Te Manawhenua Forum Mo Matamata-Piako

Open Minutes

Minutes of a meeting of the Te Manawhenua Forum Mo Matamata-Piako held in the Council Chambers, 35 Kenrick Street, TE AROHA on Tuesday 4 September 2018 at 10:00am.

Present

Mrs Te Ao Marama Maaka (Chairperson)	Ms Dianna Vaimoso
Mayor Janet E. Barnes, JP	Mr Wati Ngamane
Cr James Thomas, JP	Mr Gary Thompson

Apologies

Mrs Kathy Ngamane
Ms Glenice Wigg
Mr Philip Samuels

Also Present

		Item No.
Sandra Harris	Acting Strategic Policy Manager	All
Meghan Lancaster	Committee Secretary	All
Rexine Hawes	Communications Officer	7.1, 7.4
Sarah Osborne	Graduate Policy Planner	7.1
Jesse Gooding	Graduate Policy Planner	7.4
Raymond Short	Roading Asset Engineer	7.2, 7.3
Susanne Kampshof	Asset Manager Strategy and Policy	7.2, 7.3, 7.5, 7.6
Chelsea Cannell	Asset Management Project Coordinator	7.5
Mark Naude'	Parks and Facilities Planner	7.5, 7.6,
Mark Hamilton	Environmental Policy Planner	7.10
Niall Baker	Acting Senior Policy Planner	7.9, 7.11

In Attendance

	Time In	Time Out
Julian Snowball - Civil Defence Designated Control Officer	9:33am	10:22am
Nicole Suarez – Volunteer Youth Awards Member	10:32am	10:50am

1 Meeting Opening

Chair Te Ao Marama Maaka declared the meeting open at 10:01am

2 Karakia

Gary Thompson gave the opening karakia.

3 Present

Te Ao Marama Maaka, Mayor Janet E. Barnes, Cr James Thomas, Dianna Vaimoso, Wati Ngamane, Gary Thompson.

4 Apologies

That the apology from Kathy Ngamane, Glenice Wigg and Philip Samuels be accepted and leave of absence from the meeting be granted.

Moved by: Cr J A F Thomas
Seconded by: Mayor J E Barnes

CARRIED

5 Notification of Urgent Business/Additional information

Pursuant to clause 3.7.5 and 3.7.6 of the Standing Orders NZS 9202:2003 and Section 6A (7) of the Local Government Official Information and Meetings Act 1987, the Chairman to enquire from members whether there are any additional items for consideration which qualify as extraordinary or urgent additional business.

Julian Snowball, the Civil Defence Designated Control Officer for Thames Valley was introduced to the forum by Mayor Jan. Julian was onsite at the time of the meeting and it was felt that it would be beneficial to introduce him to forum members as there may be opportunities to work together in the future.

A Letter from the Office of Prime Minister Jacinda Ardern was added to the agenda, the letter was considered beneficial additional information to item 7.1 on the agenda and is attached.

It was noted for information purposes by Te Ao Marama Maaka that Ngati haua have nominated their alternate, but are waiting for confirmation and further hui.

Moved by: Mayor J E Barnes
Seconded by: W Ngamane

CARRIED

6 Confirmation of minutes

COMMITTEE RESOLUTION

That the minutes of the meeting of the Ordinary Meeting of the Te Manawhenua Forum Mo Matamata-Piako held on Tuesday, 5 June 2018, be confirmed as a true and correct record of the meeting.

Moved by: W Ngamane
Seconded by: Mayor J E Barnes

CARRIED

6.1 Matters arising from 5 June 2018 minutes:

Mayor Jan Barnes noted on Page 7 that Thomas Smiths resignation from the Te Manawhenua Forum Mo Matamata Piako was accepted by the Forum and queried if a letter had been sent to him acknowledging this and if not, whether it is appropriate to write a letter thanking him for his time on the Forum as he has been a member for a number of years. Te Ao Marama and Mayor Jan agreed to co-write a letter to him.

OFFICER REPORTS

7 Executive

7.1 Waitangi Day 2019

Executive Summary

This report provides a debrief from the 2018 Waitangi Day celebrations and plans going forward for how the community will celebrate the day in 2019. Total budget will depend on funding and sponsorship.

COMMITTEE RESOLUTION

That:

1: The information be received.

2. The forum provide direction on the details and budget for the Waitangi Day 2019 event

3. The forum authorise the Chairperson to provide a letter of support on behalf of the forum to support the funding application

Moved by: G Thompson
Seconded by: D Vaimoso

CARRIED

Item 7.1

Waitangi Day 2019

Trim No.: 2053276

Executive Summary

This report provides a debrief from the 2018 Waitangi Day celebrations and plans going forward for how the community will celebrate the day in 2019. Total budget will depend on funding and sponsorship.

Recommendation

That:

1: The information be received.

2. The forum provide direction on the details and budget for the Waitangi Day 2019 event

3. The forum authorise the Chairperson to provide a letter of support on behalf of the forum to support the funding application

Content

Background

More than 500 people enjoyed the Waitangi Day celebrations on Tuesday 6 February 2018 at the Matamata Domain and Swim Zone Matamata. This event was organised with funding from Matamata-Piako District Council and the Ministry for Culture and Heritage.

