Council

Open Agenda

Notice is hereby given that an ordinary meeting of Matamata-Piako District Council will be held on:

Date: **Wednesday 9 May 2018**
Time: **9:00am**
Venue: **Council Chambers**
35 Kenrick Street
TE AROHA

Membership

Mayor Jan Barnes, JP

Councillors

Donna Arnold
Teena Cornes
Paul Cronin
Neil Goodger
Brian Hunter
Peter Jager
James Sainsbury
Ash Tanner
Kevin Tappin
James Thomas, JP
Adrienne Wilcock

Phone: 07-884-0060
Address: PO Box 266, Te Aroha 3342
Email: corp.legal@mpdc.govt.nz
Website: www.mpdc.govt.nz

ITEM	TABLE OF CONTENTS	PAGE
PROCEDURAL		
1	Meeting Opening	5
2	Apologies	5
3	Leave of Absence	5
4	Notification of Urgent Additional Business	5
5	Declarations of Interest	5
6	Confirmation of minutes	5
7	Matters Arising	5
DECISION MAKING		
8	Executive	
	10.1 Matamata-Piako District Sports Facilities Plan	7
	10.2 Events Funding Policy	55
	10.3 Waikato Plan Update on Leadership Group meeting - 16 April	65
	10.4 Civil Defence - Meeting Reports	81
INFORMATION ONLY		
9	Executive	
	11.1 Boundary Backflow Prevention Program	103
	11.2 Civic Financial Services Statement of intent, Annual Report and plan to sell Civic Assurance House	109
	11.3 LGNZ Business Plan 2018 - 2021	151
	11.4 Mayoral diary for April 2018	207
10	Urgent Additional Business	
PUBLIC EXCLUDED		
11	Procedural motion to exclude the public	209
C1	Nuisances	

1 Meeting Opening

2 Apologies

At the close of the agenda no apologies had been received.

3 Leave of absence

At the close of the agenda no requests for leave of absence had been received.

4 Urgent Additional Business

Section 46A(7) of the Local Government Official Information and Meetings Act 1987 (as amended) states:

"An item that is not on the agenda for a meeting may be dealt with at that meeting if-

(a) The local authority by resolution so decides; and

(b) The presiding member explains at the meeting, at a time when it is open to the public,-

(i) The reason why the item is not on the agenda; and

(ii) The reason why the discussion of the item cannot be delayed until a subsequent meeting."

Section 46A(7A) of the Local Government Official Information and Meetings Act 1987 (as amended) states:

"Where an item is not on the agenda for a meeting,-

(a) That item may be discussed at that meeting if-

(i) That item is a minor matter relating to the general business of the local authority; and

(ii) the presiding member explains at the beginning of the meeting, at a time when it is open to the public, that the item will be discussed at the meeting; but

(b) no resolution, decision or recommendation may be made in respect of that item except to refer that item to a subsequent meeting of he local authority for further discussion."

5 Declaration of interest

Members are reminded of their obligation to declare any conflicts of interest they might have in respect of the items on this Agenda.

6 Confirmation of minutes

Minutes, as circulated, of the Ordinary Meeting of Matamata-Piako District Council, held on 11 April 2018

7 Matters Arising

Matamata-Piako District Sports Facilities Plan

Trim No.: 1993837

Executive Summary

Council has identified "reviewing the provision and suitability of sporting and recreational facilities in the district" as one of its six strategic priorities.

Council adopted a Community Leisure Provision Strategy in 2009. The need to substantially review and revise the 2009 document was discussed in the 2015-25 activity management plan. A regional sports facility plan for the Waikato was adopted in 2014 and regional sports strategy ('Moving Waikato 2025') was developed aimed at promoting an active lifestyle and increasing participation levels.

Rather than develop a district sport and recreation strategy (which would more than likely duplicate much of the regional sports facility plan and sports strategy) it was proposed that Council may wish to endorse the regional strategic documents while developing a local sports facilities plan that aligns with the regional documents and addresses local issues.

Sport Waikato were contracted to help develop the plan. This included surveying the sports clubs on Sport Waikato's database. A 71% response rate was achieved. Drop-in style consultation evenings were also held in the three main towns. Demographic and recreation trends were also analysed.

A draft Matamata-Piako District Sport Facilities and Development Plan (The Plan) has been developed. The Plan is designed to provide direction for future investment and focus for both the Matamata-Piako District Council, Sport Waikato and providers of sport in the district. It seeks to identify opportunities for partner organisations that provide community services in the district, to contribute to sport outcomes. Guidance is based on feedback from Matamata-Piako sport providers, regional sporting codes, Sport New Zealand, sector data and demographic information.

The Plan provides Council with guidance for facility, place and space infrastructure investment. For Sport Waikato, the Plan provides priorities for the delivery of opportunities and services to grow participation. The Plan prioritises projects for financial investment and staff time.

Public consultation on this type of document is appropriate. Consultation to date has included a survey of sports clubs and three drop-in style evening meetings. Council may or may not wish to consult further on the plan. Council is asked to either adopt the draft plan as it stands or to approve the draft plan for further consultation.

Recommendation

That:

1. **The report be received;**
2. **Council endorses the regional sports strategy 'Moving Waikato 2025';**
3. **Council [either] adopts the Matamata-Piako Sport Facilities Plan [or] approves the Draft Matamata-Piako Sports Facilities Plan for further consultation.**

Content

Background

The Matamata-Piako District's vision for "The Place of Choice" aims to provide Lifestyle, Opportunities and Home. Council has identified six strategic priorities in its Draft Long Term Plan 2018-28, one of which is "reviewing the provision and suitability of sporting and recreational facilities in the district."

The sport and recreation sector is strong in Matamata-Piako; there is a long tradition of providing opportunities for community participation and competition in sport, recreation and physical activity.

Growth in the district towns, alongside changing participation trends, mean opportunities exist to optimise existing sporting facility assets and to consider the development of new facilities in partnership across the region. Opportunities also exist for organisations across the district and broader Waikato region to work together to enhance outcomes for participation in sport, recreation and physical activity.

In partnership Matamata-Piako District Council and Sport Waikato support the provision of sport, recreation and physical activity opportunities for the Matamata-Piako District community. Together both organisations recognize a need to deliver a coordinated, collaborative and clear plan to lead, enable and guide this provision.

The Matamata-Piako District Sport Facilities and Development Plan (The Plan) is designed to provide direction for future investment and focus for both the Matamata-Piako District Council, Sport Waikato and providers of sport in the district. It seeks to identify opportunities for partner organisations that provide community services in the district, to contribute to sport outcomes. Guidance is based on feedback from Matamata-Piako sport providers, regional sporting codes, Sport New Zealand, sector data and demographic information. Specifically, for Council, the Plan provides guidance for facility, place and space infrastructure investment. For Sport Waikato, the Plan provides priorities for the delivery of opportunities and services to grow participation. The Plan prioritises projects for financial investment and staff time.

Council adopted a Community Leisure Provision Strategy in 2009. The need to substantially review and revise the 2009 strategy or develop a new Sport and Recreation Strategy was discussed in the 2015-25 activity management plans (AMP). A regional sports facility plan for the Waikato was adopted in 2014. A regional sports strategy ('Moving Waikato 2025') was recently developed aimed at promoting an active lifestyle and increasing participation levels.

Rather than develop a district 'Sport and Recreation Strategy' which would more than likely duplicate much of the regional sports facility plan and sports strategy it was proposed that Council may wish to endorse the regional strategic documents while developing a local sports facilities plan to align with the regional strategic documents and to address local issues.

Sport Waikato were contracted to assist in the development of the plan. This involved surveying the sports clubs on Sport Waikato's database. A 71% response rate was achieved. Drop-in style consultation evenings were also held in the three main towns.

A draft Sports Facility Plan was drafted and discussed at a Council Workshop in February 2018. A summary of the plan is attached. The complete plan has not been attached to the agenda due to its size.

Issues

Strategic alignment

The Plan aligns with the Waikato Sports Facility Plan 2014 and the regional sport strategy 'Moving Waikato 2025' (published in 2016) while focussing on local issues and aspirations.

Data limitations

The Plan has been prepared based on available data at the time of writing the report. Given the reliance on data from third parties it is important to recognise that some data omissions may exist. The Plan however, represents the most comprehensive data source currently available.

Priority projects

Potential cross boundary projects listed in the Plan are as per the Regional Sports Facility Plan 2014 which will be reviewed later this year. Council Staff consider it unlikely that Council would be a funding partner in the sub-regional priorities for the indoor pool and basketball stadium projects that were identified in 2014.

Local projects are the main focus of the Plan. These have been identified from the feedback received from the community through the survey and drop-in evenings. The priorities were determined from the feedback from sports groups and a subsequent technical assessment conducted by Sport Waikato and Council staff using the matrix on Page 7 of the summary document. As noted under 'Data Limitations' it is possible that data omissions might exist.

Council could chose to approve the plan as it stands (including the identified projects). Approving the projects does not necessarily commit funding towards capital projects and may simply be a commitment to investigate options. For example, the regional plan identified a 25m indoor pool as a sub-regional priority and identified Thames-Coromandel, Hauraki and Matamata-Piako as potential partners in such a venture. This does not necessarily commit Council to fund portion of a pool however it would commit Council to exploring the possibility of working with neighbouring Councils to meet this need.

Council could chose to approve the plan for consultation. This would allow time to consider the priorities in light of any additional feedback received from the community and/or to see whether the review of the regional facilities plan might affect the cross-boundary priorities.

Extent of consultation

In late 2017 all Matamata-Piako sports clubs registered on the Sport Waikato database were invited to participate in a survey. The survey was also promoted online to reach any groups that might not be registered with Sport Waikato. A 71% response rate was received. Drop-in style consultation evenings were also held in the three main towns. The Draft Plan was developed based on data from this survey.

Council's Significance and Engagement Policy identifies the 'provision of…sport and recreation parks….aquatic facilities….event centres…" as significant activities. As the plan provides guidelines on these matter it is appropriate to consult the community.

Council is asked to consider whether it regards the consultation to date as sufficient or whether Council wishes to consult further.

Analysis

Options considered

1. Approve the draft plan without further consultation.

2. Approve the draft plan for consultation and determine the form of consultation to be undertaken.

Analysis of preferred option

There is no preferred option.

Legal and statutory requirements

None.

Impact on policy and bylaws

None.

Consistency with the Long Term Plan / Annual Plan

Council has identified "reviewing the provision and suitability of sporting and recreational facilities in the district" as one of its six strategic priorities.

Impact on Significance and Engagement Policy

The Significance and Engagement Policy provides the guidelines to assess the degree of significance of a proposal or decision. Potentially relevant factors include:

- Whether there is a legal requirement to engage with the community
- The level of financial consequences
- Whether it will affect a large portion of the community
- Likely impact on present and future interests of the community
- Whether the proposal affects a significant activity
- Whether community interest is high
- Whether the likely consequences are controversial.

Council's Significance and Engagement Policy identifies the 'provision of…sport and recreation parks….aquatic facilities….event centres…" as significant activities. As the plan provides guidelines on these matter it is appropriate to consult the community.

The development of the draft plan included consultation. Council is now asked to consider whether it regards the consultation to date as sufficient or whether Council wishes to consult more on the draft plan.

Contribution to Community Outcomes

3a) Council's reserves and facilities will be safe, well maintained and accessible to encourage people to use them;

3b) People will be well informed of the districts resources, equipment, and facilities.

Financial Impact

i. Cost

The cost of developing the draft plan has been $25,000. Further consultation is likely to add another $2,000 to $5,000.

ii. Funding Source

Development of the plan has been funded from existing budgets.

Attachments

A. Regional Sport Strategy: Moving Waikato 2025

B. District Sport Facility Plan Summary

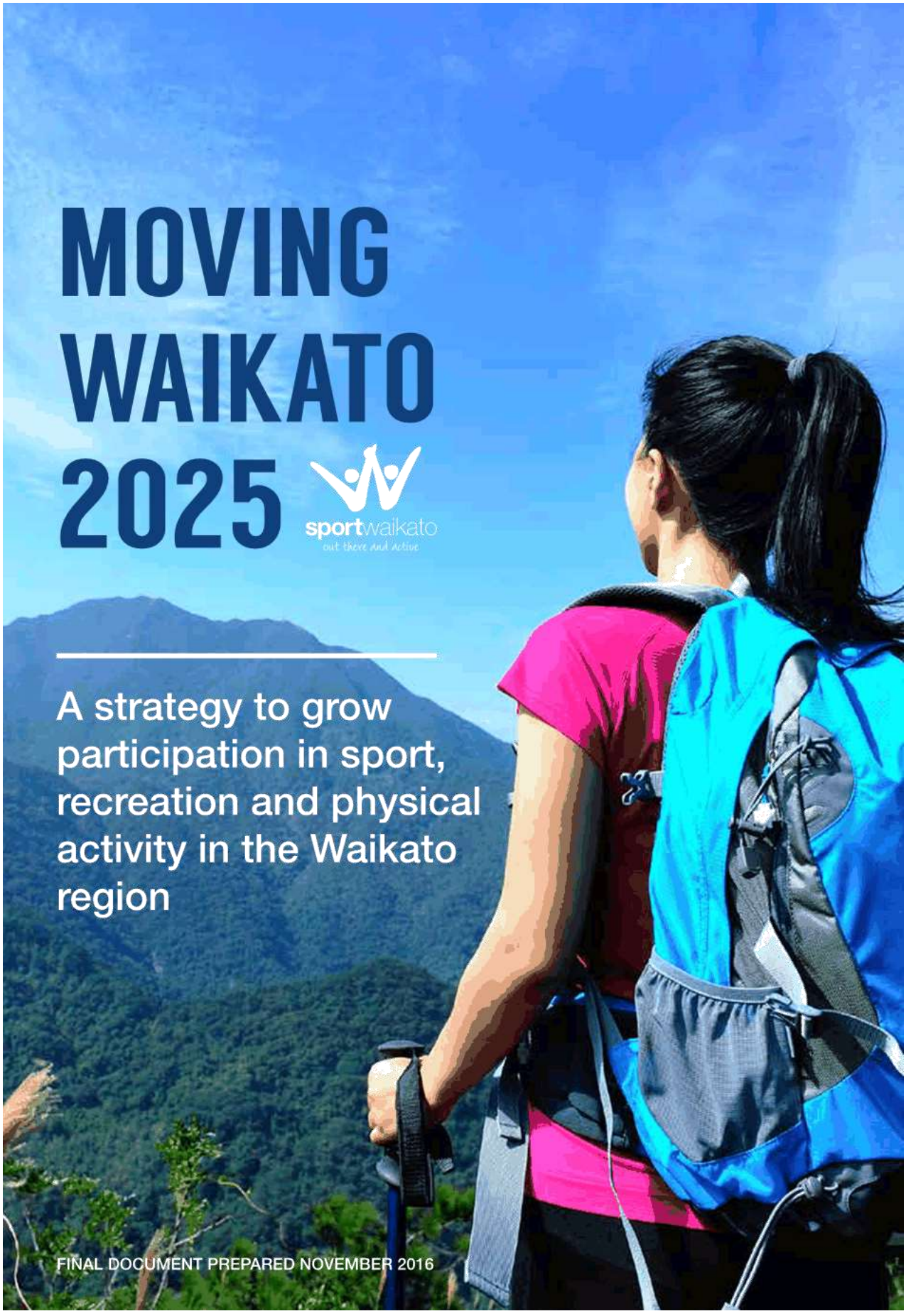
Signatories

Author(s)	Mark Naude **Parks and Facillities Planner**	

Approved by	Susanne Kampshof **Asset Manager Strategy and Policy**	
	Manaia Te Wiata **Group Manager Business Support**	

Item 10.1

Attachment A



ONE VISION

A HEALTHY, VIBRANT, PHYSICALLY ACTIVE & SUCCESSFUL SPORTING REGION

INTRODUCTION

From the southern shores of Lake Taupo, to the northern Coromandel beaches, from the inner city suburbs of Hamilton City to the heart of our rural communities - Moving Waikato 2025 reflects a vision for our region, our community and its people - dynamic, vibrant and energised.

Moving Waikato 2025 provides a vision for the unified leadership of sport, recreation and physical activity in the region and gives focus and clarity towards 2025. A strategy in which partnerships achieve results.

Moving Waikato 2025 is the first unified strategy for sport, recreation and physical activity for the Waikato region. It seeks to build on the positive momentum of existing partnerships and to increase the provision of opportunities for both participation and sporting success for the people of the region.

The strategy has been developed in collaboration and consultation with key partners regionally and nationally, and follows on from evidence gathered to guide and inform strategic decisions[1].

[1] A list of research and insight information can be found in the Moving Waikato 2020 Insights document

INSIGHTS FOR OUR REGION

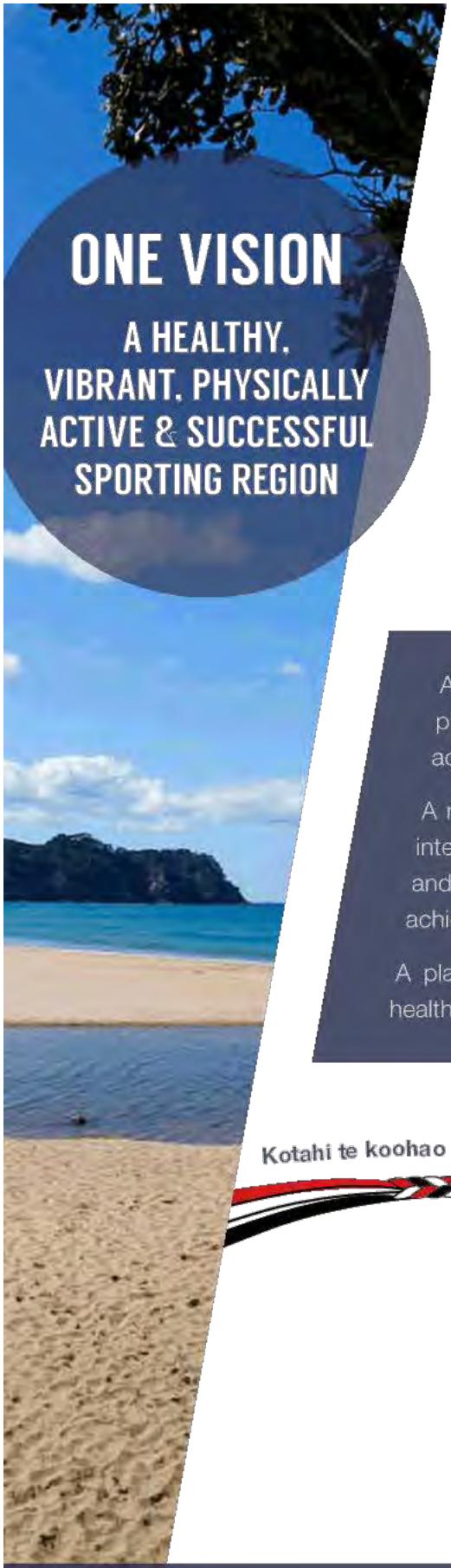
NOTHING HAS CHANGED ... BUT EVERYTHING IS CHANGING

The Waikato region has a rich history of delivering recreation and physical activity opportunities and sporting success.

Delivery across the region is supported by a network of partner organisations and stakeholders, and is powered by willing funders, philanthropists, sponsors and volunteers.

Societal change means the landscape for the delivery of sport, recreation and physical activity is changing.

CHANGING SOCIETY	**Population change will require a targeted approach to meet community needs**
CHANGING LIFESTYLES	**Rapid change in the way we live our lives will require sport to embrace new delivery styles**
CHANGING DEMAND	**Changes in the way we participate means we will need to adapt to the trends of informal participation and recreation**
CHANGING LANDSCAPE	**The relationship between sport and health will require a focus on measuring and impacting change**
CHANGING PARTNERS	**With limited resources, partnerships will be more important than ever**



ONE VISION

A HEALTHY, VIBRANT, PHYSICALLY ACTIVE & SUCCESSFUL SPORTING REGION

WHY A REGIONAL STRATEGY?

"We are better together"

A regional strategy means a unified approach to the planning and delivery of sport, recreation and physical activity opportunities for the people of our region.

A regional plan is one where partner activities are aligned, integrated and well resourced; where role clarity, objectives and actions strengthen the opportunities for individuals to achieve their personal physical activity goals.

A plan where key stakeholders work together to achieve a healthy, vibrant, physically active and successful sporting region.

Kotahi te koohao o te ngira e kuhuna ai te miro ma, te miro whero me te miro pango

There is but one eye of the needle through which the white, red and black threads must pass
- Kiingi Pootatau Te Wherowhero

WHY SPORT, RECREATION AND PHYSICAL ACTIVITY?
HEALTH & WELLBEING
Participation in sport, recreation and physical activity has an important impact on the quality of our lives. Participation provides opportunities to make new friends, have fun, relax, reduce stress, improve self esteem and confidence, as well as a sense of personal achievement.
EDUCATION
Sport, recreation and physical activity helps to teach us respect, commitment, perseverance and humility. Through participation we can work in a team and develop leadership and communication skills applicable to life.
BUILDING STRONGER COMMUNITIES
Sport, recreation and physical activity provides individuals a place to belong, families and communities an opportunity to work together and our nation opportunities for inspiration and celebration - breaking down barriers and building a sense of achievement and connectivity.
ECONOMIC VALUE
Sport, recreation and physical activity are important economic drivers for our region, contributing $545 million to the economy (3.6% GDP) and four million volunteer hours (76,000 people) in 2011.

STRATEGIC PRIORITIES

Three Strategic Priorities will guide implementation towards 2025:

OUR PEOPLE

A focus on the provision of opportunities that meet the needs of the people of our region

MORE ADULTS, MORE CHILDREN 'OUT THERE AND ACTIVE'

BUILDING COMMUNITIES

A focus on quality local delivery of sport, recreation and physical activity experiences

HELPING COMMUNITIES TO HELP THEMSELVES

REGIONAL LEADERSHIP

A focus on regional and national partners working together to lead change and enhance outcomes

LEADING AND DELIVERING CHANGE

Item 10.1

Attachment A

MOVING WAIKATO 2025

A STRATEGY TO GROW PARTICIPATION IN SPORT, RECREATION AND PHYSICAL ACTIVITY

ONE VISION

A HEALTHY, VIBRANT, PHYSICALLY ACTIVE & SUCCESSFUL SPORTING REGION

BY 2025 WE WILL HAVE:

OUR PEOPLE

"More adults, more children out there and active"

Preschool aged children 0-4 years
active play in different ways every day

XX% Children aged 5-11 years[1]
achieving 60 minutes or more of moderate to vigorous physical activity a day

XX% Young People aged 12-17years[1]
achieving 60 minutes or more of moderate to vigorous physical activity a day

54% Adults aged 18+ years
meet the physical activity guidelines (30 minutes a day, 5 times a week moderate to vigorous activity)

BUILDING COMMUNITIES

Helping communities to help themselves

XX Net Promoter Score[1&2] in Community Sport setting

XX Net Promoter Score[1&2] in Education setting
(sport, recreation and physical activity)

XX Net Promoter Score[1&2] in Recreation or Physical Activity settings
(including Facilities and Events)

XX Net Promoter Score[1&2] in Maaori settings
(including Whaanau, Hapuu, Iwi and Marae)

REGIONAL LEADERSHIP

Working together to lead change

XX% agree evidence of greater sector understanding and informed decision making[1]

XX% agree Moving Waikato 2025 evidence of Working Together[1]

XX Net Promoter Score[1&2] Key Partner assessment of Sport Waikato as host in leading the sector

XX% of Key Partners who rate Waikato as a successful sporting region[1]

[1]Targets will be confirmed following the publication of baseline measures in 2017
[2] When individuals promote an experience received in a club, education, event or facility setting, they are intrinsically satisfied with the 'quality of experience' and we collectively increase the likelihood of their continued involvement

ACHIEVING SUCCESS THROUGH WORKING TOGETHER

OUR PEOPLE

A focus on the provision of opportunities that meet the needs of the people of our region

MORE ADULTS, MORE CHILDREN 'OUT THERE & ACTIVE'

Strengthening the health, wellbeing and vibrancy of communities across our region means more people, children and adults active for life.

Our people achieving their individual sport, recreation and physical activity goals

More adults and more children 'out there and active' requires a collective resolve to **retain** those who are already active, and engage and **inspire** new participants.

Creating an environment that values participants, understands their needs and prioritises and targets participation in a way that meets the needs of the people of our region will be a cornerstone strategy to grow participation.

MORE ADULTS, MORE CHILDREN 'OUT THERE AND ACTIVE'

FOCUS AREAS

Given limited resources, there is a need to focus on retaining existing participants and competitors in sport, recreation and physical activity, and inspiring participation and a focus on physical literacy in communities where participation is low.

Success will be measured by the level of physical activity across defined age groups.

Over the first strategic horizon (2016 – 2020), five population segments are prioritised to grow participation.

Encouraging lifelong participation – a focus on physical literacy and flexible delivery

CHILDREN & YOUTH

Delivering opportunities that support and grow participation – a focus on removing barriers

ALL LIFE STAGES

Connecting Whaanau, Hapuu, Iwi and Marae to encourage activity for life – a focus on cultural connections

ALL LIFE STAGES

Encouraging health and wellbeing as a priority – a focus on building connections for local delivery

ALL LIFE STAGES

Supporting opportunities for lifelong participation – a focus on quality of life

65+ YEARS

PEOPLE WITH DISABILITIES

OUR PEOPLE

MORE ADULTS. MORE CHILDREN 'OUT THERE & ACTIVE'

A focus on the provision of opportunities that meet the needs of the people of our region

PRESCHOOL AGED CHILDREN 0-4 YEARS
active play in different ways every day

CHILDREN AGED 5-11 YEARS
achieve 60 minutes or more of moderate to vigorous physical activity a day

YOUNG PEOPLE AGED 12-17 YEARS
achieve 60 minutes or more of moderate to vigorous physical activity a day

ADULTS 18+ YEARS
meet the Physical Activity Guidelines (30 minutes a day, 5 times a week of moderate to vigorous physical activity)

Why this indicator		Recognised as the level required, in conjunction with healthy eating guidelines, to make a long-term positive impact on individual health and wellbeing			
Baseline		Nationally there are no baseline measures for the under five age group for fundamental movement skills Physical activity levels at 5-6 year age group will inform the 0-5 success indicators.	Preliminary baseline available early 2017	Preliminary baseline available early 2017	54% (2007) 50% (2013) 46% (2015)
Targets	Short Term (2018)		Maintain Baseline	Maintain Baseline	46%
	Medium Term (2020)		Growth from baseline (TBC)	Growth from baseline (TBC)	48%
	Long Term (2025)		Growth from baseline (TBC)	Growth from baseline (TBC)	54%
Key Partners in delivery		National Sports Organisations, Regional Sports Organisations, Clubs, Recreation & Physical Activity Providers, Event Providers, Education & Community Providers, Waikato District Health Board, Population Health, Health Providers, Central & Local Government Agencies, Regional Council, Iwi, Department of Conservation, Sport New Zealand, Sport Waikato			

[1]Targets will be confirmed following the publication of baseline measures in 2017

TIMING OF COLLABORATIVE FOCUS

2016 ..... 2018 ..... 2020 2025

Young Persons Plan | Women & Girls Plan | Maaori Plan | Rural Plan | Older Person's Plan

OUR PEOPLE

MEET MEI

Mei is a 42 year old mother of two who does not meet the physical activity guidelines. While Mei understands the importance of physical activity for her health, she is busy balancing her young family and caring for her elderly parents.

Mei feels isolated from the community she lives in as she has recently moved from Auckland and doesn't know anyone. Her family commitments mean that she has little time for herself.

Mei 'wants to do more' physical activity but right now she can't find something that meets her needs. "I can't find anything local that fits in with my day and that I feel comfortable with. I want to do something where I can meet people. I want to make friends".

Mei has never played sport as her parents encouraged academic success over sports. She has heard that there is a great local group playing baminton casually on Tuesdays, two blocks from her house.

Mei feels right now that her confidence and family commitments are big factors stopping her from participating.

How will we work together to get Mei and others like her active?

MEI IN 2020

In 2020 Mei has joined the Badminton club down the road and regularly walks with her family for exercise. She now meets the physical activity guidelines and is on the way to feeling confident participating in sport and events for health and wellbeing. She's found that the activity and social interaction has greatly improved her ability to care for her elderly parents and young children and improved her positive outlook on life.

Mei no longer feels isolated and has her badminton friends around every Thursday morning for tea.

MEI IN 2025

Mei consistently meets the physical activity guidelines – she's in the 54% of our region who do! Mei has also inspired her family and friends to join her in leading a healthy and active life.

She has led change within her community by becoming a 'Champion for Change' as part of the Women and Girls campaign, and has recently been asked to become secretary for the badminton club.

Mei now actively welcomes newcomers to her community and helps them to find activities that they enjoy doing for social, physical and health outcomes.

MEET HEMI

Hemi is a 35 year old father of two with a full time job. Hemi does not meet the physical activity guidelines and his doctor has expressed concerns that his current weight and smoking are affecting his health.

Hemi understands the importance of physical activity and encourages his two boys to be physically active every opportunity they have.

Hemi 'wants to do more' but can't find an activity to fit into his busy lifestyle and do with his boys. He used to play rugby league but injuries forced him to retire a few years ago. When training for league Hemi would run long distances and really enjoyed it.

Hemi feels right now that his health, fitness and time are big factors stopping him from participating. "Everything I look at is competitive and not timed to fit in with work and family".

How will we work together to get Hemi and others like him active?

HEMI IN 2020

In 2020 Hemi has discovered the Hakarimata steps which are right on his back door-step. He now climbs them every second day after work and his two boys join him. Hemi found that at first he could only walk up part of the steps but over the last year and a half has built up to walking up all the steps. He has stopped smoking as it was preventing him from climbing the steps easily and since increasing his daily exercise his weight has reduced significantly. His doctor is very pleased with his progress.

Hemi now actively encourages his whaanau and workmates to get active.

HEMI IN 2025

Hemi consistently meets the physical activity guidelines – he's in the 54% of our region who do! Hemi and his family have now inspired many of their wider whaanau and friends to join them in leading a healthy and active life. They are now trying new things and the boys have introduced Hemi to Geocaching along the Hakarimata Ranges.

BUILDING COMMUNITIES

HELPING COMMUNITIES TO HELP THEMSELVES

A focus on quality local delivery of sport, recreation and physical activity experiences

Successful delivery of quality sport, recreation and physical activity experiences requires organisations and individuals involved in delivery to work together. Quality experiences encourage our communities to participate and succeed.

Sharing knowledge, best practice, time and resources offers an opportunity to grow the value for our region.

