves Village and Benneydale Planning processes The MAP process for Te Kuiti and Mokau		
Council Meeting Progress Report – Proposed Waitomo District Plan	31 July 2018	Completed
District Plan Workshop The Te Kuiti Town Concept Plan – Final Version for Round 2 Consultation. The Mokau Structure Plan – Final Version for Round 2 Consultation. Consultation - Te Kuiti Town Concept Plan and Mokau Structure Plan Te Kuiti Town Centre Retail Assessment. Cultural Sites Identification. Initial approach to Heritage Chapter. Initial approach to the Indigenous Biodiversity Chapter.	21 August 2018	Completed
District Plan Workshop The purpose of the lakes and water bodies chapter (Now Natural Environmental Values & Activities on the Surface of Water), amenity chapter (Now General District Wide Matters), strategic direction chapter The Piopio Town Concept Plan – Final Version for Round 2 Consultation. The Waitomo Caves Village Structure Plan – Final Version for Round 2 Consultation. The Benneydale Town Concept Plan – Final Version for Round 2 Consultation.	18 September 2018	Completed
District Plan Workshop Initial approach to Landscape, landforms and natural character Update – SNAs, Cultural Heritage, Built Heritage Use of special purpose zones, precincts and overlays National Planning Standards District Plan Structure Chapter outlines – National Planning Standards Natural hazards assessments update Updates as required.	20 November 2018	Completed
District Plan Workshop Draft Zone and District Wide chapters Project and consultation progress	19 February 2019	Workshop cancelled.
District Plan Workshop	19 March 2019	Completed
District Plan Workshop	16 April 2019	Workshop not required
District Plan Workshop	21 May 2019	Workshop not required
District Plan Workshop	18 June 2019	Workshop not required
Council Meeting Adoption of the Town Concept Plans	25 June 2019	
District Plan Workshop National planning standards Structure of the proposed district plan Approach to precincts Approach to rural industrial sites SNAs Landscapes and karst overlay Management of coastal hazards Reserve management plans	23 July 2019	Completed
District Plan Workshop	20 August 2019	Workshop not required
District Plan Workshop RMA reform / National direction Options for hearing the proposed district plan Areas of natural character Requirement for Iwi sign off of PDP Approach for Council sign off of PDP Update on progress and chapters as required Natural hazards – flooding and land instability SNA letters	17 September 2019	Completed
District Plan Workshop Draft Zone and District Wide chapters Project and consultation progress Heritage and cultural sites	22 October 2019	Workshop not required
District Plan Workshop Draft Zone and District Wide chapters Project and consultation progress	12 November 2019	Completed

Key Milestone	Indicative Timeframe	Commentary
Estimated notification date		
District Plan Workshop Discussion of draft plan provisions	18 February 2020 (Full day)	Completed
District Plan Workshop Discussion of draft plan provisions	10 March 2020 (Full Day)	Completed
District Plan Workshop Discussion of draft provisions	24 March 2020	Cancelled due to COVID-19 Lockdown
District Plan Workshop Discussion of draft provisions	21 April 2020	Cancelled due to COVID-19 Lockdown
District Plan Workshop Discussion of draft provisions	19 May 2020	Shortened due to COVID-19 Level 2
District Plan Workshop Discussion of draft provisions	23 June 2020	
District Plan Workshop Discussion of draft provisions – mop up	July/August 2020	
Council Meeting Council resolution to pre-consult with Iwi Authorities	August/September 2020	
Council Meeting Council resolution to notify Proposed District Plan	November/December 2020	
Proposed District Plan Hearings Including notification of hearing dates	2021	

Reserve Management Plans

1.0 DESCRIPTION

The Reserves Act 1977 requires WDC to develop Reserve Management Plans for its reserves. A comprehensive Reserve Management Plan is being developed in conjunction with the District Plan Review.

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Milestones will be identified and confirmed in conjunction with the District Plan Review timelines	29 August 2017	A business paper was presented to Council at the 29 August 2017 meeting. At that meeting Council resolved (1) To defer development of the Proposed RMP for the Aerodrome in favour of its inclusion in an overall RMP work program; and (2) That the development of an overall RMP work program, to be aligned with the Proposed District Plan process, including the identification of RMPs for specific significant reserves, and a single RMP for all identified passive reserves.
Council Workshop	23 July 2019	Completed
Commence engagement with key stakeholders	December 2019 – 3 February 2020	Completed
Council Workshop Provide finalised draft RMPS to Council for comment / review	10 March 2020	Completed
Council Workshop Discussion of draft provisions – mop up	July/August 2020	
Council Meeting Council resolution to notify Reserve Management Plan	November/December 2020	In conjunction with District Plan Review
Proposed RMP Hearings Including notification of hearing dates	2021	

Regulation and Compliance Services

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

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

The functions are:

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

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

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

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

Compliance: Dog Control Policy and Practices Report

1.0 DESCRIPTION

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

2.0 KEY MILESTONES

Key Milestone	Date	Commentary
Council Meeting Dog Control Policy and Practices Report 2018/2019	28 July 2020	
Public notification	July 2020	
Council Meeting Dog Control Policy and Practices Report 2018/2019	27 July 2021	
Public notification	July 2021	

Compliance: Building Consent Authority – Maintaining Accreditation

1.0 DESCRIPTION

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

2.0 DISCUSSION

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

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Report on outcome of IANZ audit	28 July 2020	
Council Meeting Report on outcome of IANZ audit	July 2022	
Council Meeting Report on outcome of IANZ audit	July 2024	
Council Meeting Report on outcome of IANZ audit	July 2026	
Council Meeting Report on outcome of IANZ audit	July 2028	

Business Support

Risk Management: Oversight and Governance

1.0 DESCRIPTION

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

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

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

2.0 DISCUSSION

In recent times there has been an emphasis on the need to manage and seek risk assurance within Councils by establishing Risk and Audit Committees. A committee is one way of managing Councils risk obligations; however it is not the only way and in some instances might not be the most appropriate mechanism. The intention of this work stream is to develop a Risk Management Framework for the organisation that identifies top risks and establishes monitoring and reporting framework for these. It is also intended to develop a Roadmap for enhancing risk maturity within the organisation.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Review of top/strategic risks for WDC	September 2018	Completed
SMT workshop to confirm Strategic risks	October 2018	Completed
10YP Workshop Initial workshop to sign off on strategic risks	16 October 2018	Completed
Test treatment and controls and score risks including SMT workshop	October 2018 – January 2018	Completed
Test residual risks and plan to address	October 2018 – January 2018	Completed
10YP Workshop Workshop with Council on top residual risks, mitigation plans and maturity development work plan.	February 2019	Completed
Audit and Risk Committee Quarterly reporting to ARC on strategic risks	11 February 2020 5 May 2020 11 August 2020 13 October 2020 9 February 2021 11 May 2021 17 August 2021 12 October 2021	Given budget constraints, the Audit and Risk Committee agreed that implementation of the Risk Management Framework will form part of the 2020/21 Road Map Work Programme (except for the Inframax Construction Ltd assessment) which is to have high priority.

4.0 RISK PRIORITIES

Priority Number One – Investment (Shareholding)

There are two strategic risks which Council has assessed as having a high residual risk. The first of these relates to Council's investment (by way of a 100% shareholding) in Inframax Construction Ltd (Strategic Risk 3.2). The assessment shows that the likelihood and consequence of the investment not achieving its financial and strategic objectives, even after allowing for current risk controls and treatments, is high. The agreed residual controls and treatments to mitigate this risk involve increased

reporting, and establishment of a policy based rationale supported by an external cost/benefit analysis for the continued ownership of Inframax.

The development of same will require the engagement of an external resource to facilitate and inform definition of benefits, costs and risks of continued ownership.

As the top residual risk priority, it has been scheduled for the 2019/20 year. The work will be funded from the 2019/20 Audit and Risk budget.

Priority Number Two – Business Continuity

The second highest residual risk priority relate to Council's business continuity (Strategic Risks 6.3 and 6.4). Interruption to business functionality and vulnerability of critical IT infrastructure are high residual risk exposures that would benefit from dedicated business continuity planning.

A programme for developing the necessary Business Continuity Plans has been scheduled for 2020/21.

Other High Residual Risk Priorities

Subsequent mitigation measures for the remaining high residual risks (risk scores between 9 and 12) have been scheduled for implementation in order of relative priority, over subsequent years.

The full list (agreed by Council's Audit Risk and Finance Committee on 12 February 2019) of High Residual Risks is summarised in the table below:

Risk Register Reference	Strategic Risk Category	Strategic Risk Description	Residual Risk Level Score	Proposed Residual Controls and Treatments
3.2	Financial	WDC's shareholding investment does not meet financial and strategic objectives	12	<ul style="list-style-type: none"> Establish a Policy based rationale and supported by external cost/benefit analysis for continued ownership of Inframax
6.3	Business Continuity	Business function is significantly interrupted due to a lack of business continuity planning and organisational resilience	12	<ul style="list-style-type: none"> Develop Business Continuity Plans
6.4	Business Continuity	Critical IT infrastructure failure	12	<ul style="list-style-type: none"> Develop Business Continuity Plans
4.1	Technology	Cyber Security breach as a result of unauthorised access.	9	<ul style="list-style-type: none"> Monitor effectiveness of current risk controls and treatments on a periodic basis. Undertake independent baseline securities and policies assessment
4.2	Technology	Not keeping up with technological change at the customer and internal services interface	9	<ul style="list-style-type: none"> Review the effectiveness of current risk controls and treatments and identify interventions to address gaps.
4.3	Technology	Inadequate investment in WDC's ICT (technological & human resources)	9	<ul style="list-style-type: none"> Review the effectiveness of current risk controls and treatments and identify interventions to address gaps. Investigate resourcing options for driving changes necessary to maintain WDC's ICT up to date and relevant to organisational and customer needs.
6.1	Business Continuity	Damage to critical WDC infrastructure and buildings following a natural disaster such as earthquake, fire , flood	9	<ul style="list-style-type: none"> Undertake site specific risk audits of critical infrastructure and buildings and prepare risk management/retreat plans.

Risk Register Reference	Strategic Risk Category	Strategic Risk Description	Residual Risk Level Score	Proposed Residual Controls and Treatments
6.2	Business Continuity	Damage to critical infrastructure and buildings following a manmade disaster such as explosion, fire, etc.	9	<ul style="list-style-type: none"> Undertake site specific risk audits of critical infrastructure and buildings and prepare risk management plans.

Review of Council's Investments

10 DESCRIPTION

The Risk Management Framework identifies two strategic risks that have a high residual risk, Council's investment in Inframax Construction Ltd and Business Continuity. The review of Council's investment has been assessed to have the highest priority.

2.0 DISCUSSION

The assessment of the investment of a 100% shareholding in Inframax Construction Ltd shows that the likelihood and consequence of the investment not achieving its financial and strategic objectives, even after allowing for current risk controls and treatments, is high. The agreed residual controls and treatments to mitigate this risk involve increased reporting, and establishment of a policy based rationale supported by an external cost/benefit analysis for the continued ownership of Inframax.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Workshop To establish the rationale of the investment holding and possible triggers to review continued investment	20 February 2020	Council Resolved to develop an Investment Review Policy
Audit and Risk Committee Draft Investment Review Policy prepared for recommendation to Council for adoption	11 August 2020	Draft Investment Review Policy delayed, to be reported to August AR&F Committee meeting
Council Meeting Adopt Investment Review Policy	25 August 2020	
Audit and Risk Committee 6 monthly reporting to ARC	11 August 2020 13 October 2020 9 February 2021 11 May 2021 17 August 2021 12 October 2021	

Development of Business Continuity Plans

10 DESCRIPTION

Council's Risk Management Framework prioritises two strategic risks that have a high residual risk - Council's investment in Inframax Construction Ltd and Business Continuity.

The second highest residual risk priority relates to Council's business continuity (Strategic Risks 6.3 and 6.4). Interruption to business functionality and vulnerability of critical IT infrastructure are high residual risk exposures that would benefit from dedicated business continuity planning.

Council agreed to a programme to develop the necessary Business Continuity Plans being scheduled for 2020/21.