The event was co-hosted by Ngaati Hinerangi and Ngaati Haua. A free hangi was provided with the support of in-kind donations from Greenlea Meats, Inghams, Silver Fern Farms and Balle Bros Fresh Produce, and prepared by Ngaati Hinerangi.

The day was opened with a Powhiri by Ngaati Hinerangi and Raukawa. Visitors on the day included a delegation from Japan lead by the Mayor of Kitikami, and local Member of Parliament Tim van de Molen. The visitors were led in by Ngaati Haua and Te Reo O Te Mangai Ratana Band who performed during and after the formalities.

The day included free entry to Swim Zone Matamata as well as lots of other activities such as bouncy castles, four-way tug-o-war, crazy catch, stilts, sack races and face painting. There was a sausage sizzle by Morrinsville Maori Women's Welfare League, and stalls by Raungaiti Marae Health Clinic, Ukaipo Marae, Rapurapu Reserve, Sport Waikato and Cancer Society Sun Smart ambassadors, as well as a coffee truck and ice-cream vendor.

The event was supported by the Morrinsville Maori Wardens who assisted with crowd control and parking/traffic management on the Matamata Domain.

This is the fourth year in a row that a similar event has been held in our district and has become a traditional celebration of Waitangi Day and what it means to us as a district and people.

2019:

At the June 5 Te Manawhenua Forum meeting, the Forum resolved:

1. The Forum confirms their preferred venue for the 2019 Waitangi Day celebrations as Morrinsville Recreation Grounds and Morrinsville Pools.
2. The Forum nominates Gary Thompson in addition to Te Ao Marama Maaka to sit on the event organising committee to work alongside staff on the planning and organising of the celebrations.
3. The Forum authorises staff to make an application for funding on its behalf from the Commemorating Waitangi Day fund.
4. Staff report back on progress at the next Forum meeting.

The 2019 plan is in alignment with the debrief of the 2018 event, which was considered a huge success. We have had one meeting to date, on August 10. Those present, who represented Ngaati Haua and Matamata-Piako District Council felt a Waitangi Day that celebrated all cultures was the best way forward.

Initial plans include an event on Waitangi Day to celebrate all the different cultures in the Matamata-Piako District. This will be demonstrated with an international food market, (including a hangi), with ethnic groups invited to perform on the main stage throughout the day (such as Pacific Island performers, Scottish dancing, kapa haka). In keeping with the last event, the event committee would like to explore making this a zero waste event.

Funding

Funding must be applied for to the Ministry for Heritage and Culture by 1 October 2018. Prior to this date we will need to confirm, the details of the event, the total approximate cost, whether we will charge an entry fee and we will also require a letter of support on behalf of Te Manawhenua Forum Mo Matamata-Piako to submit with the application.

Water and shelter

Key issues that were identified following the 2018 event were the provision of shade and water. To remedy this, we are discussing a food market, with the vendors in a circle and picnic tables and umbrellas available where people can replenish and rest in the shade.

Providing bottled water would be costly, and does not align with the plan for a zero waste event, so the committee are planning to supply a water cooler and biodegradable/compostable cups with clearly marked bins.

Retaining visitors

The 2018 debrief identified that the main drawcard for the event was free access to the pools and many people only arrived before their swim and left immediately after, meaning the activities weren't well utilised. Turning the event into more a food festival with plenty of market style activities such as pony rides, smaller carnival rides could be a way to attract more people and encourage them to stay.

Analysis

Analysis of preferred option

Preferred option is to hold a multi-cultural celebration, with Waitangi at its heart. This is in alignment with the committee who drove the 2018 celebrations.

Consistency with the Long Term Plan / Annual Plan

Council has allocated a budget of up to $2,500 towards a district wide 2019 Waitangi Day celebration.

Impact on Significance and Engagement Policy

This matter is not considered significant under Council's Significance and Engagement Policy.

Communication, consultation and decision making processes

No consultation is required for this event to proceed, however, a communications/engagement plan will be developed to try and involve a wide range of groups from the community. Initial plans include:

- sending letters out to stall holders, service groups and emergency services inviting them to be part of the event.
- posters
- advertising on the MPDC Facebook Page
- press releases in the local papers
- listings in the Piako Post and Matamata Chronicle What's on Guide
- listings on the I-SITE event calendars

Using these free advertising channels will mean the allocated funds can be spent on event costs.In addition, Council's communications team will run a Facebook Live stream in the weeks before Waitangi Day, encouraging people to attend the event (e.g. profiling the stall holders, performing groups or emergency services, or asking people "What does Waitangi Day mean to me?"

Timeframes

Funding must be applied for to the Ministry for Culture and Heritage prior to 1 October 2018. Waitangi Day is celebrated on Wednesday 6 February 2019.

Contribution to Community Outcomes

The celebration of Waitangi Day contributes to the following Community Outcomes:

Healthy Communities

Our community is safe, healthy and connected

We encourage the use and development of our facilities

Vibrant Cultural Values

We promote and protect our arts, culture, historic, and natural resources

Financial Impact

i. Cost:

The total cost of the event will depend on the scope as determined by the Forum and organising committee.