Local communities working together to deliver quality experiences for sport, recreation and physical activity

Item 10.1

Attachment A

HELPING COMMUNITIES TO HELP THEMSELVES

FOCUS AREAS

Sport, recreation and physical activity takes place in communities across our region in many different ways and many different forms - together we encourage it all.

For participation in the region to grow, we need to focus our investment over the first strategic horizon (2016 – 2020) on the **delivery of quality experiences.** Four key settings have been prioritised to enable growth with a focus on organisational capability and the building of a skilled workforce (both voluntary and paid):

Strengthening networks and the sharing of resource – a focus on working together

REGIONAL ORGANISATIONS, CLUBS AND COMMUNITIES

Partnering to enhance and encourage delivery – a focus on strategic alignment

EARLY CHILDHOOD, SCHOOLS AND TERTIARY INSTITUTIONS

Increasing awareness, access and connections – a focus on creating opportunities from emerging trends

ACTIVE RECREATION, FITNESS PROVIDERS AND COMMUNITIES

Making Tikanga the centre of the process - a focus on Maaori cultural practice and ways of doing things

WHAANAU, HAPUU, IWI, MARAE

INFRASTRUCTURE - Building a quality workforce to deliver - coaches, administrators, paid and volunteer workforce
- Providing facilities, places and spaces

BUILDING COMMUNITIES

HELPING COMMUNITIES HELP THEMSELVES

A focus on quality local delivery of sport, recreation and physical activity experiences

Satisfaction with "Quality of experience" in Clubs

Satisfaction with "Quality of experience" in Education settings

Satisfaction with "Quality of experience" in Recreation or Physical Activity settings (including Facilities and Events)

Satisfaction with "Quality of experience" in Whaanau, Hapuu, Iwi and Marae settings

Why this indicator		When individuals promote an experience received in a club, education, event or facility setting they are intrinsically satisfied with the "quality of experience" and we collectively increase the likelihood of their continued involvement	
Baseline		Baseline available 2017	Project underway in partnership with Sport New Zealand to deliver this data
Targets	Short Term (2018)	Maintain Baseline	Baseline to be established
	Medium Term (2020)	Positive growth from Baseline	To be advised
	Long Term (2025)	Positive growth from Baseline	To be advised
Key Partners in delivery		Clubs, National Sports Organisations, Regional Sports Organisations, Physical Activity and Recreation Providers, Waikato District Health Board, Population Health, Central & Local Government Agencies, Regional Council, Education, Community and Commercial Providers, Iwi, Department of Conservation, Sport New Zealand, Sport Waikato	

[1]Targets will be confirmed following the publication of baseline measures in 2017
[2] When individuals promote an experience received in a club, education, event or facility setting, they are intrinsically satisfied with the 'quality of experience' and we collectively increase the likelihood of their continued involvement

TIMING OF COLLABORATIVE FOCUS

2016 ..... 2018 ..... 2020 2025

Coaching Plan | Young People Plan | Women & Girls Plan | Local Delivery Plan | Sport Capability Plan

Workforce Plan | Maaori Plan | Recreation & Physical Activity Plan

BUILDING COMMUNITIES

MEET PETRA

Petra is a committed member of her local hockey club. As a competitive player she trains three times a week with her team and receives regular coaching. Petra volunteers for her club at the weekends serving in the clubroom kitchen and bar.

Recently Petra has become the club captain and has received a complaint from a new member of the club who is dissatisfied with the club's atmosphere.

The new member finds the club unfriendly and claims that it is hard to find out information. The player has only been at the club for a few months and is ready to leave. They are actively telling others not to join the club.

How will we work with Petra, her club and other clubs like Petra's to improve the quality of the participant experience?

How will we work together to get Petra and others like her active?

PETRA IN 2020

Petra was disappointed in the complaint from the new member and has subsequently set up a project group of volunteers to actively welcome and support all new members who join the club. The club now assigns a volunteer to a new member on their initial introduction to the club and checks in with them regularly. In addition, the project group has provided more social occasions where new members and existing members are mixed up to play socially.

The club is now part of a local club community sharing ideas and resources, including best practice, and has improved retention of new members but has not yet increased new membership applications.

PETRA IN 2025

The club, through Petra and her project group, has accessed resources and advice from their Regional Sport Organisation and Regional Sports Trust. The club now actively recruits new members through 'have a go' days and community events they deliver in partnership with other community organisations.

Membership has increased significantly in the last five years and players old and new have been overheard commenting on the vibrancy and welcoming atmosphere within the club. New members have not only been retained but most have been eager to volunteer.

MEET BRAD & DAVID

Brad and David are passionate about the sport of Parkour. They find inspiration on the internet and are continually trying to improve their skills; however their current practice has gotten them into trouble regarding the safety of using bridges, railings and public structures. Both Brad and David are involved informally right now and are trying to find places to participate.

How will we work with Brad and David to enable them to find safe venues to continue to practice and participate?

BRAD & DAVID IN 2020

Through a network of mates, Brad and David have set up a virtual Parkour club.

Since Brad and David set up the club, membership has increased exponentially and both guys have found that they require assistance with governance and operational capability to sustain the growth in membership. Having used Facebook as the forum for the virtual club, they are now seeking to design an app for the club to enhance communications and the ability to deliver.

BRAD & DAVID IN 2025

The Parkour club is now linked with Parkour NZ and have managed in partnership with the Regional Sports Trust and Local Authority to find venues supportive of parkour activity across the region. In addition the club is being supported by the national organisation (Parkour NZ) to assist with growing demand.

Now that the sport is well organised and has designated Parkour friendly venues, there are more opportunities to participate and public awareness of the sport has grown. The club has also joined with Circus Sports, GymSports and dance organisations to share resources and enhance opportunities for young people.

REGIONAL LEADERSHIP

A focus on regional and national partners working together to lead change and enhance outcomes.

LEADING & DELIVERING CHANGE

Regional leadership of sport, recreation and physical activity provides focus and clarity towards 2025.

Partnerships leverage and strengthen our ability to achieve outcomes for the people of our regionand planning together can and will optimise performance.

A strong sector includes the development and sharing of knowledge to enable informed decisions. A system that measures outcomes and impact and a plan for an appropriate mix of future focused places, spaces and facilities to enable participation and competition.

Working together to deliver sustainable outcomes for sport, recreation and physical activity for generations to come

Item 10.1

Attachment A

LEADING AND DELIVERING CHANGE

FOCUS AREAS

Over the first strategic horizon (2016 – 2020) five key areas have been prioritised where emphasis will be placed to ensure and secure the provision of **a strong and vibrant sport, recreation and physical activity sector for generations to come**.

Sharing and communicating knowledge and information – a focus on enabling decisions that benefit communities

INFORMED DECISIONS

Delivering a regional network of facilities, places and spaces – a focus on enabling community participation

ACCESSIBLE AND AFFORDABLE

Working together to meet community needs – a focus on providing for a growing population

HAMILTON CITY AND GROWING SURROUNDS

Supporting, leading and engaging in regional strategies – a focus that recognises that together we are better

LEVERAGING PARTNERSHIP OUTCOMES

A place where:
- High Performance Athletes want to live and train
- High Performance Events return economic and social value
- Talent pathways foster sporting success
- Role models inspire participation

HOME OF HIGH PERFORMANCE SPORT

REGIONAL LEADERSHIP

LEADING AND DELIVERING CHANGE

A focus on regional and national partners working together to lead change and enhance outcomes

Evidence of greater sector understanding and informed decision making

Moving Waikato 2025 evidence of Working Together

Key partner assessment of Sport Waikato as host in leading the Sector

Key partners rate Waikato as a successful sporting region

Why this indicator		Recognised as high level measures and indicators of regional collaboration and success through working together	
Baseline		Baseline avaliable early 2017	A plan in this area will be jointly developed with key partners
Targets	Short Term (2018)	Maintain Baseline	
	Medium Term (2020)	Positive growth from Baseline	
	Long Term (2025)	Positive growth from Baseline	
Key Partners in delivery		High Performance Sport New Zealand, Regional Sport Organisations, National Sport Organisations, Waikato District Health Board, Population Health, Central & Local Government Organisations, Regional Council, Iwi, Department of Conservation, Sport New Zealand, Sport Waikato	

[1]Targets will be confirmed following the publication of baseline measures in 2017
[2] When individuals promote an experience received in a club, education, event or facility setting, they are intrinsically satisfied with the 'quality of experience' and we collectively increase the likelihood of their continued involvement

TIMING OF COLLABORATIVE FOCUS

2016 ..... 2018 ..... 2020 2025

Strategic Insights Plan | Cycle Strategy | Facilities Plan | Maaori Plan | Urban Growth Plan (Hamilton City & growing surrounds)

National Home of Sporting Excellence Plan

Item 10.1

Attachment A

REGIONAL LEADERSHIP

MEET GEOFF, KEY PARTNER CEO

Geoff is the CEO of one of the Waikato region's Local District Councils. At a local level Geoff is aware of collaborative relationships and partnerships that benefit the community between sports organisations, education and health providers, government agencies and community organisations. He is committed to achieving the outcomes of the Regional Sports Facilities Plan but wants to achieve more.

How will partners across the region work together to lead and deliver change for Moving Waikato 2025?

DISTRICT COUNCIL IN 2020

Geoff's District Council has endorsed the Moving Waikato 2025 strategy and has been actively involved in improving the provision of facilities. The ratepayers have been surveyed with regards to facility provision, access and quality of experience. Maintenance and safety of cycleways and walking tracks has been raised as a significant issue.

It has also been recognised that the neighbouring local authority has proposed a sub-regional aquatic facility, 10km from the council border. Geoff's ratepayers are also asking for an upgrade of their aquatic facility.

Through Moving Waikato 2025, a sub-regional investment policy has been endorsed by the council, opening the way for provision of funds in partnership.

DISTRICT COUNCIL IN 2025

Geoff believes the collective commitment to delivering a healthy, vibrant, physically active and successful sporting region via Moving Waikato 2025 has been a positive influence on delivery for the people of his district.

Geoff is actively involved in regional collaboration projects across a variety of topics that have an influence on the delivery of sport, recreation and physical activity outcomes.

With Sport Waikato as the lead and enabler of outcomes for Moving Waikato 2025, Geoff feels his organisation and the partners he works with are more informed about the sport sector, they are working together in a coordinated way and is an advocate of the work of Sport Waikato as the lead for the delivery of outcomes for the Moving Waikato 2025 strategy.

MEET AMANDA, KEY PARTNER CEO

Amanda is the CEO of a Regional Health Provider and is concerned that the levels of obesity and associated health problems are increasing annually.

Amanda and the rest of her team have identified that there needs to be a collaborative approach and sees increasing physical activity through action of the Physical Activity Guidelines is an avenue for this.

Moving Waikato 2025 uses the Physical Activity Guidelines as the regional measure for both adults and young people. As a result, Amanda is seeking collaboration with partners to halt and reverse the negative trend.

How will key partners work together to lead and deliver change for Moving Waikato 2025?

REGIONAL HEALTH PROVIDER IN 2020

Recorded achievements of the Physical Activity Guidelines have increased for adults and young people over the past few years, through partnered intervention initiatives such as a focus on Women, Girls and Young People as a result of the Moving Waikato 2025 regional strategy.

Amanda has seen an increase in collaborative projects with other partners and the regional health provider has further invested in the next focus areas to grow participation in Maaori and Rural populations.

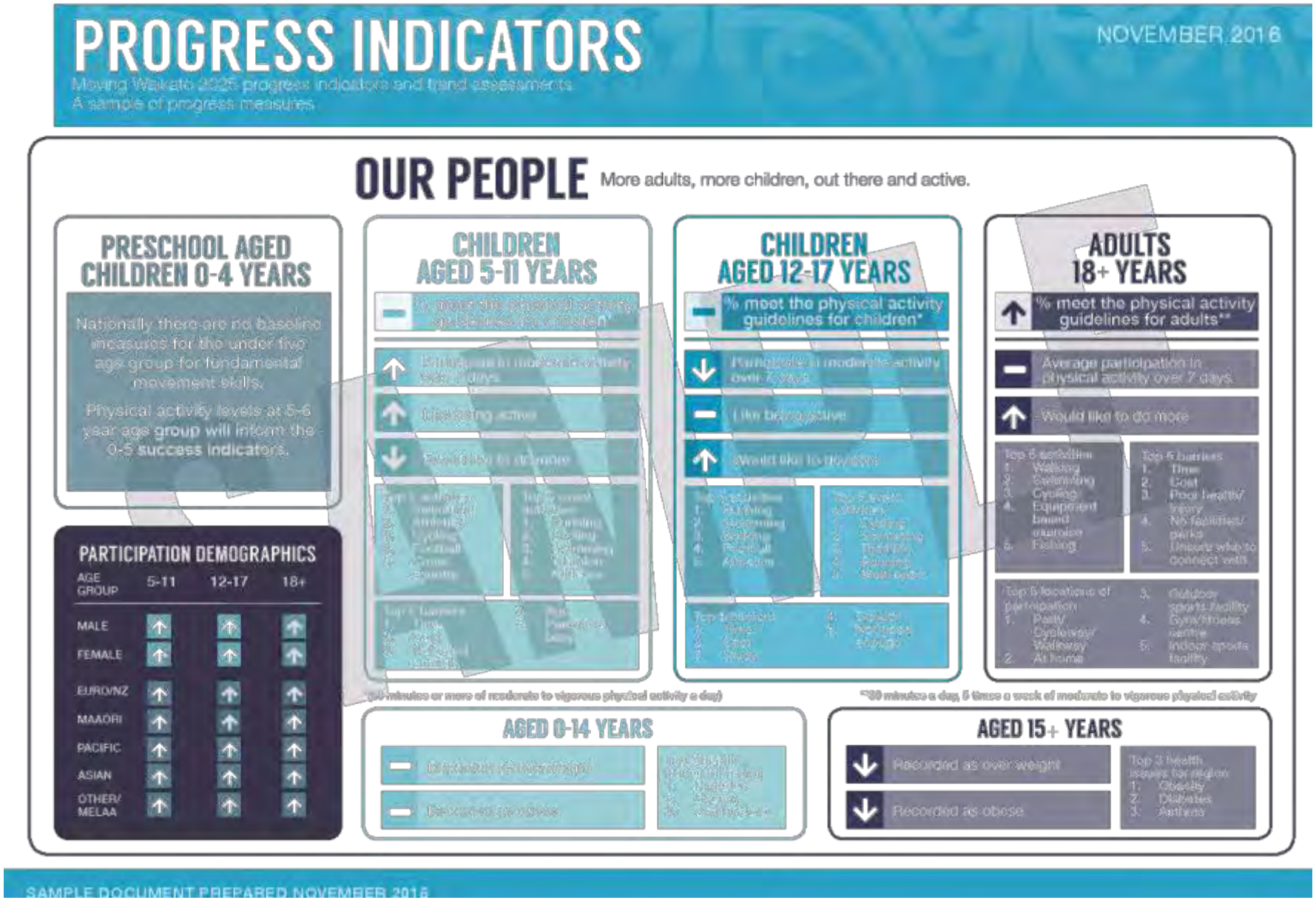
REGIONAL HEALTH PROVIDER IN 2025

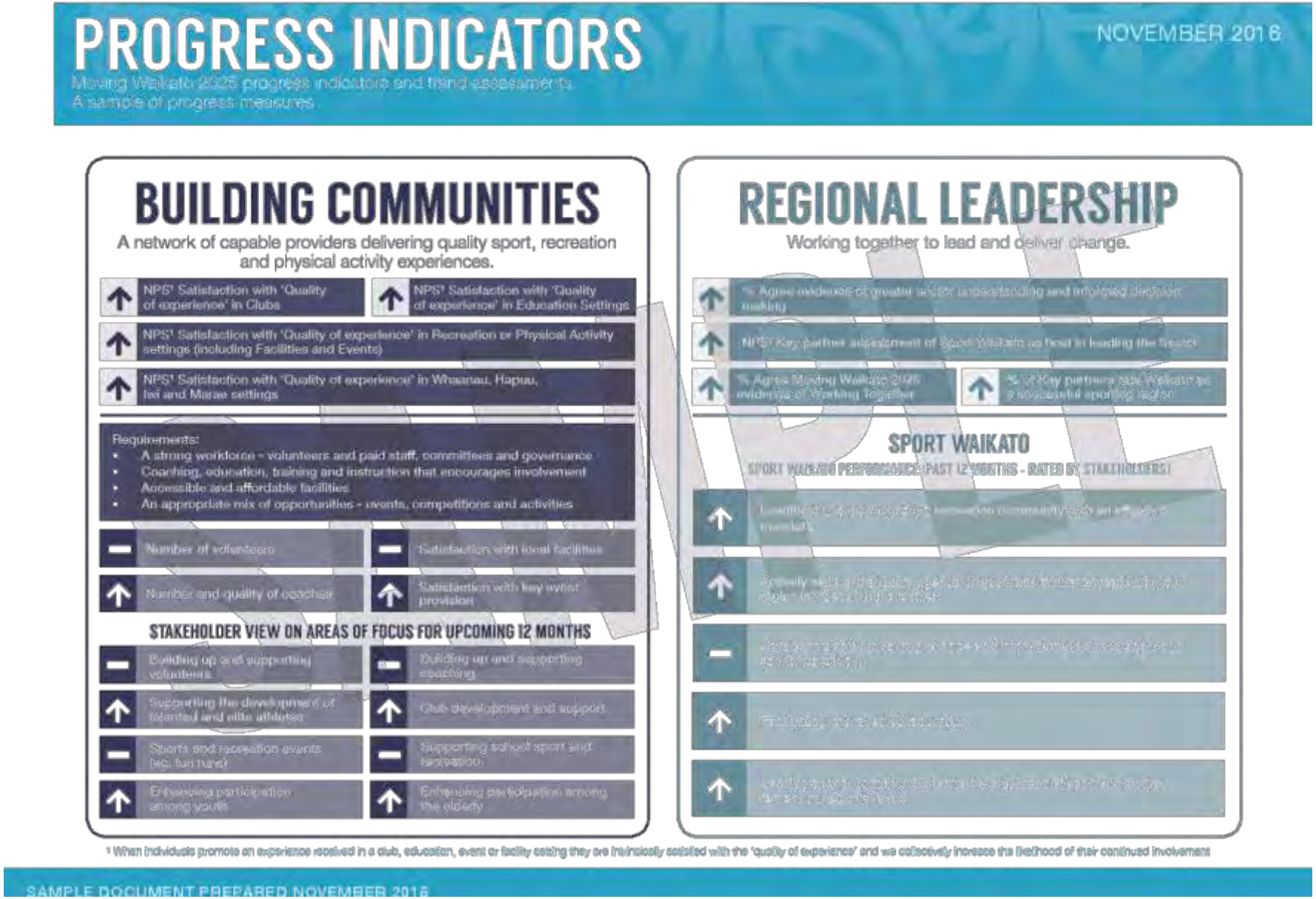
The collective commitment to delivering a healthy, vibrant, physically active and successful sporting region via Moving Waikato 2025 has been a positive influence on delivery for the people of the region.

Through the Moving Waikato 2025 Strategy, Amanda has linked with recreation, physical activity and sport providers and other local community organisations. The collective are in the initial stages of reviewing the outcomes of a collaborative project targeting improved opportunites for older people.

With Sport Waikato as the lead and enabler of outcomes for Moving Waikato 2025, Amanda feels her organisation and the partners she works with are making a difference - increasing the percentage of physically active people and reducing obesity and obesity related illnesses.

Amanda feels informed about the recreation, physical activity and sport sector and is pleased to be working in a coordinated way. Amanda and her organisation are advocates for the work jointly delivered with Sport Waikato as the lead for the Moving Waikato 2025 strategy.


PROGRESS INDICATORS
NOVEMBER 2016
Moving Waikato 2025 progress indicators and trend assessments
A sample of progress measures
OUR PEOPLE
More adults, more children, out there and active.
PRESCHOOL AGED CHILDREN 0-4 YEARS
Nationally there are no baseline measures for the under five age group for fundamental movement skills.
Physical activity levels at 5-6 year age group will inform the 0-5 success indicators.
CHILDREN AGED 5-11 YEARS
CHILDREN AGED 12-17 YEARS
% meet the physical activity guidelines for children*
ADULTS 18+ YEARS
% meet the physical activity guidelines for adults**
Average participation in physical activity over 7 days
Would like to do more
PARTICIPATION DEMOGRAPHICS
AGE GROUP
5-11
12-17
18+
MALE
FEMALE
EURO/NZ
MAAORI
PACIFIC
ASIAN
OTHER/ MELAA
AGED 0-14 YEARS
AGED 15+ YEARS
Recorded as over weight
Recorded as obese
SAMPLE DOCUMENT PREPARED NOVEMBER 2016


PROGRESS INDICATORS
NOVEMBER 2016
Moving Waikato 2025 progress indicators and trend assessments
A sample of progress measures
BUILDING COMMUNITIES
A network of capable providers delivering quality sport, recreation and physical activity experiences.
NPS¹ Satisfaction with 'Quality of experience' in Clubs
NPS¹ Satisfaction with 'Quality of experience' in Education Settings
NPS¹ Satisfaction with 'Quality of experience' in Recreation or Physical Activity settings (including Facilities and Events)
NPS¹ Satisfaction with 'Quality of experience' in Whaanau, Hapuu, Iwi and Marae settings
Requirements:
A strong workforce – volunteers and paid staff, committees and governance
Coaching, education, training and instruction that encourages involvement
Accessible and affordable facilities
An appropriate mix of opportunities – events, competitions and activities
Number of volunteers
Satisfaction with local facilities
Number and quality of coaches
Satisfaction with key event provision
STAKEHOLDER VIEW ON AREAS OF FOCUS FOR UPCOMING 12 MONTHS
Building up and supporting volunteers
Building up and supporting coaching
Supporting the development of talented and elite athletes
Club development and support
Sports and recreation events (eg, fun runs)
Supporting school sport and recreation
Enhancing participation among youth
Enhancing participation among the elderly
REGIONAL LEADERSHIP
Working together to lead and deliver change.
% Agree evidence of greater sector understanding and informed decision making
NPS¹ Key partner assessment of Sport Waikato as lead in leading the sector
% Agree Moving Waikato 2025 evidence of Working Together
% of Key partners rate Waikato as a successful sporting region
SPORT WAIKATO
SPORT WAIKATO PERFORMANCE: PAST 12 MONTHS - RATED BY STAKEHOLDERS
¹ When individuals promote an experience received in a club, education, event or facility stating they are intrinsically satisfied with the 'quality of experience' and we collectively increase the likelihood of their continued involvement
SAMPLE DOCUMENT PREPARED NOVEMBER 2016

Item 10.1

Attachment A

Matamata-Piako District Sports Facilities and Development Plan

2018-2028
SUMMARY DOCUMENT

Quality Information

Document	
Title	Matamata-Piako District Sports Facilities and Development Plan 2018-28
Document reference(s)	RM [insert Record Manager# when available]
Version	0.1
Date	10 April 2018
Contributors	
Prepared by	
Reviewed by	
Consultation	
Initial consultation	Survey of sports clubs conducted by Sport Waikato in 2017 Three drop-in evening events
Draft approved by Council	
Call for submissions	
Submissions closed	
Hearing details	
Approval	
Adopted by Council	

MATAMATA-PIAKO DISTRICT SPORT PLAN: HIGH LEVEL OVERVIEW

TIMELINE

In 2014 the Waikato Regional Sport Facility Plans was published in partnership with all local authorities, setting regional priorities and identifying the need for local alignment to the plan.

The need to develop a new Sport & Recreation Strategy/Plan was identified by the Matamata-Piako Council in the 2015-25 LTP and confirmed in workshops for the 2018-28 LTP. At the same time Moving Waikato 2025 a partnered strategy for Sport recreation and physical activity for the Waikato region was published identifying the need for local insights due to the changing landscape the sector.

In mid-2017, a project team was established to oversee the development of a plan to grow participation in sport for the Matamata-Piako District with representatives from Matamata-Piako District Council and Sport Waikato.

This Plan replaces the old Community Leisure Provision Strategy 2009.

MOVING WAIKATO 2025

A Healthy, Vibrant, Physically Active and Successful Sporting Region

matamata piako district council

VISION

The Place of Choice – Lifestyle. Opportunities. Home.

sportwaikato
out there and active

VISION

Everyone Out there and Active

Working together, both organisations recognised a need to deliver a ***coordinated, collaborative and clear plan to lead, enable and guide provision of opportunities*** *for the people of the Matamata-Piako District.*

WHY

DO WE NEED A PLAN?

Changing Population Distribution and Demographics

Maintaining Assets, Facility Sustainability and Service Levels

Changing Sport Participation Preferences

Improving Collaborative Approaches

Working with Neighbouring Local Authorities

Item 10.1

Attachment B

WE SURVEYED CLUBS....

71% OF CLUBS & ORGANISATIONS completed the survey (76 total)

Across 3 WARDS

Servicing 9 LOCAL COMMUNITIES (including towns)

Across 27 DIFFERENT SPORTS & ACTIVITIES

45 facility specific responses

Reference full plan for clubs and organisations that responded to the survey

PROJECT EVALUATION

In considering any facility development project for prioritisation a matrix included the assessment of the following criteria;

- Partnerships and collaborations (sharing/ multi-use)
- Growing participation/ membership
- Projected growth for Participation and membership
- Strategic alignment to Regional and National Facility strategies
- Appropriate scale – meet the needs of the community
- Operational sustainability – financial sustainability
- Capital funding for proposed project

MATAMATA-PIAKO – THE PLACE OF CHOICE

STRATEGIC PRIORITIES – WHAT'S MOST IMPORTANT?

INFRASTRUCTURE

Planning for and providing affordable infrastructure that is not a limiting factor in our district's growth.

ECONOMIC

Developing and implementing an economic strategy that encourages and supports economic growth in our district.

SPORT AND RECREATION

Reviewing the provision and suitability of sporting and recreational facilities in the district.

SERVICES

Advocating for services on behalf of our communities.

- Existing assets
- Growth
- Financial Sustainability
- Future Facilities

RECOMMENDATIONS

EXISTING ASSETS

- Potential to better develop existing facilities to maximize community benefit - sports working together to maximize outcomes.
- Increasingly important for all stakeholders to work collaboratively in order to improve delivery of sport facilities.
- Where repairs and maintenance costs exceed utilization rationalisation will need to be considered.
- There is an ageing network of facilities - this is particularly true of many club buildings on Council land. Asset management plans will be an important feature of future plans.
- Many existing facilities in the Matamata-Piako District are unable to be adapted for different functions, something that will need to be considered as they reach the end of their useful lives.
- Prior to capital investment in any clubrooms it is recommended work be carried out on independent building condition assessments (on buildings over 20 years old)
- Quantity survey of refurbishment / repair costs
- Cost benefit analysis and sustainability / feasibility analysis (this work should be scaled appropriately to the capital investment being considered).

GROWTH

As the Matamata-Piako District continues to grow older and focus continues on the provision of core infrastructure to meet growth of an older age group, investment in sport facilities will necessitate a strategic approach to meet the changing need

FINANCIAL SUSTAINABILITY

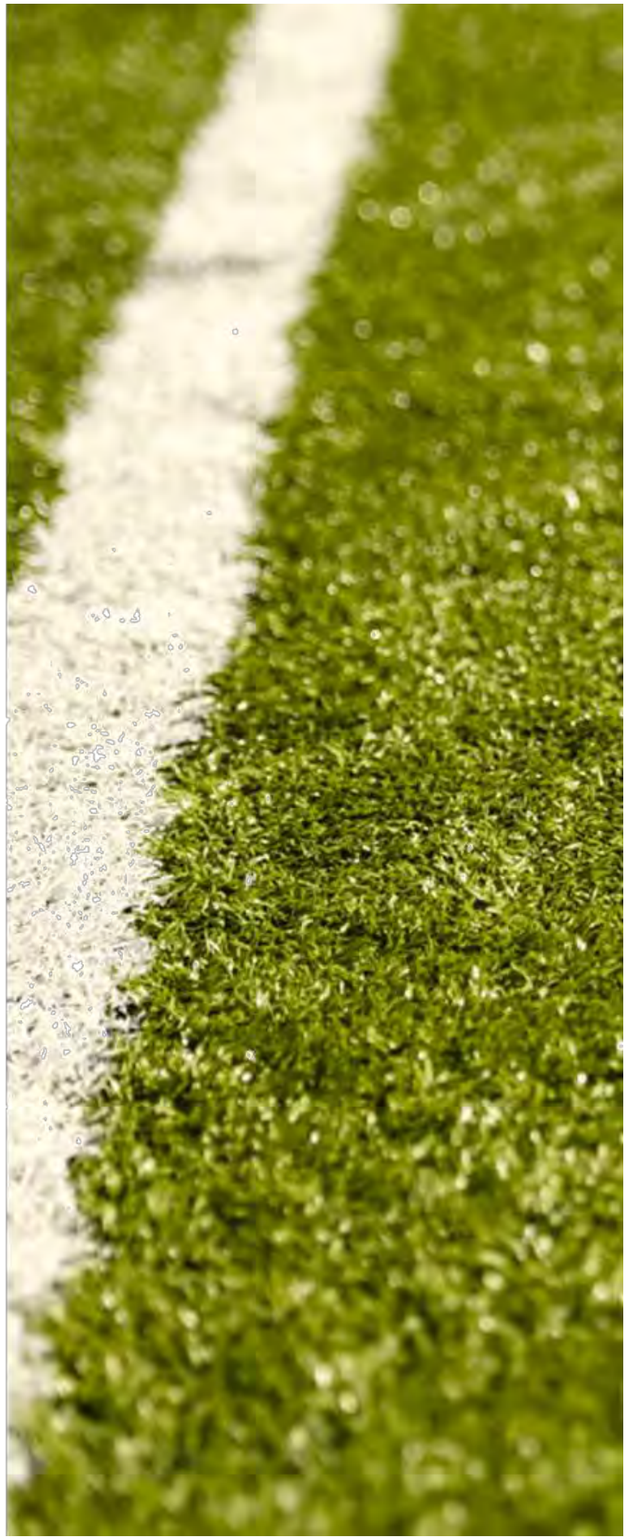
Affordable facility solutions are important to smaller local clubs to enable the affordable delivery of programmes to the community.

Where clubs are finding it difficult to fund ongoing repairs and maintenance (with declining or small membership) opportunities should be investigated for clubs to come together in facilities and rationalisation of facilities to occur – recommendation raised above

Whilst Council assists clubs and organisations occasionally through grants, funding resources overall are decreasing whilst maintenance and other costs rise. This makes discussions regarding planning for the future very important.