2.0 DISCUSSION

The assessment of critical risks that impact on continued business operation were identified as business functions are significantly interrupted due to a lack of business continuity planning and organisational resilience and critical IT infrastructure failure. The agreed residual control and treatment to mitigate these risks involved the development of business continuity plans.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Audit, Risk and Finance Committee Report on the tender process and progress to date	11 August 2020	
Audit, Risk and Finance Committee Progress reporting to AR&FC	13 October 2020 9 February 2021 11 May 2021 17 August 2021 12 October 2021	

Information Services Strategic Plan

1.0 DESCRIPTION

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

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

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

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

2.0 DISCUSSION

The IS Strategic direction is set as an underlying part of the 10YP. It is advisable to review the IS Strategic Plan for the 2021-31 10YP to ensure it is meeting the needs of the organisation and the investment focus is aligned to organisational goals.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Review of IS Strategic Plan	August/September 2020	
10YP Workshop #4 Early direction from council	9 July 2020	If required
10YP Workshop #11 IS Strategic direction for 3 years to be incorporated in 10YP planning and budgets	15 September 2020	This review will be done in conjunction with the Information Technology AMP as part of the 10 Year Plan development.
Council Meeting Adoption by Council in conjunction with the Supporting Information for the 10 Year Plan Consultation Document.	23 February 2021	

Community Services

Introduction

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

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

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

The Community Services Group comprises the following functions:

1 Community Support

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

- To create a better quality of life for our community
- To create a better living environment for our community through community safety and appropriate infrastructure
- To encourage active engagement by improving communication and trust between Council and our community
- Help local groups with local opportunities and solutions

2 Tourism Development and District Promotion

Tourism is a partnership between central government, local government and the visitor industry. The key goals are to:

- Recognise that economic, social, cultural and environmental outcomes must be mutually reinforcing
- Maintain a high quality environment
- Recognise the District's dependence on tourism, primary production and utilisation of the landscape and culture, as visitor attractions
- Provide an excellent visitor experience to those travelling to our District
- Make smart strategic decisions to support Regional Tourism outcomes within our District
- Grow the economy through visitor spend in our District

3 District Development

District Development involves the facilitation and support of initiatives that will enhance the District's economic sustainability including:

- Supporting Regional and Economic Development opportunities and outcomes
- Supporting the implementation and ongoing operations of the Waikato Regional Economic Development Agency (WREDA)
- Support the development and implementation of the Sub-Regional (Southern) Waikato Economic Action Plan
- Marketing Waitomo as a vibrant District where people want to live, work and play
- Identify opportunities for economic development initiatives within the District
- Facilitating projects that benefit the District
- Promoting Waitomo as a visitor friendly destination where visitors can experience a variety of unique experiences

4 Te Kuiti i-SITE Visitor Information Centre

The Te Kuiti i-SITE Visitor Information Centre prides itself on being in the centre of town, providing a free, friendly and objective information service to visitors and the local community, by an enthusiastic team who are passionate about promoting the Waitomo District and beyond. The key goals are to provide:

- A vibrant and customer focused information service that welcomes, informs and encourages the visitors to the Waitomo District to stay and enjoy all that the District has to offer
- Skilled staff to answer questions and problem solve for customers in all areas of travel, transport, accommodation and activities
- Be a one stop shop for all bookings across New Zealand
- Give impartial advice and share information about what makes the District special with visitors and locals alike
- Promotion of the Waitomo District as a place to live, work and play

5 Library Services

Public libraries provide connections to knowledge ideas and works of the imagination, anytime, anywhere, enabling individuals to turn knowledge into value, participate as citizens and strengthen their communities. The Waitomo District Library goals are to develop the library's vision in the following areas:

- **Balance** – Work towards finding balance within our services and resources to continue benefiting all patrons
- **Foster Lifelong Learning** – To provide the tools that will encourage growth through learning
- **Collaboration** – To collaborate with other local community groups and schools to improve patron services. This will result in resource sharing which enables the community to benefit from the more diverse and added value services available to them.

6 Customer Service

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

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

Community Development Fund

1.0 DESCRIPTION

The Community Development Fund (CDF) Policy establishes funding policies and principles which form the basis for the provision of funding grants to assist organisations that provide projects and activities that benefit communities within the Waitomo District.

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

The following grants collectively make up the CDF:

- Discretionary Grant
- Triennial Grant
- Provision of Services Grant
- Community Partnership Fund
- Community Halls Grant

Additional funding pools administered by WDC are:

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

2.0 DISCUSSION

Discretionary Grants

The focus of the Discretionary Grants Fund is in providing community assistance for the 'not for profit' sector in order to create a strong social base and meet local needs. The dollar value of each grant is determined on a case by case basis during each funding round.

The Discretionary Grant Fund is advertised and administered via four rounds per annum.

Triennial Grants

The Triennial Grant Fund makes funding available to community groups and organisations to assist with operational costs for a period of three years with funding allocated annually.

Council, as part of the 10 Year Plan Process determines the total value of the TGF fund.

To be eligible for funding via the TGF community groups must have a proven record of accomplishment in their area of service provision, have a well-established and positive relationship with Council and be able to identify how the work that they undertake assists in the achievement of WDC's community outcomes.

Triennial Grants are allocated to align with WDC's 10 Year Plan calendar. The dollar value of each grant will be determined on a case by case basis and will not exceed \$10,000 per annum.

Provision of Services Grants

Provision of Services grants are in place to provide funding to not for profit organisations who undertake to provide services or facilities that complement WDC's 10 Year Plan objectives.

These organisations offer services or facilities that make a significant contribution to the achievement of WDC's community outcomes and improve well-being within the District, but are outside the scope of services provided by Waitomo District Council.

Council, as part of the 10 Year Plan process determines the total value of the POS Grant fund. The individual value of each of these grants will be determined on a case by case basis and developed with the recipient as a "Provision of Services Grant Agreement".

The POS grants are generally allocated for a period of 3 years and funding is distributed to recipients once per annum as per terms and conditions agreed between the parties.

Key identified groups will be invited to make application for grant funding in July following adoption of the 10 Year Plan.

Community Partnership Fund

WDC seeks to facilitate and support strong and sustainable partnerships and to seek co-funding arrangements to support improved social outcomes of our community. This in turn supports WDC's Safe Communities framework.

The Community Partnership Fund aims to "help our community help itself" by offering access to seed funding and in kind support to groups and organisations in developing new community initiatives.

Grant applications should be made for:

- Group's applying for financial assistance for projects that align with or support Waitomo District Council's Community Outcomes.
- Group's applying for financial assistance for projects or initiatives that align with or support the Waitomo District Council Safe Communities framework.
- Evidence is provided detailing how their project can make a positive impact on community well-being.
- Organisations and groups, who invest time in helping address social issues within the Waitomo District.
- Groups who have a proven track record in their area of operation and can show community support for their project.

Of particular interest for Council is those projects and initiatives that have strong links to Vibrant Safe Waitomo.

Council, as part of the 10 Year Plan process determines the total value of the Community Partnership Grant fund.

All applications are assessed by the elected members of the WDC.

The Community Partnership Fund is distributed once per annum (with an option of a second round). The funding round timetable is advertised in the Waitomo News, Social Media and the WDC Website. Information about the fund and application process is available on WDC's website or by contacting WDC's Customer Services Team.

Community Halls Grants

WDC currently supports 13 community halls within the Waitomo District by way of an annual grant, with each hall receiving \$1,000.00. Hall grants will be paid in August of each year. Community Halls that receive funding are:

Aria	Awakino	Benneydale	Kinohaku	Mahoenui
Mairoa	Marokopa	Mokau	Mokauti	Mapiu
Te Anga	Waitanguru	Rangitoto		

Special Grants (Creative Communities; Sport NZ Rural Travel Fund and DC Tynan Trust Fund)

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

WDC administers the DC Tynan Fund which is a generous bequest left by the late Daniel Circuit Tynan to the Borough of Te Kuiti for the purpose of supporting organisations within the Te Kuiti Urban Ward that are involved with social, cultural, educational or recreational activities.

- Forgeson Law directs the funds of the Trust; Waitomo District Council provides the administrative support associated with the funding application process. Applications are invited annually to this fund.

3.0 KEY MILESTONES

Discretionary Grants

Key Milestone	Indicative Timeframe	Commentary
Round 1	Quarterly	
Advertising (x2)	August	
Applications close and are considered	1 September	
Announcements & Funding Allocation	September/October	
Round 2	Quarterly	
Advertising (x2)	November	
Applications close and are considered	1 December	
Announcements & Funding Allocation	December/January	
Round 3	Quarterly	
Advertising (x2)	February	
Applications close and are considered	1 March	
Announcements & Funding Allocation	March/April	
Round 4	Quarterly	
Advertising (x2)	May / June	
Applications close and are considered	15 June	
Announcements & Funding Allocation	June	

Triennial Grants

Key Milestone	Indicative Timeframe	Commentary
	3 Yearly (in conjunction with development and adoption of the 10YP)	
Advertising	June	
Applications close	1 July	
Council Workshop Consideration of Applications	July 2021	
Council Meeting Consideration of Applications	27 July 2021	
Announcements & Funding Allocation	August	

Provision of Services Grants

Key Milestone	Indicative Timeframe	Commentary
	3 Yearly (following adoption of the 10YP)	
POS Grant applications invited	July	
Applications close	1 August	
Council Workshop Consideration of Applications	17 August 2021	
Council Meeting Consideration of Applications	31 August 2021	
Announcement to recipients	September	
Payment of annual allocations	As per agreed Terms and Conditions	

Community Partnership Fund

Key Milestone	Indicative Timeframe	Commentary
Round 1	Annually (with a second Funding Round if required)	
Advertising	September	
Applications close	October	
Council Workshop Consideration of Applications	12 November 2019 6 October 2020	
Council Meeting Allocation of Funds	26 November 2019 27 October 2020	
Announcements & Funding Allocation	November	
Round 2	(Only if Required)	
Advertising	February	
Applications close	March	
Council Workshop Consideration of Applications	12 March 2020 23 March 2021	
Council Meeting Allocation of Funds	31 March 2020 30 March 2021	
Allocation	April	

Community Halls Grants

Key Milestone	Indicative Timeframe	Commentary
	Annually	
Funding allocation	August	

Creative Communities

Key Milestone	Indicative Timeframe	Commentary
Round 1	2 Funding Rounds per Year	
Advertising	October	
Applications close	1 November	
Committee Meeting Consideration of Applications	November	
Announcements & Funding Allocation	November	
Round 2		
Advertising	May	
Applications close	15 June	
Committee Meeting Consideration of Applications	June	
Announcements & Funding Allocation	June	

Sport NZ Rural Travel Fund

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

D C Tynan Trust Fund

Key Milestone	Indicative Timeframe	Commentary
	Annually	
Applications invited and advertised	July	
Applications close	1 August	
Committee Meeting Consideration of Applications	August	
Announcements & Funding Allocation	August	

Summary of Grants Paid

Key Milestone	Indicative Timeframe	Commentary
Council Meeting At the end of each financial year a Summary of all Grants paid throughout the year is prepared for presentation to Council	29 September 2020 28 September 2021	(Annually)

Partnership/Service Level Agreements**1.0 DESCRIPTION**

During preparation of the 10YP 2018-2028, Council confirmed its intent to set on a path to shape Waitomo to be a place that is safe, welcoming, encourages business development and supports well-connected communities. Council confirmed this is not something it could do alone and there would be a focus on enhancing and/or establishing partnerships with key stakeholders to achieve outcomes for the District.

2.0 DISCUSSION

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

Hamilton Waikato Tourism

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

The general description of the services provided by HWT are:

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

The agreement confirms that HWT will report to Council in writing every 6 months in respect to:

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

Waikato Regional Economic Development Agency – Te Waka

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

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

The objectives of Te Waka are to:

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

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

- Te Waka's performance of the Regional Economic Development Functions and Services;
- Te Waka's achievement of PKI's;
- The general state of the Waikato economy and
- Current or anticipated issues.

Te Kuiti Community House

In mid-2013 the New Zealand Transport Agency (NZTA) commenced development of a proposal to provide pilot Learner Driver programmes, including one for Te Kuiti and the surrounding District. A Pilot Programme was developed with the purpose of reducing the number of young drivers involved in road crashes, improving their safety as a priority in accordance with the Government's Safer Journeys road safety strategy, and to develop a best practice model for novice driver training in rural New Zealand communities.

The initial Pilot Programme was extended into the 2014/2015 year and again subsequently into the 2015/2016 year. The Pilot Programme officially ceased on 30 June 2016.

Waitomo and Ōtorohanga District Councils agreed there was an ongoing need for novice driver training locally and that the development and deployment of appropriate and sustainable programme to meet community needs was required. NZTA also confirmed its continued support of a locally led and locally delivered Programmes and approved for both Councils to allocate their annual subsidised "road safety budget" to support delivery of the Programme.

A Service Level Agreement is in place with Te Kuiti Community House for delivery of the Novice Driver Training Programme. As part of the Service Level Agreement, TKCH is to provide both WDC and ODC with Quarterly Progress Reports. Council is briefed on progress by way of the Community Development Progress Report.

3.0 KEY MILESTONES

Hamilton Waikato Tourism

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Partnership / Service Level Agreement: Hamilton Waikato Tourism – Presentation of Six Monthly Report.	September 2018	Completed
Council Meeting Partnership / Service Level Agreement: Hamilton Waikato Tourism – Presentation of Six Monthly Report.	February 2019	Completed – February 2019
Council Meeting Partnership / Service Level Agreement: Hamilton Waikato Tourism – Presentation of Six Monthly Report.	26 November 2019	Completed
Council Meeting Partnership / Service Level Agreement: Hamilton Waikato Tourism – Presentation of Six	30 June 2020	Due to COVID-19 lockdown the March presentation did not proceed. The HWT 6 monthly report will be tabled at the June

Key Milestone	Indicative Timeframe	Commentary
Monthly Report.		2020 Council meeting.
Council Meeting Partnership / Service Level Agreement: Hamilton Waikato Tourism – Presentation of Six Monthly Report.	29 September 2020	
Council Meeting Partnership / Service Level Agreement: Hamilton Waikato Tourism – Presentation of Six Monthly Report.	30 March 2021	

Waikato Regional Economic Development Agency – Te Waka

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Partnership / Service Level Agreement: Waikato Regional Economic Development Agency – Receipt of Six Monthly Report.	March 2019	Completed
Council Meeting Partnership / Service Level Agreement: Waikato Regional Economic Development Agency – Receipt of Six Monthly Report.	September 2019	Completed. The Waikato REDA end of year report was presented to Council at the July 2019 meeting.
Council Meeting Partnership / Service Level Agreement: Waikato Regional Economic Development Agency – Receipt of Six Monthly Report.	30 June 2020	Due to COVID-19 lockdown the March presentation did not proceed. The Te Waka 6 monthly report will be tabled at the June 2020 Council meeting.
Council Meeting Partnership / Service Level Agreement: Waikato Regional Economic Development Agency – Receipt of Six Monthly Report.	29 September 2020	
Council Meeting Partnership / Service Level Agreement: Waikato Regional Economic Development Agency – Receipt of Six Monthly Report.	30 March 2021	

Te Kuiti Community House

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Council will be briefed of progress via the quarterly Community Development Progress Report and also by way of verbal updates from Council's representative appointee Cr Lisa Marshall	Quarterly (November, February, May and August)	Council will be briefed on progress in August, forming part of the next Community Development Progress Report.