The Waitangi Day 2018 celebration costs were originally estimated at:

Free Pool access		$	4,100
Hangi	200 people at $12 ea	$	2,400
Entertainment			
	Kapa haka	$	250
	Storyteller	$	300
	Kaumatua performance	$	250
	Stage (Curtain slider truck)	$	1,000
Bouncy castle	2017 cost	$	965
Maori wardens	Koha	$	250
Council In Focus	two papers	$	1,000
St Johns stall	Koha	$	250
		$	10,765

The above costs were reduced due to the Ministry for Culture and Heritage awarding $1500.00 of funding to support the event (we applied for $5000.00). Costs were also reduced due to Greenlea Meats, Inghams, Silver Fern Farms and Balle Bros Fresh Produce contributing food for the Hangi.

It is proposed that we will again apply for $5000.00. The amount of funding awarded is at the discretion of the Ministry for Culture and Heritage.

ii. Funding Source:

Council has allocated up to $2,500 in its budgets towards a district wide Waitangi Day celebration. It is up to the Forum's discretion how this funding is applied.

Council staff are preparing an application to the Commemorating Waitangi Day fund, where we can apply for funding between $1000 and $5000.

Additional funding may be available through grants and/or sponsorships. Council may also provide in-kind support through providing free pool access and staff time.

Attachments

There are no attachments for this report.

Signatories

Author(s)	Sarah Osborne **Graduate Policy Planner**	
	Rexine Hawes **Communications Officer**	

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

Prime Minister

MP for Mt Albert
Minister for Arts, Culture & Heritage
Minister for National Security & Intelligence
Minister for Child Poverty Reduction

Jan Barnes
Mayor
Matamata-Piako District Council

jbarnes@mpdc.govt.nz

Tēnā koe Jan

Marking Waitangi Day in your community

Waitangi Day is a time for reflection on the bicultural foundations of our modern nation and how we value the contribution of all the cultures who are represented in New Zealand today. Waitangi Day commemorations are important to the growth of our national identity in bringing people of all cultures together.

This is a day that should be commemorated not only at Waitangi, where the Treaty was first signed, but throughout the country, to recognise that the Treaty itself travelled, and that its impact is part of the fabric of our entire nation.

In many centres annual Waitangi Day events are well established and enjoyed by thousands of New Zealanders. However, there are some parts of the country where people do not have the opportunity to participate in such events.

If there is a gap in the calendar in your local community at Waitangi Day, I encourage local councils, local iwi and community groups to work together to design and run local events. It is my hope that we will see events organised throughout the country so that all New Zealanders have the opportunity to participate in an event on Waitangi Day, or on the local anniversary of the Treaty signing.

The Commemorating Waitangi Day Fund provides funding for events that commemorate the signing of the Treaty of Waitangi. Applications for the Commemorating Waitangi Day Fund are now open. Applications must be submitted by 1 October 2018. For more information on the fund criteria, please visit the Ministry for Culture and Heritage's website: mch.govt.nz/funding-nz-culture/ministry-grants-awards/commemorating-waitangi-day-fund.

I look forward to hearing about all the exciting events that are being planned for Waitangi Day 2019.

Nāku me ngā mihi

Rt Hon Jacinda Ardern
Minister for Arts, Culture and Heritage

Item 7.2 was taken out of order and considered after item 7.4

7.2 Road Names Peakedale subdivision Matamata

Executive Summary

Te Manawhenua Forum Mo Matamata-Piako is requested to approve the road names of the following new roads in the District that have occurred as a result of subdivision. Refer to the attachment for the location of the roads.

It is recommended that the Te Manawhenua Forum Mo Matamata-Piako accept the proposed road names.

The accepted/agreed proposed road names will then be submitted to Council for Council approval prior to 224 being issued.

COMMITTEE RESOLUTION

That:

1. The report be received.

2. Te Manawhenua Forum Mo Matamata-Piako accept the proposed road names.

Moved by: D Vaimoso
Seconded by: G Thompson

CARRIED

Road Names Peakedale subdivision Matamata

Trim No.: 2047547

Executive Summary

Te Manawhenua Forum is requested to approve the road names of the following new roads in the District that have occurred as a result of subdivision. Refer to the attachment for the location of the roads.

It is recommended that the Te Manawhenua Forum accept the proposed road names.

The accepted/agreed proposed road names will then be submitted to Council for Council approval prior to 224 being issued.

Recommendation

That:

1. **The report be received.**
2. **That Te Manawhenua Forum accept the proposed road names.**

Content

Background

A 155 lot subdivision is being developed by Yungulla Property Trust and Eldonwood Limited at 42 Jellicoe Road in Matamata.

Eight new public roads and one private road are going to be constructed as part of the subdivision. Please see attachment for the road layout.

These names (all but one) are from the Peak Dale district in the United Kingdom. This is in keeping with the name of the subdivision “Peakedale Estate” which we are advised by the Developers Representative that this has some relation with Hobbiton.

This subdivision and seven out of eight of the road names for public roads have been reported to Te Manawhenua Forum previously, where they have been accepted. They were then taken to Council for approval where concerns were raised over the lack of consultation with Te Manawhenua Forum and Iwi. Councils acceptance was conditional on Te Manawhenua Forum and appropriate Iwi’s acceptance.

Since the Council meeting, Mayor Jan Barnes has spoken with the Developer and iwi representative and they agreed to utilise one Maori road name on the conditions it was easily pronounced. Therefore “WATI” road was proposed by Iwi and accepted by the Developer.