FUTURE FACILITIES

- Sound planning and pre-feasibility should be applied to determine actual needs of facilities before any budget for construction is conceived.
- Full whole of life costing models (capital and 10 year operational) consideration should guide investment costing logic.
- Facility design and modification will need to focus on multi-purpose use and be flexible to allow future adaptation.
- Planning will be needed for new facilities, administration and programs to target growth and changing demographics.



PRIORITY FACILITY PROJECTS

Draft findings of the report suggest the following priority facility investigations/ development projects:

- Cross boundary partnership projects
- Priority local facility projects
- Priority service delivery projects

CROSS BOUNDARY PARTNERSHIP PROJECTS

CROSS BOUNDARY PARTNERSHIP PROJECTS	TIMEFRAME
2 x 2/3 basketball courts (one full size netball court) model facility (potential Thames-Coromandel, Hauraki and/or Matamata-Piako District Councils partnership).	4–10 YEARS
Indoor 25m community pool (potential Thames-Coromandel, Hauraki and /or Matamata-Piako District Councils partnership).	4–10 YEARS
Gymsport sub regional facility hubs – optimisation (Hamilton City Council, Matamata-Piako and Thames-Coromandel District Councils).	4–10 YEARS

Projects identified by Waikato Regional Sports Facilities Plan 2014

LOCAL FACILITY PROJECTS

INDICATIVE TIMEFRAME	WARD	PROJECT
YEAR 1	Matamata-Piako District	Provision of multi-use sports parks in the Matamata-Piako District.
YEAR 1	Matamata-Piako District	Provision of operational grants for Council owned parks and private trust owned parks.
YEAR 1	Te Aroha Ward	Aquatic provision in Te Aroha
YEARS 1-3	Morrinsville Ward	New trails for club and recreation users within the Te Miro Forest Mountain Bike Park.

Provison for these to be considered in the LTP process

LOCAL FACILITY PROJECTS

INDICATIVE TIMEFRAME	WARD	PROJECT
YEARS 2-3	Morrinsville Ward	Ablution block at Campbell Park. Frequently used space by rate payers and owned by Campbell Park Trust.
YEARS 2-3	Matamata Ward	Investigation into the potential to move Matamata Swifts AFC club to Swap park, and develop grounds, to make this the home of the Matamata Swifts.
YEARS 2-3	Matamata Ward	Assist Matamata Netball Centre to find a solution for damaged courts (3 Courts covered in rebound pro now have sub structural issues).
YEARS 2-3	Matamata Ward	Develop an approach to maintenance and repair requests with regard to Headon stadium and ongoing discussions regarding a potential new indoor stadium.

Provison for these to be considered in the LTP process

PRIORITY SERVICE DELIVERY PROJECTS

SPORT WAIKATO DISTRICT COORDINATOR AND STAFF:

PROJECT	TIMEFRAME
COBRA Clubroom Utilisation	Year 1
Morrinsville Recreation Ground – Upgrade of Tennis Clubrooms	Year 1
Bedford Park Rebate	Year 1
Piako Gymnastics Club Feasibility Study	Year 1
Waihou Recreation Reserve – Morrinsville Te Aroha Dressage Group all weather arena proposal	Year 1
Te Aroha BMX – grow membership	Year 1
Te Aroha Swimming Club – grow membership / club links	Year 1
Martial Arts	Year 1
Matamata-Piako Sports Club – Provision of Workshops*	Years 1-3

***Specific club support - where requested, including service delivery & capability building**
Provison for these to be considered in the LTP process

IN SUMMARY.

PROPOSAL TO INCLUDE PROVISION IN LTP TO SUPPORT DELIVERY OF 1-3 YEAR OBJECTIVES:

- Facility Developments/Feasibilities/Investigations NEW
- Continue investment in District Coordinator role for Service Delivery Support
- Continue investment in Facilities Advisor role to support facilities guidance

Item 10.1

Attachment B

Events Funding Policy

Trim No.: 1999551

Executive Summary

Council has indicated a desire to support economic development and economic growth in our district. The Consultation Document for the Long Term Plan 2018-28 includes a proposal for a budget of $200,000 for economic development – an increase of $50,000 on previous years. One aspect of realising the districts 'economic opportunities' is encouraging events in our community and providing funding to support them.

Council has indicated it wishes to provide $20,000 in events funding and would like a policy to guide the use of this funding. Accordingly, a policy has been developed and this is attached. It is intended that event organisers will apply to Council for funding to support new events and increase community benefit and participation generated by existing events.

This report seeks Council approval for the attached Policy and delegation to Council staff to approve funding applications.

Recommendation

That:

1. **The District Events Funding Policy be approved.**

2. **The maximum grant is $5,000. This can be increased by Council resolution if there are special circumstances.**

3. **Consideration and determination of grant applications made under the District Events Funding Policy be delegated to the Chief Executive Officer and in his/her absence the Communications Manager, or Events and Promotions Co-ordinator, as per the policy.**

Content

Background

As part of Councils discussions on the Long Term Plan 2018-28 Council indicated a desire to provide more support towards economic development and economic growth in our district. The Consultation Document for the Long Term Plan 2018-28 includes a proposal for a budget of $200,000 for economic development – an increase of $50,000 on previous years. The community has been asked to provide feedback on whether they agree with Councils plans to increase support for economic development in our community.

An economic development work programme was developed to identify initiatives for the 2017/18 financial year. At its meeting 27 September 2017 Council resolved: *confirms its priorities for the 2017/18 Work Programme, and authorises staff to implement these.*

Council's priorities for the 2017/18 Economic Development Work Programme include the following:

Project / Initiative	Description	Timeframe	Budget
Local event funding	The Matamata Public Relations Association, Te Aroha Business Association and Morrinsville Chamber of Commerce have proposed that the best way to support events is to provide funding to cover Council related costs (e.g. traffic management plans) Council will need to provide policy guidance on how this funding will be allocated.	Annually	$20,000

One aspect of realising the districts 'economic opportunities' is encouraging events in our community and providing funding to support them.

Council budgeted $20,000 in events funding and has indicated it wishes to establish a policy framework to guide the use of this funding. It is intended that event organisers will apply to Council for funding to support further co-ordination and promotion of new events and increase the community benefit and participation generated by existing events.

Issues

Purpose of the fund

Council currently provides resource consent grants, community ward grants, and funding to the Morrinsville Chamber of Commerce and Matamata Public Relations Association which support business and local events.

Initial discussions with Council indicated the intent of this fund was to assist with regulatory costs charged by Council such as:

- Traffic Management Plans/ Corridor Access Request due to road closures.
- Resource consents
- Liquor and food licences

The costs of these are set under the Fees and Charges schedule.

Most event organisers will also be eligible for the Resource Consent grant if consent is required (such as Oaklane Jazz in Morrinsville and Concert by the Lake in Matamata) however other aspects such as obtaining liquor or food licences are not currently included in what can be funded via the Resource Consent grant. Another aspect that could be covered is the insurance cost for events.

Some local events may not require a traffic management plan, so they may not be eligible for funding under the Policy if Council restricts the scope to compliance costs. An alternative may be that Council could fund up to a maximum of $5,000 per event, and let the event organisers spend the funding where they deem it most needed.

Council indicated that its preference was not to fund Council compliance costs but to focus on growing the existing events within the district and supporting new events especially those that utilise Council facilities. For example, the fund might be used to grow and develop the Aroha Cruise-In organised by the Te Aroha Business Association into a longer duration event where visitors may stay overnight and contribute further to the local economy.

The draft Policy also signals that events using Council facilities are preferred. Council has recently established two new community facilities – the Matamata-Piako Civic and Memorial Centre and the Silver Fern Farms Events Centre which provide a range of rooms for meetings, large events, concerts, exhibitions, sporting and cultural activities. Similarly, the Westpac Morrinsville Events Centre provides space to hire for functions, meetings and parties.

In February 2017 the Waikato-Bay of Plenty Magic/Northern Mystics held a pre-season match at the Silver Fern Farms Events Centre, Te Aroha which was attended by a few hundred people. At the time it was said that the game was the highest level of netball played in Te Aroha and it was hoped this event was the first of many to come. This is simply one example of the type of event which Council may wish to support through this policy – potentially encouraging more events that use Council facilities and growing the event offerings in the district.

Maximum grants
The draft Policy proposes maximum grant funding of $5,000.

Approval of applications
The Policy as proposed has no funding round application dates so applications can be made at any time during the year. Council has indicated that it wishes to delegate decision-making on the applications to Council staff.

Council currently delegates approval of Significant Natural Features funding and Development Contributions reconsiderations to staff. Regarding the Significant Natural Features Policy on 23 July 2014, Council resolved to:

a) Give staff delegation to administer the annual fund
b) If the annual fund is oversubscribed bring the applications to Council for a decision on administration
c) If a submitter is declined and objects, the objection be brought to Council for a decision.

The draft Development Contributions Policy (currently subject to consultation) states that a request for a reconsideration of Development Contributions:

> *The Council delegates to its Chief Executive Officer and in his/her absence the Group Manager Business Support, Group Manager Community Development, or Group Manager Service Delivery the responsibility for reviewing and deciding on reconsideration requests. If the name of any of the above position titles change without substantial changes being made to the position holder's job description (in respect of the function to which this delegation relates), the current delegations in the name of the previous position title are and shall be effective for the position holder of the new position title.*
>
> *The staff member who assessed the development contribution may be requested to provide details of the development contribution levied but may not take part in the decision-making of the reconsideration.*

Council has an Events and Promotions Co-ordinator and it is intended this role would process and determine grant applications under delegation. Council will be informed through the monthly Chief Executive report as to what applications have been received and approved.

Council may wish to provide a similar delegation used for the Significant Natural Features or Development Contributions Policies.

For other grants such as the Community Ward and Resource Consent Grants, these require elected member approval/resolution of Council.

New vs existing events
The policy provides for funding for the organisation and promotion of large-scale events. Existing events can also apply in order to further the community benefit and participation generated by their activities.

Council may wish to split the funding between new and existing events. For example, it could allocate say $5,000 for existing events and $15,000 for attracting new events. That approach would essentially demonstrate that Council supports and values the existing events, but is focusing on attracting new events to the district. As drafted the policy does not identify any split of the funding however Council may wish to give consideration to this.

Funds used within three months of the event
The Policy provides that funds must be used within three months of the event taking place to recognise the lead-in time for event planning.

The Resource Consent Grant policy provides that funds must be used within six months of the decision to grant funds to the group. In the case of this Policy event planning could occur well in advance of the actual event so the draft Policy allows applicants to uplift funds up to three months after the event has occurred.

In practical terms this means if Council grants funding in June 2018, but they don't draw on the funds until December 2018, the funding will come from the 2017/18 financial year grant allocation as it is based on when the decision to provide a grant is made (as opposed to when the funding was uplifted in 2018/19).

Analysis

Options considered

Council can approve the Policy as proposed or make amendments to it.

The Policy as proposed would see Council administering the grant funding and Council staff making the grant allocation decisions. Council could amend this so all decisions need to be approved formally by Council. This would potentially delay decision-making as a report will need to be prepared for the Council or Corporate and Operations Committee and depending on when an application is made this could take a couple of weeks to have a decision (especially during the Christmas holiday period where there are no Council meetings in January).

An alternative approach would be to split the fund between the three main towns, and enter into agreements with each business association about what Council expects in return – for example:

- Te Aroha; support for the Cruise In and Christmas parade
- Morrinsville; support for the Fireworks Display and Christmas parade
- Matamata; support for one major event that attracts outside visitors and Christmas parade

The Consultation Document for the Long Term Plan 2018-28 includes a proposal for an additional $20,000 to increase funding for the Morrinsville Chamber of Commerce (from $70,000 to $75,000 p/a) and Matamata Public Relations Association (from $50,000 to $75,000 p/a). No funding is currently provided through the Long Term Plan 2018-28 to the Te Aroha Business Association.

If Council opts to allocate funding directly to the three business associations care will need to be taken to ensure this does not duplicate the existing grant funding Council has allocated to the Morrinsville Chamber of Commerce and Matamata Public Relations Association. An agreement will be entered into with these organisations covering what the Long Term Plan funding

expectations are. If the Long Term Plan funding is to help the business associations with events (such as the Morrinsville Fireworks display) and an application is made for funding under this Policy for the same event there is potential for 'double-dipping'. At present the Policy does not provide any restrictions on this however Council has options to address this if it wishes.

It is suggested the policy be subject to a three-yearly review period (i.e. by June 2021) as this would align with the Long Term Plan process. If issues arise with the Policy implementation Council has the option to review it earlier. Council may wish to set a different review period to assess how the policy is working.

Analysis of preferred option
The preferred option is for Council to adopt the policy as proposed however Council can make amendments if desired.

Legal and statutory requirements
There are no legal and statutory requirements. The policy is voluntary (non-statutory).

It is noted that at the time of writing Council is currently seeking feedback on its Consultation Document for the Long Term Plan 2018-28, which includes a proposal for increasing support for economic development. If Council opts to reduce the funding for economic development after considering submissions it could affect this policy and could be reviewed if this occurs.

Impact on policy and bylaws
If Council adopts this Policy, it will be a new Policy for Council.

Consistency with the Long Term Plan / Annual Plan
This Policy supports the proposed Long-Term Plan 2018-28 and the implements Economic Development Work programme previously agreed by Council.

Impact on Significance and Engagement Policy
This issue is not significant in terms of the Significance and Engagement Policy.

Communication, consultation and decision making processes
The Matamata Public Relations Association, Te Aroha Business Association and Morrinsville Chamber of Commerce proposed that the best way to support events is to provide funding to cover Council related costs (e.g. traffic management plans).

The Policy has not specifically been subject to public consultation. The topic of 'Economic Opportunities' forms part of the Consultation Document for the Long Term Plan 2018-28 and encouraging events by providing funding to support them is listed as one of the proposals within this.

A copy of the Policy and application form will be put on the Council website. Staff will inform the three business associations of the Policy and it will be will be promoted from time to time in the Council in Focus newspaper advertisement. It is also intended the Events and Promotions Co-ordinator will inform relevant people about the funding as part of their role in providing events support.

Consent issues
There are no consent issues. Some events require permits and consents from Council.

Timeframes
If Council approves the attached policy it will be published on the Council website and an online application form created. As there is no application round, applications will be accepted once the policy has been published.

Contribution to Community Outcomes

Council's vision for the district is for Matamata-Piako to be 'The Place of Choice.' Council recognises the role of events in supporting this vision and has set some community outcomes relating to Economic Development, as detailed in the Policy.

Financial Impact

i. Cost

Council has allocated $20,000 per annum towards this Policy in the draft Long Term Plan. The Policy sets out the funding restrictions.

ii. Funding Source

The funding source is from the Economic Development Budget ($200,000 total). It is intended that funding will be made available this current financial year (as per the Economic Development work programme for 2017/18).

Attachments

A. District events funding policy

Signatories

Author(s)	Niall Baker **Acting Senior Policy Planner**	

Approved by	Sandra Harris **Acting Strategic Policy Manager**	
	Jenni Cochrane **Communications Manager**	
	Don McLeod **Chief Executive Officer**	

Department	Communications
Policy Type	External
RM Reference	2002355
Resolution Date	[To be inserted]
Review Frequency	Three years
Review Date	June 2020
Policy Supersedes	n/a

District Events Funding Policy

Background
Council provides funding to support event organisers to off-set costs of compliance and regulatory costs associated with running major events. The budget for this fund is set each year through the Annual Plan / Long Term Plan process. This Policy sets out the Council's process for receiving and assessing applications for the District Events Fund.

Objectives
The objectives of this policy are to ensure the distribution of funding:

- occurs in a consistent, efficient, effective manner
- is transparent, fair and accountable
- is consistent with the purpose of Local Government - *to enable local decision-making and action by, and on behalf of, communities; and 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.*

Community Outcomes
Council's vision for the district is for Matamata-Piako to be 'The Place of Choice.' Council recognises the role of events in supporting this vision.

Matamata-Piako – The Place of Choice Lifestyle. Opportunities. Home.				
Enabling…				
Connected Infrastructure	**Economic Opportunities**	**Healthy Communities**	**Environmental Sustainability**	**Vibrant Cultural Values**
Infrastructure and services are fit for purpose and affordable, now and in the future.	We are a business friendly Council.	Our community is safe, healthy and connected.	We support environmentally friendly practices and technologies.	We promote and protect our arts, culture, historic, and natural resources.
Quality infrastructure is provided to support community wellbeing.	Our future planning enables sustainable growth in our district	We encourage the use and development of our facilities.	Development occurs in a sustainable and respectful manner considering kawa/protocol and tikanga/customs.	We value and encourage strong relationships with iwi and other cultures, recognising wahi tapu and taonga/significant and treasured sites and whakapapa/ ancestral heritage.
We have positive partnerships with external providers of infrastructure to our communities.	We provide leadership and advocacy to enable our communities to grow.	We encourage community engagement and provide sound and visionary decision making.	We engage with our regional and national partners to ensure positive environmental outcomes for our community.	Tangata Whenua with Manawhenua status (those with authority over the land under Maori lore) have meaningful involvement in decision making.

Policy

Who can apply?

- Community groups, non-profit organisations, business associations, Iwi/Maori organisations can apply.
- Individuals, commercial enterprises, and organisations supported by government agencies may be considered depending on the alignment of their project/organisation with the Policy.

What kinds of events are eligible for funding?

The event must:

- be held within Matamata-Piako District
- have the potential to attract a significant number of visitors
- have potential to become an iconic event
- have strong support from the community and business sector
- be supported by a business case
- contribute to Council's Vision and Community Outcomes
- enable and provide economic opportunities in the district
- encourage participation across diverse communities and provide opportunities for the wider community to increase social connection.

What can funds be used for?

New Events - Funding granted under this Policy can be used for the organisation and promotion of large-scale events that are likely to enable and provide for economic activities along with on-going community involvement in the Matamata-Piako District. Funding is allocated for effective promotion of these events, with preference given to those using Council facilities such as the Westpac Morrinsville Events Centre, Silver Fern Farms Events Centre in Te Aroha or Matamata-Piako Civic and Memorial Centre, in Matamata.

Existing Events - Existing events can apply for this grant in order to further the community benefit and participation generated by their activities.

Those seeking funding assistance for resource consents, should apply for the Resource Consent Grant if eligible.

The Events fund is not for the payment of wages or honorariums.

What are the assessment criteria?

Council will consider the following when assessing a proposal for a grant:

- the viability of the event as a whole and fundraising efforts already shown (e.g. Business Plan, marketing strategy)
- the viability and sustainability of the event
- the extent of the benefit to the community, including economic opportunities and benefits
- the event cost and scope
- previous assistance given by the Council or other agencies
- the contribution to the event being provided by the organisation itself
- the contribution of the event to Council's vision and outcomes.

Funding approved under this Policy may be for one-off events or regular events, and may be approved for one or more years.

Funding limits
The total amount available each financial year (i.e. from 1 July to 30 June) is determined through the Annual Plan/Long Term Plan process. The funds are allocated on a first come first served basis until the funding is used up. Unallocated funds from the annual budget each year will not be available for allocation in the following year. Funds must be uplifted within three months of the event being held.

The maximum funding available for any one application is $5,000. This can be increased by Council resolution if there are special circumstances.

Groups cannot apply for funding more than once per event under this policy. Your group may apply for other Council funds separate to this policy (e.g. Community Ward Grants, Resource Consent Grant).

The following criteria apply to uplifting funds:

- organisations must be able to account for the funds once granted
- funds that have not been uplifted within three months of the event being held will lapse
- funds will not be released until the organisation has supplied a valid invoice unless otherwise approved by the Council's Finance and Business Services Manager or other authorised staff member
- Funds are GST exclusive where an organisation is GST registered. If an organisation is not GST registered no GST will be included in the fund.

Applicants who don't have a current bank account must ask for an invoice by supplier to be issued to Council for payment.

How to apply
There are no funding round application dates. This means that applications can be made at any time during the year. An application form must be completed in full prior to the event date(s) and submitted to any Council Office or submitted online along with the required attachments. Incomplete or retrospective applications will not be considered for funding.

Application forms can found at www.mpdc.govt.nz.

How will I know if funding has been approved?
All complete applications will be assessed by Council staff. Applicants will be notified in writing once a decision on their application has been made.

The Council delegates to its Chief Executive Officer and in his/her absence the Communications Manager, or Events and Promotions Co-ordinator the responsibility for reviewing and deciding grant applications. If the name of the any of the above position titles change without substantial changes being made to the position holder's job description (in respect of the function to which this delegation relates), the current delegations in the name of the previous position title are and shall be effective for the position holder of the new position title.

The Mayor and Councillors will be informed of application approvals.

Accountability and Reporting
A report on the success of the event and evidence that the grant was spent appropriately to be provided to Council within three months of the event.

Relevant legislation
Local Government Act 2002

Audience
Council and the community

Measurement and review
The Policy will be reviewed three yearly to align with the Long Term Plan.

Get in touch
If you have any enquiries or require an application form please contact us.

Postal address:	PO Box 266 Te Aroha, 3342
Matamata Office:	Corner Tainui and Tui Streets
Morrinsville Office:	56-62 Canada Street
Te Aroha Office:	35 Kenrick Street
Phone:	07 884 0060
Email:	info@mpdc.govt.nz

Authorisation
Authorised by: Matamata-Piako District Council

Waikato Plan Update on Leadership Group meeting - 16 April

Trim No.: 1997583

Executive Summary

The purpose of this report is to update Council on the Waikato Plan Leadership Group meeting held on 16 April 2018. A Leadership Group has been established as a joint committee with representation from the partner councils, tāngata whenua, the business /community sector and central government. The meeting minutes and a progress report are attached to this report.

Recommendation

That:

1. **The information be received.**
2. **Council notes the independent review to be undertaken to test whether the Waikato Region has the optimal structures and processes to implement strategic outcomes across the four well-beings. Such structures to include the Waikato Plan, Future Proof, Waikato Means Business, Waikato Mayoral Forum and the Regional Transport Committee.**
3. **Council notes the shortfall in obtaining 25% external funding towards the Waikato Plan.**

Background

The Waikato Plan provides a single voice about important issues for the region. The Plan is based on two principles:

- Together we are stronger. Collaboration builds strength and understanding, fills gaps, and cuts duplication.
- To succeed as a region, all parts of the Waikato must be as successful as they can be.

The Plan:

- Provides a strategic direction for the region.
- Identifies the top priorities to focus on over the next 30 years.
- Identifies implementation actions.

The partner Councils (Hamilton City Council, Hauraki District Council, Matamata-Piako District Council, Otorohanga District Council, South Waikato District Council, Taupō District Council, Waikato District Council, Waikato Regional Council, Waipa District Council, and Waitomo District Council) have adopted the Waikato Plan.

The Waikato Plan website has further information about the plan and a copy of the Leadership Group agendas and minutes: http://www.waikatoplan.co.nz/leadership/agendas-and-minutes/. A copy of the agenda has also been made available in the Big Tin Can (Councillor hub).

A Waikato Plan Leadership Group has been setup to oversee the implementation of the plan and its membership is as follows:

- Independent Chairperson (non-elected member)
- Local Government – five representatives
- Tāngata whenua – up to six representatives
- Business / Community – up to four representatives
- Government Agencies – up to four representatives (non-voting)

The membership of the Leadership Group has been previously reported to Council. The Local Government Representation is as follows:

Waikato Regional Council	Chair Alan Livingston
Hamilton City Council	Mayor Andrew King
Eastern Sub-region	Deputy Mayor Toby Adams
Future Proof Sub-region	Mayor Allan Sanson
Southern Sub-region	Mayor Brian Hanna

The Community and business representation is as follows:

Community	Bev Gatenby
Waikato Means Business/Business	Dallas Fisher
Hauraki District/Community	Eric Souchen
Agenda Waikato/Business	Lale Ieremia

The central government representation is as follows:

New Zealand Transport Agency	Parekawhia McLean (or nominee)

At its meeting on 14 March 2018, Council received an update on the Waikato Plan from Hauraki Deputy Mayor, Toby Adams (as the Eastern Waikato Council representative on the Leadership Group).

The minutes of each Leadership Group are reported to Council. The next leadership meeting is scheduled on 25 June 2018.

Issues

Waikato Police and District Health Board Presentation

As per the minutes the Committee received a presentation on a joint initiative to address drug issues, specifically with regard to methamphetamine and the impacts this is having on communities. The Leadership Group resolved to support the initiative.

Leadership Group appointments / review

Tāngata whenua membership

At the meeting the Leadership Group appointed the following representatives for an interim period pending the outcomes of an independent review (refer below):

Maniapoto	Weo Maag
Raukawa	Vanessa Eparaima
Te Arawa River Iwi Trust	Eugene Berryman-Kamp
Waikato-Tainui	Rukumoana Schaafhausen

Government Agency membership

At the meeting the Leadership Group appointed the following representatives:

Waikato District Health Board	Pippa Mahood (replacing Bob Simcock).
Ministry of Social Development	Te Rehia Papesch / Manujon

	Pemerika (alternate)

These appointments mean three of the four central government positions have been filled. One further central government agency member position is available and this is likely to be a Ministry of Business Innovation & Employment (MBIE) representative.

An item was tabled at the meeting with a recommendation prepared by the Waikato Plan Chief Executives:

> *"That an independent review be commissioned by the Waikato Local Government Chief Executives, as soon as possible, to test whether the Waikato Region has the optimal structures and processes to implement strategic outcomes across the four well-beings. Such structures to include the Waikato Plan, Future Proof, Waikato Means Business, Waikato Mayoral Forum and the Regional Transport Committee."*

The Leadership Group supported the Independent Review as per the proposal tabled by the Waikato Plan Chief Executives. This review will include the Leadership Group membership.

When Matamata-Piako District Council adopted the Waikato Plan on 12 July 2017 it passed the following resolution: *The Council notes that the membership of the Leadership Group will be reviewed within 12 months of the adoption of the Waikato Plan, with the aim of reducing the number of members to 12, maintaining 5 Local Government representatives.*

Staff understand the intention of this addition to the recommendation was to signal that Council did not wish to see a reduction in the number of Local Government representatives on the Leadership Group following the membership review.

Council may wish to express its position on the independent review to ensure the outcomes sought by Council are considered.

It is noted that Matamata-Piako District Council does not currently have any direct elected representation on the Waikato Plan (represented by Toby Adams of Hauraki District Council), and Waikato Means Business/Waikato Regional Economic Agency (REDA) and has no membership on the Waikato Plan Chief Executives Group.

The review is intended to be completed by June 2018.

Update report

Waikato Plan reporting is in the form of a 'dashboard' which gives a snapshot of the status of the various implementation activities.

The latest dashboard (no 3d) dated 4 April 2018 along with a separate overview of the status of the various actions is attached for Councils information.

Waikato Plan Action Emphasis – Implementation of Priority Actions

The final Implementation Programme was presented to the Leadership Group on the 16 October 2017 and was approved.

Moving from development into implementation is one of the more challenging phases of a project. The project team have made decisions on which actions to progress. There is pressure for the Waikato Plan to be visible and to be seen as delivering on implementation. In an endeavour to sharpen our focus the Chief Executive's Advisory Group has met to address the "visible actions issue" given its wish to see the implementation profile of the plan concentrate on a few specific actions.

A total of nine actions were identified using a matrix as being top priority actions. These are:

1. Transport Investment – completing the current and agreed projects.
2. Maori Cultural Awareness
3. Post Treaty Settlement Opportunities
4. Waikato / Bay of Plenty Policy Office
5. Autonomous Vehicles and Other Transport Innovations
6. New Funding Models for Growth and Infrastructure
7. Alignment of Infrastructure and Services
8. Collective responsibility for Plan profile
9. Founding Economic Development Agency

The minutes record varying discussion on these priority actions. In respect to autonomous vehicles and other transport innovations, the Group agreed that this priority should be removed from the list.

It was resolved that the Implementation Advisor undertake due diligence to understand what other organisations are doing in these priority areas and that the agreed priorities with actions be presented to the June 2018 meeting.

Action funding

At the time the Waikato Plan was being finalised and adopted, an implementation arrangements report was agreed to. This report recommended that in terms of funding plan implementation, the intention is that local government contributions to the implementation budget will reduce over time as business, community, government and other funders contributions increase.

The report outlined that it is intended that the Waikato Plan would be fully funded by the partners in year one. In the second year 25% of the budget would come from external sources. This will increase to 50% in year three.

This means that by 1 July 2018 the Waikato Plan should have funding contributions of 25% of the budget (around $130,000). This contribution would be toward specific implementation actions, not operational funding.

At the time it was thought that the Waikato Plan would partner with Central Government on various implementation actions and possibly with community groups as well. For various reasons including the change of Government this has not occurred as originally intended.

Three options were presented to the Leadership Group in terms of the commitment to attempt to be 25% external funded by 1 July:

1. Go back to the Local Government funders and renegotiate the mandate given the changed circumstances. This would aim to push the external funding requirement out by one year.
2. Take 25% less in the 2018/19 year (a reduction of around $130,000) and endeavour to make this up through external funding initiatives during the year.
3. Report that, because of factors beyond our control (in particular the change of Government and frozen funding), we have fallen short on obtaining 25% external funding and let the Waikato Plan Partners decide what happens from here.

No decision was made by the Leadership Group in regards to the options above. This may be due to their decision in regards to the Priority Actions as noted above.

When Matamata-Piako District Council adopted the plan on 12 July 2017 Council added to the resolution that: *It is fully intended that the plan be fully funded by the partners in year one. In the second year 25% of the budget would come from external sources and this will increase to 50% in year three.* This was intended to reinforce Councils desire for alternative funding to be sought to implement the plan.

Waikato Means Business Update – Establishment of the Waikato Regional Economic Development Agency (Waikato REDA)

In 2017 as part of the Long Term Plan discussions, Council received a presentation from Dallas Fisher, and Harvey Brookes on the Waikato REDA proposal.

Following various reports and discussions in the economic development space a new entity has emerged - Waikato REDA.

The Leadership Group received a report on:

- The objectives and functions of Waikato REDA
- The form and governance of the agency
- Establishment leadership for setting up the agency
- A proposed plan/process for establishment
- A discussion of strategic leadership and Māori economic development
- Introduction of the concept of the Waikato Economic Summit

Objectives & functions

The objectives of REDA have been set as:

- Lift economic development 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 short-medium term functions (first 12-36 months) are currently being worked through noting it will take some time to get the organisation up and running.

It is understood the proposal is based on a 'hub and spoke' model with the 'Hub' being located in Hamilton with Matamata-Piako forming part of the NorthEast area with support provided from a local office/service centre there.

Form and governance

The Waikato REDA will be established through the formation of a Trust, which will own the REDA as a company.