Provision of Service Grant Fund

1.0 DESCRIPTION

Provision of Services grants are in place to provide funding to not for profit organisations who undertake to provide services or facilities that complement WDC's 10 Year Plan objectives.

These organisations offer services or facilities that make a significant contribution to the achievement of WDC's community outcomes and improve well-being within the District, but are outside the scope of services provided by Waitomo District Council.

Council currently has Provision of Service Grant Agreements with the following organisations:

- Sport Waikato

- Waitomo Caves Museum Society Incorporated
- Tainui Historical Society Incorporated
- Maniapoto Rugby Football Sub-Union Incorporated
- Te Kuiti and District Historical Society Incorporated
- Piopio Community Swimming Pools Charitable Trust
- Pinetree No 5 Trust

2.0 DISCUSSION

As outlined in the Community Development Fund Policy, to ensure that funds are used appropriately successful applicants will:

- Where grant funding exceeds \$25,000.00 per annum, submit six monthly progress reports to Council.
- Where grant funding is less than \$25,000.00 per annum submit one annual report to Council.

Additional accountability conditions may be imposed on grants at the discretion of the Council.

Sport Waikato

Council has confirmed its continued support of Sport Waikato through a Provision of Services Grant Agreement. Sport Waikato's regional strategic priorities include:

- **Our People** – Provisions of opportunities for More Adults, More Children 'Out There And Active'
- **Building Communities** – Quality local delivery of sport, recreation and physical activity experiences Helping Communities To Help Themselves
- **Regional Leadership** – Regional and national partners working together Leading And Delivering Change

Forming part of the Provision of Services Grant Agreement, Sport Waikato provide a written and verbal presentation to Council twice per year.

Waitomo Caves Discovery Centre

Council has confirmed its support of Waitomo Caves Discovery Centre via the Provision of Services Grant. The aim is to promote strong heritage, visitor information, and public good services for the district through the Waitomo Caves Discovery Centre by:

- acting as a custodian to our district's heritage
- promoting the district's visitor attractions,
- providing quality information and booking services to local, national, and international visitors

Forming part of the Provision of Services Grant Agreement, WCDC provide a written and verbal presentation to Council twice per year.

3.0 KEY MILESTONES

Sport Waikato

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Provision of Service Grant Agreement: Sport Waikato – Presentation of Six Monthly Report.	February/March 2019	Completed – March 2019
Council Meeting Provision of Service Grant Agreement: Sport Waikato – Presentation of Six Monthly Report	August 2019	Completed – August 2019
Council Meeting Provision of Service Grant Agreement: Sport Waikato – Presentation of Six Monthly Report	25 February 2020 or 31 March 2020	Completed
Council Meeting Provision of Service Grant Agreement: Sport Waikato – Presentation of Six Monthly Report	25 August 2020	
Council Meeting Provision of Service Grant Agreement: Sport Waikato – Presentation of Six Monthly Report	23 February 2021 or 30 March 2021	

Waitomo Caves Discovery Centre

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Provision of Service Grant Agreement: Waitomo Caves Discovery Centre – Presentation of Six Monthly Report.	February/March 2019	Completed – March 2019
Council Meeting Provision of Service Grant Agreement: Waitomo Caves Discovery Centre – Presentation of Six Monthly Report.	August 2019	Completed – August 2019
Council Meeting Provision of Service Grant Agreement: Waitomo Caves Discovery Centre – Presentation of Six Monthly Report.	30 June 2020	Due to COVID-19 lockdown the March presentation did not proceed. The 6 monthly report will be tabled at the June 2020 Council meeting.
Council Meeting Provision of Service Grant Agreement: Waitomo Caves Discovery Centre – Presentation of Six Monthly Report.	25 August 2020	
Council Meeting Provision of Service Grant Agreement: Waitomo Caves Discovery Centre – Presentation of Six Monthly Report.	23 February 2021 or 30 March 2021	

Annual Reports

Where grant funding is less than \$25,000.00 per annum submit one annual report to Council. The following are required to provide annual reports to Council, but are not required to present the reports in person.

- Tainui Historical Society Incorporated
- Maniapoto Rugby Football Sub-Union Incorporated
- Te Kuiti and District Historical Society Incorporated
- Piopio Community Swimming Pools Charitable Trust
- Pinetree No 5 Trust

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Provision of Service Grant Agreement: Receipt of Annual Reports – <ul style="list-style-type: none"> • Tainui Historical Society Incorporated • Maniapoto Rugby Football Union Incorporated • Te Kuiti and District Historical Society Incorporated • Piopio Community Swimming Pools Charitable Trust • Pinetree No 5 Trust 	24 September 2019	Completed
Council Meeting Provision of Service Grant Agreement: Receipt of Annual Reports – <ul style="list-style-type: none"> • Tainui Historical Society Incorporated • Maniapoto Rugby Football Union Incorporated • Te Kuiti and District Historical Society Incorporated • Piopio Community Swimming Pools Charitable Trust • Pinetree No 5 Trust 	29 September 2020	

Vibrant Safe Waitomo

1.0 DESCRIPTION

A safe community is one in which all sectors of the community work together to promote safety. This includes forming partnerships, managing risks, educating and informing in a way that increases overall safety in the community.

Achieving community safety involves building strong, cohesive, vibrant and participating communities and will fit into the strategic direction for the WDC of Place Shaping and Place Making delivered out of the Community Development space. With the roll being to aid strong and sustainable partnerships and to seek co-funding arrangements to support the social issues and needs of our community.

The WDC met with the Safe Communities Foundation NZ (SCFNZ) to discuss the approach to increased community safety. The inclusion of the Safe Communities Programme into the Consultation Document to inform the 10YP 2018-2028 was endorsed. The Waitomo District Communities provided the platform and the mandate for the new work stream delivery for the WDC.

With the adoption of the 2018-2021 10YP (inclusive of Safe Communities), the WDC commenced the process of setting up a collaborative governance structure from which an application for accreditation would be made. The official name of the collaborative approach being Vibrant Safe Waitomo and the governing group being the Vibrant Safe Waitomo Regional Coalition.

On the 14 August 2019 following the submission of an accreditation report, the SCFNZ undertook a site visit to assess the ability of the VSW Regional Coalition to demonstrate an understanding of collaborative governance, priority setting, effective strategies and shared learnings. As a result of this site visit accreditation was granted, noting that the application was a very good example of an extremely comprehensive application for accreditation and drawing invitation to present on the Course of Life Safety Matrix and inclusion of Māori communities within the SCFNZ national conference.

2.0 DISCUSSION

The Strategic Plan to guide the Vibrant Safe Waitomo work stream for the next 5 years is currently in development with the VSW Regional Coalition. The invitation to contribute has been extended to the members to ensure meaningful partnerships are reflected within the plan and therefore calling forward the commitment to making the plan work, month on month, year on year.

Following the adoption of the Strategic Plan by the VSW Regional Coalition then Stakeholder Groups will be formed relevant to the three priority settings identified within the accreditation report. These are; Whanau/Families, Mahi/Workplace and Hakinakina/Recreational settings. Some of the lead out work for this to happen has begun.

In addition to the Stakeholder Groups there is an Advisory Panel which will be charged with supporting an overview of the Strategic Plan and the Annual Action Plan to ensure it is linked and focused on increasing safety for the priority demographic of youth aged 20-24, the priority population of Māori and the priority issue of Alcohol and other Drugs.

A complete Communications Plan will be developed to ensure the community is kept up to date with the developments of VSW and to encourage positive community engagement in the plan and independence in securing their own safety.

Collectively the above mentioned groups will work with a target to increase safety and decrease the incidents of harm experienced by Waitomo District Council Residents.

Of note, the capacity of the Vibrant Safe Waitomo workstream will increase as a result of the COVID-19 pandemic recovery response.

Vibrant Safe Waitomo will provide a collaborative, coordinated approach to respond to the community's recovery needs. It is acknowledged Vibrant Safe Waitomo will need to be adaptable in order to be responsive.

Council will be briefed on progress via the Community Development Progress Report.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Council will be briefed of progress regarding the implementation of the Vibrant Safe Waitomo work plan via the quarterly Community Development Progress Report.	Quarterly (November, February, May and August)	

Key Milestone	Indicative Timeframe	Commentary
Development of Communications Plan	November 2019	
Development of the Strategic Plan	November 2019	
Stakeholders Group established (Local Strategies – Contractors)	November 2019	
Presentation on VSW to the SCFNZ National Conference	November 2019	
VSW Regional Coalition endorse Strategic Plan	December 2019	
Development of the VSW Annual Action Plan	January 2020	
Council Meeting Council will be briefed on proposed VSW programmes in response to the community's COVID-19 recovery needs	30 June 2020	
Submit Annual Report to SCFNZ	July 2020	
2020/2021 Communications Plan developed	July 2020	
2020/2021 Action Plan finalised, incorporating COVID-19 recovery programmes	July/August 2020	

Sub-Regional (Southern) Waikato Economic Action Plan

1.0 DESCRIPTION

The Waikato Plan was finalised in June 2017. The Plan unites the Waikato Region with a regional vision of one voice about important issues that affect the region now and, in the future, specifically the next 30 years.

Waikato Means Business (WMB) forms the economic pillar of the Waikato Plan. It is the Economic Development Strategy of the Waikato Region.

Waikato Means Business has identified 5 strategic priorities:

1. Telling the Waikato story
2. Making business easier
3. Building, attracting and retaining skills and talent
4. Growing global industries
5. Maintaining and building our location advantage

Upon finalisation of the Waikato Plan the WMB Steering Group proposed a new project - the Southern Waikato Economic Development Action Plan (SWEAP) which would focus on the sub-region comprising Waitomo, Ōtorohanga and South Waikato Council areas.

The focus of the SWEAP project is to accelerate progress on economic growth by identifying existing and new potential programmes of action which will build on the strengths of the sub-region and help address any limitations or areas for further improvement.

2.0 DISCUSSION

Forming part of this work stream, a Governance Group was formed to guide the development of a package of economic development proposals comprising both sector-based and cross-cutting initiatives.

An application for funding via the Provincial Growth Fund was submitted with the Provincial Development Unit in April 2019. It was around this time that the governments focus on funding moved from a sub-regional approach to that of a project by project approach. The funding application was therefore not supported.

Additional funding streams have since been introduced, and continue to be introduced, to reduce the economic impact of the COVID-19 pandemic.

WDC will work in liaison with Te Waka and funding partners regarding potential funding opportunities for priority projects.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Progress Reports will be presented to the Council on an as required basis.	As Required	

Youth Liaison/Youth Council

1.0 DESCRIPTION

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

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

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

Amendments to the term of the Waitomo District Youth Council work programme have been applied to align with the school calendar year and is a direct result of evaluating the Youth Councils work programme and opportunities for improvement.

2.0 DISCUSSION/ISSUES

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

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

Due to the impacts of COVID-19 a condensed Work Programme will be implemented for the 2020 calendar year.

Council will be briefed on WDYC activities via the Community Development Progress Report.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Community Development Progress Report	Quarterly (November, February, May and August)	Council will be kept briefed of Youth Council initiatives via the quarterly Community Development Progress Report.
Call For Nominations – 2020 Youth Council	March 2020	Completed
Council Meeting Adoption of a condensed WDYC Work Program for the 2020 calendar year and WDYC presentation to Council.	30 June 2020	
Call For Nominations – 2021 Youth Council	March 2021	
Youth Council Induction	April 2021	
Council Meeting Adoption of WDYC Work Program for the 2020 year	25 May 2021	

Key Milestone	Indicative Timeframe	Commentary
Council Meeting WDYC to present to Council once per year	27 July 2021	

Community Events

1.0 DESCRIPTION

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

2.0 DISCUSSION/ISSUES

Council supports two community events - the Te Kuiti Christmas Parade and The Great New Zealand Muster.

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

The delivery mechanism for events, or parts thereof, may alter subject to the establishment of a WDC Events Policy.

3.0 KEY MILESTONES

Christmas Parade

Key Milestone	Indicative Timeframe	Commentary
Consultation: Identify and consult with key stakeholders.	September/October 2020	
Review and implement Project Plan	October 2020	
Advertise and communicate: Continue communication with key stakeholders, community and other target markets.	November/December 2020	
Christmas Parade 2020	To be confirmed	
Council Meeting Council will be briefed of the event via the quarterly Community Development Progress Report.	23 February 2021	

Great New Zealand Muster

Key Milestone	Indicative Timeframe	Commentary
Review scope of Great NZ Muster including Health and Safety requirements	September/October 2019	Completed
Identify and consult with key stakeholders.	September/October 2019	Completed
Development and implementation of a Project Plan	October 2019	Completed
Advertise and communicate: Continue communication with key stakeholders, community and other target markets.	January to March 2020	Completed
Great NZ Muster 2020	4 April 2020	The Great NZ Muster 2020 was cancelled due to COVID-19 control measures.
Council Meeting Management Report on the main event (The Muster) identifying success and the budget.	Not Applicable due to event being cancelled.	
Review scope of Great NZ Muster including Health and Safety requirements	September/October 2020	
Identify and consult with key stakeholders.	September/October 2020	
Development and implementation of a Project Plan	October 2020	
Advertise and communicate: Continue communication with key stakeholders,	January to March 2021	

Key Milestone	Indicative Timeframe	Commentary
community and other target markets.		
Great NZ Muster 2021	To be confirmed	
Council Meeting Council will be briefed of the event via the quarterly Community Development Progress Report.	25 May 2021	

Combined Mayoral ITO Graduation Ceremony

1.0 DESCRIPTION

This project of work supports the delivery of the Waitomo and Ōtorohanga Districts Combined Mayor Industry Training Organisation (ITO) Graduation Ceremony.