The only road name that is not from the proposed “Hobbiton” theme is to tie in with the Ngati Hinerangi Iwi. That is Wati Road which is in recognition of Wati Aoake JP who was the first Maori Justice of the Peace and a court translator. A well known and respected Ngati Hinerangi member of the Matamata Community.

Issues

Proposed Name	-	Existing Streets or Roads with the same names
Peakedale Drive:		No others
Bowman Road:		Bowman Road, Whatawhata,
		Bowman Road, Te Awamutu
		Bowman Road, Forrest Hill, Auckland
Buxton Crescent:		Buxton Place, Ohauiti, Western Bay of Plenty
		Buxton Street, Point Chevalier, Auckland
		Buxton Avenue, Karori, Wellington
Tapsell Drive:		Tapsell Road, Fairy Springs, Rotorua
		Tapsell Road, Papamoa Beach, Paengaroa
Wati Road:		Te Wati Street, Maungatapu, Tauranga
Monsal Crescent:		No others
Batham Drive:		Batham Drive, Mount Victoria, Wellington
Asto Drive:		No others
Stanton Lane (private access):		Stanton Terrace, Lynfield, Auckland
		Stanton Crescent, Hoon Hay, Christchurch

There are several names that are in common with adjoining Councils although there are quite clear distinctions between them.

The proposal is in-line with Councils Naming of Roads and Private Right of Ways.

All but one of the roads are to be public and vested in Council. The private road is differentiated with the use of “Lane” as per Councils Naming of Roads and Private Right of Ways.

As there are nine roads in total to be named it appears impractical to have three options for each.

Therefore if any of the roads names are not appropriate there are four alternatives proposed:

Alternative name	-	Existing Streets or Roads with the same names as these alternatives
Craven Road		Craven Street, Sockburn, Christchurch
		Craven Court, Ashhurst
Winnat Road		No others
Lud Road		Lud Valley Road, Atawhai, Hira
Kinder Road		Kinder Place, Ngongotaha, Rotorua
		Kinder Place, Meadow Bank, Auckland

Options

There are nine roads to be named. The preferred road names are listed above and for any that are unsuitable the Developer has submitted a further four names for consideration.

The options are as following:

1. The Forum accepts the proposed road names as listed above.

Impact on policy and bylaws

The proposed Road names align with Councils policy. They are single word names and there are no other similar named roads in the district.

Communication, consultation and decision making processes

Te Manawhenua Forum Mo representative have had minor input into the road naming the proposed names for this subdivision. Mayor Jan managed to communicate Te Manawhenua Forum and Iwi's frustration to the Developer and negotiated an opportunity for Iwi to have one of the eight roads to be vested in Council name as Iwi saw appropriate. We are still in a transition to the new process which will give more opportunity for Te Manawhenua Forum to have more input into road naming.

Consent issues

The Naming of vested roads is part of a resource consent condition.

Timeframes

The road name needs to be approved by Council prior to 224 of the subdivision is awarded.