REDA Establishment Board

The Establishment Board will have a membership of seven, including a Chair. The Mayoral Forum agreed that the Board should include two senior representatives from local government.

REDA Board

The Establishment Board will be operational for 6-9 months to get REDA up and running. The Establishment Board will then be replaced with the first Waikato REDA Board.

There will be no elected representatives or sector representatives/advocates on the Board. On 12 February the Mayoral Forum determined that Waikato REDA should be accountable to the Waikato Plan Leadership Group or the Waikato Mayoral Forum.

Waikato Means Business (regional economic development strategy - EDS)
As part of setting up the Waikato REDA as a fully separate entity from the Waikato Regional Council, a decision will need to be made as to where regional economic strategy now rests.

Three options are suggested:

1. The Waikato EDS is integrated into the Waikato Plan and the leadership of the Waikato EDS process is brought into the Waikato Plan leadership process
2. That the Waikato EDS reverts to the Waikato Regional Council and its leadership is delegated to an appropriate sub-committee of the Council
3. That the Waikato REDA drafts the next iteration of the Waikato EDS and refers it to either of the above groups for approval

Waikato Economic Summit 23-24 August
The REDA Establishment Board proposes a Waikato Economic Summit on 23-24 August. Event planning is underway.

Financial Impact

i. Cost

The Council contribution towards the Waikato Plan is $35,873 for 2017/18 which is an 8% share of the total funding provided by the various Councils.

Waikato Means Business/REDA has previously requested a $30,000 annual investment plus the availability of a 0.2 FTE resource from Council. Council has allocated funding of $30,000 in the draft Long Term Plan 2018-28.

Attachments

A. MINUTES Waikato Plan Leadership Group - 16 April 18
B. Waikato Plan Dashboard Report - no 3d (4/4/18)
C. Waikato Plan Action Overview - Current state - April 2018

Signatories

Author(s)	Niall Baker **Acting Senior Policy Planner**	

Approved by	Sandra Harris **Acting Strategic Policy Manager**	
	Don McLeod	

	Chief Executive Officer	

Waikato Plan Leadership Group
MINUTES

Minutes of a meeting of the Waikato Plan Committee held at Genesis Building, Level 2, 94 Bryce Street, Hamilton Central on Monday 16 April 2018 at 1.04pm.

	Present:
Independent Chairperson	M Devlin
Waikato Regional Council	Councillor A Livingston
Hamilton City Council	Mayor A King
Future Proof Sub-region	Mayor A Sanson
Business/Community Members	B Gatenby
	D Fisher
	E Souchen
	L Ieremia
Iwi Members	
Waikato-Tainui	R Schaafhausen
Maniapoto	W Maag
Raukawa	V Eparaima
Te Arawa	E Berryman-Kamp
Observers	
Waikato District Health Board	P Mahood
New Zealand Transport Agency	P McLean
In Attendance	
Project Team	K Tremaine – Implementation Advisor
	B Wasley – Governance Advisor
	R McMillan – Waikato Plan Programme Manager
	H Martin – Waikato Plan Administrator
Hamilton City Council	B Bowcott – Executive Director Special Projects
Waipa District Council	G Dyet – Chief Executive
Waikato Regional Council	V Payne – Chief Executive
	D Thurlow – Democracy Advisor
Waikato Means Business	H Brookes – Programme Manager
Waikato-Tainui	D Flavell – Chief Executive
Waikato District Health Board	E McKenzie-Norton

Doc # 12330386

Minutes of Waikato Plan Leadership Group Meeting 16 April 2018

The meeting was opened by Kaumatua Tuahu Watene with a mihi whakatau.

Apologies

Apologies were received and accepted from Deputy Mayor Toby Adams and Mayor Brian Hanna.

Confirmation of Agenda
Agenda Item 3

B Gatenby moved/L Ieremia seconded

WPLG18/01 **THAT the agenda of the meeting of the Waikato Plan Leadership Group of 16 April 2018, as circulated, be confirmed as the business for the meeting.**

The motion was put and carried (WPLG18/01)

Disclosures of Interest
Agenda Item 4

There were no conflicts of interest declared.

Minutes of Previous Meeting
Agenda Item 5 Doc # 11220258

The minutes of the meeting held on 16 October 2017 were taken as read.

E Souchen moved/D Fisher seconded

WPLG18/02 **THAT the Minutes of the Waikato Plan Leadership Group meeting of 16 October 2017 be received and approved as a true and correct record.**

The motion was put and carried (WPLG18/02)

Waikato Police and Waikato District Health Board verbal presentation
Agenda Item 6

This was a verbal presentation by Superintendent Bruce Bird and Detective Inspector Graham Pitkethley - Waikato Police, and Derek Wright – Waikato District Health Board Acting Chief Executive on a joint initiative to address drug issues, specifically with regard to methamphetamine and the severe impacts that this is having on communities in the region. They sought the support of the Leadership Group to gain funding from central government to enable the initiative to be progressed. The initiative that is being developed has a four-pronged approach, including enforcement, prevention, treatment, and harm reduction which was modelled against two other projects that have received funding from Central Government and delivered positive outcomes.

Minutes of Waikato Plan Leadership Group Meeting 16 April 2018

During discussion, the following was noted:

- The Group sought the assistance of the Waikato Plan Leadership Group for a drug issue that is plagued throughout the Waikato Region. The Waikato Plan Leadership Group agreed that the drug issue needs to be approached with 'one collective voice' in an integrated Waikato-wide manner, under the umbrella of Strengthening Communities' detailed in the Waikato Plan. The need for alignment with the Waikato Mayoral Forum was also noted. It was suggested that this matter be included on the agenda for the next Waikato Mayoral Forum in order to give the application strength.
- In response to a question, the presenters advised that they have prepared a business case, in conjunction with the Maori King's Office, for funding of $4 million to Central Government. The Waikato-Tainui representative indicated that she would like to work alongside to support the presenters in relation to the business case for funding.
- The Group requested that Implementation Advisor outline the role and priorities of the Waikato Plan to support the request for funding.
- The Waikato Plan Leadership Group supported the initiative outlined by the Waikato Police and District Health Board and undertook to engage with local politicians, Iwi and central agencies during April 2018 in order to gain traction on a multi-year funding approach to Central Government.
- The Chair thanked the presenters for bringing the issue to the Waikato Plan Leadership Group.

D Fisher moved/M Devlin seconded

WPLG18/03 **THAT the Waikato Plan Leadership Group, in its advocacy role, supports the joint initiative to address the drug issue in the Waikato region by way of a letter outlining the roles and responsibilities of the Waikato Plan noting that the initiative underpins key priorities of the Waikato Plan.**

The motion was put and carried (WPLG18/03)

Derek Wright – Waikato District Health Board Acting Chief Executive provided an update on the Virtual Health app, noting that it did not get the clinical buy-in that was hoped, which has resulted in the project being put on hold while a review of service delivery options takes place.

Waikato Plan Leadership Group Appointments
Agenda Item 7 Doc 11067909

The Chair introduced the item, noting this item was discussed by the Mayoral Forum earlier in the day. At this point the Chairperson asked the Chair of the Mayoral Forum to speak to those discussions.

The Chair of the Mayoral Forum spoke to this item and outlined the discussion that had taken place at the Mayoral Forum. In speaking to the tabled item he noted that the following resolution was prepared by the Waikato Plan Chief Executives, and was being recommended for adoption by the Leadership Group:

"That an independent review be commissioned by the Waikato Local Government Chief Executives, as soon as possible, to test whether the Waikato Region has the optimal structures and processes to implement strategic outcomes across the four well-beings. Such structures to include the Waikato Plan, Future Proof, Waikato Means Business, Waikato Mayoral Forum and the Regional Transport Committee."

The Chair advised that review of these structures will ensure and provide confidence that:
- There is no duplication.
- The best representation is in place.
- The structures in place are cost effective.
- The structures are fit for purpose with the direction of the new Government.

During discussion, the following was noted:
- A member indicated that he could not support the recommendations on the agenda paper for two reasons, one being that the Mayoral Forum in June 2017 voted to reduce the membership of the Waikato Plan Leadership Group to 12, yet the paper seeks to increase membership by a further 5 representatives, the other being that the Mayoral Forum has commissioned a review of the respective structures.
- Significant discussion ensued on the review, noting that it is expected that the report, following the review, will provide clear and justifiable recommendations on the number of Committee members for the respective structures. The Leadership Group were of the view that the review was timely, given the feedback received from agencies around the importance of collaboration and speaking with 'one voice'. Members were advised that it is envisaged that the work of the Leadership Group will continue in parallel to the independent review that is taking place. Overarching the Group supported the review and recommended that the funding and representation models should be included in the Terms of Reference. The Chief Executive for the Waikato Regional Council undertook to include Iwi Management in the development of the scope and agreed to circulate the Terms of Reference to the Waikato Plan Leadership Group. The Group asked that the Terms of Reference have an outcome focus as opposed to it being centred on membership numbers as outcomes are critical in order to measure success. Mayor King was acknowledged for raising the issue as were the Iwi representatives for bringing an Iwi perspective from a social, economic and cultural point of view. Members were advised that it is anticipated that the review will be completed by the beginning of June 2018.
- The Waikato Plan Leadership Group supported the appointment of representations from the respective Iwi, Waikato District Health Board and Ministry of Social Development on an interim while the Independent Review is carried out.

Cr Livingston moved/D Fisher seconded

WPLG18/04

1. **THAT the Waikato Plan Leadership Group appoint Rukumoana Schaafhausen (Waikato-Tainui); Weo Maag (Maniapoto); Vanessa Eparaima (Raukawa); and Eugene Berryman-Kamp (Te Arawa River Iwi Trust) as the Iwi representatives on the Waikato Plan Leadership Group.**
2. **THAT the Waikato Plan Leadership Group appoint Pippa Mahood as the Waikato District Health Board representative on the Waikato Plan Leadership Group.**
3. **THAT the Waikato Plan Leadership Group appoint Te Rehia Papesch, Ministry of Social Development Regional Commissioner as a Government/Regional Agency representative on the Waikato Plan Leadership Group, noting that when she is unable to attend meetings, Manujon Pemerika, Ministry of Social Development Regional Commissioner Advisor will attend on her behalf.**
4. **THAT the appointments to the Waikato Plan Leadership Group, namely Iwi and the Waikato District Health Board and the Ministry of Social Development, be made on an interim basis and are subject to the outcomes of the Independent Review as are all positions covered within the Independent Review.**
5. **THAT the Waikato Plan Leadership Group supports the Independent Review as per the proposal tabled by the Waikato Plan Chief Executives and asked that the Group is provided a copy of the Terms of Reference for such Review.**

The motion was put and carried (WPLG18/04)

Minutes of Waikato Plan Leadership Group Meeting 16 April 2018

Waikato Plan Update Report – Dashboard
Agenda Item 8 Doc # 11067909

The Chair introduced the report, noting the issue around the level of progress made to date. Implementation Advisor, Ken Tremaine provided the Waikato Plan Leadership Group with an update on key areas of the Waikato Plan programme.

During discussion, the following was noted:

- It was felt that the priorities did not have enough of a people and wellbeing focus and requested that this area be given greater emphasis. The Implementation Advisor took this feedback on board and advised that this area will be included in the planning actions.

M Devlin moved/Cr Livingston seconded

WPLG18/05 **THAT the Waikato Plan Leadership Group notes the Waikato Plan update contained in the dashboard attached as Appendix 1.**

The motion was put and carried (WPLG18/05)

Waikato Plan Action Emphasis – Implementation of Priority Actions
Agenda Item 9 Doc # 11067415

Implementation Advisor, Ken Tremaine provided the Waikato Plan Leadership Group with a commentary on the existing approach to plan actions as well as a framework and recommendations for some additional priority actions. In speaking to the report, guidance was sought in respect to the following nine actions that were identified by the Chief Executive's Advisory Group:

1. Transport Investment – completing the current and agreed projects.
2. Maori cultural awareness.
3. Crown/Iwi Relations.
4. Waikato/Bay of Plenty Office.
5. Autonomous vehicles and other transport innovations.
6. New funding models for growth and infrastructure.
7. Alignment of infrastructure and services.
8. Collective responsibility for Plan profile.
9. Founding Economic Development Agency.

During discussion, the following was noted:

- A number of members of the Group noted that their respective groups have business plans in place for a number of the priority areas identified. The Implementation Advisor indicated that he would meet with the respective members of the Waikato Plan Leadership Group individually to understand and identify any gaps that exist and undertook to keep the Group informed along the way, given that the Group is not due to meet until June 2018.
- In regard to the Waikato Plan priority structure for Phase 1 – Implementation, a question was raised about how the five priorities align to outcomes.
- In working through the nine top priorities, the Waikato Plan Leadership Group were of the view that a large number of the priorities are already in train in existing work streams with different agencies. In respect to autonomous vehicles and other transport innovations, the Group agreed that this priority should be removed from the list as the market will be the provider in due course.
- A request was made for a recalibration of the evidence base used to identify the priorities to ensure that the path is the right one.

- The Group felt that the priorities had a spatial, local government feel about them. It was hoped that the independent review might consider how social initiatives could be reflected through the structures and allow for ideas to come forward.
- The Implementation Advisor acknowledged the comments made by Members noting the importance of not duplicating the work of other agencies, the need to undertake due diligence to understand whether organisations are already operating in these priority areas, and the need to decide on the outcomes that the Group wants to deliver on, which will then identify whether gaps exist. In undertaking this work the Group will then have a good understanding on how the priorities and actions feed into the overarching Strategy, the outcomes that the Group is seeking through support, advocacy, leading, and where the funding is coming from, which will then form the position of the Group to deliver the outcomes identified.
- The recommendations were amended to reflect the discussion

R Schaafhausen moved/W Maag seconded

WPLG18/06 **THAT the Waikato Plan Leadership Group request that the Implementation Advisor and the Governance Advisor work with the Group to undertake due diligence as soon as possible and that the Group is kept informed of process along the way and that the agreed priorities with actions be presented to the June 2018 meeting.**

The motion was put and carried (WPLG18/06)

Parekawhia Maclean left the meeting at 2.56pm.

Waikato Means Business Update
Agenda Item 10 Doc # 11068362

The Chair of Waikato Means Business, Dallas Fisher, provided the Waikato Plan Leadership Group with an update on the establishment of the Waikato Regional Economic Development Agency, and requested the opportunity to hold a discussion with Iwi members of the Leadership Group about Iwi aspirations and representation for the Regional Economic Development Agency.

During discussion, the following was noted:

- The Chair of Waikato Means Business advised that he presented a report to the Waikato Mayoral Forum which was positively received.
- The Waikato Plan Leadership Group were in support of the paper and on that basis agreed to support and affirm the progress that is being made to establish the Waikato Regional Economic Development Agency. However in respect to recommendation 3, the Group requested that the recommendation around consideration by the Waikato Mayoral Forum be removed as this relates to a separate process outside of the Waikato Plan Leadership Group.
- It was suggested that Maori representation on the Establishment Board be reconsidered.
- In the case of roading and building, raw materials are needed. A question was raised as to whether consideration is being given to what resources we have for the next 10-20 years and ensuring contingency plans are in places where this is not the case. It was agreed that this is a project that should be looked at given the region-wide impact that would result.
- In respect to the Waikato Economic Summit, a question was raised about whether consideration has been given to lessons learnt from Auckland.

Minutes of Waikato Plan Leadership Group Meeting 16 April 2018

Cr Livingston moved/M Devlin seconded

WPLG18/07

1. **THAT the Waikato Plan Leadership Group receive and support the report from the Chair of Waikato Means Business 'Waikato Regional Economic Development Agency Establishment Board' dated 16 April 2018.**

2. **THAT the Waikato Plan Leadership Group notes the discussion points identified in the report from the Chair of Waikato Means Business on the Regional Economic Development.**

The motion was put and carried (WPLG18/07)

The meeting was closed at 3.20pm.

Doc # 12330386

matamata piako district council

Waikato Plan Implementation
Dashboard Report

WPLG, CEAG, SPF, TRG, Partner Councils, Mayoral Forum	Waikato Plan Implementation	In conjunction with WPLG meetings	04/04/2018	3d

1. Summary and Overview

Project Overview

The overarching aim of this programme is to implement the Waikato Plan. The Plan seeks to support the integrated future development of the region across the four well-beings. The Plan aims to provide a forum coordinating and guiding integrated decision making on complex regional scale issues that cross statutory boundaries.

The actions in the Waikato Plan fall into two categories:
- Actions that the Waikato Plan Leadership Group will lead. These actions have been prioritised and will be placed into a phased programme of work.
- Actions in which the Waikato Plan Leadership Group can support and advocate. This may be in the form of securing funding, providing advice and reports on key issues, enabling discussions and decision making.

It is important that Waikato Plan maintains an overview position given the regional and sub-regional strategic role of the Plan. This dashboard will report on specific activities that the Waikato Plan undertakes to support actions that other agencies are leading.

2. Top Risks

Strategic issues arising since last period:

Newer MP's for the Waikato in the new government.

The key risks outlined in the Implementation programme are shown below:

Risks / Issues	Risk to project			Mitigation
	Low	Med	High	
Political engagement				Engagement Plan and ensure appropriate reporting
Ineffective engagement with key partners				Continue to report to key partners. Engage with others on relevant actions. Ongoing reporting and comms.
Ongoing resourcing requirements				Sharing resources / tasks across the partners or provide additional resource if appropriate and agreed
Managing parallel workstreams				WPLG oversight Regular reporting and monitoring
Not achieving financial milestones required				Develop funding plan
Not achieving aim and aspirations				Ensuring actions are progressed, funding is activated, partners are engaged and resourcing is sufficient
Benefits shown by June 2018				Benefit mapping – selecting the right indicators to provide realistic progress
Iwi not being fully part of Plan implementation.				Ensure that iwi members are appointed on the Leadership Group. Ensure that iwi/Māori are engaged through an iwi/Māori forum.

3. Stakeholder Engagement

Engagement and Communications activity include:

- Regular reporting to the Mayoral Forum
- March/April 2018: Repurpose launch of Waikato Plan/Waikato Means Business to engagement with central government
- Feb 2018: Engagement with Umbrella Community Organisations
- Meetings with selected key ministers and ministry staff
- Meetings with iwi partners
- Various meetings with partners

Note that the Waikato Plan Strategic Partners Forum will undertake both Waikato Plan work as well as Future Proof work.

4. Programme Milestones

Summarised below are key milestones for stage 1 project actions that the WPLG is leading, as well as activities where the Waikato Plan is supporting and advocating.

Phases & Tasks	Expected date	Status	Comments
Waikato Plan Leadership Group – LEAD – Stage 1			
Successful Communities Project 1. Regional development strategy 2. service and technical infrastructure 3. Matching Central Government Services to community needs			Key actions 1, 2 and 3 and Community Plans have been repackaged into the 'Building successful communities' project. A business case will be created for this joined up project. Deprivation report has been developed as part of this project. Advanced by priority actions: • Alignment of infrastructure and services supports this project. • South Waikato Economic Action Plan
2.3.2 Central Government Partnerships and Collaboration	Ongoing		Advanced by priority actions: • New funding models for growth and infrastructure • Waikato/BOP Policy Office
2.3.1 Collaboration with Future Proof	Ongoing		CE Advisory Groups have been combined. Future Proof is now also using Waikato Plan Strategic Partners Forum for input on key projects.
3.1.3 Iwi collaboration on high priorities	Ongoing		Four iwi representatives for the WPLG have been confirmed. Advanced by priority actions: • Maori cultural awareness • Crown/Maori relations
2.1.5 Encourage electric and driverless vehicle uptake	TBC		Advanced by priority action: • Autonomous vehicles and other transport innovations
Waikato Plan Leadership Group – SUPPORT and ADVOCATE ACTIVITIES			
Key action 4: Advocate on behalf of regional transport priorities	Ongoing		Will be advanced by priority action: Advocacy to encourage completion of the current and agreed projects.
Waikato DHB's Virtual Health Care Strategy Refresh project – Waikato Plan actions 1.6.2 – 1.6.4	Jan-March 2018		The DHB met with the CEAG and TRG. Waikato Plan has supported this initiative through facilitation and connection with communities and organisations throughout the Waikato.
Supporting WMB to deliver the regional economic development agency	Ongoing		WPLG provides a forum for supporting this work. Support founding the Regional Economic Development Agency
Waikato Region Maaori Economic Action Plan – Waikato Plan action 3.1.1 and 5.3	Ongoing		Facilitating connection with key partners in the Waikato Region. Attending and supporting the action plan launch.

Key: On track | On track with emerging issues | Significant risk of delivery failure

5. Financial Tracking

There is funding in the Waikato Plan implementation budget for Stage 1 as agreed by CESG $466,672 is allocated for the 2017/18 year which will cover administration, monitoring, advice remuneration of the WPLG and seed funding for implementing actions. The local government partner have fully funded the first year of operation.

During the 2018/19 year 25% of the funding will be sought from external partners increasing to 50% i the 2019/2020.

Actual costs FY17-18: – $86,794 – January 2018

6. Activity Tracking – Leadership Group - lead

Looking Back
Tasks Delivered During Period – 10 November 2017 – 19 March 2018

Task	Responsibility	Due date	Status
Combine CESG and SPF for WP and Future Proof	Project team / Future Proof	Nov 17	Complete
Year 1 work plan and resourcing	Project team	Nov 17	Complete
Refresh SPF and TRG	Project team	Ongoing	Complete
Appoint Iwi and govt agencies to Leadership Group	Project team	Ongoing	Four iwi representatives confirmed. Met with 3 Iwi reps on 4 Dec and CE Waikato-Tainui on 9 Feb
Funding bid requested from MBIE through the regional growth programme	Project team/ WMB	Nov 17	Request declined. Proposal out of scope of fund.
Engagement activities	Project team	Nov 17	Presented Waikato Plan to the Community Funders Group and Community Organisations
Engage with the Waikato Community Organisations	Project team	2 Feb	Complete – changes made to engagement materials
Meeting with Ministers	Project team	Ongoing	Meeting with M.P. Strange – 2 Feb Meeting with M.P. Twyford – 27 Feb
Workshopping Successful Communities Project with Technical level	Project team	March 18	Complete

Looking Forward
Tasks Scheduled for Next Period

Task	Responsibility	Due date	Status
Set up Iwi/Maori forum	Project team	Early 18	On hold due to advice to not use the iwi/Maori council at DHB for this purpose
Communications Plan updated for implementation phase	Project team/ WRC	Early 18	To be completed
Deprivation report	Project team	Early 18	An index of multiple deprivation Waikato Region report has been developed. To be finalized.
Refinement of regional priority actions	WPLG, CEAG, Project Advisors	April 2018	Priority actions selected and added to the stage 1 actions.
Explore govt spatial planning aspirations	Project team	April 2018	To be completed
Develop detailed project plans for Stage 1 actions	Project team	Ongoing	In progress
Review of governance arrangements	Project team	End of July	

Prepared by: Rachael McMillan – Waikato Plan Programme Manager

Waikato Plan Implementation
Action Overview

WPLG, CEAG, SPF, TRG, Partner Councils	Waikato Plan Implementation	As required	04/04/2018	1

Summary and Overview

oject Overview

e Waikato Plan seeks to support the integrated future development of the region across the four well-beings. The Plan aims to provide a forum for ordinating and guiding integrated decision making on complex regional scale issues that cross statutory boundaries. This overview shows the current ge of all actions in the Waikato Plan.

.0 People actions

: On track | On track with emerging issues | Significant risk of delivery failure

ases & Tasks	Lead agency	Status	Comments
uccessful Communities Project Key action 1 - Regional development strategy Key action 2 - Service and technical infrastructure Key action 3 - Matching Central Government Services to community needs	WPLG		WPLG Stage 1 project – grouped as the Successful Communities Project. Currently in scoping phase. A business case will be created for this joined up project.Deprivation report has been developed as part of this project. Advanced by priority actions: • Alignment of infrastructure and services supports this project. • South Waikato Economic Action Plan
ommunity Plans	Councils		Grouped as the Successful Communities Project. WP role to develop a framework and support councils.
ousing needs assessment	WPLG		Future Proof working on NPS-UDC
novative building practices	WPLG		Not scheduled
op priorities for regional facilities	WPLG		Emerging challenges on priorities
aikato Medical School	DHB		Change of government and other bids from Auckland and Otago Uni's.
aori health	DHB		Virtual health refresh – WPLG facilitating connection with communities.
ural health	DHB		Virtual health refresh – WPLG facilitating connection with communities.
nable a healthy Waikato	DHB		Virtual health refresh – WPLG facilitating connection with communities.
ccess to education – virtual and ansport	TBC		Not scheduled. Need to discuss with education institutes to ascertain gap.

.0 Connections actions

ases & Tasks	Lead agency	Status	Comments
ey action 4 – Advocate on behalf of gional transport priorities	WPLG		Will be advanced by priority action: Advocacy to encourage completion of the current and agreed projects.
ey action 5 – Integrate Waikato and uckland transport networks	WRC and NZTA		Current work on Hamilton to Auckland rail business case. WPLG opportunity to advocate.
ey action 6 – Encourage velopment of a nationally significant cling and walking experience.	WRC		Underway. Waikato Regional Cycle Network working on this.
ey action 7 – Establish a freight and gistics action group			Scheduled for years 4-5. Likely to be a role for REDA.
ansport funding	RTC		Looking an alternative funding mechanisms. WPLG opportunity to advocate.
proving regional digital connections	WRC		WMB is undertaking a regional digital stocktake.
ncourage electric and driverless hicle uptake	WPLG		Will be advanced by priority action: Autonomous vehicles and other transport innovations.
llaboration with Future Proof	WPLG		Structures now in place at Chief Executive and Technical level.
entral Government Partnerships and llaboration	WPLG		Advanced by priority actions: • New funding models for growth and infrastructure • Waikato/BOP Policy Office

3.0 Iwi/Maori actions

Phases & Tasks	Lead agency	Status	Comments
Key action 8 – Work collaboratively to develop and encourage enduring partnerships that enable iwi/Maori aspirations to be achieved	WDC, Iwi, WPLG		Opportunities to work together on facilitation level and discrete actions – ie Maori tourism. Current looking for opportunities to advance this action.
Implement Aligned Planning – that relate to iwi/Maori outcomes			Waiting for the wider aligned planning project to complete.
Iwi collaboration on high priorities	WPLG		Four iwi representatives for the WPLG have been confirmed. Advanced by priority actions: • Maori cultural awareness • Crown/Maori relations
Improve environmental partnerships	WPLG		Not scheduled. Requires discussion with iwi.
Address water quality and allocation - iwi	WPLG		Not scheduled. Requires discussion with iwi.
Matawaka Maori inclusion investigation	WPLG		Not scheduled. Requires discussion with iwi.
Papakainga housing	WPLG		Not scheduled. Requires discussion with iwi.
Development of iwi land	Iwi		Scheduled for years 3-4. Requires discussion with iwi.
Develop a digital connection strategy for marae and papakainga housing	WPLG		Scheduled for year 4. Requires discussion with iwi.
Support iwi to develop, conserve and restore marae	WPLG		Not scheduled. Requires discussion with iwi.

4.0 Environmental actions

Phases & Tasks	Lead agency	Status	Comments
Key action 9 – Develop the Waikato as a Waters Centre of Excellence	WRC, WaiOra		WRC has completed the Waikato Freshwater Strategy.
Establish a regional or sub-regional approach to resource recovery centres	TBC		Not scheduled. WRC is exploring developing an action plan for this.
Sustainable agriculture	WPLG		Not scheduled.
Develop a regional strategic framework for biodiversity assets	WRC		Range of work underway.
Addressing the impacts of climate change	WRC		Development of a WRC Climate change roadmap and production of a climate change guideline.

5.0 Economic actions

Phases & Tasks	Lead agency	Status	Comments
Key action 10 – Assist in implementing the Waikato Economic Development Strategy	WMB		Support founding the Regional Economic Development Agency.
Implement the Waikato Plan Aligned Planning Project	Councils		In progress – WLASS leading.
Develop a Regional Investment Prospectus	WMB		Funding for this is approved for WMB.
Growing regional visitor numbers	RTO's		Tourism Opportunities Plan being progressed by WMB and Hamilton Waikato Tourism.

Prepared by: Rachael McMillan – Waikato Plan Programme Manager

Civil Defence - Meeting Reports

Trim No.: 2003369

Executive Summary

The minutes of the Waikato Civil Defence Emergency Management Joint Committee meeting, held 26 March 2018 and the Thames Valley Civil Defence and Emergency Management Joint Committee meeting held 5 April 2018 are attached. Council representative on these committees is Cr Brian Hunter.

Recommendation

That:

1. **The minutes of the Waikato Civil Defence Emergency Management Joint Committee meeting dated 26 March 2018 be received for information.**
2. **The minutes of the Thames Valley Civil Defence and Emergency Management Joint Committee meeting dated 5 April 2018 be received for information.**
3. **That Councillor Brian Hunter, with delegated authority to act for the Mayor, and Councillor Kevin Tappin be appointed as members of the Thames Valley Civil Defence and Emergency Management Joint Committee.**
4. **Council appoint Julian Snowball, Manager/Controller of the Thames Valley Emergency Operating Area, to act as a Local Controller for the Matamata-Piako District Council.**

Content

Background

The recent minutes of the Waikato Civil Defence Emergency Management Joint Committee and Thames Valley Civil Defence and Emergency Management Joint Committee meetings are attached for information. Councillor Brian Hunter is Council's representative on these committees. Councillor Hunter was an apology for the Thames Valley Civil Defence and Emergency Management Joint Committee meeting.

Issues

At the Thames Valley Civil Defence and Emergency Management Joint Committee meeting the Joint Committee Agreement was reviewed and approved subject to an amendment to the committee representation. The existing agreement provided for representation from each Council by the Mayor and one other elected member. This has generally resulted in the three Mayors delegating authority to their elected member rather than attend the meeting. This can cause issues around meeting the quorum requirements so the representation clause has been amended to –

> *'The Committee shall consist of two duly appointed elected representatives from each of the parties, being the Mayor, or an elected member who has delegated authority to act for the Mayor, plus one other elected member appointed by the Council'.*

The Mayor has considered that Cr Hunter, who has been elected Chair of the Committee, was acting on her behalf and should continue to do so and recommends that Cr Tappin be appointed to the Committee as required by the revised agreement.

Julian Snowball has recently been appointed as the Manager/Controller of the Thames Valley Emergency Operating Area (TVEOA). As part of this role it is intended that he will act as one of the Local Controllers for the three Councils in the Thames Valley. Council therefore will need to formalise that appointment so that he can act in Matamata-Piako Julian will add to the existing TVEOA local controllers Steve Fabish (Hauraki District Council) and Garry Towler (Thames-Coromandel District Council)

The TVEOA Coordinating Advisory Committee (the Executive Managers of the three Councils) has also recommended that Matamata-Piako District Council look to replace their Local Controller, Roger Fisher, who has recently retired.