2.0 DISCUSSION/ISSUES

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

In 2011, the Waitomo and Ōtorohanga Mayors agreed to combine the Graduation Ceremonies and host the Ceremony year about. Wintec is also involved in the Ceremonies and the cost of the Ceremony is divided between the two Councils and Wintec.

Ōtorohanga will host the Ceremony in 2019 and 2021. WDC will host the Ceremony in 2020.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Meeting of Key Stakeholders to revise Ceremony Project Plan		Ōtorohanga District Council is the lead Host for the 2019 event and will advise of dates once set.
Graduation Ceremony Hosted by Ōtorohanga DC	24 October 2019	Complete
ITO Graduate information requested via the Mayor's Taskforce for Jobs office	July 2020	
Meeting of Key Stakeholders to revise Ceremony Project Plan	August 2020	<u>Note:</u> Actual dates will not be set for some of this process as it is dependent upon when the Graduate information is received.
Graduate information received from Industry Training Organisations	September 2020	
Invitation to Graduates and Families/Supporters	October 2020	
Graduation Ceremony Hosted by Waitomo DC	November 2020	The Graduation Ceremony will be held at the Les Munro Centre in November 2020. The actual date is yet to be agreed between the two Councils.
Meeting of Key Stakeholders to revise Ceremony Project Plan	Dates to be confirmed closer to the time by Ōtorohanga District Council and have been estimated below	Ōtorohanga District Council is the lead Host for the 2021 event and will advise of dates once set.
Graduate names received from Industry Training Organisations	August 2021	
Invitation to Graduates and Families/Supporters	September 2021	
Graduation Ceremony Hosted by Ōtorohanga DC	November 2021	

Waitomo Sister City Relationship

1.0 DESCRIPTION

The Sister City Relationship Agreement between the Waitomo District and Tatsuno Japan was signed on 30 March 1995. The agreement reflects friendship between the district and people of Waitomo and Tatsuno, with the mutual desire for both communities; to promote friendship and goodwill; to encourage understanding and awareness of our separate cultures; and to encourage the exchange of ideas and people. The objectives of the relationship are:

1. To positively promote the relationship.
2. That the arrangement will not be affected by changes to elected officers.
3. That both Councils will consult on a continuing basis to ensure there is a viable link between the two communities.
4. That the link should not impose any financial burden on either community and all visits would be by mutual consent.

2.0 DISCUSSION/ISSUES

The Sister City Committee was formed in 1995, charged with the responsibility of developing and maintaining a meaningful and beneficial sister city relationship with Tatsuno. The committee is made up of a cross selection of members of the community and WDC representation.

Following the request from the WSCC to establish the Sister City Committee as an independent entity, Council agreed to include a project in the Road Map to investigate future delivery options. A review was undertaken and Council resolved to support the disestablishment of the Waitomo Sister City Committee and re-purpose the Sister City annual budget to a Triennial Grant upon the successful establishment of a Sister City Incorporated Society.

The WSCC were informed of Councils decision. Committee members have commenced arrangements to establish a Sister City Incorporated Society.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Formalise arrangements for the future delivery of the Sister City Committee	December 2019	
Council Meeting <ul style="list-style-type: none"> ▪ Support the disestablishment of the Waitomo Sister City Committee upon the successful establishment of a Sister City Incorporated Society. ▪ Approve the re-purposing of the Sister City annual budget to a Triennial Grant for the period 1 July 2018 – 30 June 2021 upon the successful establishment of a Sister City Incorporated Society. 	27 November 2018	Complete
Audit, Risk and Finance Committee Meeting Briefing on delays and implications of those delays	13 August 2019	Complete
Council Meeting <ul style="list-style-type: none"> ▪ Inform Council of the incorporation of the new Waitomo Sister City Incorporated Society. ▪ To confirm Council's endorsement of a new delivery arrangement for the Waitomo Sister City relationship, as agreed at the 27 November 2018 Council meeting. ▪ Consideration of an Out of Round Triennial Grant Application from Waitomo Sister City Incorporated. 	25 February 2020	Complete. Council at its 25 February 2020 meeting resolved: <ol style="list-style-type: none"> 2 Council note the Agreement between the District of Waitomo and the Town of Tatsuno dated 26 April 1995. 3 Council respect and endorse the Agreement between the District of Waitomo and the Town of Tatsuno dated 26 April 1995. 4 In line with its resolution of 27 November 2018, Council note the disestablishment of the

Key Milestone	Indicative Timeframe	Commentary
<ul style="list-style-type: none"> Appointment of Council representatives to the Society. 		<p>Waitomo Sister City Committee and the re-purposing of the 2019/2020 and 2020/2021 Sister City annual operational budget to support the making of a Triennial Grant for Years 2 (2019/2020) and 3 (2020/2021) of the current 10 Year Plan cycle.</p> <p>5 Council confirm the value of the Triennial Grant for Year 2 (2019/2020) and Year 3 (2020/2021) of the current 10 Year Plan cycle be \$6,800 per annum.</p> <p>6 Council invite the Waitomo Sister City Incorporated Society to Workshop the Memorandum of Understanding between with the Incorporated Society and Council.</p>
<p>Workshop (Council and Waitomo Sister City Incorporated) To workshop a draft Memorandum of Understanding</p>	10 March 2020	In line with Council's Resolution 6 above, a Workshop was arranged between WDC and Waitomo Sister City Incorporated for 10 March 2020, however due to unforeseen circumstances this Workshop did not take place. A new Workshop date will be scheduled.

Customer Services Strategy – Review

1.0 DESCRIPTION

Council adopted the WDC Customer Services Strategy on 27 May 2014. The Customer Service Strategy supports the Waitomo District Council's commitment to delivering a high standard of customer service, consistently. WDC engages with people and communities in many ways through its consultation, communication, community development and Customer Service. WDC also engages and interacts with customers through the provision of a range of everyday services, including but not being limited to three waters, roading, parks and playgrounds, information centre, libraries, environmental health services, building control services and animal control as examples.

By demonstrating our commitment to the strategy we are embracing the WDC vision and values by consistently delivering exceptional customer service, building a strong level of trust, being accessible, acting with integrity and transparency between customers and WDC. The Customer Service Strategy will assist us in being a practical, proactive, service led, customer focused organisation.

The strategy identified six key service improvements that would assist WDC to develop a culture that focuses on the delivery of high standard customer service, consistently:

- Understand our customers and their needs
- Effectively communicate with our customers and the community
- Empower all employees to serve our customers
- Value customer satisfaction and simplify the customer experience
- Embrace technology to benefit our customers
- Investigate the provision of joint services facility

2.0 DISCUSSION

The review of the Customer Services Strategy will commence in March 2020

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Internal review of Strategy	March 2020	Underway
Council Workshop Review of Customer Services Strategy	8 October 2020	Re-scheduled to October 2020 due to COVID-19 work priorities.

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Adopt Customer Services Strategy	24 November 2020	

Customer Services Charter – Review

1.0 DESCRIPTION

Council adopted the Waitomo District Council Customer Services Charter on 6 March 2014. The Charter confirms WDC's commitment to deliver exceptional customer service and provide a high level of quality services. The Charter outlines the WDC standard of service our customers can expect to receive, our responsibilities and how our customers can help us in our dealings and is our commitment to our customers to creating a better future with vibrant Communities and thriving business.

2.0 DISCUSSION

The review of the Customer Services Charter will commence in March 2020 in line with the Customer Services Strategy.

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Internal review of Charter	March 2020	Underway
Council Workshop Review Customer Services Charter	8 October 2020	Re-scheduled to October 2020 due to COVID-19 work priorities.
Council Meeting Adopt Customer Services Charter	24 November 2020	

AMP Improvement and Monitoring: Community Development Activity Management Plan

1.0 DESCRIPTION

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

2.0 KEY MILESTONES

Community Development Activity Management Plan – Specific Improvement Projects 2018-2021		
Key Milestone	Indicative Timeframe	Commentary
Targeted Customer Satisfaction Surveys	2018-2021	
Business Continuity Plan for Customer Services sites reviewed	2018-2019	
Comprehensive database of grant applications, recipients, funding levels and funding trends maintained	2018-2021	
Operations Manuals reviewed – all Customer Service sites	2018-2021	
Council Workshop Workshop AMP as part of 10 Year Plan development	8 September 2020	

Waitomo District Citizens Awards – 2020

1.0 DESCRIPTION

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

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

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

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

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

Due to the impacts of COVID-19, the Call for Nominations and Awards Ceremony has been deferred, as outlined in the table below.

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Calling of Nominations	February 2020	
Repeat Call for Nominations process	June 2020	
Consideration of Nominations by Working Party	July/August 2020	
Awards Ceremony	September/October 2020	

Waitomo District Library – Library Management System Upgrade

1.0 DESCRIPTION

During the preparation of the 2018-2028 10YP, Council discussed and agreed on the upgrade of the Library Management System to the Kotui Collaboration. The key benefits to the customers are as follows:

- Available 24/7 on any internet compatible device
- All aspects of library collections are available in one space
- Use of familiar google-like interface to access the library
- Customers at libraries of all sizes can take advantage of the same tool set to access resources
- Capability for on-line payment

3.0 DISCUSSION/ISSUES

Kotui is a collaboration between a group of public libraries, the Association of Public Library Managers, Local Government New Zealand and the National Library of New Zealand. Migrating to Kotui will improve customer service, streamline operations and create opportunities for greater collaboration and future proofing against future developments. The Kotui library system will be operational by March 2020.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
System Go Live by	July 2020	

Infrastructure Services

Property: Queen Street Administrative and Civil Defence Building – Earthquake Strengthening

1.0 DESCRIPTION

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

2.0 DISCUSSION

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

Office layout changes and seismic strengthening will be done in parallel due to possible structural changes required for any proposed changes to office layout.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Detailed seismic assessment report completed by GHD	August 2019	Estimated cost of strengthening work is in range of \$70 – 100k.
Commission detailed design of seismic strengthening work	October 2019	
Commission Architect to develop Concept Design	Feb 2020	Architect and Structural Engineer to work together to finalise Concept Design and present Schedule of Works. Version 2 of the concept design received.
Concept Design V2	June 2020	To be reviewed by SMT.
Stage 1 Seismic Strengthening	Late 2020	Once the above steps are completed, timelines will be able to be added for Stages 1 and 2 of the project.
Stage 2 Office Layout to meet future needs	Late 2020	Both stage 1 & 2 to be undertaken simultaneously.
Council Meeting Report on Progress	Quarterly (November, February, May and August)	Reporting on progress will be contained in the quarterly Progress Report or a separate business paper should a Council decision be required.

Property: Te Kuiti Holiday Park – Development

1.0 DESCRIPTION

The Housing and Other Property AMP, developed as part of the 2012-2022 10YP, proposed several upgrades to the Marokopa and Te Kuiti Campgrounds. While works have been undertaken in Marokopa, works associated with the Te Kuiti Campground were put on hold.

Council requested an investigation be undertaken into establishing a new holiday park/campervan stay within the grounds of Brook Park with a view that such a facility would eventually replace the previous facility at Te Kuiti Domain.

2.0 DISCUSSION

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

3.0 KEY MILESTONES

Stage One

Key Milestone	Indicative Timeframe	Commentary
Preliminary site investigations and development of draft layout plan for Te Kuiti Holiday Park for discussion		Complete. A Concept Plan was considered by Council at the 26 May 2015 meeting. Revised Aug 2018
Investigations into consenting requirements, development of initial staging and preparation of draft costings	September 2015 – November 2015	Land use consent will be required for a Holiday Park facility at Brook Park as the land is zoned Residential.
Council Meeting Reporting on the outcomes of the above investigations and seeking direction for further development of the proposal	December 2015	Complete
Further outcomes and timelines for this project considered as part of WDC EAP development for the 2016/17 Financial year		
Development of a Holiday Park and Dump Station	September 2018	Complete
Establishment of Ablution facility and 10 campervan hard stands	1 December 2018	Completed – 24 December 2018. Funding of \$200,000 was received from MBIE for installation of cooking and ablution facilities. This funding led to the acceleration of Stage 1 of the project. The NZ Motor Caravan Association agreed to Fund \$7,220 towards the cost of a dump station to be located at the holiday park.

Stage Two

Key Milestone	Indicative Timeframe	Commentary
Stage 2: Development of an additional 15 sites	For consideration in context of 2021-31 10YP	Future stages of development will be dependent on funding approval and in conjunction with the proposed Brook Park Development Plan.

Stage Three

Key Milestone	Indicative Timeframe	Commentary
Stage 3: Development of an additional 15 sites	For consideration in context of 2021-31 10YP	Future stages of development will be dependent on funding approval and in conjunction with the proposed Brook Park Development Plan.

Stage Reporting

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Report on Progress	Quarterly (November, February, May and August)	Reporting on progress will be contained in the quarterly Progress Report or a separate business paper should a Council decision be required.