Attachments

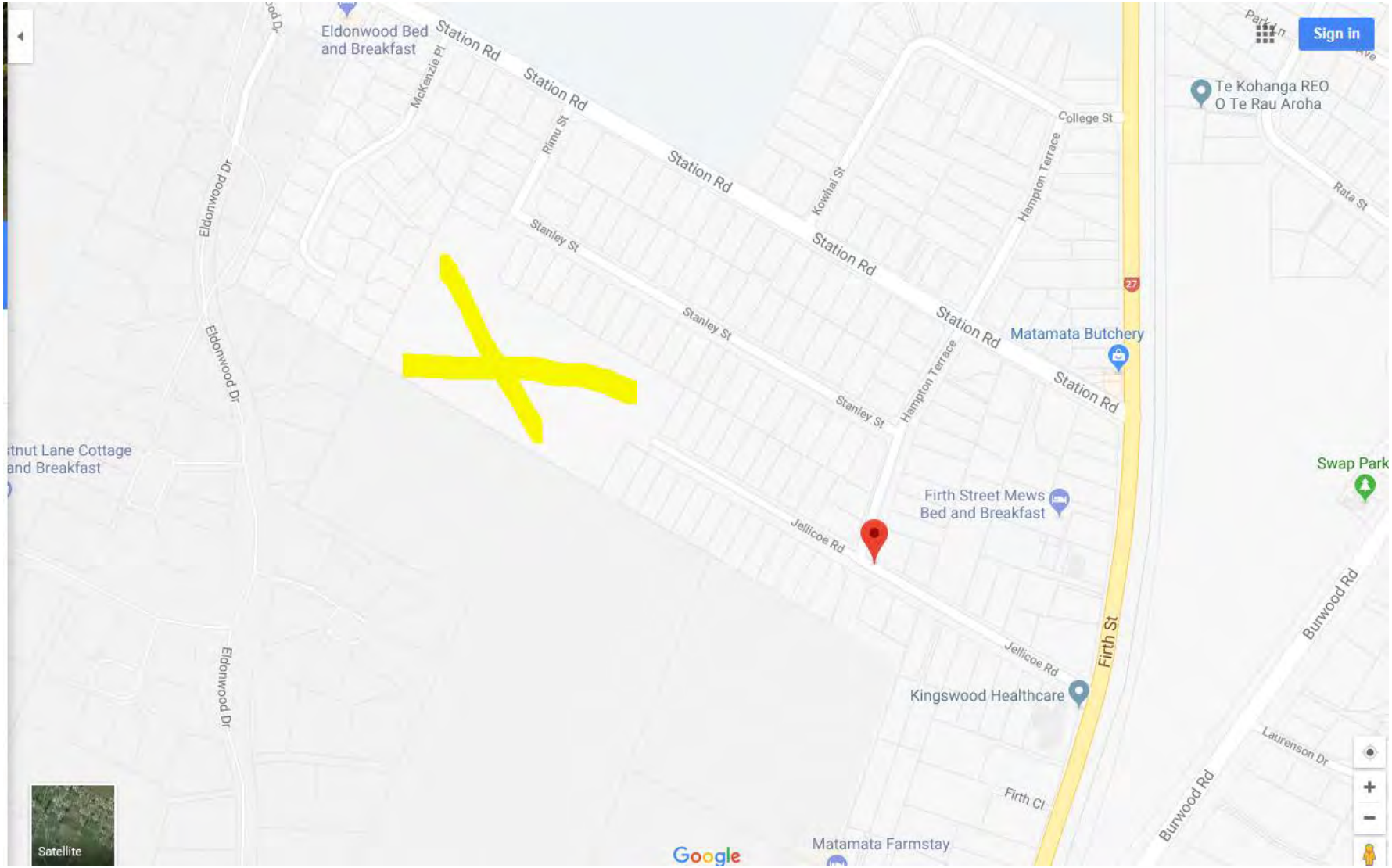
A. Peakedale Estate Location

B. Road Naming in Peakedale Subdivision Matamata Jun 05

Signatories

Author(s)	Raymond Short **Roading Asset Engineer**	

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


Eldonwood Bed and Breakfast
Station Rd
Station Rd
Station Rd
Station Rd
Station Rd
Station Rd
McKenzie Pl
Rimu St
Kowhai St
Hampton Terrace
College St
Te Kohanga REO O Te Rau Aroha
Rata St
Eldonwood Dr
Eldonwood Dr
Eldonwood Dr
Stanley St
Stanley St
Stanley St
Hampton Terrace
Matamata Butchery
Swap Park
Firth Street Mews Bed and Breakfast
Jellicoe Rd
Jellicoe Rd
Firth St
Kingswood Healthcare
Burwood Rd
Burwood Rd
Laurenson Dr
Firth Ct
Matamata Farmstay
Google
Satellite
Sign in

Road Naming in Peakedale Subdivision Matamata

Trim No.: 2011214

Executive Summary

Te Manawhenua Forum Mo is requested to approve the road names of the following new roads in the District that have occurred as a result of subdivision. Refer to the attachment for the location of the roads.

It is recommended that the Te Manawhenua Forum Mo accept the proposed road names or meet with Developers to discuss and conclude appropriate road names.

The accepted/agreed proposed road names will then be submitted to Council for Council approval prior to 224 being issued.

Recommendation

That:

1. **The report be received.**
2. **That Te Manawhenua Forum Mo accept the proposed road names or meet with Developers to discuss and conclude appropriate road names.**

Content

Background

A 155 lot subdivision is being developed by Yungulla Property Trust and Eldonwood Limited at 42 Jellicoe Road in Matamata.

Eight new public roads and one private road are going to be constructed as part of the subdivision. Please see attachment for the road layout.

These names are from the Peak Dale district in the United Kingdom. This is in keeping with the name of the subdivision “Peakedale Estate”.

Issues

Proposed Name	-	Existing Streets or Roads with the same names
Peakedale Drive:		No others
Bowman Road:		Bowman Road, Whatawhata,
		Bowman Road, Te Awamutu
		Bowman Road, Forrest Hill, Auckland
Buxton Crescent:		Buxton Place, Ohauiti, Western Bay of Plenty
		Buxton Street, Point Chevalier, Auckland

	Buxton Avenue, Karori, Wellington
Tapsell Drive:	Tapsell Road, Fairy Springs, Rotorua
	Tapsell Road, Papamoa Beach, Paengaroa
Archford Road:	No others
Monsal Crescent:	No others
Batham Drive:	Batham Drive, Mount Victoria, Wellington
Asto Drive:	No others
Stanton Lane (private access):	Stanton Terrace, Lynfield, Auckland
	Stanton Crescent, Hoon Hay, Christchurch

There are several names that are in common with adjoining Councils although there are quite clear distinctions between them.

The proposal is in-line with Councils Naming of Roads and Private Right of Ways.

All but one of the roads are to be public and vested in Council. The private road is differentiated with the use of “Lane” as per Councils Naming of Roads and Private Right of Ways.

As there are nine roads in total to be named it appears impractical to have three options for each.

Therefore if any of the roads names are not appropriate there are four alternatives proposed:

Alternative name	-	Existing Streets or Roads with the same names as these alternatives
Craven Road		Craven Street, Sockburn, Christchurch
		Craven Court, Ashhurst
Winnat Road		No others
Lud Road		Lud Valley Road, Atawhai, Hira
Kinder Road		Kinder Place, Ngongotaha, Rotorua
		Kinder Place, Meadow Bank, Auckland

Options

There are nine roads to be named. The preferred road names are listed above and for any that are unsuitable the Developer has submitted a further four names for consideration.