Attachments

A. Minutes of Waikato Civil Defence Emergency Management Joint Committee 26 March 2018

B. TVCDEM Minutes 5 April 2018 v2

C. TVCDEM Joint Committee Agreement - adopted Mar18

Signatories

Author(s)	Dennis Bellamy **Group Manager Community Development**	

Approved by	Dennis Bellamy **Group Manager Community Development**	

Waikato REGIONAL COUNCIL
Te Kaunihera ā Rohe o Waikato

Waikato Civil Defence Emergency Management Joint Committee
MINUTES

Minutes of a meeting of the Waikato Civil Defence Emergency Management Joint Committee held in Te Puia Room, Genesis Building, 94 Bryce Street, Hamilton on Monday 26 March 2018 at 10am.

Present:	
Hamilton City Council	Cr L Tooman
Hauraki District Council	Cr P Buckthought
Matamata Piako District	Cr B Hunter
Otorohanga District Council	Cr A Williams
South Waikato District Council	Mayor J Shattock
Taupō District Council	Cr A Park
Thames Coromandel District Council	Cr S Christie
Waikato District Council	Cr N Smith
Waikato Regional Council	Cr H Vercoe (Chair)
Waipā District Council	Cr J Bannon
Waitomo District Council	Cr A Goddard
In Attendance:	
Ministry of Civil Defence and Emergency Management	S Vowles
Staff	L Cavers – CEG Chair
	L Hazelwood – Group Controller
	M Ahipene – Manager Democracy Services

Doc # 12003121

Apologies

The apology from Councillor Christie for lateness were accepted.

Confirmation of Agenda
Agenda Item 3

Cr Park moved/Cr Hunter seconded.

CD18/01 **RESOLVED**
THAT the agenda of the meeting of the Waikato Civil Defence Emergency Management Joint Committee of 26 March 2018, as circulated, be confirmed as the business for the meeting.

The motion was put and carried (CD18/01)

Disclosures of Interest
Agenda Item 4

There were no disclosures of interest.

Minutes of Previous Meeting
Agenda Item 5 Doc#11461758

Cr Buckthought moved/Cr Williams seconded.

CD18/02 **RESOLVED**
THAT the Minutes of the Waikato Civil Defence Emergency Management Joint Committee meeting of 27 November 2017 be received and approved as a correct record.

The motion was put and carried (CD18/02)

MCDEM Update
Agenda Item 6 Doc #11951809

The Regional Emergency Management Advisor (S Vowles) presented the report which provided an update on the work programme undertaken by the Ministry of Civil Defence and Emergency Management (MCDEM).

During discussion the following was noted:

- Minister to attend a Civil Defence Meeting.
- Coastline. Preliminary cost of $1 million per plan. Most of the works would be undertaken by the Ministry of Business, Innovation and Employment.
- MCDEM had been busy responding to events (ex-tropical cyclones Fehi and Gita).

Cr Bannon moved/Cr Smith seconded.

CD18/03 **RESOLVED**

THAT the report MCDEM Update (Doc # 11951809 dated 16 March 2018) be received for information.

The motion was put and carried (CD18/03)

Summary of Coordinating Executive Group Minutes

Agenda Item 7 Doc# 11966049

The Chair of the Coordinating Executive Group (L Cavers) presented the report which provided a summary of the minutes from the 9 March 2018 meeting of the Coordinating Executive Group. Given that most of the items summarised in the CEG minutes were highlighted in other reports within the agenda, further discussion would occur at the relevant time.

Mayor Shattock moved/Cr Smith seconded

CD18/04 **RESOLVED**

THAT the report Summary of Coordinating Executive Group Minutes (Doc # 11966049 dated 16 March 2018) be received.

The motion was put and carried (CD18/04)

Appointment of Group Recovery Manager

Agenda Item 8 Doc# 11959469

Group Controller (L Hazelwood) presented the report which provided the opportunity to consider the suitability of the nominated candidate for the position of Group Recovery Manager. By way of background information it was reported that the Joint Committee previously approved a full time recovery manager position to address both the strategic and operation requirements of the role. Gary Talbot had been appointed the role.

During discussion it was noted that Gary was most recently employed by the Ministry of Civil Defence & Emergency Management and also held previous roles that provided a strong background in emergency management.

The Joint Committee endorsed the appointment and formally recognised Greg Ryan's resignation from the position.

Mayor Shattock moved/Cr Buckthought seconded.

CD18/05 **RESOLVED**

1. **THAT the report Appointment of Group Recovery Manager (Doc # 11959456 dated 16 March 2018) be received.**

2. **THAT the Joint Committee appoint Gary Talbot as the Waikato CDEM Group Recovery Manager.**

3. **THAT the Joint Committee acknowledge the resignation of Greg Ryan from the position of Group Recovery Manager.**

The motion was put and carried (CD18/05)

Waikato CDEM Group Plan 2016/2021 Public Consultation
Agenda Item 9 Doc #11959469

The Group Recovery Manager (G Talbot) presented the report which provided an overview of the notification process and the submissions received to the proposed Waikato CDEM Group Plan (the proposed Plan) and recommended changes. By way of background information it was reported that the proposed Plan was approved for consultation by the Joint Committee in November 2017. One late submission was received from the Ministry of Civil Defence and Emergency Management and the newly appointed Group Recovery Manager was given the opportunity to provide comment. The submission pointes were detailed within the report.

During discussion it was noted that once approved the proposed Plan would be presented to the Minister for feedback as required by legislation (s49 Civil Defence & Emergency Management Act 2002). The Plan would then be represented to the Joint Committee in mid-May to allow adoption prior to the deadline of 1 June 2018.

Cr Bannon moved/Cr Buckthought seconded.

CD18/06 **RESOLVED**

1. **THAT the report Waikato CDEM Group Plan (Doc # 11959469 dated 16 March 2018) be received.**

2. **THAT the Joint Committee approve the changes made and adopt the proposed Group Plan for Ministerial Feedback.**

The motion was put and carried (CD18/06)

Appointment of Local Controllers
Agenda Item 10 Doc #11949552

Group Controller (L Hazelwood) presented the report which provided an opportunity to consider the appointment of Local and Group Controllers. By way of background information it was reported that the Controller Appointment Sub-Group evaluated two Local Controller and two Group Controller candidates to address vacancies at the Waitomo and Taupo District Councils. The Sub-Group endorsed all four candidates for appointment by the Joint Committee.

During discussion the following was noted:

- Doug Wilcox was recommended as the Local Controller for Taupo District Council. Past work history indicated that he had the necessary skills and experience to work with different people, make decisions and manage the requirements of the role. Doug was also keen to undertake additional training over and above what was required.
- Terrena Kelly was recommended as the Local Controller for Waitomo District Council. Terrena, currently the Group Manager Compliance at Waitomo

District Council, had more than 16 years of local government experience in resource management planning and public policy roles as well as many years working with local emergency responders with St. John.

- Andy BuBear was recommended as a Group Controller alternative. Currently the Group Emergency Management Office Team Leader of Operations, Andy had demonstrated his ability to quickly fit in and be recognised as a leader at the local emergency level.
- Mark Bang was also recommended as a Group Controller alternative. Recently appointed as Group Emergency Management Officer Team Leader of Group Services, Mark's previous Civil Defence & Emergency Management experience leading responses and coordinating logistics for complex and challenging environments was considered an asset.

Cr Park moved/Cr Goddard seconded

CD18/07

RESOLVED

1. **THAT the report Appointment of Local Controllers (Doc # 11949552 dated 15 March 2018) be received.**
2. **THAT Doug Wilcox be appointed as Local Controller.**
3. **THAT Terrena Kelly be appointed as a Local Controller.**
4. **THAT Roger Fisher be removed as a Local Controller.**
5. **THAT Andrew BuBear be appointed as a Group Controller.**
6. **THAT Mark Bang be appointed as a Group Controller.**
7. **THAT the resignation of Chris McLay as a Group Controller be accepted.**

The motion was put and carried (CD18/07)

Appointment of Group Public Information Manager
Agenda Item 11 Doc 11951502

Presented by the Group Controller (L Hazelwood) the report provided an update on staffing arrangements for the Group Public Information Manager (PIM). By way of background information it was reported that following the resignation of the previous Group PIM (Stephen Ward) a replacement appointment was required. Nicola Chrisp was identified as a suitable candidate for the role. Currently employed by Waikato Regional Council as the manager of communications and engagement, Nicola managed a group of six teams working across education, partnerships, customer engagement, and communications, digital and marketing.

During discussion it was noted that in undertaking the role Nicola had the ability to call on communications and engagement staff resource for expert input and support if and when necessary. The appointment had been endorsed by the Coordinating Executive Group.

Cr Park moved/Cr Christie seconded.

CD18/08 **REOLVED**

THAT the report Appointment of Group Public Information Manager (PIM) (Doc # 11951502 dated 16 March 2018) be received.

The motion was put and carried (CD18/08)

Group Controller's Update

Agenda Item 12 Doc#11952382

Group Controller (L Hazelwood) presented the report which provided an update on progress with the new Group Emergency Management Office (GEMO)/Group (GECC) facility, and an overview of recent personnel deployments. By way of background information it was reported that:

- The relocation of the Group Emergency Management Office to new facilities at the Genesis building was complete.
- Group Emergency Management Office staff had been deployed to support the high tide event in January which impacted Thames Coromandel, Hauraki and Waikato District Councils.
- Group Emergency Management Office staff were deployed to relieve the Taranaki Group Emergency Management Office staff responding to Ex Tropical Cyclone Gita.

Cr Williams moved/Cr Hunter seconded.

CD18/09 **RESOLVED**

THAT the report Group Controller's update (Doc # 11952382 dated 16 March 2018) be received.

The motion was put and carried (CD18/09)

Technical Advisory Group review

Agenda Item 13 Doc #11963681

Group Controller (L Hazelwood) presented the report which provided the findings of the Technical Advisory Group review and provided an overview of planned actions. By way of background information it was reported that following a number of events the Acting Minister of Civil Defence at the time, Gerry Brownlee, initiated a review of the response to disasters. The findings of the review were released in a report titled better responses to natural disasters and other emergencies in New Zealand.

During discussion it was noted that feedback on the recommendations is currently being sought from the Coordinating Executive Groups and other subject matter experts. All opportunities to provide formal and information feedback to the implementation team would be accepted.

Mayor Shattock moved/Cr Bannon seconded.

CD18/10 **RESOLVED**

THAT the report Technical Advisory Group review (Doc #11963681 dated 16 March 2018) be received.

The motion was put and carried (CD18/10)

Waikato CDEM Group Controller Policy
Agenda Item 14 Doc# 11960674, 11366638

Group Controller (L Hazelwood) presented the report which provided the opportunity to consider the Waikato CDEM Group Controller policy. By way of background information it was reported that the policy sought to establish the appointment, structure and financial arrangements for the Waikato Region Civil Defence & Emergency Management Group with regard to Local and Group Controllers.

During discussion it was noted that controllers had an uncapped financial delegation in the event of a declared emergency and accountability for the actions carried out and the expenses incurred. However greater clarity was required to an emergency other than a declared emergency and the level of authority the controllers had in such emergencies. The Controller Policy sought to achieve consistent application of arrangements across the CDEM Group.

The Committee supported the proposed approach.

Cr Smith moved/Cr Tooman seconded.

CD18/11 **RESOLVED**

1. **THAT the report Waikato CDEM Group Controller Policy (Doc # 11960674 dated 16 March 2018) be received, and**

2. **THAT the Joint Committee approve the proposed Waikato CDEM Group Controller Policy.**

The motion was put and carried (CD18/11)

Response to January Event
Agenda Item 15 Doc #11951812

Group Controller (L Hazelwood) presented the report which provided an overview of the Thames Valley Emergency Operating Area readiness and response activities related to the Firth of Thames storm surge on 5 January 2018, and focussed on local authority performance and key learnings. By way of background information it was reported that officials from central and local government were complimentary of the quality of the readiness and response activities relating to event. The report provided a critical review focused on the key learnings of the response.

During discussion it was noted that the storm surge was a significant event in the recent history of the Thames Valley Emergency Operating Area. The preparation and response successfully addressed the immediate needs of the communities impacted. Irrespective of success there were still opportunities identified for improvement.

Cr Christie moved/Cr Park seconded.

CD18/12 **RESOLVED**

THAT the report Response to January Event (Doc # 11951812 dated 16 March 2018) be received.

The motion was put and carried (CD18/12)

Thames Valley EOA Recovery – Firth of Thames storm surge 5 January 2018

Agenda Item 16 Doc# 11952383

Group Recovery Manager (G Talbot) presented the report which provided an overview of the recovery activity undertaken to date by Hauraki, Thames Coromandel and Waikato District Councils following the emergency which occurred as a result of the storm surge event that affected coastal communities on the Firth of Thames on Friday 5 January, 2018.

During discussion it was noted that no declaration was made under the Civil Defence Emergency Management Act 2002. The local councils (Hauraki, Waikato and Thames Coromandel) took responsibility for their own recovery activities. No transition powers or notices were required under the Act. With regard to an assessment of the recovery activities undertaken, staff would undertake to deal with any operational matters that require attention. Any matters strategic or policy in nature would be escalated to the Joint Committee.

Cr Hunter moved/Cr Christie seconded.

CD18/13 **RESOLVED**

THAT the report Thames Valley EOA Recovery – Firth of Thames storm surge 5 January 2018 (Doc # 11952383 dated 16 March 2018) be received.

The motion was put and carried (CD18/13)

Waikato Regional Council Long Term Plan 2018/2028 Update

Agenda Item 17 Doc# 11950721

Group Controller (L Hazelwood) presented the report which provided an update on the Long Term Plan (LTP) process used to secure funding for the Group Emergency Management Office (GEMO) work programmes.

During discussion it was noted although certain proposed initiatives will need to be curtailed or deferred due to the reduction in the budget requested, it would not impact on the overall ability to deliver the existing Group Plan nor impact on the Group Emergency Management Office's to deliver on its existing obligations. It was also noted that the figures presented in the LTP included the contributions from Waikato District and Hamilton City Councils.

Cr Park moved/Cr Smith seconded.

CD18/14 **RESOLVED**
THAT the report Waikato Regional Council Long Term Plan 2018/2028 Update (Doc # 11950721 dated 16 March 2018) be received.

The motion was put and carried (CD18/14)

GEMO Update
Agenda Item 18 Doc# 11952195

Group Controller (L Hazelwood) presented the report which provided an update on the activities undertaken by the Group Emergency Management Office. The report was taken as read. Of particular note, the Group Controller took the opportunity to do two things:

- Introduce key staff working in the Group Emergency Management Office, and
- Highlight improved ability of the Group to respond to emergencies now that the Group was located in the new facility.

Cr Tooman moved/Cr Smith seconded.

CD18/15 **RESOLVED**
THAT the report GEMO Update (Doc # 11952195 dated 16 March 2018) be received.

The motion was put and carried (CD18/15)

Warning Systems Strategy update
Agenda Item 19 Doc# 11951227

Emergency Management Coordinator – Strategic Planning (D Kruger) presented the report which provided an update on activities relating to the Waikato CDEM Group Warning System at both the Group and Local level.

During discussion concern was expressed at the lack of a consistent national warning system. Staff acknowledged the concern and noted that radio activated infill alerting devices, identified in an investigation commissioned by the Bay of Plenty CDEM Group, had the potential to become a national standard.

Cr Christie moved/Cr Park seconded.

CD18/16 **RESOLVED**
THAT the report Warning Systems Strategy update (Doc # 11951227 dated 16 March 2018) be received.

The motion was put and carried (CD18/16)

Meeting closed at 12.30pm.

Item 10.4

Attachment B

Minutes of the Thames Valley Civil Defence Emergency Management Joint Committee Ordinary Meeting

Date: 5 April 2018

Venue: Council Chambers
Hauraki District Council

Present:	Chairperson		R Simpson	Thames-Coromandel District Council, Councillor
	Hauraki District Council		P Buckthought	Councillor
	St John Ambulance		L Sattler	Territory Manager – Eastern Waikato
	Fire & Emergency NZ		J Armitt	District Manager – Hauraki Area
			A Waterreus	Area Manager, Eastern Waikato Area
			P Shaw	Principal Rural Fire Officer, Waikato Rural
Apologies:	Hauraki District Coucil		J Tregidga	Mayor
	Thames-Coromandel District Council		S Goudie	Mayor
	Matamata-Piako Distirct Council		J Barnes	Mayor
	Matamata-Piako District Council		B Hunter	Councillor
	NZ Police		J Kelly	Eastern Waikato Representative
	Thames Hospital		J Mitchell	Area Manager
	Waikato District Health Board		T Ecclestone	Emergency Management
In Attendance:	Hauraki District Council		S Fabish	Group Manager Community Services and Development, Controller
	Matamata-Piako District Council		D Bellamy	Group Manager Environmental Services
	Thames-Coromandel District Council		G Towler	Area Manager, Controller
	Ministry of CDEM		S Vowles	Regional Emergency Management Advisor
	Waikato CDEM Group		L Hazlewood	Waikato CDEM Group Controller
	TVEOA		Julian Snowball	Manager/Controller
			T Sims	Emergency Management Support Officer
	Thames-Coromandel District Council		S Christie	Councillor
Absences			Nil	

Meeting Commenced: 10:02 am

Thames Valley Civil Defence Emergency Management Committee	Minutes	5 April 2018

Welcome: Rex Simpson - Chairperson opened the meeting and welcomed members.

1.0 Meeting Conduct

1.1 Welcome and Apologies

1.2 Items not on the Agenda Nil

1.3 Committee Minutes

Resolved:
That the Thames Valley CDEM Joint Committee confirm the following Minutes:
Ordinary Meeting 23 November 2017

Moved/Seconded by: P Buckthought/A Waterreus

1.4 Matters Arising from previous minutes **No matters arising**

2.0 Emergency Management

2.1 TVEOA Manager's Report

J Snowball, Manager/Controller TVEOA, presented the TVEOA Manager's Report – Civil Defence Emergency Management Activities

- TVEOA Controller's Report – Firth of Thames Storm Surge 5 January 2018
- TVEOA Manager/Controller's Report
- TVEOA proposed work programme for the 2018/2019 financial year

Resolved:
That the Committee:

1. Receives the Thames Valley Emergency Operating Area Manager's report
2. Approves the Thames Valley Emergency Operating Area Manager's report.
3. Approves the preparation of a Thames Valley Emergency Operating Area Local Plan.
4. Approves the TVEOA 2018/2019 work programme as presented.
5. Approves a Resolution for each Council to appoint Julian as Tier 1 Controller with financial delegations as per the new Controller Policy.

Moved/Seconded by: R Simpson/ P Buckthought

2.2 Revised Thames Valley Civil Defence and Emergency Management Joint Committee Agreement

S Fabish, Hauraki District Council Community Services Manager/Controller, presented the Revised Thames Valley Civil Defence and Emergency Management Joint Committee Agreement

Section 3.1, wording to be changed to –
'The Committee shall consist of two duly appointed elected representatives from each of the parties, being the Mayor, or, an elected member who has delegated authority to act for the Mayor, plus one other elected member appointed by the Council."

Resolved:
That the Committee:

1. Receives the revised Thames Valley Civil Defence and Emergency Management Joint Committee Agreement
2. Approves the revised Thames Valley Civil Defence and Emergency Management Joint Committee Agreement, with agreed Amendment.

Moved/Seconded by: R Simpson/P Buckthought

2.3 Revised Service Level Agreement

G Towler, presented the Revised Service Level Agreement - Thames Valley Civil Defence Emergency Management Joint Committee and Thames-Coromandel District Council – verbal report

Resolved:
That the Committee:

1. Receives the Service Level Agreement – Thames Valley Civil Defence Emergency Management Joint Committee and Thames-Coromandel District Council
2. Approves the Service Level Agreement – Thames Valley Civil Defence Emergency Management Joint Committee and Thames-Coromandel District Council as presented.

Moved/Seconded by: P Buckthought/R Simpson

2.4 Revised Terms of Reference – CAG

D Bellamy, Matamata-Piako District Council, presented the Revised Terms of Reference – Coordinated Advisory Committee

It was agreed that references to 'constitution', should now be 'agreement'.

Resolved:
That the Committee:

1. Receives the revised Terms of Reference – Coordinated Advisory Committee.
2. Approves the revised Terms of Reference – Coordinated Advisory Committee, with agreed Amendment.

Moved/Seconded by: R Simpson/P Buckthought

3.0 Members Reports

3.1 Members Reports

Civil Defence Emergency Management Activities
Members provided a verbal report on activities.

Fire and Emergency NZ:
P Shaw – Rural Perspective

- Focus is currently on the new Target Operating Model.
- Creating new Fire and Emergency New Zealand areas, currently five areas, will be changing to 16 areas, aligning with Civil Defence regional boundaries – public consultation in near future.
    - Local Adivsory Committees to be set up in each of the new areas. Will be running pilot programmes, with Council and community members giving advise on community expectations.
- Fire permitting issue was acknowleged to Hauraki District and Matamata-Piako District Councils. Permits to be issued under the National Programme from 1 July 2018, which means for Hauraki and Matamata-Piako District Council they will be issued through Fire and Emergency New Zealand. Still working on Thames-Cormandel District Council permit issuing, council may need to provide support through compliance officers; still in discussion.

- Local area, working well, building up fire services. Looking forward to future.

A Waterreus – Urban Perspective

- Four 'R's' feature heavily in the Target Operating Model, including support to the community in recovery stage.
- New legislation allows them to do more, they have their core roles and then additional roles to perform if they have the capacity, which includes responding to needs of the community, whatever that may be.
- At the local level brigades are in really good shape, above establishment level.
- Current focus - succession planning, providing for community, to support brigades and to ensure the next layer of leadership is ready to step-up.
- Integration going very well, particularly in this region with the office at the Thames Fire Station upgraded to allow space for all staff.

New Zealand Police: No report

St John Ambulance:
L Satler

- Double crewing in Morrinsville and Matamata, for which they are relying on volunteers. Double crewing for Thames to start at the beginning of the next financial year, where they will be using Emergency Management Technicians.
- Currently struggling to attain and keep volunteers -
    - Partly due to set number of patient contact and hours on ambulance, requirements, which is if not met means reviews; is affecting volunteer support and working against volunteer sustainability.
    - Also partly due to younger people who are available for some time and then leave the area.
- Working on winter plan -
    - During this time the Hauraki/Coromandel area workload drops, therefore local staff are requested to assist in Auckland; Auckland's work load rises during winter. Using casuals for shifts locally and permanent staff go to Auckland.
    - Influenza is expected to hit New Zealand with, what could be a huge impact; vaccines to arrive end of this month, during which time Government will promote vaccinations. Vaccines to be free at hospitals, under certain criteria, discounted from GP's, also some pharmacies. Hospitals are already working at capacity, during what is traditionally a quiet period and there is also a potential nurse strike, which will also affect the impact of the expected influenza.

J Armitt

- Events - pegging back event cover to manage workload, this means no longer cover local rugby etc., as they don't have the capacity.
- Upcoming pressures regarding midwives, rural factors, which means they are being sent to more unplanned emergencies than they should.
- St John school visits include a Civil Defence module.
- Now have a National, clinical HUB where they 'triage' all 111 calls; this has resulted in a reduced workload.
- Using patient 'Pathways', where they determine the appropriate hosptial depending on what is happening with the patient, resulting in best outcome for patients.
- Locally, preparing a 2025 vision for St Johns, depending on funding.

Waikato District Health Board: No report

Waikato Regional Council: No report

Waikato CDEM Group:
L Hazlewood

- The Police District Command Centre now have access to Waikato CDEM GIS data, which they were very impresed with. An Agreement will soon be in place for Police intelligence staff to be in the Group Emergency Coordination Centre during an event to provide Police intelligence.
- Invitation extended to all at meeting to visit their office to see the new technology. Significant progress made with GIS and licences will be made available at local level.
- Opening ceremony 16th April, new GEMO facility in Hamilton, Hon. Kris Faafoi, Minister of Civil Defence to attend.
- Civil Defence Group Managers met with advisory staff for the Minister, resulting in an opportunity to give informal feedback on Technical Advisory Group recommendations, this is also extended to local councils.
- Civil Defence Group Managers Forum annual meeting - In the past was a sharing of ideas, grass roots driven. This has now become an advisory body. One outcome of this was creation of the new National Deployment Policy. The group will work on a list of policies over couple of years and review, such as training regiment for controller development and protocols.
- GEMO are one staff down with training role close to being filled. Will be running mini training packages, including Intelligence and Logistics also looking at business continuity training, working with businesses with regional footprints.
- A new Community Reponse Planning website, EPICENTRE, has been developed which allows access for locally identified Community Response team leaders to gain access to stored resources and allows communication with other Community Response Teams, logo. Offer to demonstrate this at the next meeting;

MCDEM Group:
S Vowles

- As a result of Auckland fuel crisis, the National Fuel Contigency Plan is under review.
- Currently large focus on recovery and groups meeting legislative requirements and training.
- Courses have been revised to cover Controller and Recovery Manager training.

Local Controllers:
G Towler – Thames-Coromandel District Council

- All departments within council are in the process of producing business continuity plans, to be finished by end of April.
- Have 27 comunities requiring Community Response Plans, a number of these have been completed i.e. have their own plans and are operational, these are all to be operated as 'own it and run it'.
- Pam Balt, Thames-Coromandel District Council, Emergency Management Officer, has been visiting the larger schools on the peninsula checking their emergency contigency plans and has been very impressed with what they have.
- Tauranga City and Thames-Coromandel District Council are in the process of engaging consultant/s to progress the new emergency alerting device, to be installed in homes; this is expected to be an 18 month project.
- Two contracted Recovery Managers, Ken Coulam and Trevor Butler, have been engaged.

Steve Fabish – Hauraki District Council

- Duty Controller roster in place, each work a week or two apart. Duty Controller is called in first instance until the Controller for the affected council can take over.
- Ongoing skill development and learning, over the last 18 months there has been some good training for controllers.
- Community Response Plans – Hauraki District Council are working on four new plans per year plus maintaining the ones already in place; commited to 16 new plans over the next four years.
- Working with Regional Council and local schools for safe routes during an emergency evacuation.
- Primary Cluster – currently working with primary industries re continuity planning in an emergency. Hauraki District Council have partnered with Rural Support Trust who are doing an initiative at their next meeting.
- Hauraki District Council, Thames-Coromandel District Council and Waikato Regional Council are about to start a tsunami inundation study, looking at a 'worst case' scenario in the area.
- The five rivers initiative has now been finalised.
- Recovery Manager, Peter Thom, is still dealing with ongoing matters after the January storm event.
- Council is starting to receive applications for lifting of houses from Kaiaua area.

4.0 Next Meeting

4.1 To be advised.

Meeting Closed at: 12:18 PM

Abbreviations

CAG	Thames Valley Coordinating Advisory Group
CDEM	Civil Defence Emergency Management
CIMS	Coordinated Incident Management System
EOC	Emergency Operating Centre
MCDEM	Ministry of Civil Defence Emergency Management
MSD	Ministry of Social Development
TVEOA	Thames Valley Emergency Operating Area
WCDEM	Waikato Civil Defence and Emergency Management Group
REMA	Regional Emergency Management Advisor

Thames Valley Civil Defence and Emergency Management
Joint Committee Agreement
5 April 2018

BACKGROUND

Since 2005, the delivery and management of Civil Defence Emergency Management responsibilities in the Thames Valley has been carried out as a shared services function of the Hauraki, Matamata-Piako and Thames-Coromandel District Councils, and **called the Thames Valley Emergency Operating Area (TVEOA).**

The three Councils are also, by statute, members of the Waikato Civil Defence and Emergency Management Group.

A requirement[1] of the Civil Defence and Emergency Management Act 2002, is that every regional council and every territorial authority within that region must unite to establish a Civil Defence Emergency Management Group, as a joint standing committee under clause 30(1)(b) of Schedule 7 of the Local Government Act 2002.

The Hauraki, Matamata-Piako and Thames-Coromandel District Councils are therefore individually required to give effect to the Waikato Region Emergency Management Group Plan.

TVEOA provides support to each Council with its obligations under the Civil Defence Emergency Management Act 2002 and Local Government Act 2002, by providing leadership, expertise and coordination. By working together, through TVEOA, the three Councils achieve enhanced resilience and increased response capability.

1 PARTIES

The following territorial authorities are each a party to this Agreement.

- Thames-Coromandel District Council
- Hauraki District Council
- Matamata-Piako District Council

2 PURPOSE OF THIS AGREEMENT

2.1 This Agreement is made pursuant to Clause 30A, Schedule 7 of the Local Government Act 2002.

2.2 The purpose of the Agreement is to provide for a Thames Valley Civil Defence and Emergency Management Joint Committee (the Committee) of the Thames-Coromandel District, Hauraki District and Matamata-Piako District Councils to oversee the joint Thames Valley Civil Defence and Emergency Management arrangement and responsibilities.

2.3 The Committee is a formal joint committee pursuant to the Local Government Act 2002 (Clause 30, Schedule 7).

[1] Section 12, Civil Defence and Emergency Management Act 2002

3 MEMBERSHIP

3.1 The Committee shall consist of two duly appointed elected representatives from each of the parties, being the mayor, or, an elected member who has the delegated authority to act for the mayor plus one other elected member appointed by the Council.

3.2 Up to two co-opted members may be invited to join the Committee on the basis that the co-opted member provides specialist expertise or representation.

3.2.1 Co-opted members may join the Committee if accepted by a majority vote of the Committee.

3.2.2 A co-opted member has a purely advisory or liaison role, and has no voting rights within the Committee.

3.3 The first meeting of the Committee shall occur within two months of the triennial local government elections.

3.4 The Committee shall appoint a Chairperson and Deputy Chairperson for the Committee at the first meeting following the triennial local government elections and appoint replacements when any of those offices become vacant between elections.

3.5 The Chairperson is responsible for the efficient functioning of the Committee and will approve the agenda for Committee meetings in conjunction Thames-Valley Emergency Operating Area Manager/Controller.

3.6 The Chairperson is responsible for ensuring that all members of the Committee receive sufficient timely information to enable them to be effective Committee members.

4 TERMS OF AGREEMENT

4.1 This Agreement is intended to replace the 2013 Thames Valley CDEM Committee Constitution and shall commence on the last day on which all the required resolutions of the Parties have been passed.