Parks and Reserves: Brook Park Development (including Vision and Stakeholder Engagement)

1.0 DESCRIPTION

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

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Draft Concept plan prepared.	August 2018	
Incorporate the Brook Park theme into the District Plan.	September 2018 - Ongoing	
Council Workshop Introduce and discuss draft Concept Plan.	12 March 2019 – Ongoing due for completion late 2020.	Council decided to concentrate on Brook Park fence and weed maintenance initially. This work is being undertaken now and will continue in the drier months.
Council Workshop Re-present and discuss draft Concept Plan.	November 2020	Once Council's Vision for Brook Park is agreed and directive obtained for the draft Concept Plan, a detailed timeline of Key Milestones will be added to the Road Map inclusive of Stakeholder Engagement.
Implementation of Concept Plan	Feb 2021	
Council Meeting Report on Progress	Quarterly (November, February, May and August)	Reporting on progress will be contained in the quarterly Progress Report or a separate business paper should a Council decision be required.

Parks and Reserves: Walking Track Strategy

1.0 DESCRIPTION

WDC needs to measure and assess the tracks (including structures) we currently maintain. Once we know what we have and what condition it is in then a strategy can be developed for how best these tracks can be developed and maintained through a contractual basis, based on NZS Handbook 8630:2004

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

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Identification, Investigation and prioritisation	March 2019	On Hold: A WDC Walking Track Strategy is not a priority at this time.
Council Workshop Report to Council outlining findings of walking track audit		
Development of Walking Track Strategy		
Council Workshop Draft Walking Track Strategy presented to Council		
Council Meeting Walking Track Strategy presented to Council for adoption		

Parks and Reserves: Bridge/Pontoon/Jetty Renewals

1.0 DESCRIPTION

WDC manage and maintain a number of pontoons and jetties around the district.

2.0 DISCUSSION

Many of these are in need of maintenance and upgrades.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Inspect all pontoons and jetties and develop a planned maintenance schedule.	March 2019	Completed
Council Workshop Present to Council inspection report		
Implementation of planned maintenance on structures	Stage 1 - 2019/20 Stage 2 - 2020/21	The Te Waitere and Mokau jetties have had all required works completed. The Te Maika jetty requires extensive maintenance works that exceed currently available budget. Additional funding has been proposed for the 2020/21 draft EAP.
Council Meeting Report on Progress	Quarterly (November, February, May and August)	Reporting on progress will be contained in the quarterly Progress Report or a separate business paper should a Council decision be required.

Recreation and Culture: Te Kuiti Aerodrome

1.0 DESCRIPTION

The Te Kuiti Aerodrome is an important strategic asset for the community.

WDC has been undertaking a number of workstreams at the Aerodrome, and these are detailed in the tables below.

2.0 DISCUSSION / ISSUES

An associated workstream is the development of a Reserve Management Plan (RMP) for the Aerodrome as part of the comprehensive RMP being developed in line with the District Plan Review process. The RMP will give direction to the future development of the aerodrome and provide guidance as to how this reserve should be best managed for the benefit of the community and users. Refer to the District Plan section of this roadmap for further information on the RMP process.

The RMP work will be complemented by consideration of how the Aerodrome could be developed in the future. On 30 October 2018 (ref A410778), Council considered future development plans for the Aerodrome and approved stages 1-3. Stage 1 involved health and safety related works, stage 2 involves the demolition of unsafe buildings (hangers), and stage 3 is the consideration of future development.

Stage 2 has been programmed for 2020/21.

Stage 3 will be considered further as part of the 2021-31 10YP workstream.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Workshop with WDC Working Group to agree Project Plan and identified timelines	August 2017	A business paper (Parks & Reserves RMP) was presented to Council at the 29 August 2017 meeting. At that meeting Council resolved

Key Milestone	Indicative Timeframe	Commentary
		(1) To defer development of the Proposed RMP for the Aerodrome in favour of its inclusion in an overall RMP work program; and (2) That the development of an overall RMP work program, to be aligned with the Proposed District Plan process, including the identification of RMPs for specific significant reserves, and a single RMP for all identified passive reserves.
Health and Safety considerations	March 2018	A Health and Safety audit by an independent organisation has highlighted the need to address serious H&S considerations at the Aerodrome.
Investigation to findings and development of a draft Aerodrome Development Plan	September 2018	This concept includes a proposed industrial zone, new entranceway from SH3 to this area, possible future building sites within the aerodrome site including a proposed separate public entrance to eliminate the risk of public onto the airfield.
Concept Plans received from Aviation Consultant for review	10 September 18	
Council Meeting Presentation and adoption of future development stages 1-3	30 October 2018	
Aviation Consultant and WDC representative to meet with Lessees	February 2019	Discussion around future development.
Phase 1 Redevelopment of Entranceway Access Restrictions	August 2019 August - October 2019	This has been completed to address critical Health and Safety considerations. Construction works to upgrade the access road and restrict access where required is now complete. . Complete
Taxiway extension	November 2020	
Review and Renew Lease Agreements	November 2019 - Ongoing	New leases have been drafted and others have been renewed.
Phase 2 Demolition of unsafe buildings	July 2020 – July 2021	
Phase 3 Feasibility Studies for future development, including potential zoning	July 2021 – July 2022	
Further milestones to be confirmed once project plan adopted.		
Council Meeting Report on Progress	Quarterly (November, February, May and August)	Reporting on progress will be contained in the quarterly Progress Report or a separate business paper should a Council decision be required.

Recreation and Culture: Aerodrome Runway Resurfacing

1.0 DESCRIPTION

The runway has not been resealed for some time.

2.0 DISCUSSION

There is budget allocation in the 2019/20 FY year of \$15,000 with the balance required to come from the Aerodrome Improvements budget with works be carried out as part of the Aerodrome development.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Runway Resurfacing	November 2019 – February 2020	30m to either end of the runway requires resurfacing at a cost of \$7,700. Further work to the north end metal section will be done at a cost of \$14,000. Complete

Recreation and Culture: Te Kuiti High School Community Sports & Recreation Facility

1.0 DESCRIPTION

A Community Working Party met in late 2015 to hear about and discuss a proposed Community Sports and Recreation Facility at Te Kuiti High School. Te Kuiti High School needs to either upgrade or replace its current gymnasium, which is over 40 years old, and no longer adequate for school needs.

The TKHS Board of Trustees decided to investigate a school/community partnership to develop a new facility that would fit the needs of the school and at the same time provide the community with a multi-purpose gymnasium and recreation centre.

The first stage of this investigation was to look at the various needs of potential users of the facility, including:

- Is a new facility necessary, and would it be economically viable?
- What benefits to the community, as well as the school could it provide?
- Who would use it?
- What facilities should it include?
- How could the project be funded?
- How could it be managed and what governance structure would be needed to oversee it?

The early stage focus was on what the facility could include, to build a picture of what it would look like and how the community would benefit from it.

The process of investigating, planning and pulling everything together is a long one, and must be completed before a final decision to proceed to is taken.

2.0 DISCUSSION

The Game On Community Trust was established to look at feasibilities/options along with timelines and consultation, etc.

As part of developing the 2018-2028 10YP, Council consulted on a proposal to provide a maximum capital funding grant to the Game On Community Trust of \$1.5M (\$1M being provided in 2018/19 and \$500,000 in 2019/20) on the proviso that if the Trust is able to source additional funding from other benefactors then Council's contribution would reduce. Following that consultation process, this proposal was included in the adopted 2018-2028 10YP.

Progress reports related to this project will be made to Council on an as needs basis.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Report on Progress	Quarterly (November, February, May and August)	Reporting on progress will be contained in the quarterly Progress Report or a separate business paper should a Council decision be required.

Recreation and Culture: Waitomo District Library Upgrade

1.0 DESCRIPTION

The Waitomo District Library building consists of concrete block construction, steel joinery with a coloursteel roof.

2.0 DISCUSSION

The library building is in need of general maintenance to the exterior. Included in this would be a total repaint and assessment of the lower roof.

The building is dated and requires repairs, maintenance and upgrades to both the interior and exterior.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Old shelving replacement with movable shelving to allow for the opening up of space in the main area when required	August 2018	Completed
Prepare planned maintenance schedule	December 2018	Completed.
Investigation into new layout of the Library office area to ensure best utilisation of the office space.	February 2019	On hold due to budget restrictions.
Maintenance: New lower roof replacement	February 2019	Completed.
Maintenance: Exterior repaint	April 2019	Completed.
Council Meeting Report on Progress	Quarterly (November, February, May and August)	Reporting on progress will be contained in the quarterly Progress Report or a separate business paper should a Council decision be required.

Public Amenities: Te Kuiti Cemetery Development Plan

3.0 DESCRIPTION

In 2013 Council purchased additional land for the expansion of the Te Kuiti Cemetery to cater for the future needs of the town and district.

2.0 DISCUSSION

The designation of this land as cemetery will be completed in line with the development of the District Plan.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Development of concept design for the future expansion of the cemetery		Timelines to be confirmed upon finalisation of land acquisition.
Council Meeting	25 September 2018	Alternative land has been offered for the development of the cemetery. This option has been considered by Council and is awaiting on feedback from Mr and Mrs. Reynolds in regards to the lifting of the covenant.
Acquisition of land from the Reynolds	July 2020	In progress and in final stages.

Key Milestone	Indicative Timeframe	Commentary
Sale of Lot 3	By the end of 2020	A condition of land acquisition from Mr & Mrs Reynolds is that Lot 3 be listed for sale within two years of the signed agreement. The land has been valued and a method of sale is underway.
Development of new section	Late 2020	Construction of fencing, removal of hedge and landscaping.
Council Meeting Report on Progress	Quarterly (November, February, May and August)	Reporting on progress will be contained in the quarterly Progress Report or a separate business paper should a Council decision be required.

Public Amenities: Piopio Cemetery Expansion

1.0 DESCRIPTION

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

2.0 DISCUSSION

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

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Review Cemetery Capacity	Ongoing	Review of the Cemetery's capacity is under constant review as the cemetery nears its limit and future development is planned.
Council Meeting Report on Progress	Quarterly (November, February, May and August)	Reporting on progress will be contained in the quarterly Progress Report or a separate business paper should a Council decision be required.

Public Amenities: Public Toilet Upgrades

1.0 DESCRIPTION

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

WDC's 2018-28 10YP provides for toilet upgrades at Mokau and Waitomo Village subject to 50% funding from MBIE through the next round of Tourism Infrastructure Funding (scheduled for the first half of 2019).

The Mokau project is scheduled for completion in 2018/19 and Waitomo Village toilets in 2019/20.

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Prepare Concept Plans - Mokau - Waitomo Village	August 2020	Completed for Mokau. In design stages now. Waitomo Village feasibility under consideration – On hold
Application for TIF - Mokau	February 2019	Completed and approved.
Construct new toilets - Mokau	August 2020	Public consultation to be undertaken on concept plan.
Council Meeting Report on Progress	Quarterly (November, February, May and August)	Reporting on progress will be contained in the quarterly Progress Report or a separate business paper should a Council decision be

Key Milestone	Indicative Timeframe	Commentary
		required.

AMP Improvement and Monitoring: Housing and Other Property

1.0 DESCRIPTION

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

2.0 DISCUSSION / ISSUES

The detailed planning giving effect to asset management improvement plans is contained in each of the Asset Management Plans. Council involvement therein will be provided closer to the time.

The content of the AMP is based on current levels of service, asset information and the knowledge of WDC staff. The quality of AM planning and accuracy of financial projections is dependent on improved knowledge of customer expectations, further developed AM practices, accurate data to optimise decision making, review of outputs, development of strategies and further planning.

The purpose of an AM improvement plan is to improve the current management practices for AM processes, information systems and data. The improvement plan will provide for the staged improvement of AM practices to an appropriate level for AMP preparation, process improvements, information system development, and data collection and recording.

3.0 KEY MILESTONES

Housing and Other Property AMP – Specific Improvement Projects 2018-2021		
Key Milestone	Indicative Timeframe	Commentary
Undertake asset data and condition assessment investigations.	2018-2021	
Include building data in a proprietary asset management programme such as AssetFinda or adapted NCS.	2018-2021	
Undertake condition		
Input leases and licences into NCS	2018-2021	
Review of AMP 2018	2020	

AMP Improvement and Monitoring: Parks and Reserves

1.0 DESCRIPTION

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

2.0 DISCUSSION / ISSUES

The detailed planning giving effect to the improvement plans is contained in each of the Asset Management Plans. Council involvement therein will be provided closer to the time.

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

The purpose of an AM improvement plan is to improve the current management practices for AM processes, information systems and data. The improvement plan provides staged improvement of AM practices to an appropriate level for AM plan preparation, process improvements, information system development, and data collection and recording.

3.0 KEY MILESTONES

Parks and Reserves AMP – Specific Improvement Projects 2018-2021		
Key Milestone	Indicative Timeframe	Commentary
Undertake asset data and condition assessment investigations.	2018-2020	
Include parks and reserves asset data in a proprietary asset management programme such as AssetFinda and into WDC's GIS programme.	2018-2021	
Purchase of data logger and development for in field inspection recording	2018	
Review of Leases and Licences when necessary including importing building lease data base in NCS	2018-2021	
Review AMP	2020	As part of 2021 draft 10YP work plan

AMP Improvement and Monitoring: Public Amenities

1.0 DESCRIPTION

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

2.0 DISCUSSION / ISSUES

The detailed planning giving effect to the improvement plans is contained in each of the Asset Management Plans. Council involvement therein will be provided closer to the time.