The options are as following:

1. The Forum accepts the proposed road names as listed above.
2. Te Manawhenua Forum Mo does not accept the proposed road names and offers for a representative to meet with the Developer within the next ten working days from this meeting to consider alternative names.

Impact on policy and bylaws

The proposed Road names align with Councils policy. They are single word names and there are no other similar named roads in the district.

Communication, consultation and decision making processes

Te Manawhenua Forum Mo representative have been notified of the proposed names for this subdivision, although have not been involved in the naming process. We are still in a transition to the new process which will give more opportunity for Te Manawhenua Forum Mo input for naming.

Consent issues

The Naming of vested roads is part of a resource consent condition.

Timeframes

The road name needs to be approved by Council prior to 224 of the subdivision is awarded.

Attachments

A. Yungulla and Eldonwood Subdivision

Signatories

Author(s)	Raymond Short **Roading Asset Engineer**	

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

Item 7.3 was taken out of order and considered after item 7.4

7.3 Road Names for Ancroft Developments Subdivision Kaimai Drive, Matamata

Executive Summary

Te Manawhenua Forum Mo Matamata-Piako is requested to approve the road names of the following new roads in the District that have occurred as a result of subdivision. Refer to the attachment for the location of the roads.

It is recommended that the Te Manawhenua Forum Mo Matamata-Piako accept the proposed road names or meet with Developers to discuss and conclude appropriate road names.

The accepted/agreed proposed road names will then be submitted to Council for Council approval prior to 224 being issued.

COMMITTEE RESOLUTION

That:

1. **The report be received.**
2. **Te Manawhenua Forum Mo Matamata-Piako accept the proposed road names Ancroft Drive and Summer Eve Place**

Moved by: **D Vaimoso**
Seconded by: **G Thompson**

CARRIED

Road Names for Ancroft Developments Subdivision Kaimai Drive, Matamata

Trim No.: 2047549

Executive Summary

Te Manawhenua Forum Mo is requested to approve the road names of the following new roads in the District that have occurred as a result of subdivision. Refer to the attachment for the location of the roads.

It is recommended that the Te Manawhenua Forum Mo accept the proposed road names or meet with Developers to discuss and conclude appropriate road names.

The accepted/agreed proposed road names will then be submitted to Council for Council approval prior to 224 being issued.

Recommendation

That:

1. **The report be received.**
2. **That Te Manawhenua Forum accept the proposed road names Ancroft Drive and Summer Eve Place**

Content

Background

Mr Philip Brown and Mrs Kathryn Brown would like the following road names submitted to the Te Manawhenua Forum and Council for approval. The road names are for two new roads in Ancroft Developments subdivision that come off their extension of Kaimai Drive, Matamata.

Main road off **Kaimai Drive**:

Road 1 – continuation of **Kaimai Drive**

Road 2 – **Ancroft Drive**. Ancroft is the name of the horse stud that that has operated on the site for several generations.

Road 3 – **Summer Eve Lane**. This is the name of the horse stud's first award winning brood mare.

Issues

Proposed Name	-	Existing Streets or Roads with the same names
Ancroft Drive		Ancroft Street, Papakura
Summer Eve Place		

Ancroft Drive is in-line with Council's Naming of Roads and Private Right of Ways.

Summer Eve Place is outside of Council's Naming of Roads and Private Right of Ways with regards to having two words in the name. As this name is the name of an award winning brood mare it is inappropriate to use a single word. We request dispensation from this condition in this instance.

Both of the roads are to be public and vested in Council.

Options

There are two roads to be named.

1. The Forum accepts the proposed road names.
2. The Forum declines the proposed road names.

Impact on policy and bylaws

There is a minor discrepancy with one of the proposed Road names alignment with Councils policy. Summer Eve Place is not a single word name where as Ancroft Drive is a single word road name and there are no other similar named roads in the district.

Communication, consultation and decision making processes

Te Manawhenua Forum Mo representative have not been notified of the proposed names. We are still in a transition to the new process which will give more opportunity for Te Manawhenua Forum input for naming.

Consent issues

The Naming of vested roads is part of a resource consent condition.

Timeframes

The road name needs to be approved by Council prior to 224 of the subdivision is awarded.