4.2 The 2013 Thames Valley CDEM Committee Constitution will terminate and will cease to have effect from the date on which this Agreement comes into force.

4.3 This Agreement may only be amended by unanimous resolution of the Parties.

5 TERMS OF REFERENCE

Purpose of the Committee

5.1 To provide governance and set the direction of the Thames Valley Civil Defence Emergency Operating Area.

5.2 To provide alignment and consistency of Civil Defence related processes across the three territorial authorities, to maximise resilience and response capability.

Responsibilities of the Committee

5.3 Oversee the delivery of Waikato Civil Defence Group Plan Actions relevant to the parties.

5.4 Contribute to any review of the Waikato Civil Defence Group Plan as and when required.

5.5 Champion, oversee the development of and adopt the TVEOA local plan.

5.6 Act as conduit between the TVEOA and member territorial authorities for local plan activities specific to each member.

5.7 Act as conduit between the TVEOA and member territorial authorities for risk reduction and recovery capability into members' business as usual activities including, but not limited to, district plans.

5.8 Receive nominations for local controllers, and make referral to the Waikato Civil Defence and Emergency Management Group for approval of local controllers.

5.9 Develop and adopt the Service Level Agreement with the administrative authority for the TVEOA.

5.10 Monitor performance of the administrative authority in accordance with the Service Level Agreement.

5.11 Set, receive regular reports and monitor annual key performance indicators for the TVEOA Office.

5.12 Ensure that a Coordinating Advisory Group, consisting of the Chief Executive or a senior representative from each of the three parties and the TVEOA Manager, is established to support the Committee.

5.13 Act as conduit between the TVEOA and member territorial authorities for individual territorial authority approval of the Long-Term Plan and Annual Plan budget requirements, as agreed by the Committee.

5.14 Formally approve the TVEOA three year and annual budgets to coincide with timeframes required by the member territorial authorities.

5.15 Receive reports from other agencies with civil defence responsibilities, including the Local Welfare Committee.

5.16 Ensure that each party meets its obligations as agreed in the TVEOA local plan including:

- 5.16.1 That each party maintains agreed levels of Civil Defence trained staff
- 5.16.2 That each party maintains the agreed level of local controllers.
- 5.16.3 That adequate provision is made in each territorial authority area for establishment of Emergency Operating Centres and associated facilities.
- 5.16.4 Delivery of agreed projects and tasks.

5.17 To work together, in good faith, with collective decisions made for the betterment of the TVEOA arrangement.

Quorum

5.18 The quorum at any meeting of the Committee should be not less than three voting members of the Committee and shall include representation of at least two of the parties.

Frequency of Meetings

5.19 The Committee shall meet no less every four months, and as required.

5.20 The meeting dates will be determined by the Chairperson in consultation with the Thames Valley Civil Defence Emergency Operating Area Manager.

Relationship with other Parties

5.21 The parties are individually members of the Waikato Civil Defence Emergency Management Group

5.22 The parties have a combined Local Welfare Committee.

Conduct of Affairs

5.23 The Committee shall conduct its affairs in accordance with the Local Government Act 2002, the Local Government Official Information and Meetings Act 1987, the Local Authorities (Members' Interests) Act 1968 and the parties' Standing Orders and Code of Conduct.

Standing Orders

5.24 Unless resolved otherwise, the Committee's meeting procedures will follow the Model Standing Orders adopted by the Administering Authority, but it should be noted that:

- 5.24.1 At any meeting of the Committee at which no resolutions or decisions are made, the provisions of Standing Orders relating to public access do not apply.
- 5.24.2 Workshop meetings solely for information and discussions and at which no resolutions or decisions are made may be held in accordance with Standing Orders.
- 5.24.3 Special meetings which the Committees may be held in accordance with Standing Orders.
- 5.24.4 The public may be excluded from the whole or part of the proceedings of the meeting and information withheld on one or more of the grounds specified in the Local Government Official Information and Meetings Act 1987 s.48.

5.25 The Committee shall record minutes of all its proceedings and forward them to the Thames - Coromandel District, Hauraki District and Matamata-Piako District Councils.

Remuneration and Funding

5.26 Members' costs for meeting attendance and travel will be met by their respective organisation.

6 DELEGATIONS

6.1 In order to carry out their specific responsibilities, the parties give the Committee full delegated authority to:

- 6.1.1 Develop and, after consultation with the individual territorial authorities, adopt the Service Level Agreement with the administrative authority.
- 6.1.2 Set annual key performance indicators for the Thames Valley Civil Defence Emergency Operating Area Office.
- 6.1.3 Approve the draft TVEOA three yearly and annual budgets before presenting to the member's respective territorial authority for final approval.
- 6.1.4 Select and appoint a Chairperson, Deputy Chairperson and nominate co-opted members.

Boundary Backflow Prevention Program

Trim No.: 2002771

Executive Summary

This report informs Council of the details of the commencement of a program to require the installation and annual certification of backflow prevention devices at the boundaries of properties deemed to constitute a potential risk to the security of its water supply networks.

Backflow can occur when the pressure in a customer's system exceeds the pressure in the supply system or reduced pressure in the supply system.

Properties required to have boundary backflow protection included farms, lifestyle blocks where stock is grazed, chemical plants, sites using or manufacturing toxic materials, hospitals, rest homes, medical and dental centres, vets, funeral directors, butchers shops, hairdressers, commercial laundries and car washing facilities.

Currently some 621 properties have been identified as requiring boundary backflow protection and it is believed less than 80 of these will have any form of boundary backflow protection and very few of these will have been checked since installation.

Four options were considered for the provision of boundary backflow devices and, after discussion with other water suppliers, it was decided that the option where the customer owns, tests and maintains the device was deemed best for this district.

Three plumbing firms have advised they have suitably qualified staff to undertake certification and have been approved as certifiers for this district.

The properties requiring boundary backflow protection have been allocated into three priority categories with the intention that installation of priority 1 is completed by 31 August 2018; priority 2 by 31 December 2018 and priority 3 by 30 April 2019.

Recommendation

That the report be received.

Content

Background

1. Some years ago Council approved the adoption of a Boundary Backflow Prevention Program but for various reasons the implementation was delayed.

   Backflow can occur when the pressure in a customer's system exceeds the pressure in the supply system or reduced pressure in the supply system. Examples of the later include a break in the main or a pump failure.

   It should be noted that boundary backflow prevention is covered by the Health Act and in particular by the Health (Drinking Water) Amendment Act 2007. There are separate requirements for point of use backflow prevention within a building (for instance basins at a Hairdressers) which are a requirement of the NZ Building Code and in particular G12.3.

Boundary backflow prevention is intended to protect the supply system from contamination whereas point of supply prevention covers potential contamination within the customer's system.

At present legislation provides that boundary backflow prevention is only required when the supplier considers it "*desirable or necessary".* Council resolved this was the case some years ago when it approved the adoption of a Boundary Backflow Prevention Program.

The recent Havelock North inquiry stated "*that provision for backflow protection should be mandatory"* and "*it considers it imperative that all water suppliers have in place auditable demonstrated backflow minimisation practices".*

2. Properties required to have boundary backflow protection include farms, lifestyle blocks where stock is grazed, chemical plants, sites using or manufacturing toxic materials, hospitals, rest homes, medical and dental centres, vets, funeral directors, butchers shops, hairdressers, commercial laundries and car washing facilities.

   A Backflow Register has now been set up of properties required to have boundary backflow protection and this will be used to contact owners to install devices where they currently do not exist or to have existing devices certified by an approved person. The devices are required to be re-certified annually. The register will help to ensure that the devices (including air gaps) are checked and certified annually.

   Currently some 621 properties have been identified as requiring boundary backflow protection and it has been previously assessed that less than 16% of urban and 10% of rural properties actually have some form of boundary backflow protection. It is likely that very few of these have been checked and tested since installation.

   Lifestyle properties have been assessed by aerial photographs as to whether they are used for stock grazing or not, so it is likely that some included will seek exemption if no stock is grazed.

   Properties with swimming pools have not been included as these are deemed to be a low risk and can be protected by the non-return valves in the manifolds now being installed in new installation or by non-return valves in hose connections.

   It is accepted that not all such properties have these devices but this will be dealt with on a separate basis.

3. The certification can only be undertaken by independently qualified persons (IQP's) and all plumbing firms based in the Matamata-Piako District were written to requesting which firms had suitably qualified persons or were prepared to get staff qualified.

   Three firms responded with one based in Matamata, Morrinsville and Te Aroha. The three firms have been appointed as Council's agents in the certification of new and existing devices within the Matamata-Piako area.

   There is a need to spread the installation and certification over a twelve month period so the following priorities have been established.

Category	No	Priority
Abattoirs/Food Processing	8	1
Butcher	4	1
Chemical Plants	4	1
Dental/Medical/Vets	17	1
Equine Establishments on supply mains	2	1
Equine Establishments not on supply mains	43	2
Farms on supply mains	53	1

Farms not on supply mains	81	2
Hairdressers on supply mains	2	1
Hairdressers	33	2
Hospital/Retirement Homes	6	1
Lifestyle Blocks on supply mains	24	1
Lifestyle Blocks not on supply mains	266	3
Mortuaries	3	1
Other (saleyards etc)	16	1
Using/Manufacturing Chemicals	3	1
Vehicle Washing	10	2
Wastewater Pump stations	35	1
Wastewater Treatment Plants	3	1
Water Treatment Plants	8	1
	621	

Priority 1	188
Priority 2	167
Priority 3	266
	621

It is proposed that Priority 1 properties will be required to have certified boundary backflow protection by 31 August 2018. Priority 2 and 3 properties will be completed by 31 December 2018 and 30 April 2019 respectively.

Analysis

Options considered

It is considered that Council must act to protect its water supply networks from the threat of contamination by requiring backflow prevention measures at the boundary.

There were four ownership models considered for the provision of backflow devices – three of which are set out in the Water NZ publication "*Boundary Backflow Protection for Drinking Water".* These were:

1 Water supplier owned – with either the water supplier or the customer responsible for the testing maintenance or replacement

2 Customer owned with owner to test and maintain. This must be a verifiable monitoring system approved by the Drinking Water Assessor and the supplier.

3. Combined Ownership – e.g. customer owns larger devices

The fourth option considered was customer ownership with supplier testing.

Analysis of preferred option

Discussions with other water supplies indicated there were issues with all four models but it was felt that the "*customer owned and owner to test and maintain*" was the most suitable for this district.

Staff decided that Option 2 is the only viable option given the available resources.

Critically the Drinking Water Assessor has approved Option 2 incorporating thd verifiable monitoring system and the register.

The register has been constructed to enable easy monitoring of both initial installation and certification and of the annual testing. Council will send out letters to the property owners for both the initial installation and certification and also the annual recertification.

The three contracted firms will supply council with the certification details which will be entered into the register.

The cost to install an approved device on a 20 or 25 mm connection is likely to be in the order of $1,200 - $1,500 and the annual certification cost $100 - $200.

The installation cost rises significantly on larger supply lines but most of these will already have backflow devices.

Legal and statutory requirements

The actions proposed above will meet all legal and statutory requirements

Impact on policy and bylaws

Nil

Consistency with the Long Term Plan / Annual Plan

Council aims to supply water that is clean and safe for drinking so as to ensure the health and wellbeing of our residents.

Contribution to Community Outcomes

The proposals will help to ensure the provision of safe drinking water to our residents.

Financial Impact

i. Cost

There is no direct financial impact to Council apart from the maintenance of the register and the sending out of letters.

ii. Funding Source

Operational from existing budgets.

Attachments

There are no attachments for this report.

Signatories

Author(s)	Graham Robertson **Senior Utilities Engineer**	

Approved by	Manaia Te Wiata **Group Manager Business Support**	
	Susanne Kampshof **Asset Manager Strategy and Policy**	

Civic Financial Services Statement of intent, Annual Report and plan to sell Civic Assurance House

Trim No.: 2002050

Executive Summary

This report is to inform Council of the Civic Financial Services Statement of Intent for 2018 and their Annual Report for 2017. It also aims to provide an update on the progress of the sale of the Civic Assurance House. Shareholders voted in favour of selling the building on 5 October 2017.

Recommendation

That:

1. The Information be received.

Content

Background

Matamata Piako District Council holds 1.09% shares in the company.

Attachments

A. Civic Financial Services Statement of Intent and Annual Report and Plan to Sell Civic Assurance House

B. Civic Financial Services Annual Report 2017

Signatories

Author(s)	Meghan Lancaster **Committee Secretary**	

Approved by	Sandra Harris **Acting Strategic Policy Manager**	
	Don McLeod **Chief Executive Officer**	

Item 11.2

Attachment A

Civic Financial Services Ltd
SERVICING LOCAL GOVERNMENT ACROSS NEW ZEALAND

File No. SLP16 3804
Document No.

Mr Don McLeod
Chief Executive
Matamata-Piako District Council
PO Box 266
TE AROHA 3342

17 April 2018

Dear Don

Civic Financial Services Statement of Intent and Annual Report and Plan to Sell Civic Assurance House

Please find enclosed your copy of Civic's Annual Report for the year ended 2017 and Statement of Intent for 2018.

You will see in our Annual Report that Civic made a pre-tax surplus from normal operations of $828,855 for the year ended 31 December 2017, compared to the forecasted surplus of $338,000 as set out in the 2017 Statement of Intent. The ongoing seismic assessment review on Civic Assurance House has resulted in the value of the building being reduced by $798,043 bringing the before-tax profit to $30,812 for the year ended 31 December 2017.

At the Special General Meeting on 5 October 2017 held in Wellington our shareholders voted in favour of the resolution to sell Civic Assurance House. Your Board has been progressing this forward, acting in the best interest of the company to achieve a satisfactory price for the sale of Civic Assurance House.

As part of the sales pack we had requested an updated seismic assessment review before taking the building to market.

The ongoing seismic assessment review has identified there is strengthening work required for the non-structural south and west boundary walls of Civic Assurance House. The cost to complete this work has been estimated at $820,000 and is expected to be completed within a twelve-month timeframe. Having taken professional advice, the decision was made to complete the strengthening work before taking the building to market.

Upon completion of this work the value of the building is expected to be restored, at which time we will commence the selling process which is envisaged to be completed within a three-month time period. If a satisfactory sale price can be obtained, the proceeds net of selling costs will be distributed to shareholders via a special dividend. The cost for this strengthening work will not be considered as a selling cost.

We will keep you informed of any significant developments.

Yours sincerely

RECEIVED
20 APR 2018
Matamata-Piako District Council

Ian Brown
Chief Executive
Email: ian.brown@civicfs.co.nz

Civic Financial Services Ltd • 116 Lambton Quay • PO Box 5521 Wellington 6140 • Email: admin@civicfs.co.nz
Tel: 04 978 1250 • Fax: 04 978 1263 • www.civicfs.co.nz

CIVIC FINANCIAL SERVICES LIMITED

STATEMENT OF INTENT

FOR THE YEAR ENDED 31 DECEMBER 2018

TABLE OF CONTENTS

1.0	*Mission Statement*	2
2.0	*Corporate Goals*	2
3.0	*Nature and Scope of Activities*	2
4.0	*Financial Projections*	3
5.0	*Performance Targets & Measures*	4
6.0	*Reporting to Shareholders*	4
7.0	*Acquisitions/Disposals*	4
8.0	*Transactions with Related Parties*	4

1.0 Mission Statement

Mission Statement of Civic Financial Services Ltd
To provide superannuation and risk-financing solutions to the local government sector

2.0 Corporate Goals

The specific goals of the Company are:

2.1 To operate as a sound and successful business.

2.2 To be the primary supplier of risk-financing and superannuation services to the local government sector.

2.3 To investigate and facilitate, as appropriate, new products and markets in risk-financing and superannuation and such other markets that it believes could prove beneficial to its shareholders and the local government sector.

3.0 Nature and Scope of Activities

3.1 The Company administers superannuation services for local government and local government staff via SuperEasy and the SuperEasy KiwiSaver Superannuation Scheme.

3.2 The Company provides administration, reinsurance, accounting, and a range of other services to LAPP, Riskpool, CLP (Civic Liability Pool) and CPP (Civic Property Pool).

3.3 The Company investigates and facilitates as appropriate such new risk-financing and superannuation services and/or markets that it believes will prove beneficial to its shareholders and the local government sector.

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

4.0 Financial Projections

Civic's projected profit outlook over the next three years is shown in the tables below.

Civic's main revenue streams will come from the two following sources: fees from providing administration services and investment income.

Profits from providing administration services: Civic's income in 2018 will come from providing administration services as described in section 3.1 and 3.2.

Profits from investment income: Civic's income in 2018 will come from investment income. This includes the rental income from Civic Assurance House, a ten-storey Wellington CBD office building. At the Special General Meeting ("SGM") held on 5 October 2017 there was overwhelming support from our shareholders to sell Civic Assurance House. Your Board is taking the appropriate action to progress this forward. A recent seismic assessment review has identified there is strengthening work required for the non-structural south and west boundary walls of Civic Assurance House. Having taken professional advice, the decision was made to complete the strengthening work before taking the building to market. We anticipate this work will be completed within the next twelve months. If a satisfactory sale price can be obtained, the proceeds net of selling costs will be distributed to shareholders via a special dividend. This potential sale and subsequent removal of rental income has been taken into consideration in the projections below.

Financial projections for 2018 to 2020 are:

	2018	2019	2020
Administration Income	$2,154,991	$2,129,232	$2,223,377
Investment Income	$ 416,000	$ 291,000	$ 140,000
Revenue	$2,570,991	$2,420,232	$2,363,377
Expenses	$2,123,037	$2,081,114	$2,108,429
Surplus before tax	**$ 447,954**	**$ 339,118**	**$ 254,948**

Please note that these are projections, not firm predictions.

5.0 Performance Targets and Measures

5.1 To provide superannuation services to at least 90% of local authorities.

5.2 To continue to be an efficient and effective administration manager for LAPP, Riskpool, CLP and CPP.

6.0 Reporting to Shareholders

6.1 An audited annual report for 2017 by 30 April 2018.

6.2 A report on the first half of 2018 by 30 September 2018 containing a review of the Company's operations during the half year and unaudited half-yearly accounts.

7.0 Acquisitions/Disposals

Any acquisition or disposal that is equivalent to 50% or more of the Company's assets will constitute a "major transaction" under the Company's constitution and approval of the shareholders will be sought in accordance with the constitution. Any acquisition that is equivalent to 25% or more but less than half of the Company's assets will constitute a "minor transaction" under the Company's constitution and consultation with shareholders will take place.

8.0 Transactions with Related Parties

The Company has 72 local authority shareholder members plus TrustPower (holding 1.22%. Local Government Superannuation Trustee Limited and Local Government Mutual Funds Trustee Limited are wholly owned subsidiaries of the Company. Because it is sharing management resources, the Local Authority Protection Programme (LAPP), Riskpool, CLP and CPP are also considered to be related parties. Transactions with shareholder members include risk-financing services and superannuation related financial services.

Charges to and from shareholder members will be made for services provided as part of the normal trading activities of the Company and its subsidiaries. Transactions with shareholder members are on a wholly commercial basis.

***** END *****

Civic Financial Services Ltd
SERVICING LOCAL GOVERNMENT ACROSS NEW ZEALAND

ANNUAL REPORT 2017

Item 11.2

Attachment B

DIRECTORS' REPORT 1
DIRECTORY 5
CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME 7
CONSOLIDATED STATEMENT OF FINANCIAL POSITION 8
CONSOLIDATED STATEMENT OF CHANGES IN EQUITY 9
CONSOLIDATED STATEMENT OF CASH FLOWS 10
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS 11
INDEPENDENT AUDITOR'S REPORT 31
SHAREHOLDERS' DETAILS BACK COVER

ANNUAL REPORT AND STATEMENT OF ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2017

Your Directors have pleasure in submitting the 57th Annual Report of the affairs of the Company (formerly New Zealand Local Government Insurance Corporation Ltd trading as Civic Assurance) for the year ended 31 December 2017, which is to be presented at the Annual General Meeting of Members in June 2018.

1. PERFORMANCE

Civic's before-tax profit in 2017 was $30,812 (2016: $1,333,868).

Civic made a pre-tax surplus from normal operations of $828,855 for the year ended 31 December 2017, compared to the forecasted surplus of $338,000 as set out in the 2017 Statement of Intent.

The ongoing seismic assessment review on Civic Assurance House has resulted in the value of the building being reduced by $798,043 bringing the before-tax profit to $30,812 for the year ended 31 December 2017.

2. OPERATIONS

Administration Services

Fees in 2017 from providing services to LAPP, Riskpool and the SuperEasy and SuperEasy KiwiSaver Superannuation Schemes were $2,750,037 (2016: $2,358,859).

Investment Revenue

Income from investments was $173,515 (2016: $283,739). Income from Civic Assurance House was $808,771 (2016: $762,633).

Civic Assurance House

At the Special General Meeting on 5 October 2017 held in Wellington our shareholders voted in favour of the resolution to sell Civic Assurance House.

As part of the sales pack we had requested an updated seismic assessment review before taking the building to market.

The ongoing seismic assessment review has identified there is strengthening work required for the non-structural south and west boundary walls of Civic Assurance House. The cost to complete this work has been estimated at $820,000 and is expected to be completed within a twelve-month timeframe. Having taken professional advice, the decision was made to complete the strengthening work before taking the building to market.

Upon completion of the strengthening work the value of the building is expected to be restored.

Sponsorship and Support for the Sector

The Company continues as a sponsor of SOLGM (Society of Local Government Managers) events both at a regional and national level.

3. ASSOCIATED ENTITIES

Local Government Superannuation Trustee Limited

Local Government Superannuation Trustee Limited (LGST) is a 100% subsidiary of Civic and is the trustee to the SuperEasy and SuperEasy KiwiSaver Superannuation Schemes. Both are administered by Civic and from 1 April 2016 both have been registered with the FMA (Financial Markets Authority). Director appointments to LGST are made by LGNZ (two), Civic (one), CTU (one), SOLGM (one) and one, who must be a Licensed Independent Trustee, by the LGST Board.

The SuperEasy schemes feature low member charges and simple administration for councils. Both make use of passive fund managers, which as well as allowing lower member fees removes the possibility of a fund manager making a bad call, which is something that can happen at any time.

The SuperEasy schemes also offer an '*Automatic Fund*', in which each member's risk exposure is gradually and automatically switched from growth assets to income assets as the member gets older.

Superannuation funds under management as at December 2017 were $323 million (December 2016: $271 million) and the combined membership 10,263.

DIRECTORS' REPORT

SuperEasy's fund managers are AMP Capital Investors (New Zealand) Ltd and ANZ New Zealand Investments Ltd. Of the councils that have a preferred provider for KiwiSaver, 94% have appointed Civic (68 out of 72 councils).

The SuperEasy website is www.supereasy.co.nz.

LAPP Disaster Fund

LAPP is a charitable trust that was set up by LGNZ and Civic in 1993. LAPP's membership is 21. It could be said that LAPP is New Zealand's original LASS (Local Authority Shared Services).

LAPP was designed to cover back-to-back major disasters and this is what happened of course with the Canterbury earthquakes in 2010 and 2011. LAPP settled the claims from Waimakariri District Council and Christchurch City Council for damage to their underground assets with a total payout of $217 million (excluding GST). LAPP's highest claim before this was just over $5 million for claims arising from the 2004 Manawatu floods.

LAPP extended its cover arrangement from two events to three events from July 2017.

LAPP is currently managing the Kaikoura-Hurunui earthquake claims involving the Kaikoura, Hurunui and Marlborough District Councils. At the time of writing it is unknown how much these claims will be, but it will be well within LAPP's ability to pay, providing the benefit of full cover for all of their earthquake damaged assets registered with LAPP.

Civic is the administration and fund manager for LAPP. LAPP's website is: www.lappfund.co.nz.

Riskpool/Civic Liability Pool (CLP)

Riskpool provides public liability and professional indemnity cover for councils and has done so since 1997. It is not a company, but a mutual liability fund governed by a trust deed. CLP is similar to Riskpool, but has no facility for calls. For the fund year ending 30 June 2017 Riskpool/CLP had 31 members.

As support had dropped off in recent years to this low level Riskpool could no longer offer the competitively priced cover and risk management services that it had provided over the previous 20 years.

As a result Riskpool/CLP decided to no longer provide cover after 30 June 2017 and will therefore be in run-off mode for at least the next five years.

Local Government Mutual Funds Trustee Limited (LGMFT) is the trustee of Riskpool and CLP. Civic is the Fund Manager and Scheme Manager for Riskpool and Administration Manager for CLP.

Civic has entered into two arm's length secured loan facility agreements on commercial terms with Local Government Mutual Funds Trustee Limited to enable Riskpool to manage its cashflows.

4. DIRECTORS

As at 31 December 2017 there were six directors: M.A. Butcher, A.T. Gray, M.C. Hannan, A.J. Marryatt, J.B. Melville and B.J. Morrison. The Company's constitution allows for up to six directors of which at least two are to be appointed from outside the local authority sector.

Director attendances at Board meetings held in 2017:

Mark Butcher	6 / 6
Tony Gray	6 / 6
Mike Hannan	6 / 6
Tony Marryatt	6 / 6
John Melville	6 / 6
Basil Morrison	6 / 6

The Chairmen of each of the Board and the Risk and Audit Committee are elected at the first meeting held after each year's AGM.

Section 139 of the Companies Act 1993

All Civic directors are directors of LGMFT except Mark Butcher who resigned from LGMFT in February 2017 to ensure that one Civic director was independent of LGMFT. Subsequently two secured loan facility agreements between the Company and LGMFT were entered into whereby the Civic loans LGMFT up to $3,000,000 under each loan at commercial interest rates to assist with Riskpool's cashflows.

There are no other notices required under section 139 of the Companies Act 1993 except for Directors' remuneration. Changes to the Directors' fee pool are approved by shareholders at an AGM. The Board determines the allocation per Director based on the duties of the individual Director. The Director fees for subsidiary companies are set by the Parent Company Board. For the year ended 31 December 2017, Directors' remuneration was:

Mark Butcher	$17,812
Tony Gray	$17,812
Mike Hannan	$17,812
Tony Marryatt	$35,625
John Melville	$26,720
Basil Morrison	$17,812
	$133,593

In addition, the following Directors received director fees in relation to their directorships of Riskpool or LGST:

Mark Butcher	(Riskpool)	$1,062
Tony Gray	(Riskpool)	$8,310
Mike Hannan	(Riskpool)	$8,310
Tony Marryatt	(Riskpool)	$16,620
John Melville	(Riskpool)	$8,310
Basil Morrison	(Riskpool, LGST)	$18,677
		$61,289

Interests Register

Directors' interests are tabled at the beginning of each Board meeting. Directorship and other disclosures as at 31 December 2017 were:

M.A. Butcher — Chief Executive of Local Government Funding Agency Ltd; Chair of New Plymouth District Perpetual Investment Fund Guardians Ltd; Member of SuperEasy KiwiSaver Superannuation Scheme; Trustee of Civic Property Pool; Board Member of INFINZ.

A.T. Gray — Ngati Apa Developments Ltd; Eastland Group Ltd including Gisborne Airport Ltd, Eastland Port; Eastland Network Ltd; Chair of Ngati Pukenga Investments Ltd; Maungaharuru - Tangitu Ltd; Executive Project Advisor to Hastings District Council; Artemis Nominees Ltd; Quality Roading and Services (Wairoa) Limited; Local Government Mutual Funds Trustee Ltd; Trustee of Civic Property Pool; Origin Earth Ltd; a party to agreements for finance with the LGMFT.

M.C. Hannan — Trustee of Civic Property Pool; Director of Local Government Mutual Funds Trustee Ltd; a party to agreements for finance with the LGMFT.

A.J. Marryatt — Chair of Local Government Mutual Funds Trustee Ltd; AJM Holdings Ltd; Trustee of Civic Property Pool; Member of SuperEasy KiwiSaver Superannuation Scheme; a party to agreements for finance with the LGMFT.

J.B. Melville — Trustee of Civic Property Pool; Director of Local Government Mutual Funds Trustee Ltd; a party to agreements for finance with the LGMFT.

B.J. Morrison — Chairman of Local Government Superannuation Trustee Ltd; Basil J Morrison & Associates Ltd; Member of SuperEasy KiwiSaver Superannuation Scheme; Trustee of Civic Property Pool; Director of Local Government Mutual Funds Trustee Ltd; Waitangi Tribunal Member; Independent Hearings Commissioner for Auckland Council; Thames-Coromandel District Council Hearings Panel; Waikato Regional Council Hearings Commissioner; Accredited Commissioner – RMA; a party to agreements for finance with the LGMFT.

DIRECTORS' REPORT

The Company provides Directors and officers with, and pays the premiums for, Directors' and Officers' liability insurance to the full extent allowed for, and in accordance with the requirements of the Companies Act 1993. The renewal of the Company's Directors' and Officers' liability insurance was entered in the Interests Register pursuant to sections 162 and 163 of the Companies Act 1993. This insurance does not cover liabilities arising from criminal actions or deliberate and reckless acts or omissions by the Directors. The cover includes indemnity of costs and expenses incurred in defending an action that falls within the scope of the indemnity.

Conduct of the Board and Board Committee

The Board has put in place and regularly reviews a number of good governance policies including Charters for the Board and the Risk and Audit Committee, Fit and Proper Policy, Code of Conduct, and a Risk Management Plan.

Use of Information

Directors, individually or collectively, may obtain independent professional advice relating to any matters concerning the Company's business or in relation to the discharge of the Director's responsibilities. Subject to approval of the Chairman the Company will reimburse the Director(s) some or all of the reasonable costs of the advice. During the reporting period, no Director has sought leave to obtain such advice.

Loans to Directors

No loans or advances have been made to Directors, their spouses or dependants, or to related parties during the year.

5. EMPLOYEE REMUNERATION

Detailed below is the number of employees who received remuneration in their capacity as employees of $100,000 or more during the year ended 31 December 2017.

Remuneration	Number of Employees
$100,000 – $110,000	1
$130,000 – $140,000	1
$140,000 – $150,000	1
$420,000 – $430,000	1

The above remunerations include Company contributions to employees' superannuation (KiwiSaver and other), medical insurances and discretionary bonus payments.

6. AUDIT AND RISK MANAGEMENT

Pursuant to Section 15 of the Public Audit Act 2001 the Company's auditor is the Auditor General who has appointed Michael Wilkes using the staff and resources of Deloitte Limited to carry out the audit on his behalf.

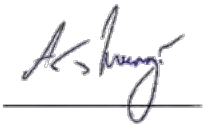
The Risk and Audit Committee (RAC) comprises the full Board. John Melville is the Chairman of this committee. RAC met six times in 2017: the Auditor attended two of those meetings and a part of one of those meetings was held without management present.