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

The purpose of an AM Improvement Programme is to improve the current management practices for AM processes, information systems and data. The improvement plan provides staged improvement of AM practices to an appropriate level for AM plan preparation, process improvements, information system development, and data collection and recording.

3.0 KEY MILESTONES

Public Amenities AMP – Specific Improvement Projects 2018-2021		
Key Milestone	Indicative Timeframe	Commentary
Undertake asset data and condition assessment investigations.	2018-2020	
Purchase of Notebook and development of inspections programme for toilet inspections and other functions within the Community Services area	2018-2021	
Include Building data in a "designed" Asset Management Programme such as SPM or spreadsheets attached to GIS	2018-2021	
Asset Management Planning miscellaneous	2018-2021	
Review AMP	2020	As part of 2021 draft 10YP work plan

AMP Improvement and Monitoring: Recreation and Culture

1.0 DESCRIPTION

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

2.0 DISCUSSION / ISSUES

The detailed planning giving effect to the improvement plans is contained in each of the Asset Management Plans. Council involvement therein will be provided closer to the time.

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

The purpose of an AM Improvement Programme is to improve the current management practices for AM processes, information systems and data. The improvement plan provides staged improvement of AM practices to an appropriate level for AM plan preparation, process improvements, information system development, and data collection and recording.

3.0 KEY MILESTONES

Recreation and Culture AMP – Specific Improvement Projects 2018-2021		
Key Milestone	Indicative Timeframe	Commentary
Undertake asset data and condition assessment investigations.	2018-2020	
Review operational manuals for Les Munroe Centre and print booklets	2018-2021	
Expand recovery plans to incorporate risk analysis	2018-2021	
Adoption of funding for three year improvement plan	2018-2021	
Develop detailed asset data associated with Recreation & Culture Assets	2018-2021	
Review of Activity Plan 2018	2020	As part of 2021 draft 10YP work plan

Asset Management

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

Roads and Footpaths: Rooding Activity Influencers

1.0 DESCRIPTION

The Roads and Footpaths activity is the single largest area of expenditure for Council. Given the scale of the activity, it is important to keep a close eye on the possible influencers of the activity and to assess the impacts. The Roads and Footpaths Asset Management Plan (AMP) has been reviewed to reflect the expected influences as far as possible.

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

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

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Report on Progress	Quarterly (November, February, May and August)	Reporting on progress will be contained in the quarterly Progress Report or a separate business paper should a Council decision be required.
Develop 2021-24 Rooding Business Case For NZTA funding	August 2020 – December 2021	Aligns with NZTA N10YP roll-out and WDC's 10YP development

Roads and Footpaths: Renewals

1.0 DESCRIPTION

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

2.0 DISCUSSION/ISSUES

The Transport Agency has granted approval for the full amount applied for by Waitomo DC for its road maintenance, operations and renewal activities for the 2018–2021 period. In addition, a significant programme of footpath renewals has been provided in the 2018-28 10YP, commencing in 2018/19. This programme was enabled due to a shift in NZTA's funding policy and the accelerated FAR.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Implement Local Roads Capital Works Programme	July 2019 - June 2020	For reasons of efficiency and flexibility the rehabs project are now combined to run over more than one financial year. A portion has been completed, however due to delays caused by the COVID-19 lockdown the rest are to be completed next financial year.
Implement Footpaths Programme	July 2019 - June 2020	Tenders closed on 17 March 2020 for Contract 500/19/005 WDC Footpaths and Associated Works

		2019/20 and 2020/21. Tender evaluation was interrupted by the COVID-19 lockdown. The 2019/20 programme of works will be carried over into the 2020/21 financial year.
Council Meeting Report on Progress	Quarterly (November, February, May and August)	Reporting on progress will be contained in the quarterly Progress Report or a separate business paper should a Council decision be required.

Roads and Footpaths: New Works (Improvements)

1.0 DESCRIPTION

New footpaths and widened footpaths are included in this category

2.0 DISCUSSION/ISSUES

New and improved footpaths are prioritised based on pedestrian counts, streets where there are no footpaths, service requests and requirements for access to services e.g. Medical Centres and Schools. A significant footpath improvement programme has been provided in the 2018-28 10YP, commencing in 2018/19 enabled by the NZTA shift in funding policy for its accelerated FAR.

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

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Report on Progress	Quarterly (November, February, May and August)	Reporting on progress will be contained in the quarterly Progress Report or a separate business paper should a Council decision be required.
Implement new footpaths programme	October 2019 – June 2020	Tenders closed on 17 March 2020 for Contract 500/19/005 WDC Footpaths and Associated Works 2019/20 and 2020/21. Tender evaluation was interrupted by the COVID-19 lockdown. The 2019/20 programme of works will be carried over into the 2020/21 financial year.
Implement road improvement programme	October 2019 – June 2020	No new road construction (greenfields) works programmed.

Roads and Footpaths: Te Kuiti Pedestrian Rail Overbridge

1.0 DESCRIPTION

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

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

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

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

2.0 DISCUSSION/ISSUES

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

The estimated cost of the project is \$1.35M, which includes preliminary investigations, and has qualified for an NZTA subsidy rate of 73%.

Council's approved budget for the project is \$510,000 over three successive years, commencing in 2019/20.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Option evaluation, consultation and design concept approval with KiwiRail, develop methodologies for demolition of the existing bridge structure and construction of the replacement in consultation with KiwiRail's Asset Engineers	July 2019	Completed
Phase One Geotechnical and site investigation plus preliminary design	July 2019 – September 2019	Completed.
Phase Two Final design, contract documentation, tender evaluation and procurement.	September 2019 – December 2019	Phase 2 delayed pending on option development and selection for bridge landing design for Rora Street and Carroll street ends.
Phase Three Project Construction and supervision	January 2020 – April 2020	Delayed. Expected to commence Sept/October 2020.
Council Meeting Report on Progress	Quarterly (November, February, May and August)	Reporting on progress will be contained in the quarterly Progress Report or a separate business paper should a Council decision be required.

Roads and Footpaths: Marokopa Seawall

1.0 DESCRIPTION

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

2.0 DISCUSSION/ISSUES

The decision to not address the necessary remedial measures required to ensure stability of the wall has left WDC with a structure that does not comply with the operative resource consents issued by Waikato Regional Council (WRC) in February 2013. WRC has since (June 2019) issued WDC with a Letter of Direction requiring information on the actions taken to be taken to achieve compliance with the consent. A site meeting with WRC staff took place in July 2019, with a process agreed for assessing the existing structure, identifying remedial actions, and addressing/changing consent requirements. That work is now underway.

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

Unclipping that section of wall from the WDC consent forms part of the s.127 change to the current consent.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Letter of Direction ex WRC	5 June 2019	Received
Site meeting with WRC	12 July 2019	Completed
Scoping of wall stability and consenting issues, and engagement of Consultant	August 2019	Completed
Assessment of wall stability, remedial actions, consent strategy	October 2019	Completed
Establish agreed consent pathway with WRC	October 2019	Completed
Initiate consent variations/new consents	November 2019 - January 2020	Changed consent issued May 2020
Implement remedial works	February/March 2020	Delayed due to consenting process and COVID-19. Now scheduled for July/August 2020
Council Meeting Report on Progress	Quarterly (November, February, May and August)	Reporting on progress will be contained in the quarterly Progress Report or a separate business paper should a Council decision be required.

Solid Waste: Cross Boundary Collaboration (WDC/RDC)

1.0 DESCRIPTION

The Waitomo district solid waste stream often has an origin and destination beyond the district boundaries. There are opportunities for collaboration and resource sharing to improve the efficiency and effectiveness of waste management and minimisation activities.

2.0 DISCUSSION/ISSUES

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

No further discussion occurred with RDC until July 2015, when a Consultant for RDC carried out a site visit of the WDC Landfill and discussed possible collaboration.

In early 2018, WDC was again approached by RDC expressing an interest in accessing the Waitomo District Landfill for its municipal waste disposal given its landfill would be at capacity in approximately two years' time. Based on the information provided, RDC's residual waste would increase the total annual waste disposed at the WDC landfill by approximately 30%.

Cost estimates for receipt of RDC's waste were provided to RDC and there has been no further discussion with RDC since providing that information. It is noted that RDC's waste stream would significantly reduce the capacity of the Waitomo Landfill and therefore would require a strategic review by WDC before agreeing to accept all or part of RDC's waste stream.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Monitor opportunities for cross boundary collaboration between WDC and RDC and report any new developments to Council.	As required.	This matter is stalled with no further communication from RDC.

Solid Waste: Waste Minimisation Promotion Programmes

1.0 DESCRIPTION

WDC's Solid Waste Management and Minimisation Plan (SWaMMP) was reviewed by Council in developing the 2018-2028 10YP and formally adopted by Council at its meeting of June 2018 with effect from 1 July 2018. Pursuant to section 50 of the WMA 2008, Council must review the SWaMMP within 6 years and therefore the SWaMMP will need to be reviewed before September 2023.

2.0 DISCUSSION/ISSUES

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

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Report on Progress	Quarterly (November, February, May and August)	Reporting on progress will be contained in the quarterly Progress Report or a separate business paper should a Council decision be required.

Solid Waste: District Transfer Station Improvements

1.0 DESCRIPTION

Development of the District Transfer Stations was completed to an acceptable functional standard in the 2009-2012 period. It is intended that WDC's Transfer Stations will continue to operate within those standards for the period of the 2018-28 10YP with the exception of minor upgrades such as fence and signage renewals.

Solid Waste: Waitomo District Landfill – Extend Capacity

1.0 DESCRIPTION

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

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

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

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Future Demand Study	December 2015	A 'whole of life' study has been completed to determine: - <ul style="list-style-type: none"> • Where refuse will come from for the balance of the resource consent. • Effects the statutory cost increases from the ETS will have on the Landfill. • Cost of further developing the Landfill. • The financial viability of the Landfill due to increased costs to the user following ETS

Key Milestone	Indicative Timeframe	Commentary
		legislation. <ul style="list-style-type: none"> • Purchase of NZU units (Carbon Credits) reducing the impact of the cost of the ETS legislation for the next 3 years buying time to find a feasible way forward. • Volumes of rubbish consistently declining while operational cost of the landfill is fixed thus putting upward pressure on cost per tonne disposed.
Ascertain residual consented and optimised life of landfill	June 2018	
Apply for resource consent to extend capacity of landfill over current footprint	November 2018	The Resource Consent Application was lodged with the Regional Council on 3 May 2019 and, if granted, will enable the optimised fill capacity to be increased to approximately 420,000 tonnes.
Construct high wall liner	2019/20 – 2020/21	A budget of approximately \$1.5m over the two years has been provided in WDC's 2018-28 10YP
Council Meeting Report on Progress	Quarterly (November, February, May and August)	Reporting on progress will be contained in the quarterly Progress Report or a separate business paper should a Council decision be required.

Solid Waste: Waitomo Landfill Operations and Kerbside Collection Contract Renewal

1.0 DESCRIPTION

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

EnviroWaste also manages the District Kerbside and Transfer Stations Collection contracts.

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

These contracts were retendered in 2016 with EnviroWaste retaining the landfill and collection contracts.

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
WDC Landfill Operations contract (500/16/041)	May 2017-2022	The current contract has a five year term to align with the expiry of the current landfill resource consent.
Kerbside Collection and Transfer Station Refuse and Recycling Collection Services Contract (500/16/038)	May 2017-2024	The current contract has a seven year term.

Stormwater: Catchment Management Plans Update/Review

1.0 DESCRIPTION

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

2.0 DISCUSSION/ISSUES

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

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Complete Catchment Assessment for Te Kuiti	June 2020	Project progressing with consultant. A consultant has been engaged to assess the existing TK stormwater catchment data delay due to COVID-19 restrictions.
Council Meeting Report on Progress	Quarterly (November, February, May and August)	Reporting on progress will be contained in the quarterly Progress Report or a separate business paper should a Council decision be required.

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

1.0 DESCRIPTION

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

2.0 DISCUSSION/ISSUES

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

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Complete annual renewals programme.	July 2019 – June 2020	Programme to be developed and reported based on condition assessment.
Council Meeting Report on Progress	Quarterly (November, February, May and August)	Reporting on progress will be contained in the quarterly Progress Report or a separate business paper should a Council decision be required.

Stormwater: Health and Safety Issues

1.0 GENERAL

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

2.0 DISCUSSION/ISSUES

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

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

3.0 KEY MILESTONES

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

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Report on Progress	Quarterly (November, February, May and August)	Reporting on progress will be contained in the quarterly Progress Report or a separate business paper should a Council decision be required.

Sewerage: Benneydale Renewals

1.0 DESCRIPTION

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

2.0 DISCUSSION/ISSUES

The old reticulation system was theoretically past the end of its asset life cycle. An investigation process (CCTV) was completed to determine the actual condition of the reticulation, with replacement of the network 90% complete. A modest residual amount is scheduled for completion in 2019/20.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Council Meeting Report on Progress	Quarterly (November, February, May and August)	Reporting on progress will be contained in the quarterly Progress Report or a separate business paper should a Council decision be required.

Sewerage: Te Kuiti Wastewater Treatment Plant

1.0 DESCRIPTION

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

A condition assessment of the treatment pond embankment is also to be completed in 2019/20.

2.0 DISCUSSION/ISSUES

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

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Replacement of aeration equipment and Minor Renewal at the WWTP	December 2019 – June 2020	Equipment being purchased
Undertake a condition assessment of the WWTP Pond Embankment	January 2020 – June 2020	Engagement from consultants being followed up
Council Meeting Report on Progress	Quarterly (November, February, May and August)	Reporting on progress will be contained in the quarterly Progress Report or a separate business paper should a Council decision be required.