Attachments

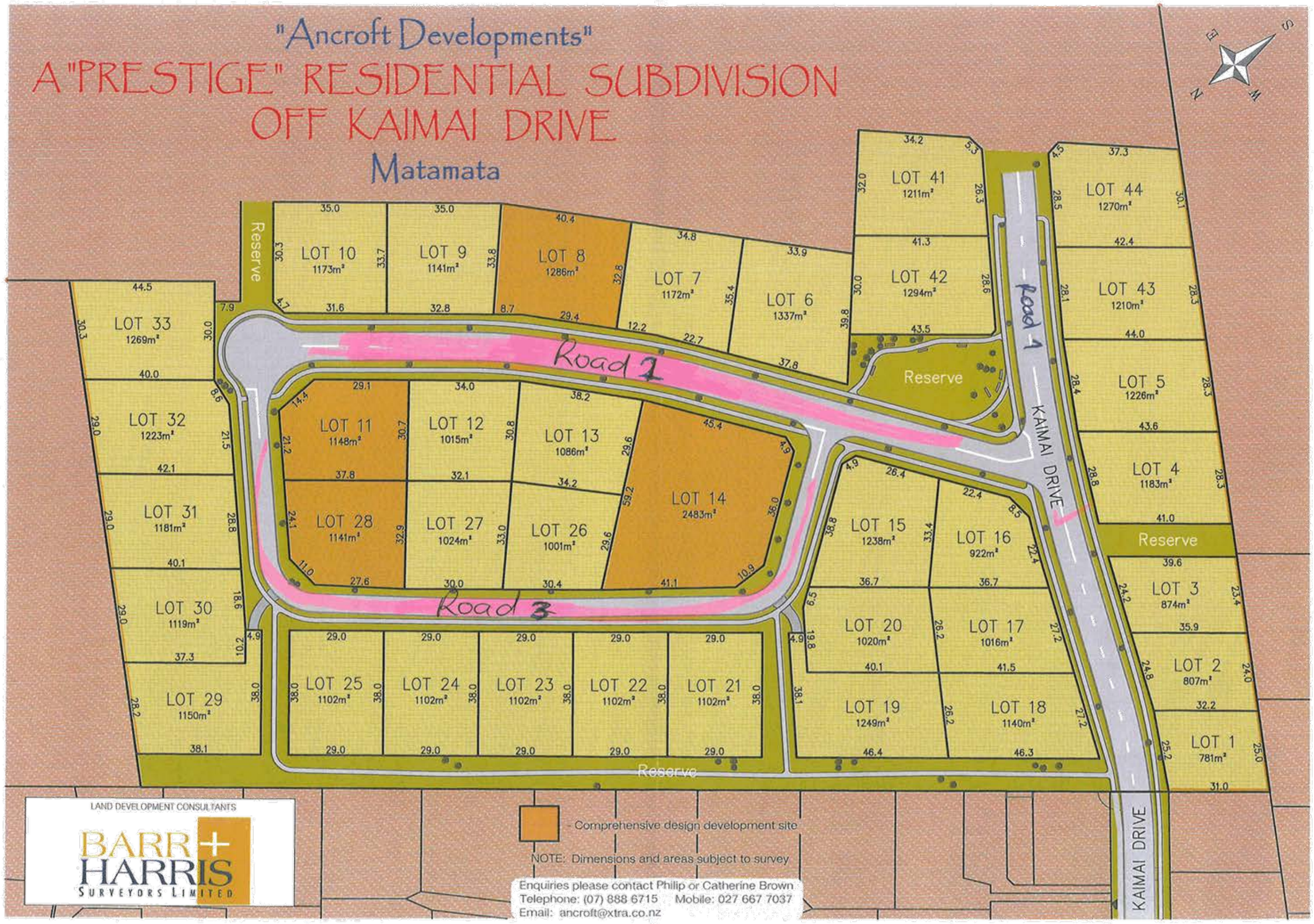
A. Ancroft

B. Ancroft Location in Matamata

Signatories

Author(s)	Raymond Short **Roading Asset Engineer**	

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


"Ancroft Developments"
A "PRESTIGE" RESIDENTIAL SUBDIVISION
OFF KAIMAI DRIVE
Matamata
Road 1
Road 2
Road 3
KAIMAI DRIVE
Reserve
LOT 1 781m²
LOT 2 807m²
LOT 3 874m²
LOT 4 1183m²
LOT 5 1226m²
LOT 6 1337m²
LOT 7 1172m²
LOT 8 1286m²
LOT 9 1141m²
LOT 10 1173m²
LOT 11 1148m²
LOT 12 1015m²
LOT 13 1086m²
LOT 14 2483m²
LOT 15 1238m²
LOT 16 922m²
LOT 17 1016m²
LOT 18 1140m²
LOT 19 1249m²
LOT 20 1020m²
LOT 21 1102m²
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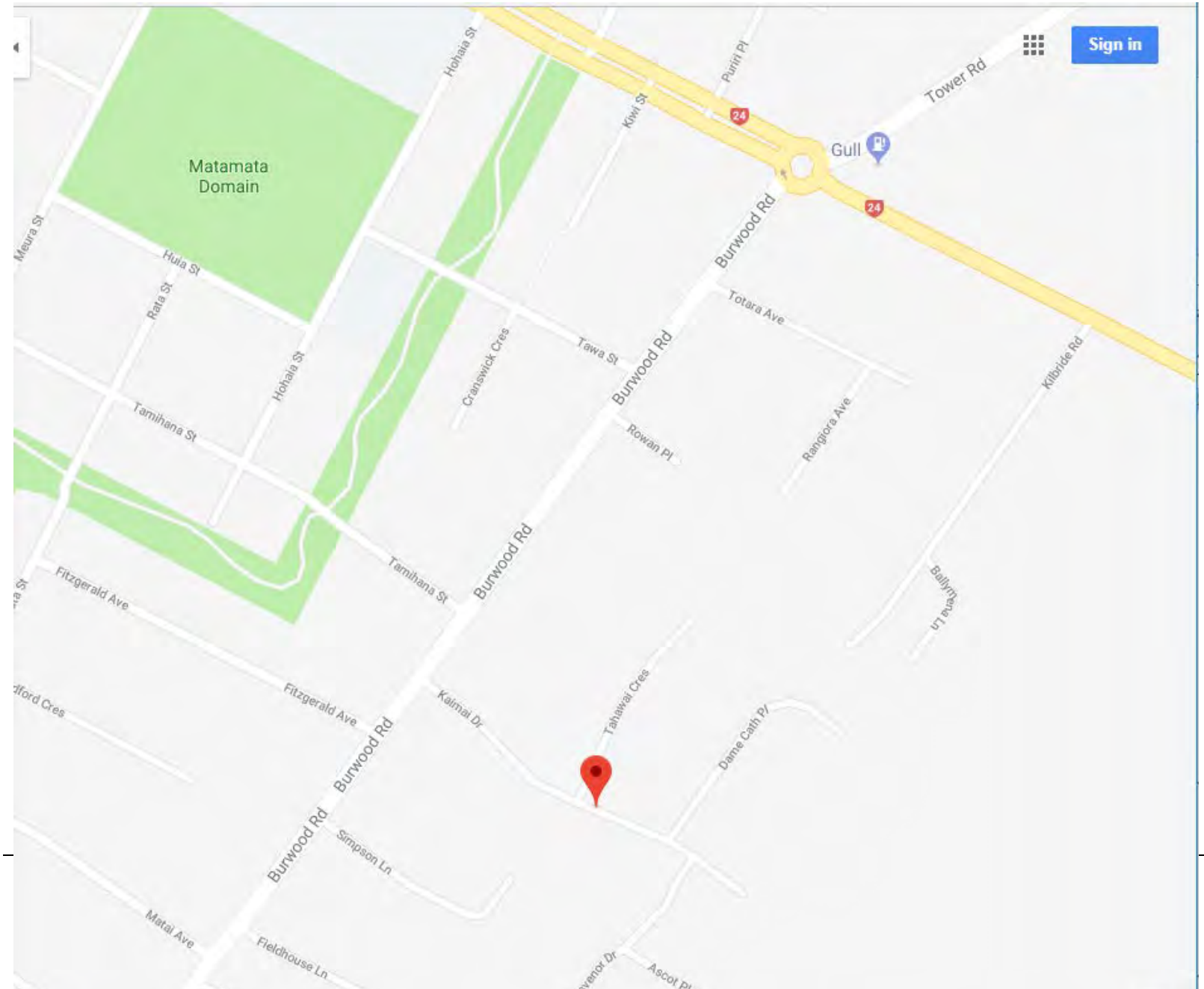
LOT 30 1119m²
LOT 31 1181m²
LOT 32 1223m²
LOT 33 1269m²
LOT 41 1211m²
LOT 42 1294m²
LOT 43 1210m²
LOT 44 1270m²
LAND DEVELOPMENT CONSULTANTS
BARR + HARRIS
SURVEYORS LIMITED
- Comprehensive design development site
NOTE: Dimensions and areas subject to survey
Enquiries please contact Philip or Catherine Brown
Telephone: (07) 888 6715 Mobile: 027 667 7037
Email: ancroft@xtra.co.nz


Sign in
Matamata Domain
Gull
Tower Rd
Hohaia St
Puriri Pl
Kiwi St
Burwood Rd
Totara Ave
Tawa St
Cranswick Cres
Rowan Pl
Rangiora Ave
Kilbride Rd
Meura St
Huia St
Rata St
Tamihana St
Fitzgerald Ave
Kaimai Dr
Tahawai Cres
Dame Cath Pl
Simpson Ln
Matai Ave
Fieldhouse Ln
Ballymena Ln
24

Items 7.4 was taken out of order and considered before items 7.2 & 7.3

7.4 Volunteer Youth Ambassadors

Executive Summary

Matamata-Piako Volunteer Youth Ambassadors are in their second year of representing youth in our community. They are responsible for several events in our district including the Waikato Institute of Leisure and Sports Studies (WILSS) leadership programme and the Volunteer Youth Awards due to be held on 30th August 2018 at the Matamata-Piako Civic and Memorial Centre. Representatives from the Volunteer Youth Ambassadors will be in attendance to provide an update.