7. DONATIONS

No donations have been made during the year by any Company in the Group (2016: $0).

8. STAFF

We sincerely thank the staff for their work during the year. They are: Caroline Bedford, Ian Brown, Jane Brown, Chathuri Mendis, Sylvia Jackson, Tim Sole, Bas van Laanen, and Glenn Watkin.



Tony Marryatt **Chairman**
March 2018

DIRECTORY

DIRECTORS

Anthony (Tony) J. Marryatt (Chairman)
Mark A. Butcher
Anthony (Tony) T. Gray
Michael C. Hannan
John B. Melville
Basil J. Morrison CNZM JP

EXECUTIVE OFFICERS

Chief Executive : Ian Brown
Chief Operating Officer : Caroline Bedford CPA

AUDITORS

The Auditor General, who has appointed Michael Wilkes, Deloitte Limited to carry out the audit on his behalf

BANKERS

ANZ Banking Group (New Zealand) Limited
Bank of New Zealand

LEGAL ADVISERS

Brandons
Kensington Swan

COMPANY REGISTRATION NO: 13271

REGISTERED OFFICE

Level 9, Civic Assurance House, 116 Lambton Quay, Wellington 6011

POSTAL ADDRESS

Civic Financial Services Ltd, PO Box 5521, Wellington 6140

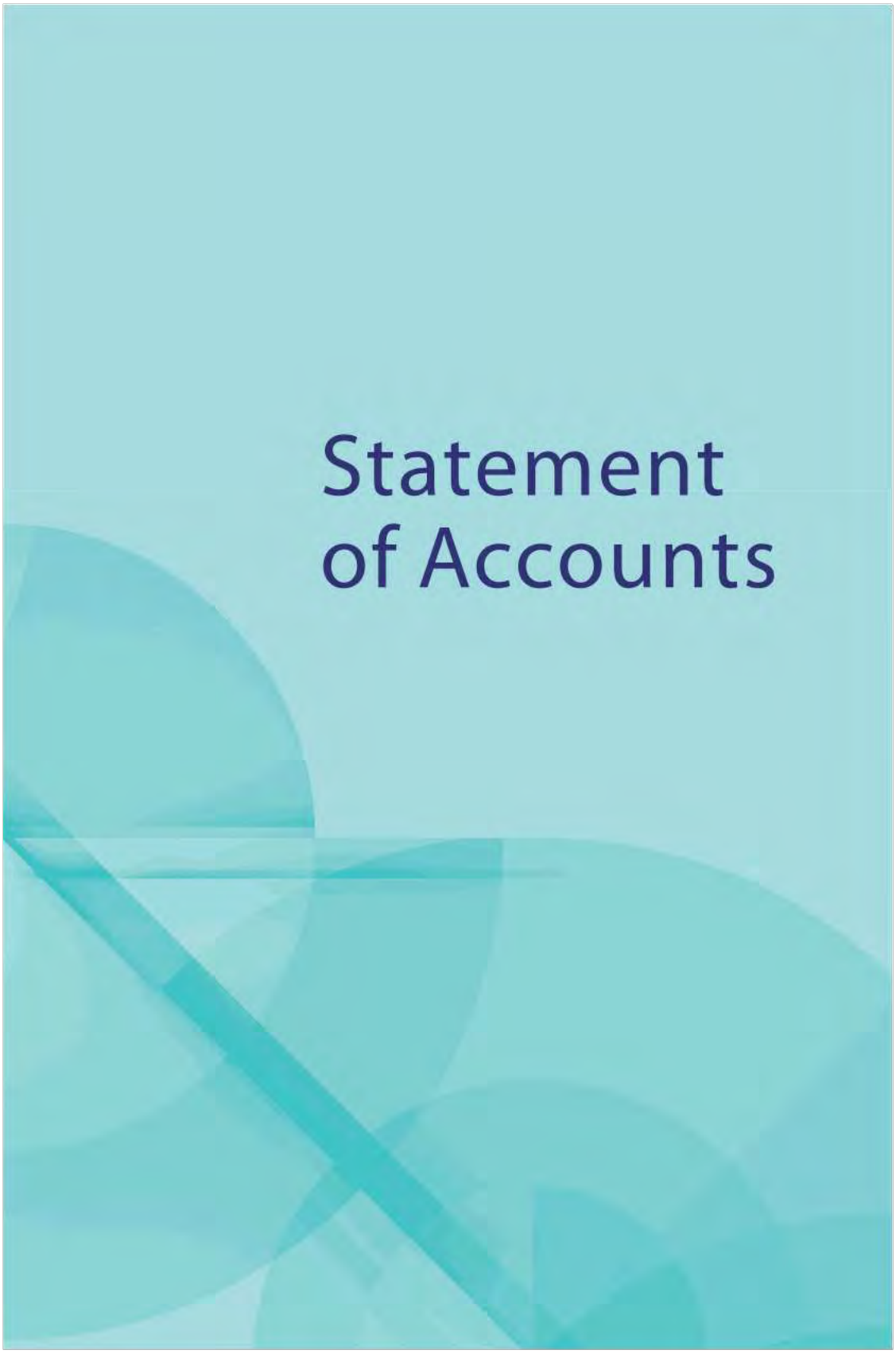
OTHER CONTACT DETAILS

Telephone	(04) 978 1250
Facsimile	(04) 978 1260
Email	admin@civicfs.co.nz
Website	www.civicfs.co.nz

The Company is a participant in the Insurance & Financial Services Ombudsman Scheme (Inc)
Participant Number 2000427

Item 11.2

Attachment B



Civic Financial Services Limited

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 DECEMBER 2017

	NOTE	2017 $	2016 $
REVENUE			
Administration Fees		2,750,037	2,358,859
Interest Income	4	173,515	283,739
Property Income		808,771	762,633
Other Income	16	120,355	542
		3,852,678	3,405,773
EXPENDITURE			
Audit Fee			
Statutory Audit of the Financial Statements		114,317	71,980
Other Fees Paid to Auditors Re Assurance Services		41,358	4,830
Other Fees Paid to Auditors Re Taxation Compliance		22,550	9,890
Compliance Costs		110,899	303,519
Consultants		85,020	78,331
Depreciation	6	38,609	38,761
Amortisation	6	406	3,238
Directors' Remuneration	3	133,594	133,594
Legal Fees		60,401	29,910
Property Operating Expenses		518,811	510,118
Other Expenses		977,958	1,139,336
Employee Remuneration		868,860	939,852
Superannuation Subsidies		51,040	99,653
Total Expenditure		3,023,823	3,363,012
Surplus Before Share of Profit from Associate, Revaluation of Investment Property and Taxation		828,855	42,761
Net Change in Value of Investment Property	7	(798,043)	96,571
Share of Profit of Associate		-	(3,152)
Surplus Before Taxation From Continuing Operations		30,812	136,180
Surplus Before Taxation From Discontinued Operations	15	-	1,197,688
Surplus Before Taxation		**30,812**	**1,333,868**
Taxation Expense From Continuing Operations	10	186,932	21,992
Taxation Expense From Discontinued Operations	15	-	337,564
Taxation Expense		**186,932**	**359,556**
TOTAL COMPREHENSIVE (DEFICIT)/SURPLUS AFTER TAX ATTRIBUTABLE TO OWNERS OF THE COMPANY	14	(156,120)	974,312

The Notes to the Financial Statements form part of, and should be read in conjunction with, these Statements.

Civic Financial Services Limited

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2017

	NOTE	2017 $	2016 $
SHAREHOLDERS' EQUITY			
Issued and Paid-Up Ordinary Shares			
Ordinary Shares fully paid-up	14	10,763,506	10,763,506
Retained Earnings	14	6,284,094	6,440,214
TOTAL EQUITY		**17,047,600**	**17,203,720**
Represented By:			
CURRENT ASSETS			
Cash & Cash Equivalents		5,202,397	6,111,694
Sundry Debtors and Prepayments	12	728,100	556,715
Loan Receivable	13	1,109,874	-
Income Tax Receivable	10	3,580	990
Total Current Assets		7,043,951	6,669,399
NON CURRENT ASSETS			
Property, Plant and Equipment	6	189,831	189,155
Intangible Assets (Software)	6	89,246	89,652
Deferred Tax Asset	10	3,085,852	3,272,784
Investment Property	7	7,175,000	7,925,000
Total Non Current Assets		10,539,929	**11,476,591**
TOTAL ASSETS		**17,583,880**	**18,145,990**
CURRENT LIABILITIES			
Sundry Creditors & Accrued Charges	12	150,901	385,923
Accrued Holiday Pay		42,853	49,766
CLP/ Riskpool Admin Fee Reserve		52,530	112,969
Subordinated Debt	16	-	120,176
Total Current Liabilities		246,284	668,834
NON-CURRENT LIABILITIES			
CLP/ Riskpool Admin Fee Reserve		289,996	273,436
Total Non Current Liabilities		289,996	**273,436**
TOTAL LIABILITIES		**536,280**	**942,270**
EXCESS OF ASSETS OVER LIABILITIES		17,047,600	17,203,720

For and on behalf of the Directors:

Chairman Tony Marryatt
28 March 2018

Director John Melville
28 March 2018

The Notes to the Financial Statements form part of, and should be read in conjunction with, these Statements.

Civic Financial Services Limited

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 31 DECEMBER 2017

	NOTE	2017 $	2016 $
OPENING EQUITY		17,203,720	16,032,308
Total Comprehensive (Deficit)/Surplus Net of Tax		(156,120)	974,312
Ordinary Shares issued during the year	14	-	197,100
CLOSING EQUITY		**17,047,600**	**17,203,720**

The Notes to the Financial Statements form part of, and should be read in conjunction with, these Statements.

Civic Financial Services Limited

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2017

	NOTE	2017 $	2016 $
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash was provided from:			
Rent Received		808,516	778,617
Administration Fees Received		2,693,894	2,348,707
Investment Income		91,914	277,415
Loan Interest Received		68,280	-
Other Income		179	542
Reinsurance Recoveries*		-	496,346,310
Taxation (Paid)/ Refunded		(5,390)	2,843
		3,657,393	499,754,434
Cash was applied to:			
Claims Expenses*		-	488,705,997
Payments to Suppliers and Employees		3,382,809	5,135,207
		3,382,809	493,841,204
Net Cash Flow from Operating Activities	11	**274,584**	**5,913,230**
CASH FLOWS FROM INVESTING ACTIVITIES			
Cash was provided from:			
Dividend – LGOL		-	6,335
Sale of Property, Plant and Equipment		-	1,252
Loans Repaid		4,416,421	-
		4,416,421	7,587
Cash was applied to:			
Purchase of Property, Plant and Equipment		39,285	57,210
Purchase of Investment Property		48,043	403,428
Loans Issued		5,512,974	-
		5,600,302	460,638
Net Cash Flow from Investing Activities		(1,183,881)	(453,051)
CASH FLOWS FROM FINANCING ACTIVITIES			
Cash was provided from:			
Ordinary Shares issued during the year		-	197,100
		-	197,100
Net Cash Flow from Financing Activities		-	197,100
Net (Decrease)/Increase in Cash Held		(909,297)	5,657,279
Opening Cash Balance as at 1 January		6,111,694	454,415
Closing Cash Balance as at 31 December		5,202,397	6,111,694
Being: Cash & Cash Equivalents		5,202,397	6,111,694

* In 2016, the Canterbury Earthquake Claims Global settlement agreement required that certain reinsurance monies totalling $363m was transacted through a third party Trust account. This amount is included in Cash provided from Reinsurance Recoveries and Cash applied to Claims Expenses.

The Notes to the Financial Statements form part of, and should be read in conjunction with, these Statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2017

NOTE 1. REPORTING ENTITY

The reporting entity is Civic Financial Services Ltd (the "Company"), formerly known as New Zealand Local Government Insurance Corporation Ltd (trading as Civic Assurance). The Group comprises the Company and its subsidiaries listed in note 2 (b). The Group provides financial services principally for New Zealand local government and also provides property services. The Company provided insurance products to New Zealand local authorities until 31 December 2016 and subsequently opted to cancel its provisional insurance licence with the Reserve Bank of New Zealand (refer to Note 15).

The Company is a FMC reporting entity under the Financial Markets Conduct Act (FMCA) 2013 and the group financial statements have been prepared in accordance with the FMCA 2013.

Statement of Compliance

The Group is a Tier 1 Public Sector Public Benefit Entity and the financial statements have been prepared in accordance with and comply with Tier 1 Public Sector Public Benefit Entity (PBE) Standards.

NOTE 2. STATEMENT OF ACCOUNTING POLICIES

General Accounting Policies

The measurement and reporting of profits on a historical cost basis have been followed by the Group, except for specific policies as described below. The reporting currency is New Zealand dollars. The Group is no longer subject to the requirements under the Insurance (Prudential Supervision) Act 2010 as a provisional licence holder (refer to Note 15).

Critical Judgements and Estimates in Applying the Accounting Policies

In the application of the PBE Standards the Directors are required to make judgements, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. These are based on historical experience and other various factors and are reviewed on an ongoing basis.

The Directors believe that, as at the date of these financial statements, there are no significant sources of estimation uncertainty that have not been disclosed in these notes. The most significant judgements, estimates and assumptions made in the preparation of these financial statements are in respect of the recognition of the deferred tax asset (Note 10) and the valuation of investment property (Note 7).

Particular Accounting Policies

The following particular accounting policies which materially affect the measurement of surplus and financial position have been applied. Further particular accounting policies are contained in the relevant notes to the financial statements.

(a) Consolidation of Subsidiaries

The Group financial statements incorporate the financial statements of the Company and its subsidiaries, which have been consolidated using the acquisition method. The results of any subsidiaries acquired or disposed of during the year are consolidated from the effective dates of acquisition or until the effective dates of disposal. All inter-company transactions, balances and unrealised profits are eliminated on consolidation.

(b) Investment in Subsidiaries

At 31 December 2017 the Company had four wholly owned subsidiaries which are all incorporated in New Zealand. Three of these, Local Government Superannuation Trustee Limited, SuperEasy Limited and Local Government Finance Corporation Limited with balance dates of 31 December and Local Government Mutual Funds Trustee Limited with its balance date of 30 June did not have any significant assets, liabilities, revenue or expenses during the years ended 31 December 2016 and 31 December 2017.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2017

NOTE 2. STATEMENT OF ACCOUNTING POLICIES CONTINUED

(b) Investment in Subsidiaries continued

i) Civic Assurance Ltd was removed from the New Zealand Companies register on 22 May 2017. Civic Assurance Ltd did not have any significant assets, liabilities, revenue or expenses during the years ended 31 December 2016 and the period to 22 May 2017.

ii) New Zealand Local Government Finance Corporation Limited (NZLGFC) commenced business on the 29 November 1999, ceased active operations in February 2010 and was removed from the New Zealand Companies register on 25 September 2017. NZLGFC had total assets of $50,533 and total liabilities of $120,176 at 31 December 2016.

(c) Investment in Associate Company

The Company held a 25% share of Local Government Online Limited (LGOL). In 2014 LGOL returned the shareholders capital, ceased operations on 31 March 2014 and was wound up on 12 October 2016. In 2016 the share of the income of LGOL was included in the consolidated Statement of Comprehensive Income.

(d) Administration Fees

Administration fees are recognised at the agreed amounts based on time and expenses incurred. Administration fees collected during the year that will be utilised in future periods are held within the administration fee reserve on the Statement of Financial Position, until the point in time where administration services have been provided.

(e) Property Income

Property rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease.

(f) Employee Benefits

Provision is made for benefits accruing to employees in respect of wages and salaries and annual leave when it is probable that settlement will be required and they are capable of being measured reliably.

Provisions made in respect of employee benefits are measured at their nominal values using the remuneration rate expected to apply at the time of settlement.

Basis of Measuring Other Income and Expenses

Income and expenses are accounted for on an accruals basis. All revenue is exchange revenue.

(g) Changes in Accounting Policies

There have been no material changes in the accounting policies during the year. All policies have been applied on bases consistent with those used in the prior year.

NOTE 3. KEY MANAGEMENT PERSONNEL AND RELATED PARTIES

The compensation of the Directors and executives, being the key management personnel of the Group, is set out below.

	2017 Number	2016 Number	2017 $	2016 $
Short term employee benefits				
Executive Management Personnel	3	4	537,194	865,135
Directors	6	6	133,594	146,953
			670,788	**1,012,088**

In 2016, restructuring costs totalling $235,609 had been included in Executive Management Personnel Remuneration and Directors Remuneration include fees related to the discontinued insurance business.

All related party transactions that the Group entered into during the year occurred within a normal client/supplier relationship and under terms equivalent to those that prevail in arm's length transactions in similar circumstances. Refer to Note 13 for information relating to loans with subsidiaries.

NOTE 4. FINANCIAL INSTRUMENTS

Accounting Policies:

i) Classification and Measurement

Financial instruments are transacted on a commercial basis to derive an interest yield / cost with the terms and conditions having due regard to the nature of the transaction and the risks involved. Financial instruments are recognised and accounted for on a settlement date basis.

Loans and Receivables

Other receivables are measured at initial recognition at fair value, and are subsequently measured at amortised cost using the effective interest rate.

Bank and Cash Equivalents

Bank and cash equivalents are measured at amortised cost using the effective interest rate.

Financial Liabilities

Financial liabilities include Sundry Creditors, Accrued Charges and Subordinated Debt. Financial liabilities are recorded initially at fair value, net of transaction costs. Subsequent to initial recognition, liabilities are measured at amortised cost.

ii) Offsetting Financial Instruments

Financial assets and liabilities are not offset as there is no legally enforceable right to set-off.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2017

NOTE 4. FINANCIAL INSTRUMENTS CONTINUED

Accounting Policies continued

iii) Asset Quality

Impairment of Financial Assets

Financial assets measured at amortised cost are reviewed at each balance date to determine whether there is any objective evidence of impairment. If any such condition exists, the asset's recoverable amount is estimated and provision is made for the difference between the carrying amount and the recoverable amount.

As at the date of these Financial Statements, no such evidence of impairment exists.

iv) Fair Value of Financial Instruments

Fair value measurements recognised in the Statement of Financial Position

Financial instruments are categorised into 3 levels:

- ***Level 1** fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities;*
- ***Level 2** fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and*
- ***Level 3** fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).*

v) Derivatives

The Group do not use any derivative financial instruments.

(1) Income Relating to Financial Assets

	2017 $	2016 $
Loans		
Interest Received – Loans	81,601	-
Cash & Cash Equivalents		
Interest Received – Short Term Deposits	91,914	283,739
Total Interest Income	173,515	283,739

NOTE 4. FINANCIAL INSTRUMENTS CONTINUED

(2) Financial Assets and Liabilities

The carrying amounts of all financial assets and liabilities are considered to be equivalent to their market value, which for these assets and liabilities is also considered to be fair value.

The Subordinated Debt is measured at amortised cost which is considered to be fair value.

All fixed interest investments were managed around a 90 day duration and carry a minimum Standard and Poors credit rating of "A" or equivalent.

Loans are secured against Riskpool's future contributions and repayable with six months notice (refer to Note 13).

Carrying value of Financial Assets and Financial Liabilities

	2017 $	2016 $
Financial Asset: Loans and Receivables		
Sundry Debtors	590,921	421,098
Loans	1,109,874	-
Total Loans and Receivables	**1,700,795**	**421,098**
Financial Asset: Amortised Cost		
Cash & Cash Equivalents	5,202,397	6,111,694
Financial Liability: Amortised Cost		
Subordinated Debt	-	120,176
Sundry Creditors & Accrued Charges	150,901	385,923
Total Amortised Cost	**150,901**	**506,099**

(3) Financial Risk – Structure and Management

The Group manages its capital to ensure that the entities in the Group will be able to continue as a going concern. The Group's overall strategy is reviewed annually and remains unchanged.

Financial instruments which potentially subject the Group to a concentration of credit risk consist principally of cash and interest bearing deposits. The Group has no debt liability instruments.

The Group does not require collateral or other security to support financial instruments with credit risk and as such, no collateral exists for any of the investments held by the Group. The maximum credit risk exposure is the carrying amount of the individual debtor and investment balances.

The Group has placed interest bearing deposits and funds to be managed with financial institutions and limits its amount of credit exposure to any one such institution.

Civic Financial Services Limited

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2017

NOTE 4. FINANCIAL INSTRUMENTS CONTINUED

(3) Financial Risk - Structure and Management continued

(a) Market Risk

All financial assets and liabilities are New Zealand Dollar based and are recorded at amortised cost, therefore changes in interest rates and foreign currency values do not impact on their carrying value.

(b) Carrying Amount and Fair Value

The carrying amounts of all financial assets and liabilities are considered to be equivalent to their fair value.

(c) Liquidity Risk

Liquidity Risk is the risk that the Group will encounter difficulties in raising funds at short notice to meet commitments associated with financial instruments. Management of liquidity risk is designed to ensure that the Group has the ability to meet financial obligations as they fall due.

The following tables include an analysis of the contractual undiscounted cash flows relating to the Group's financial assets and liabilities categorised by the maturity dates.

	Interest Rate Spread %	Within 6 months $	6 to 12 months $	1 to 2 years $	2 to 5 years $	Total $
Maturity Analysis as at 31 December 2017						
Assets						
Cash & Cash Equivalents	0 to 3.45%	5,202,397	-	-	-	5,202,397
Other Receivables	n/a	590,921	-	-	-	590,921
Loans	5.13% to 5.15%	1,109,874	-	-	-	1,109,874
Total Financial Assets		**6,903,192**	-	-	-	**6,903,192**
Liabilities						
Sundry Creditors & Accrued Charges	n/a	150,901	-	-	-	150,901
Total Financial Liabilities		**150,901**	-	-	-	**150,901**
Maturity Analysis as at 31 December 2016						
Assets						
Cash & Cash Equivalents	0 to 3.76%	6,111,694	-	-	-	6,111,694
Other Receivables	n/a	421,098	-	-	-	421,098
Total Financial Assets		**6,532,792**	-	-	-	**6,532,792**
Liabilities						
Sundry Creditors & Accrued Charges	n/a	385,923	-	-	-	385,923
Subordinated Debt		-	-	120,176	-	120,176
Total Financial Liabilities		**385,923**	-	**120,176**	-	**506,099**

NOTE 4. FINANCIAL INSTRUMENTS CONTINUED

(3) Financial Risk - Structure and Management continued

(d) Credit Risk

All investments are in the form of cash held at registered banks and loans. The registered banks have a credit rating of "A" or better. Loans are with Riskpool (refer to Note 13).

(i) Exposure to Credit Risk

	2017 $	2016 $
Cash & Cash Equivalents	5,202,397	6,111,694
Other Receivables	590,921	421,098
Loans	1,109,874	-
Total	**6,903,192**	**6,532,792**

(ii) Concentration of Credit Exposure

The major credit exposure greater than 20% of total assets is with registered banks.

NOTE 5. OPERATING LEASE COMMITMENTS

	2017 $	2016 $
Operating Lease Expense Commitments:		
not later than one year	12,444	12,444
later than one year but not later than five years	41,478	53,922
	53,922	**66,366**
Operating Lease Income Commitments:		
not later than one year	823,306	760,980
later than one year but not later than five years	2,984,210	2,421,422
later than five years	285,729	525,063
	4,093,245	**3,707,465**

Operating lease income relates to a combination of office and retail tenancies to the Investment Property referred to in Note 7. The property is subject to a combination of multiple office and retail tenancies over varying lease periods.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2017

NOTE 6. PROPERTY, PLANT & EQUIPMENT AND INTANGIBLE ASSETS

Accounting Policy:

Assets are depreciated on a straight line basis at rates calculated to allocate the assets' cost, in equal instalments over their estimated useful lives which are assessed and regularly reviewed.

Depreciation Rates	
Office Furniture and Equipment	up to 17 years
Intangibles – Software	5 years

	2017 $	2016 $
(a) Property, Plant and Equipment		
Office Furniture and Equipment – cost	629,989	595,688
Plus Additions	39,285	36,596
Less Disposals	-	(2,295)
Closing Value - cost	669,274	629,989
Office Furniture and Equipment - Accumulated Depreciation	(440,834)	(402,540)
Less Depreciation Charge	(38,609)	(38,761)
Less Disposals	-	467
Closing Accumulated Depreciation	(479,443)	(440,834)
Net Book Value	**189,831**	**189,155**

The Total Comprehensive (Deficit)/Surplus After Tax in the Statement of Comprehensive Income includes a $nil loss on disposal of fixed assets (2016: nil).

(b) Intangible Assets		
Software - cost	519,453	498,839
Plus Additions	-	20,614
Less Disposals	-	-
Closing Value - cost	519,453	519,453
Software - Accumulated Amortisation	(429,801)	(426,563)
Less Amortisation Charge	(406)	(3,238)
Less Disposals	-	-
Closing Accumulated Amortisation	(430,207)	(429,801)
Net Book Value	**89,246**	**89,652**

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2017

NOTE 7. INVESTMENT PROPERTY

Accounting Policy:

Investment property is measured at fair value, by reference to an external market valuation (performed annually), with any resulting unrealised gain or loss recognised in the Statement of Comprehensive Income.

	2017 $	2016 $
Civic Assurance House, Lambton Quay, Wellington		
(a) Land valuation (Original Cost $289,253)	2,900,000	2,900,000
Level 3 Fair Value	2,900,000	2,900,000
(b) Opening Building valuation (Original Cost $860,571)	5,000,000	4,500,000
Refurbishment	48,043	403,429
(Decrease)/Increase in value	(798,043)	96,571
Level 3 Fair Value	4,250,000	5,000,000
(c) Opening Artwork valuation (Original Cost $8,844)	25,000	25,000
Fair Value	25,000	25,000
	7,175,000	**7,925,000**

The Company has received preliminary advice that investigations and calculations as part of a seismic assessment review have highlighted an issue with unreinforced masonry in non-structural parts of the building and, under the Building (Earthquake-prone Buildings) Amendment Act 2016, the building is therefore potentially earthquake prone.

The Company has resolved to mitigate this risk and proceed with seismic strengthening with expected completion within 12 months. The investment property valuation has been obtained as at 31 December 2017 on an 'as if complete' basis with the estimated costs for the strengthening works (approximately $820,000) being deducted from the 'as if complete' value.

The investment property is revalued every year. The investment property valuation for the year ended 31 December 2017 was completed on 6 March 2018 by independent registered valuer Martin Veale (ANZIV, SPINZ) of the firm Telfer Young (Wgtn) Ltd. The property is valued in accordance with International Valuation Standards 2017. The Investment property is Level 3 fair value.

The adopted market value has been established by consideration of the Income Capitalisation and Discounted Cashflow approaches. Major inputs and assumptions used in the valuation are income and expense growth forecasts, capital expenditure, an analysis of yields, capitalisation rate and market rent per square metre, discount rate, occupancy and weighted average lease terms.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2017

NOTE 7. INVESTMENT PROPERTY CONTINUED

Investment Property Metrics

	2017	2016
Average Growth Factor	1.40%	1.38%
Capitalisation Rate	8.00%	8.00%
Terminal Yield	8.25%	8.25%
Discount Rate	9.25%	9.25%
Rent per sqm	$355	$357
Occupancy (net lettable area)	92.84%	83.66%
Weighted average lease term (years)	2.00	2.30

NOTE 8. ANALYSIS OF FINANCIAL ASSETS NOT IMPAIRED

There are no financial assets that are impaired or past due at balance date (2016: $nil).

NOTE 9. CONTINGENT LIABILITIES

There are no contingent liabilities (2016: $nil).

NOTE 10. TAXATION

Accounting Policies:

i) Current Tax

The current income tax expense charged against the profit for the year is the estimated liability in respect of the taxable profit. It is calculated using tax rates and tax laws that have been enacted or substantively enacted by reporting date. Current tax for the current and prior periods is recognised as a liability (or asset) to the extent that it is unpaid (or refundable). Tax assets are offset only when there is a legally enforceable right to set off the recognised amounts, and an intention to settle on a net basis.

ii) Deferred Tax

The liability method of accounting for deferred taxation is applied on a comprehensive balance sheet basis in respect of temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax base of those items.

Deferred tax liabilities are recognised for all temporary differences. Deferred tax assets are reviewed at each balance date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised. Deferred tax is charged or credited in the Statement of Comprehensive Income.

iii) Goods and Services Tax (GST)

Revenue, expenses, assets and liabilities are recognised net of the amount of GST except:

- *When the GST incurred on a purchase of goods and services is not recoverable from the taxation authority in which case the GST is recognised as part of the cost of the acquisition of the assets or as part of the expense item as applicable.*
- *Receivables and payables, which are stated with the amount of GST included.*

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the Statement of Financial Position.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2017

NOTE 10. TAXATION CONTINUED

(a) Income tax recognised in the Statement of Comprehensive Income

	2017 $	2016 $
Tax expense comprises:		
Current tax expense	-	(7)
Adjustments recognised in the current year in relation to the current tax of prior years	(13,947)	-
Deferred tax relating to temporary differences	200,879	21,999
Total Tax Expense	186,932	21,992
Attributable to:		
Continuing operations	186,932	21,992
	186,932	**21,992**

The prima facie income tax expense on pre-tax accounting profit from operations reconciles to the income tax expense in the financial statements as follows:

	2017 $	2016 $
Surplus before tax	30,812	136,180
Income tax calculated at 28%	8,628	38,130
Tax effect of permanent differences	192,251	(16,138)
Prior Period Adjustment	(13,947)	-
Income Tax Expense	**186,932**	**21,992**

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2017

NOTE 10. TAXATION CONTINUED

(b) Current tax assets and liabilities

	2017 $	2016 $
Tax refund receivable	3,580	990
	3,580	**990**

(c) Deferred tax balances

	2017 $	2016 $
Deferred tax assets comprise:		
Temporary differences	3,588,348	3,759,692
	3,588,348	3,759,692
Deferred tax liabilities comprise:		
Temporary differences	(502,496)	(486,908)
	(502,496)	(486,908)
Net Deferred Tax balance	**3,085,852**	**3,272,784**

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2017

NOTE 10. TAXATION CONTINUED

(c) **Deferred tax balances** continued

Gross taxable and deductible temporary differences for the Group arise from the following:

		Opening Balance $	Charged to Income $	Charged to Equity $	Prior Period Adjustment $	Closing Balance $
2017	Investment gains	(40,315)	-	-	40,315	-
	Building, property and equipment	(1,698,639)	(95,989)	-	-	(1,794,628)
		(1,738,954)	**(95,989)**	-	**40,315**	**(1,794,628)**
	Employee entitlements	54,914	6,572	-	(21,221)	40,265
	Losses carried forward	13,372,556	(628,007)	-	30,716	12,775,265
		13,427,470	**(621,435)**	-	**9,495**	**12,815,530**
	Attributable to:					
	Continuing operations	11,688,516	(717,424)	-	49,810	11,020,902
	Total	11,688,516	(717,424)	-	49,810	11,020,902
	Tax effect at 28%	3,272,784	(200,879)	-	13,947	3,085,852
2016	Investment gains	(40,315)	-	-	-	(40,315)
	Building, property and equipment	(1,768,639)	(98,085)	-	168,085	(1,698,639)
		(1,808,954)	**(98,085)**	-	**168,085**	**(1,738,954)**
	Employee entitlements	130,833	(80,703)	-	4,784	54,914
	Losses carried forward	14,650,787	(1,105,362)	-	(172,869)	13,372,556
		14,781,620	**(1,186,065)**	-	(168,085)	**13,427,470**
	Attributable to:					
	Continuing operations	12,972,666	(1,284,150)	-	-	11,688,516
	Total	12,972,666	(1,284,150)	-	-	11,688,516
	Tax effect at 28%	3,632,344	(359,560)	-	-	3,272,784

No liability has been recognised in respect of the undistributed earnings of subsidiaries because the Group is in a position to control the timing of the reversal of the temporary differences and it is probable that such differences will not reverse in the foreseeable future.