Water Supply: Te Kuiti – Alternative Water Source Investigation

1.0 DESCRIPTION

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

2.0 DISCUSSION/ISSUES

Investigations into the sustainable yield from a groundwater source are underway. The outcome of those investigations will inform the viability of a groundwater supply ahead of bulk raw water storage.

The initial project scope was to investigate the feasibility, and subsequent siting, of a suitable off-stream storage dam upstream of the Te Kuiti Water Treatment Plant.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Complete Investigations	August – September 2018	Well driller engaged
Report findings	November 2018	Pump testing discontinued due to insecure casing
Investigate alternative bore site	November 2018	Reported to Council that the bore at Mangarino could not be utilised and that a new site at Te Kuiti Domain is also being investigated.
	July 2019	A new investigation bore was sunk at Te Kuiti Domain to ascertain the depth and yield of a limestone layer that was expected to be water bearing. Ultimately, the drilling was terminated at a depth of 69m due to being unable to locate the target aquifer and with no evidence found of the recorded geology. This investigation bore will now become a monitoring bore for the purpose of the next stage of investigations.
Council Meeting Report on Progress	Quarterly (November, February, May and August)	Reporting on progress will be contained in the quarterly Progress Report or a separate business paper should a Council decision be required.

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

1.0 DESCRIPTION

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

2.0 DISCUSSION/ISSUES

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

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Develop programme	September 2018	
Report implementation progress	October 2018 – July 2021	Programme will extend over next 3 years.
Council Meeting Report on Progress	Quarterly (November, February, May and August)	Reporting on progress will be contained in the quarterly Progress Report or a separate business paper should a Council decision be required.

Water Supply: Piopio – Reservoir Pumping Line Renewal

1.0 DESCRIPTION

A new, dedicated rising main is to be constructed between the treatment plan and a new storage reservoir.

2.0 DISCUSSION/ISSUES

The current rising main doubles as a distribution pipe resulting in significant pressure shortage and shortened asset life. Budget provision for a new dedicated rising main has been allowed for in 2019/20 of the 10YP.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Complete design	July 2018	
Construct new rising main	November 2019 – June 2020	Construction costs exceed budget

Strategic: Te Waitere Water and Wastewater

1.0 DESCRIPTION

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

Council indicated that a strategic review needed to be scheduled to consider future growth and demand, treatment options, environmental and associated resource consent issues as well as future development and operational costs of the sewerage scheme.

2.0 BACKGROUND

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

Whilst the strategic review was commenced, workloads meant that no reasonable concept, including cost, etc. could be prepared for inclusion in the 2012-2022 10YP in any detailed way.

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

A high level development strategy involving provision of water and upgraded sewerage services is needed, but is not provided for in the 2018-28 10YP.

3.0 DISCUSSION/ISSUES

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

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

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

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

A water supply for Te Waitere would exacerbate the limited capacity of the current wastewater treatment and disposal system and is outside the scope of the 2018-28 10YP.

4.0 KEY MILESTONES

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

Key Milestone	Indicative Timeframe	Commentary
1. Permeability tests to assess sustainability of existing land discharge of waste water and possible future development	Completed	Results show that additional land will ultimately be needed for waste water disposal.
2. Development of detailed Scoping and associated Project Plan for inclusion in the Road Map.	Outside 2018-2028 planning period	
3. Consultation with property owners about development plans and land availability for land discharge	During the life of 2018-28 10YP	Dependent on available resources.
4. Consultation with all property owners on separator/septic tank maintenance service	During the life of 2018-28 10YP	Dependent on available resources.
5. Report to Council on conclusions		On completion of each action.

Water Supply: Te Kuiti – Reservoir Capacity Investigations

1.0 DESCRIPTION

The Te Kuiti water supply area is “zoned” for treated water storage purposes. That means that the benefit of the combined treated water storage capacity is not available across the whole supply area. That issue could be overcome by connecting the individual storage reservoirs through new water mains, but the costs of that option have been described as prohibitive.

Constructing an additional treated water storage reservoir to supplement the minimum storage zone has been identified as the best practicable option.

2.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
Investigate optimum sizing of supplementary storage reservoir.	Outside 2018-28 planning period	Subject to budget approval.

Strategic: Waitomo Village Water and Wastewater

1.0 DESCRIPTION

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

This project involves investigation of options for potential transfer of the currently privately owned and operated waste and wastewater service at Waitomo Village to WDC.

2.0 DISCUSSION/ISSUES

The water and wastewater infrastructure is held in private ownership and is therefore not currently part of Council's asset management responsibilities. Discussion with the owners has taken place; the main stumbling blocks are uncertainties around land tenure and hence financial risks associated with the location, age, condition and performance of the existing services.

The main issues are that the volume of water used and the volume of wastewater produced are such small quantities that upgrading the existing infrastructure, or commencing a greenfield infrastructure development will result in very high unit cost. Also, the present owner of the infrastructure has an expectation that the existing infrastructure would be purchased by Council.

In August 2012, Council received a deputation from Tourism Holdings Limited (THL) and members of the Waitomo Village community requesting Council takeover the service provision for Water and

Wastewater in the Waitomo Village. N.B. There is no mandate derived from the 2012-22, 2015-2025, or 2018-28 10YP's for any WDC involvement in Water and Wastewater assets in Waitomo Village.

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

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

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

- **Engineering assessment** - condition of assets, remaining life, and performance against national/required standards. Assessment of these will help to determine value of the assets (for ascertaining purchase cost), short term upgrade costs (the bare minimum required of public supplies and treatments) and longer term operating and upgrade costs.
- **Property issues** – The treatment plants as well as reticulation are built over private land with no legal access rights in some cases. A complete assessment and mapping of the reticulation and costs involved in negotiating legal access agreements and easements needs to be made.
- **Legislative Issues** - There are a number of legislative obligations mostly under the aegis of the Local Government Act 2002 (LGA) (though there is other legislation that must be taken into account like the Drinking Water Act, and the relevant Resource Consents that need to be considered and taken into account).
- **Consultation** - Community consultation and planning for it is vital to ensure the full import of any proposition is understood. Sections 82-89 of the LGA prescribe the consultation process. Any communication plan will need to cover three stages:
 - i) during the development of any proposal - prior to formal consultation
 - ii) during the formal consultation and
 - iii) during the implementation (while dealing with easements etc.).

At this stage, there is no commitment from the ownership parties to a process whereby the Village water and wastewater infrastructure could be properly investigated ahead of a proposal to transfer responsibility for future delivery of these services to WDC.

3.0 KEY MILESTONES

Key Milestone	Indicative Timeframe	Commentary
1. Development of preliminary scoping and associated project plan.	Completed 2017.	WDC condition assessment and valuation complete. Preliminary design and cost estimate complete. Met with THL around existing asset value and cost new systems. Financial modelling completed. Results sent to THL.
2. Define proposed planning map and develop development scenarios which will indicate demand	Completed 2016.	Structure Plan by Beca Consultants considered in identifying area to be serviced.
3. Investigate high technology solutions with cost and establish economic feasibility		Estimated cost of refurbishment of systems not much different from replacement and have shorter expected asset life than total replacement.
4. Report to Council on conclusions	On completion of each section	The only possible solution to make the cost of the service more affordable is to obtain Government funding. An application from WDC would not meet funding criteria because WDC does not have control over the land or infrastructure. Discussion with the ownership parties is currently stalled.

AMP Improvement and Monitoring: Roads and Footpaths

1.0 DESCRIPTION

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

The Key Milestones Table below is a summary of the "Improvement and Monitoring" Section of the AMP as adopted by Council in 2018 for preparation of the 2018-2028 10YP.

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

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

2.0 KEY MILESTONES

Roads and Footpaths AMP – Improvement and Monitoring		
Key Milestone	Indicative Timeframe	Commentary
1. Complete rating survey of footpaths and input to RAMM	December 2018	Completed.
2. Complete FWD on all secondary collector roads at network level of about 110km over 10 Years.	July 2018 – June 2028	This will require an investment of about \$29,000 per year on FWD testing. Underway.
3. Deploy a High Speed Data Truck to improve a range of other condition assessments on the network, such as rutting, texture, roughness and cracking, and skid resistance if affordable.	Annual programme	An approximate cost estimate is \$30K per year. Underway.
4. Review forecast increase in road use demand and location data, especially for forestry/quarry haulage routes.	December 2019	Provision made in 2018-2028 draft 10YP for increased forest harvest haulage. Ongoing, updated three-yearly.
5. Monitor impact of expected forestry haulage on condition of road condition/safety	2022-29	Coincides with forecast forestry harvest dates based on 28 year planting cycle.
6. Monitor impact of expected tourism numbers on existing road capacity/safety	Annually Dec-April	Initial assessment is that the impact in vehicle numbers is not significant but it is significant from a safety perspective. Complete for the existing network as part of ONRC.
7. Review roading assets required to support concept plans for potential growth areas (Waitomo village, Mokau etc.)	2019/20	This will be completed as part of district plan review process currently underway. Review complete. Footpath improvements programmed for 2020/21.
8. Development of detailed plans and schedules for maintenance activities such as roadmarking and car parking within the network	Dec 2019	Identified all carparks in town and recorded these on aerial photos in July 08. Still to complete inventory for surface marking, asset data and maintenance scheduling. Low priority, delayed.
9. Continuous training updates in the use of relevant activity management programmes such as RAMM at WDC	As appropriate	Extra training needed due to appointment of new staff to critical asset roles. In progress.
10. Upgrade of culverts to a minimum size of 375mm diameter, or as specifically designed, taking account of appropriate sizing for catchment areas	June 2028	Extended due to budget limitations. Most urgent improvements have been completed. Programme continues for remaining culverts.

Roads and Footpaths AMP – Improvement and Monitoring		
Key Milestone	Indicative Timeframe	Commentary
11. Review standards for next generation maintenance contract.	July 2019/21/23	Current maintenance contract commenced 1 March 2017. 3+2+2 year term. Earliest potential re-tender is in 2020. Contract rolled over 28 February 2020 for a further 2-year term.
12. Complete a cycling and walking business case.	Review July 2020	Draft strategy completed some years ago (2009). Use this as part of the 'Review of Pre-Existing Work'.
13. Install correct RP pegs on all roads.	July 2020	Depends on resource availability
14. Install correct CMP's on all roads.	July 2020	As above.
15. Install correct RAPID numbers on all roads.	July 2020	As above.
16. Design and undertake a survey of customer service needs and satisfaction in alignment with ONRC performance measures	March 2019 – March 2021	Current resident satisfaction surveys for roads and footpaths do not provide a meaningful basis for analysing customer needs or satisfaction trends against ONRC performance measures.
17. Review safe speed environment for each ONRC classification of the rural network using NZTA Speed Management Guide	July 2019- Dec 2020	Excessive speed was over-represented as a contributing factor in 2011-15 CAS road accident statistics for the Waikato. The geometry and dimensions of much of the rural network need to be reflected in safe travel speeds corresponding to the relevant ONRC classification. (Delayed, see section <i>Land Transport Bylaw – Speed Limits Review</i> , page 46)
18. Identify the existence of and, if necessary, establish a memorandum of understanding for maintenance responsibilities and levels of service on WDC/ODC boundary roads	July 2019 - Dec 2019	WDC has very few, if any, boundary roads that straddle inter-TLA boundaries. A review of the existence of, and need for, an understanding of maintenance responsibilities for these roads is the next step. In progress.
19. Review opportunities for smart procurement of network service delivery appropriate to WDC's operating environment and that may add value to current service delivery and asset management processes.	July 2018 – June 2021	WDC has considered shared service delivery arrangements for managing and maintaining its network as part of the review of its approved procurement strategy. While past experiences have not always proven advantageous, potential exists for new ideas.
20. Review the strategic focus of this AMP following adoption of GPS 2018 and any subsequent changes to the R10YP.	July 2018 – June 2020	The new government commenced a review of its GPS on land transport following its election in 2017. The strategic focus of this ASMP will need to be aligned with GPS 2018 and subsequent changes to the R10YP. In progress.
21. Review HCV growth trends on local network	July 2018 – June 2020	Increased HCV traffic loading has a direct relationship with pavement life and rehabilitation programming. Enhance accuracy by interviewing trucking harvesting companies. Ongoing
22. Monitor the effects of climate change on local roading network.	July 2018 – June 2020	The impact of increasing rainfall trends and rising sea level impact on the resilience and maintenance/renewal programmes. Ongoing

Roads and Footpaths AMP – Improvement and Monitoring		
Key Milestone	Indicative Timeframe	Commentary
23. Review options, costing and programmes required to mitigate the effects of rising sea level on coastal roads ahead of the 2021 N10YP.	July 2018 – June 2020	Sections of WDC's coastal network are located immediately adjacent to the coastline. With marginal "freeboard" between sea level and road surface, are vulnerable to rising sea level. In progress.
24. Investigate "repeat incidence" accident sites and prepare traffic safety solutions.	July – Sept 2017. Repeat CAS in 2020.	The 2011-15 CAS road accident report identified a small number of sites and routes where repeat accidents due to road conditions were identified. An investigation into potential traffic engineering solutions is planned.
25. Monitor OMYA'S planning and coordinate programming and funding procedures for upgrade of proposed haulage route affected by development and extraction from proposed new limestone quarry site.	July 2021	OMYA'S proposal to develop and operate a new limestone quarry site, in the short to medium term, will necessitate upgrades to the geometry and pavement strength of local roads affected by the haulage route. There is currently no planning of funding provision for that in this AMP.
26. Develop replacement tables for street lighting	July 2018 – Dec 2019	Ex 2017 valuation report. Tables of optimised/modern replacement fittings for those in service. Complete.
27. Review expected life for streetlight poles	July 2018 – Dec 2019	Ex 2017 valuation report. 80 years is the upper end of usual expectation. Complete.
28. Add sign and post installation dates in RAMM	July 2018 – Dec 2019	Ex 2017 valuation report. Complete.
29. Record project related consent costs and summarise against project costs	July 2018 – Dec 2019	Ex 2017 valuation report. Complete.

AMP Improvement and Monitoring: Stormwater

1.0 DESCRIPTION

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

The Key Milestones Table below is a summary of the "Plan Improvement and Monitoring" Section of the AMP as adopted by Council in 2018 for the 2018-2028 10YP.

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

The Key Milestones below identify and prioritise actions required with target Completion Dates. Many of the milestones will entail additional resourcing to enable completion and the full Plan Improvement and Monitoring Table in the AMP details these requirements will be transferred to the relevant budgets of the 10YP.

2.0 KEY MILESTONES

Stormwater AMP – Improvement Plan		
Key Milestone	Indicative Timeframe	Commentary
1. 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.	Next review 2020	Levels of service survey for SW last completed in 2012
2. Ensure the right level of funding is allocated to maintain the asset service potential.	August 2020	Pre-10YP

Stormwater AMP – Improvement Plan		
Key Milestone	Indicative Timeframe	Commentary
3. Formalise, monitor and record asset inspection and data collection.		Ongoing
4. Improve service provider maintenance reporting and integrate costing information with spatial data in Bizze@sset		
5. Develop accurate and complete asset inventory registers for each urban drainage area.		
6. Initiate a long term condition and performance assessment program, initially for Te Kuiti.		
7. Initiate a SW scheme concept for Mokau- Awakino and Te Waitere	December 2025	
8. Develop a greater focus on risk identification and management, obtaining more detailed information on critical assets.		
9. Cost and prioritise the works developed from the risk assessment exercise.		
10. Develop strategies to meet the community's desire for higher environmental standards and anticipated more stringent Resource Consent requirements.		
11. Improve the definition of standards for maintenance		Using Hamilton City Engineering Standards
12. Complete environmental impact studies for each stormwater drain and receiving water	2021 - 23	
13. Review design standards for stormwater pipe sizing based on effects of climate change on rain storm intensity and frequency	Catchment Management Plans to be completed	WDC uses Hamilton City Standards
14. Prepare Catchment Management Plans for each urban drainage area including calculation of design runoff, identification of gaps and capacity limitations of the existing storm water network at each location, identification and protection of (through the use of easements, district plan rules etc.) secondary flow paths and an assessment of the impact of each flow path on the relevant properties.	2021-23	
15. Undertake a new assessment of water and sanitary services available to communities in the district	2020/21	Assessment in accordance with s.125 of the LGA 2002. The most recent assessment was completed in 2014.

Stormwater AMP – Improvement Plan		
Key Milestone	Indicative Timeframe	Commentary
16. Arrange regular forum of adjacent Councils' storm water officers to discuss best practice 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).		Ongoing

AMP Improvement and Monitoring: Solid Waste (Asset) Management & Minimisation Plan

1.0 DESCRIPTION

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

The Key Milestones Table below is a summary of the "Plan Improvement and Monitoring" Section of the AMP as adopted by Council in 2018 for preparation of the 2018-2028 10YP.

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

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

2.0 KEY MILESTONES

Solid Waste (Asset) Management and Minimisation Plan – Improvement Plan		
Key Milestone	Indicative Timeframe	Commentary
1. Promote understanding, commitment and engagement of the community in waste minimisation (e.g. recycling and home composting)	Ongoing	Engage the community with waste minimisation topics through local newsletters and WDC website
2. Collect and manage relevant waste minimisation and disposal data to assist planning and monitor performance	Annually	
3. Promote reduction of onsite disposal of agricultural waste products (plastic wrap etc.)	Ongoing	Agricultural waste education will be ongoing
4. Undertake an annual waste audit of waste quantities by source and composition	Ongoing	Accurate data collection is fundamental to monitoring effectiveness and trends from waste minimisation activities.
5. Improve safety features and presentation at transfer stations	Ongoing	Asset inventory
6. Review and improve accessibility to transfer stations and recycling drop-off centres	Ongoing	Broken glass, safety barriers etc.
7. Establish recycling collection facilities at WDC's main administration building, information centre and service centres	December 2018	Important that WDC is seen to be leading by example
8. Ensure recycling facilities are provided at all events hosted on WDC property	February 2019	Requires appropriately marked containers for separate recycling types – glass, plastics etc. Develop an events waste

Solid Waste (Asset) Management and Minimisation Plan – Improvement Plan		
Key Milestone	Indicative Timeframe	Commentary
		management plan

AMP Improvement and Monitoring: Sewerage and Treatment and Disposal of Sewage

1.0 DESCRIPTION

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

The Key Milestones Table below is a summary of the “Plan Improvement and Monitoring” Section of the AMP as adopted by Council in 2018 for preparation of the 2018-2028 10YP.

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

The Key Milestones below identify and prioritise actions required with Target Completion Dates. Many of the milestones will entail additional resourcing to enable completion and the full Plan Improvement and Monitoring Table in the AMP details these requirements has been transferred to the relevant budgets of the 10YP.

2.0 KEY MILESTONES

Sewerage and the Treatment and Disposal of Sewage AMP – Improvement Plan		
Key Milestone	Indicative Timeframe	Commentary
1. Consultation to ascertain the community's service needs and preferences and to ensure their views is considered when selecting the best level of service scenario.	May 2020	LOS resident survey completed in 2018 confirmed wastewater services meet or exceed the majority of users expectations
2. Ensure the right level of funding is being allocated to maintain the asset service potential.	Next review September 2020	Review frequency consistent with annual and long term planning cycle
3. Formalise asset data collection procedures for Council staff and contractors.	Ongoing	
4. Investigate a design concept for a wastewater scheme to service planned development at Mokau - Awakino	2030-32	Will form part of the District Plan review
5. Investigate extension of the Te Waitere scheme to facilitate further development of the area.	2019/20	Informed by 2017 District Plan review.
6. Develop accurate and complete asset inventory registers for each scheme.	Ongoing	
7. Updating of asset inventory data and input to database.	Ongoing	
8. Prepare and refine desktop assessment of asset remaining life using CCTV and inspection records. Prepare		
9. Complete external audit and review process for data integrity	After completion of 6 and 7	Require accurate asset inventory
10. Develop a greater focus on risk identification and management, obtaining more detailed information on critical assets.		
11. Prioritise the mitigation works developed from risk assessment exercises.		

Sewerage and the Treatment and Disposal of Sewage AMP – Improvement Plan		
Key Milestone	Indicative Timeframe	Commentary
12. Develop strategies to meet the community's desire for higher environmental standards and anticipated more stringent resource consent requirements.	Specific to each consent renewal.	
13. Undertake a new assessment of water and sanitary services available to communities in the district	Dec 2020	Assessment in accordance with s.125 of the LGA 2002. The most recent assessment was completed in 2014.
14. Arrange a routine forum of adjacent council's 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.	Ongoing	Informal networking already occurs on a regular basis

AMP Improvement and Monitoring: Water Supply

1.0 DESCRIPTION

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

The Key Milestones Table below is a summary of the "Plan Improvement and Monitoring" Section of the AMP as adopted by Council in 2018 for preparation of the 2018-2028 10YP.

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

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

2.0 KEY MILESTONES

Water Supply AMP – Improvement Plan		
Description	Target Completion Date	Comment
1. Consultation to ascertain the water supply communities' needs and preferences, to ensure their views are considered when selecting the best level of service scenario.	Ongoing	Requires incremental improvement and updating of current knowledge only
2. Ensure the right level of funding is being allocated to maintain the asset service potential.	Ongoing	Monitor
3. Implement predictive modelling techniques that will allow consideration of alternative long term cost scenarios.	2019	Requires evaluation of appropriate AMS after inventory records updated and complete. with analysis of findings and implementation over the next 3-5 years
4. Improve standard of maintenance data integration with spatial data in AssetFinda.	Ongoing	Monitor
5. Improve standard of contractor collection and reporting of maintenance data and integration of information with spatial data in AssetFinda.	Ongoing	Monitor continuous improvement

Water Supply AMP – Improvement Plan		
Description	Target Completion Date	Comment
6. Initiate a long term zonal metering and leak detection programme, initially for Te Kuiti.	Ongoing	Commenced in ad hoc way from 2008.
7. Spare	2025-45	
8. Renew supply main from Mokau to Awakino	2018-28	
9. Develop accurate and complete asset inventory registers for each scheme.	Ongoing	On-going upgrade and improvement
10. Develop a greater focus on risk identification and management for critical assets.	Ongoing	
11. Prioritise the works developed from the risk assessment exercise.		
12. Construct additional treated storage at Te Kuiti to meet 24 hours demand	2029/30	
13. Evaluate groundwater test bores as a potential auxiliary source for Te Kuiti water supply.	2018/19	
14. Investigate and install SCADA and telemetry for automated monitoring and control of Mokau treatment and pumping/storage for compliance with MOH gradings and improved risk management.	2019/20	
15. Improve definition of standards for maintenance	Ongoing	Monitor
16. Review pump station and treatment plant maintenance programmes	Ongoing	Monitor
17. Update and implement water treatment plant operating procedures	2019	Monitor
18. Collect further condition rating data for pipe networks and use to prioritise renewals programme.	Ongoing	Ongoing programme
19. Review and improve the financial information outlined in Section 10 and produce an updated financial forecast by 30 June each year	March each year	
20. Assess all water services available within the District in accordance with s.125 of the Local Government Act 2002.	June 2023	Last completed in 2014. Assessments consistent with provisions in Draft 2018 – 28 10YP
21. Link pipeline node assets to neighbouring pipe on asset data base.	June 2021	Next valuation due as at 30 June 2018. Completed Next valuation due as at 30 June 2021.
22. Develop a plant asset hierarchy to allow for standardised unit rates and base lives	Ongoing	Next valuation due as at 30 June 2018. Completed Next valuation due as at 30 June 2021.
23. Investigate plant asset types shown as ‘unknown’ in the plant valuation and confirm asset detail	June 2018	Missing asset details need to be identified and uploaded into AMS. Next valuation due as at 30 June 2018. Completed Next valuation due as at 30 June 2021.

Capital Renewal Programme – Year 2 (2019/2020)

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

STORMWATER - Te Kuiti

Street	10YP Budget = Replacement Cost	Comments
Storm Water capital renewals program under review – will be reported on when revised renewals program are completed		

WATER - Te Kuiti

Street	10YP Budget = Opt Rep Val	Comment
Water capital renewals program under review – will be reported on when revised renewals program are completed		

WATER - Mokau

Street	10YP Budget = Opt Rep Value	Comment
Water capital renewals program under review – will be reported on when revised renewals program are completed		

WATER - Piopio

Street	Replacement Cost	Comments
Water capital renewals program under review – will be reported on when revised renewals program are completed		

WASTEWATER – Te Kuiti

Street	10YP Budget = Replacement Cost	Comments
Waste Water capital renewals program under review – will be reported on when revised renewals program are completed		

ROADING

Road Name	RP Start	RP End	Length (m)	Width	Area (m ²)	Estimated Rate \$/m ²	Cost Estimate or Priced Proposal
Papakauri Rd	370	740	370	5.0	1,850	\$69.00	\$127,650
Papakauri Rd	4,235	4,886	651	5.0	3,255	\$69.00	\$244,595
Totoro Rd	20	1,440	1,420	6.0	9,798	\$69.00	\$676,062
Somerville Rd	457	2,211	1,745	6.2	11,419	\$69.00	\$862,915

Capital Renewal Programme – Year 3 (2020/2021)

Note: The significant key projects for Water, Wastewater, Stormwater and Roading are capital works and detailed reporting on these is undertaken by way of a bi-monthly progress reports to Council.

STORMWATER - Te Kuiti

Street	10YP Budget = Replacement Cost	Comments
Storm Water capital renewals program under review – will be reported on when revised renewals program is completed		

WATER - Te Kuiti

Street	10YP Budget = Optim Rep Val	Comment
Water capital renewals program under review – will be reported on when revised renewals program is completed		

WATER - Mokau

Street	10YP Budget = Optim Rep Val	Comment
Water capital renewals program under review – will be reported on when revised renewals program is completed		

WATER - Piopio

Street	Replacement Cost	Comments
Water capital renewals program under review – will be reported on when revised renewals program are completed		

WASTEWATER – Te Kuiti

Address	10YP Budget = Replacement Cost	Comments
Waste Water capital renewals program under review – will be reported on when revised renewals program is completed		

ROADING

Road Name	RP Start	RP End	Length (m)	Width	Area (m ²)	Estimated Rate \$/m ²	Cost Estimate or Priced Proposal
Fullerton Rd	113	752	639	6.5	4,361	\$60.00	\$261,671
Fullerton Rd	752	1,391	639	6.5	4,361	\$60.00	\$261,671
Aria Rd	1,892	3,004	1,112	7.2	8,395	\$60.00	\$503,703
Aria Rd	4,411	5,839	1,428	7.1	10,646	\$60.00	\$638,744
Walker Rd	3,887	4,739	852	7.0	6,262	\$60.00	\$375,732