The deferred tax asset relating to tax losses carried forward has been recognised as the financial forecasts anticipate the Group maintaining sufficient profitability in future financial years (refer Note 20).

NOTE 10. TAXATION CONTINUED

(d) Imputation Credit Account

	2017 $	2016 $
Opening Balance	5,257,222	5,256,739
Plus Credits		
Income Tax Paid	-	-
Resident Witholding Tax	3,580	-
Imputation Credits Received	-	2,463
	3,580	2,463
Less Debits		
Tax Refund	990	1,980
Imputation Credits Attached to Dividends Paid	-	-
Other Debits	-	-
	990	1,980
Closing Balance	**5,259,812**	**5,257,222**

NOTE 11. RECONCILIATION OF COMPREHENSIVE INCOME AFTER TAX WITH CASH FLOW FROM OPERATING ACTIVITIES

Accounting Policy:

The Statement of Cash Flows is prepared exclusive of GST, which is consistent with the method used in the Statement of Comprehensive Income. The GST component of cash flows arising from investing and financing activities, which is recoverable from or payable to, the taxation authority is classified as operating cash flow.

The following are definitions of the terms used in the Statement of Cash Flows:

- *Bank comprises cash on hand and demand deposits.*
- *Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of Cash and which are subject to insignificant risk of changes in value.*
- *Cash flows are inflows and outflows of cash and cash equivalents.*
- *Operating activities are the principal revenue producing activities of the entity and other activities that are not investing or financing activities.*
- *Investing activities are the acquisition and disposal of long-term assets.*
- *Financing activities are activities that result in changes in the size and composition of the contributed equity and borrowings of the entity.*

Civic Financial Services Limited

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2017

NOTE 11. RECONCILIATION OF COMPREHENSIVE INCOME AFTER TAX WITH CASH FLOW FROM OPERATING ACTIVITIES CONTINUED

	2017 $	2016 $
Total Comprehensive (Deficit)/Surplus	(156,120)	974,312
Add/(less) non cash items		
Loan Interest	(13,321)	-
Depreciation	38,609	38,761
Amortisation	406	3,238
Movement in CLP / Riskpool Admin Fee Reserve	(43,879)	386,405
Movement in Deferred Tax Asset	186,932	359,562
Net change in fair value of investment property	798,043	(96,571)
Share of Loss of Associate	-	3,152
Debt Write-off	(120,176)	-
	846,614	694,547
Add/(less) movements in other working capital items		
Sundry Debtors and Prepayments and Reinsurance Recoveries	(171,391)	568,347,733
Sundry Creditors and Accrued Charges	(241,936)	(553,491,392)
Movement in Insurance Provisions	-	(10,608,200)
Tax Refund Due	(2,590)	1,981
	(415,917)	4,250,122
Add/(Less) Items Classified as Investing Activity	-	(5,758)
Add/(Less) Items Classified as Financing Activity	7	7
Net Cash Flow from Operating Activities	**274,584**	**5,913,230**

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2017

NOTE 12. SUNDRY DEBTORS AND CREDITORS

(a) Sundry Debtors and Prepayments

	2017 $	2016 $
Sundry Debtors	590,921	421,097
Prepayments	124,191	86,396
GST Receivable	12,988	49,222
Sundry Debtors and Prepayments	**728,100**	**556,715**

(b) Sundry Creditors and Accrued Charges

	2017 $	2016 $
Sundry Creditors & Accrued Charges	150,901	385,923
Sundry Creditors & Accrued Charges	**150,901**	**385,923**

NOTE 13. LOANS

A secured loan agreement between the Company and Local Government Mutual Funds Trustee Limited on behalf of New Zealand Mutual Liability Riskpool ("Riskpool") was entered into in February 2017 and again in August 2017 to assist with Riskpool's cashflow. The amount under each agreement is for a loan of up to $3,000,000 and under the terms of the loan the interest rate is set as BKBM plus a margin. Any loan may be repaid by Riskpool at any time without penalty and the agreement terminated by either party with six months' notice. The first loan including interest of $68,280 under the first agreement was repaid in full in October 2017. The loan outstanding at 31 December 2017 is $1,109,874.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2017

NOTE 14. SHAREHOLDERS' EQUITY

The Share Capital of the Group comprises solely authorised and issued ordinary shares with each share ranking equally in votes, dividends and surpluses. In 2016, 219,000 shares were issued at $0.90 per share to existing shareholders. There were no shares issued during 2017.

	2017 $	2016 $
Retained Earnings		
Opening Balance	6,440,214	5,465,902
Net Surplus After Taxation	(156,120)	974,312
Closing balance	**6,284,094**	**6,440,214**

	2017 $	2016 $
Shareholders Capital		
Opening Balance	10,763,506	10,566,406
Ordinary Shares Issued during the year	-	197,100
Closing balance	**10,763,506**	**10,763,506**
Number of Ordinary Shares Fully Paid	**11,249,364**	**11,249,364**

NOTE 15. DISCONTINUED OPERATIONS

As a consequence of the Canterbury earthquakes the Company ceased providing material damage from 1 July 2011. In December 2015 the Company reached a global settlement of the majority of the Canterbury earthquake claims and a commutation agreement of the remaining open Canterbury earthquake claims with the reinsurers. The Company met its insurance liabilities in full in December 2016 and opted to cancel its provisional insurance licence with the Reserve Bank of New Zealand. The license was cancelled on 17 January 2017. Consequently, the Company is not required to hold a credit rating or maintain a solvency margin.

Analysis of Profit from discontinued operations

The results of the discontinued insurance operations for 2016 and 2017 are set out below. The comparative profit and cash flows from discontinued operations have been represented in the Consolidated Statement of Comprehensive Income and the Consolidated Statement of Cash Flows to include those operations classified as discontinued in the current year.

NOTE 15. DISCONTINUED OPERATIONS CONTINUED

	2017 $	2016 $
Surplus for the year from discontinued operations		
Underwriting Surplus	-	1,998,024
Insurance Related Expenses	-	(800,336)
Insurance Surplus Before Taxation	-	1,197,688
Taxation Expense Attributable to Insurance	-	337,564
Surplus After Tax Attributable to Owners of the Company	-	860,124

	2017 $	2016 $
Cash flows from discontinued operations		
Net Cash Flow from Operating Activities	-	5,547,816
Net Cash Flow from Investment Activities	-	-
Net Cash Flow from Financing Activities	-	-
Net Cash Flows	-	5,547,816

NOTE 16. SUBORDINATED DEBT

New Zealand Local Government Finance Corporation Limited (NZLGFC) ceased active operations in February 2010 and was removed from the New Zealand Companies register on 25 September 2017. NZLGFC had total assets of $50,533 and total liabilities of $120,176 at 31 December 2016. On completion of the windup process during 2017, NZLGFC had no remaining assets available for distribution and was released from the remaining debt of $120,176. This amount is included in the Statement of Comprehensive Income in 2017.

NOTE 17. EQUITY RETAINED FOR FINANCIAL SOUNDNESS

All shareholder equity is retained to ensure the financial soundness of the Group. The cash is retained for cash flow purposes and to balance the funds allocated in the building investment.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2017

NOTE 18. STANDARDS APPROVED BUT NOT YET EFFECTIVE

Standards and Interpretations in issue not yet adopted

At the date of authorisation of the financial report, one Standard and Interpretation was in issue that was relevant to the Group, but not yet effective.

Initial application of the following Standard is not expected to affect any of the amounts recognised in the financial report or change the presentation and disclosures presently made in or relation to the Group's financial report:

	Effective for annual reporting periods beginning on or after	*Expected to be initially applied in the financial year ending*
Revised NZ IFRS 9 'Financial Instruments'	1 January 2018	31 December 2018

NOTE 19. SUBSEQUENT EVENTS

A seismic assessment review for the investment property is being undertaken by the Company and at the date of signing these financial statements the review is ongoing. Preliminary advice is that non-structural elements of the building are potentially earthquake prone and the property has been valued on that basis. The estimated cost of strengthening is $820,000 and the financial statements adjusted accordingly. To proactively mitigate this risk, the Company has embarked on the process of seismic strengthening. Refer to Note 7 for more information.

There have been no other material events subsequent to 31 December 2017 that require adjustment to or disclosure in the financial statements.

NOTE 20. GOING CONCERN

The financial statements have been prepared on a going concern basis.

The profitability of financial and property services supports the going concern assumption for Civic Financial Services Ltd as a whole. The deferred tax asset is reviewed regularly and at balance date against forecast profits and future business opportunities. The Directors believe that it is probable that sufficient taxable profits will be available in the future against which the unused tax losses can be utilised.

Deloitte.

INDEPENDENT AUDITOR'S REPORT

TO THE READERS OF CIVIC FINANCIAL SERVICES LIMITED'S FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2017

The Auditor-General is the auditor of Civic Financial Services Limited and its subsidiaries (the 'Group'). The Auditor-General has appointed me, Michael Wilkes, using the staff and resources of Deloitte Limited, to carry out the audit of the consolidated financial statements of the Group on his behalf.

OPINION

We have audited the consolidated financial statements of the Group on pages 7 to 30, that comprise the consolidated statement of financial position as at 31 December 2017, the consolidated statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date and notes to the consolidated financial statements that include accounting policies and other explanatory information.

In our opinion, the consolidated financial statements of the Group:

- present fairly, in all material respects:
  - its financial position as at 31 December 2017; and
  - its financial performance and cash flows for the year then ended; and
- comply with generally accepted accounting practice in New Zealand in accordance with Public Sector Public Benefit Entity Standards.

Our audit was completed on 28 March 2018. This is the date at which our opinion is expressed.

The basis for our opinion is explained below. In addition, we outline the responsibilities of the Board of Directors and our responsibilities relating to the audit of the consolidated financial statements, we comment on other information, and we explain our independence.

BASIS FOR OUR OPINION

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

RESPONSIBILITIES OF THE BOARD OF DIRECTORS FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The Board of Directors is responsible on behalf of the Group for preparing consolidated financial statements that are fairly presented and that comply with generally accepted accounting practice in New Zealand. The Board of Directors is responsible for such internal control as it determines is necessary to enable it to prepare financial statements that are free from material misstatement, whether due to fraud or error.

Deloitte.

INDEPENDENT AUDITOR'S REPORT *CONTINUED*

In preparing the consolidated financial statements, the Board of Directors is responsible, on behalf of the Group, for assessing the Group's ability to continue as a going concern. The Board of Directors is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the Board of Directors intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The Board of Directors' responsibilities arise from the Financial Markets Conduct Act 2013.

RESPONSIBILITIES OF THE AUDITOR FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements, as a whole, are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers taken on the basis of these consolidated financial statements.

We did not evaluate the security and controls over the electronic publication of the consolidated financial statements.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risk of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Board of Directors and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements, or if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- We evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

Deloitte.

OTHER INFORMATION

The Board of Directors is responsible for the other information. The other information comprises the information in the Directors' report that accompanies the consolidated financial statements and our audit report.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

INDEPENDENCE

We are independent of the Group in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1 (Revised): *Code of Ethics for Assurance Practitioners* issued by the New Zealand Auditing and Assurance Standards Board.

In addition to the audit, we have carried out engagements in the areas of tax compliance and controls assurance, which are compatible with those independence requirements. Other than the audit and these engagements, we have no relationship with or interests in the Group.

Michael Wilkes
for Deloitte Limited
On behalf of the Auditor-General
Christchurch, New Zealand

CIVIC FINANCIAL SERVICES SHAREHOLDERS AS AT 31 DECEMBER 2017

SHAREHOLDER MEMBER	NO. OF SHARES	
CITY COUNCILS		
Auckland	2,195,042	19.51%
Christchurch	1,417,704	12.60%
Dunedin	470,966	4.19%
Hamilton	202,729	1.80%
Hutt	479,822	4.27%
Invercargill	407,927	3.63%
Napier	283,842	2.52%
Nelson	95,543	0.85%
Palmerston North	411,737	3.66%
Porirua	140,146	1.25%
Tauranga	124,242	1.10%
Upper Hutt	51,209	0.46%
Wellington	526,821	4.68%
DISTRICT COUNCILS		
Ashburton	56,016	0.50%
Buller	27,698	0.25%
Carterton	23,642	0.21%
Central Hawke's Bay	28,580	0.25%
Central Otago	91,238	0.81%
Clutha	33,711	0.30%
Far North	85,440	0.76%
Gisborne	99,404	0.88%
Gore	54,589	0.49%
Grey	33,742	0.30%
Hastings	129,170	1.15%
Hauraki	63,434	0.56%
Horowhenua	110,689	0.98%
Hurunui	14,000	0.12%
Kaikoura	10,000	0.09%
Kaipara	13,629	0.12%
Kapiti Coast	15,060	0.13%
Kawerau	31,161	0.28%
Manawatu	203,964	1.81%
Marlborough	86,022	0.76%
Masterton	127,230	1.13%
Matamata-Piako	122,554	1.09%
New Plymouth	441,456	3.92%
Opotiki	20,000	0.18%
Otorohanga	5,000	0.04%
Queenstown-Lakes	31,149	0.28%

SHAREHOLDER MEMBER	NO. OF SHARES	
DISTRICT COUNCILS (Cont'd)		
Rangitikei	35,338	0.31%
Rotorua	175,906	1.56%
Ruapehu	56,666	0.50%
South Taranaki	135,496	1.20%
South Waikato	42,374	0.38%
South Wairarapa	53,930	0.48%
Southland	13,715	0.12%
Stratford	65,608	0.58%
Tararua	99,972	0.89%
Tasman	65,584	0.58%
Taupo	83,971	0.75%
Thames-Coromandel	27,120	0.24%
Timaru	230,118	2.05%
Waikato	41,070	0.37%
Waimakariri	88,172	0.78%
Waimate	30,458	0.27%
Waipa	149,082	1.33%
Wairoa	22,992	0.20%
Waitaki	120,000	1.07%
Waitomo	16,940	0.15%
Wanganui	289,660	2.57%
Western Bay of Plenty	28,142	0.25%
Westland	28,356	0.25%
Whakatane	38,788	0.34%
Whangarei	63,524	0.56%
REGIONAL COUNCILS		
Bay of Plenty	55,000	0.49%
Canterbury	152,696	1.36%
Hawke's Bay	20,000	0.18%
Horizons	2,000	0.02%
Southland	10,000	0.09%
Taranaki	1,000	0.01%
Waikato	22,000	0.20%
Wellington	80,127	0.71%
OTHER		
TrustPower	137,251	1.22%
Total Shares	**11,249,364**	

LGNZ Business Plan 2018 - 2021

Trim No.: 2002461

Executive Summary

Local Government New Zealand has released their three year business plan for 2018 – 2021. It is attached to this report for Councils information.

Recommendation

That:

1. The information be received.

Attachments

A. 2018 - 2021 LGNZ Business Plan

Signatories

Author(s)	Meghan Lancaster **Committee Secretary**	

Approved by	Sandra Harris **Acting Strategic Policy Manager**	
	Don McLeod **Chief Executive Officer**	

Item 11.3

Attachment A

WE DELIVER.

Innovative solutions in a changing world.

Local Government New Zealand | Te Kāhui Kaunihera ō Aotearoa
Three-year business plan
2018/19 - 2020/21

We are.

Ashburton.
Auckland.
Bay of Plenty.
Buller.
Canterbury.
Carterton.
Central Hawke's Bay.
Central Otago.
Chatham Islands.
Christchurch.
Clutha.
Dunedin.
Far North.
Gisborne.
Gore.
Greater Wellington.
Grey.
Hamilton.
Hastings.
Hauraki.
Hawke's Bay Region.
Horizons.
Horowhenua.
Hurunui.
Hutt City.
Invercargill.
Kaikoura.
Kaipara.
Kapiti Coast.
Kawerau.
Mackenzie.
Manawatu.
Marlborough.
Masterton.
Matamata-Piako.
Napier.
Nelson.
New Plymouth.
Northland.
Opotiki.
Otago.
Otorohanga.
Palmerston North.
Porirua.
Queenstown-Lakes.
Rangitikei.
Rotorua Lakes.
Ruapehu.
Selwyn.
South Taranaki.
South Waikato.
South Wairarapa.
Southland District.
Southland Region.
Stratford.
Tararua.
Taupo.
Tauranga.
Thames-Coromandel.
Timaru.
Upper Hutt.
Waikato District.
Waikato Region.
Waimakariri.
Waimate.
Waipa.
Wairoa.
Waitaki.
Waitomo.
Wellington.
West Coast.
Western Bay of Plenty.
Westland.
Whakatane.
Whanganui.
Whangarei.

LGNZ.

Contents

Foreword p3

1> Introduction p5

2> Vision p8

3> Advocacy p14

4> CouncilMARK™ p35

5> PacificTA p37

6> Mayors Taskforce for Jobs p39

7> EquiP p43

8> Financial analysis p47

Tenei te rūrū e koukou mai nei,
Kihai māhitihiti
Kihai mārakaraka

Ko te ūpoko nui o te rūrū Terekou!
He pō, he pō,
he ao
Ka awatea
Tihei mauri ora

E ngā waka, e ngā mana, e ngā reo, e ngā tai ewhā
Nei te mihi o Te Kāhui Kaunihera o Aotearoa
ki a koutou katoa huri noa o te motu.

Item 11.3

Attachment A

Foreword

Tēnā tātou katoa,

He tika hoki kia mihi atu ki a rātou kua wehe atu ki te pō, rātou katoa kua kapo i te rika kaha o aituā, haere atu rā, haere atu ra, moe mai rā i te manaakitaka o ō koutou atua. Nō reira, waiho rātou ki a rātou, ko tātou ki a tātou, tēnā anō tātou katoa.

Nei rā te owha, te whakamiha ki koutou i ruka i kā āhuatanga o te kaupapa nei, he mea hai tiaki, hai manaaki i kā taoka tuku iho, kā taoka ki uta, kā taoka ki tai. Mō wai? Mō tātou, mō kā hapori nei. He mihi kau atu tēnei o Ōtepoti, o Te Wai Pounamu, o Te Kāhui Kaunihera o Aotearoa ki a koutou katoa, Ko Tātou.

Greetings to you all from Dunedin, from the South Island and from LGNZ. As we acknowledge those who have gone before us, and acknowledge their contributions in helping us pave our way forward to protect, preserve and enhance our environment for sustainable and resilience communities. We are LGNZ.

This is the first LGNZ Business Plan in my role as President. The ideas and workstreams that it contains have been consulted on heavily with members through the recent LGNZ Roadshow and at many Sector and Zone meetings.

This year National Council has determined that it should focus a considerable portion of its efforts on the four major projects with the most significant future governance and cost implications for the membership. These are: housing; water policy; climate change (both adaption and mitigation); and localism and the overarching issue of local government funding. These projects are now up and running with good membership involvement.

The Business Plan will also progress many other matters that members have requested. Of these, a significant item is the upcoming review of LGNZ's constitution. It has been many years since the membership rules were reviewed and much has altered within the local government sector. National Council considers that now is the time to ensure that LGNZ's rules properly reflect the times and the society that we live in. If changes are proposed these will likely be put to the members for approval at the 2019 AGM.

LGNZ works hard to achieve the goals set by its members. The ability to successfully deliver on the organisation's ambitions relies to a significant extent on active member engagement and involvement. I encourage all councils, both elected members and officers, to actively participate in delivering on the expectations set out in the Business Plan.

All the very best for the coming year.

Nāku noa, nā

Dave Cull
President
Local Government New Zealand

1 Introduction

We grow.
Communities
that thrive.

1. Introduction

1.1 The LGNZ 2018/19 – 2020/21 Business Plan ("Business Plan") outlines the organisation's Vision, strategy, policy priorities, business objectives, and budget.

1.2 This year's document has been honed down from last year's at the direction of National Council, who have asked that LGNZ do fewer, but more significant, things in greater depth due to their impact on the sector, in preference to stretching resources to address many matters.

1.3 LGNZ's strategy is founded on:

1. a Vision that drives and guides the nature of the organisation's culture, policy priorities and communications strategy with external stakeholders. All policy initiatives are measured against this Vision;
2. a purpose that drives and guides the organisation's and the sector's internal governance work, and product and service offerings;
3. an assertive communications strategy that emphasises, in particular, the need to build strategic alliances with key partners in our policy work;
4. a focus on selecting, advocating and developing solutions for a number of key policy priorities, where the value for the sector is judged to be the most pronounced; and
5. the continuation of LGNZ's commercial strategy which offers to the sector, on a contestable basis, products and services to enhance sector capability and capacity, delivered through LGNZ's Centre of Excellence, EquiP.

1.4 LGNZ's ongoing challenge is to:

1. remain an influential voice in the policy debate;
2. further enhance its value proposition for the membership, and the sector's value proposition for the public, by increasing sector reputation and performance; and
3. assist and lead the membership through these challenges.

1.5 The National Council of LGNZ has accepted this challenge and this Business Plan details how those challenges will be met and exceeded.

1.6 The Business Plan is structured as follows:

- **Section 2: Vision**

  This section describes LGNZ's Vision, scope of business, business objectives and organisational values and capabilities.

- **Section 3: Advocacy**

  This section describes the strategic advocacy goals for LGNZ and scopes the nature of the approved workstreams necessary to meet those goals.

- **Section 4: CouncilMARK™**

  This section describes the ongoing CouncilMARK™ programme.

- **Section 5: PacificTA**

  This section describes the ongoing provision, under contract to the Ministry of Foreign Affairs and Trade, of the Pacific Technical Assistance aid programme.

- **Section 6: Mayors Taskforce for Jobs**

  This section describes the ongoing support of the Mayors Taskforce for Jobs.

- **Section 7: EquiP**

  This section describes the high-level goals and initiatives of LGNZ's EquiP business. EquiP has a separate Board who set and oversee the execution of EquiP's business plan. The EquiP Board is accountable to LGNZ as its sole shareholder.

- **Section 8: Financial analysis**

  This section describes the budget for the period of the Business Plan.

2 Vision

We look.
After our
communities'
future.

2. Vision

Scope of business

2.1 LGNZ's core business involves:

- the assertive representation of member councils' interests in policy debate;
- cultivating a positive, constructive and informed image of local government with external stakeholders;
- a strong customer focus that keeps members informed and up to date on issues that may impact how they deliver value to their respective communities; and
- through EquiP, providing at a national level, products and services that add value to members and ratepayers.

2.2 Table 1 shows how funding for these activities is derived.

Table 1: Funding for activities

Free for members	Fee for members
• Advocacy, and stakeholder and media communications	• EquiP products and services including training and development
• Policy development and analysis	• LGNZ Annual Conference
• Research	• CouncilMARK™ Assessments
• Communications to the membership including briefings, webinars, workshops and seminars on particular work programme issues	
• Administration of National Council, National Council Committees, Sector and Zone meetings and LGNZ advisory and working groups	

2.3 LGNZ's operations are currently supported by 17 full-time equivalent staff members (excluding consultants, contractors and those employed by EquiP Limited Partnership).

Vision

2.4 LGNZ's Vision is built around the concept of local government as "The Enabler." It is as follows:

"Local democracy powering community and national success."

Business objectives

2.5 As a broad-based local authority membership organisation, LGNZ's ongoing mission is to continue to be one of New Zealand's leading lobbying organisations that not only represents its members' interests constructively, yet assertively, with central government and other stakeholders, but also actively promotes the value that local government delivers to New Zealand's diverse communities.

2.6 Additionally, it will support its members' drive to deliver value to ratepayers by offering products and services to its members that align with that objective. These products and services will support the manner in which local authorities add value to their communities, but in a way that ensures any profits are retained within the organisation to offset membership fees – a form of co-operative model. In doing so, LGNZ is dedicating itself to providing the maximum value possible for its members.

2.7 Accordingly, LGNZ continues to:

- extend its brand positioning to ensure that the organisation's look, feel and culture supports the achievement of the Vision;
- drive its culture as one that puts customer-centricity at the core of the organisation;
- develop its advocacy approach to ensure a close alignment between policy objectives and assertive communications;
- provide communications tools, information and messaging to the membership to ensure that LGNZ maximises its media positioning and reputation;
- develop and offer national products and services that add value to the members and contribute to their success;
- access the best available technology and practices, not only through direct investment but through partnering and collaboration; and
- be a membership organisation whose reputation for innovative and quality work is second to none.

2.8 To meet its Vision, LGNZ focuses on:

- **Policy work:** to advocate principled and evidence-based policy solutions that are grounded in sound research and which will enhance the sector's reputation for quality, innovative and proactive analytical thinking;
- **Stakeholders:** to engage constructively and productively with key stakeholders on the policy issues of concern to the membership and to promote the value proposition of local government to New Zealanders;
- **Members:** to be recognised by the membership as:
  - an effective advocate for the local government sector;
  - a trusted source of sound advice and counsel to the membership; and
  - a provider of innovative products and services that add value to the membership;
- **Governance:** to promote and follow best practice in governance;
- **Financial:** to be fiscally responsible while delivering on membership value and performance expectations; and
- **Employees:** to partner with LGNZ's employees for success.

2.9 By implementing these business performance objectives LGNZ will deliver on membership value expectations and make a positive contribution to New Zealand.

2.10 To measure its performance, LGNZ runs a periodic stakeholder survey and a biennial sector Reputation Index, with the purpose of tracking, over time, its effectiveness in meeting the objectives identified above.

LGNZ's values

2.11 Delivering on LGNZ's business objectives is underpinned by LGNZ's corporate values shown in Table 2. These values influence our day-to-day behaviour and actions.

Table 2: LGNZ's values

Value	Description
Drive	We continuously drive for exceptional results in delivering superior value to the membership through energy, courage and commitment.
Innovation	We seek to innovate in everything we do and strive to find creative ways to deliver value to the membership. We anticipate change and take advantage of opportunities as they arise. We are solution oriented.
Integrity	We always do what we say we will and give total commitment to treating people as we would wish them to treat us. We act according to principle and in an honest and transparent manner.
Courage	We hold ourselves accountable for our actions and for doing what is right. We live our Vision and values daily. We make choices and set priorities that will achieve our Vision. We are resilient in tough times, maintaining our vitality and spirit.

Organisational capabilities

2.12 To achieve its Vision LGNZ remains focused on building the capability of our people. This involves thinking beyond the skills and knowledge that are needed to perform particular jobs to the behaviours and values that LGNZ needs to achieve success. LGNZ is intent on continually developing and demonstrating the following key organisational capabilities:

Leadership

- **Vision:** clear plans and goals, clear communication of a compelling Vision and direction, and a long term focus;
- **Strategic capacity:** reads shifts in the environment and adapts quickly in response;
- **Influencing/communication:** brings people and organisations together on issues, provides expertise that is sought after and persuasive, is an inspirational presenter providing advice and support;
- **Staff and organisational leadership:** identifies and motivates talent, gives and receives honest feedback, communicates expectations, coaches; and
- **Business insight:** identifies future opportunities and key issues, considers alternative courses of action, challenges traditional thinking, understands impacts of decisions, has a strategic view of expenditure, understands sector issues.

Decision-making/judgement

- **Bias for action:** takes calculated risks, is a successful dealmaker, understands commercial realities, synthesises the complex into the simple, has drive and insight to take action where required and a "can do" customer focused attitude;
- **Adaptability:** sees change, innovates and adapts, adopts alternative courses of action where necessary, considers others' points of view;
- **Business acumen:** drives business priorities, understands business risks and financial performance, dealmaker;
- **Fact based:** acquires and processes business intelligence, analyses data, thinks clearly in ambiguous situations, pursues information to reduce uncertainty;
- **Problem solving:** seeks out problems and resolves these before they arise, finds ways to continually improve performance; and
- **Delegation:** delegates decision-making and execution to capable people with full responsibility for results, implements organisational systems and procedures which drive culture.

Teamwork/partnership

- **Networks:** develops a range of multidisciplinary networks and contacts, understands a wide range of viewpoints, and appreciates diversity;
- **Organisational teamwork:** has emotional intelligence, understands its own, other individuals' and teams' roles in achieving organisational goals, encourages and respects contributions of others, manages behaviour consistent with values, works successfully with others, gives and receives constructive feedback, recognises own and others' strengths, works constructively with team members, builds team spirit;
- **Conflict resolution:** empathises with others, builds common viewpoints in resolving conflicts, uses strategies to build consensus and support, respects others' views, encourages feedback, shares information, develops relationships which are mutually beneficial, establishes rapport; and
- **Political nous:** detects patterns of behaviour that are under the surface, has social awareness and intuition, reads situations and people.

Performance orientation

- **Project management:** manages pressure with many competing demands, manages a number of different projects at various stages of completion, meets consistently high quality standards and project budgets, and identifies targets and milestones;
- **High performing teams:** creates a working environment that encourages high performance and calculated risk taking, gives feedback; and
- **Goal setting:** sets and achieves challenging goals for itself and others, pursues goals despite setbacks or obstacles, faces difficult situations with tenacity, anticipates obstacles, and adapts plans and priorities if necessary.

Technical expertise

- **Excellent in-house resources/systems:** IT, communications, finance, HR, delivery mechanisms;
- **Improve business performance:** develops innovative solutions, drives for continuous improvement, calculates risk; and
- **Technical leadership:** has a wide range of in-depth knowledge of legal, economic analysis, policy, finance, communications, media, and product and business development.

2.13 LGNZ's behavioural competency framework based on these key capabilities and objective setting framework are the basis of our annual performance management process and actively drive the development of the desired culture of the organisation.