COMMITTEE RESOLUTION

That:

1. **The information be received.**

Moved by: **Mayor J E Barnes**
Seconded by: **D Vaimoso**

CARRIED

Items 7.2 and 7.3 were taken out of order and considered after item 7.4

7.5 Update from Asset Strategy & Policy about projects affecting Community Facilities

Executive Summary

There are a number of projects affecting Community Facilities that Council's Asset Strategy and Policy staff are currently working on or plan to be working on this year. Staff are in attendance to provide updates on various projects.

COMMITTEE RESOLUTION

That:

1. The report be received.

Moved by: Cr J A F Thomas
Seconded by: W Ngamane

CARRIED

Update from Asset Strategy & Policy about projects affecting Community Facilities

Trim No.: 2050134

Executive Summary

There are a number of projects affecting Community Facilities that Council's Asset Strategy and Policy staff are currently working on or plan to be working on this year. Staff are in attendance to provide updates on various projects.

Recommendation

That:

1. The report be received.

Content

Background

There are a number of projects affecting Community Facilities that Council's Asset Strategy & Policy staff are currently working on or plan to be working on this year.

Capital and renewal projects of potential interest include:

- Te Aroha to Matamata Cycleway
- Morrinsville River Walk Extension
- Wairere Falls Carpark Upgrade
- Headon Stadium Upgrade
- Future Matamata Stadium
- Streetscape Redevelopments
- Te Aroha Domain Improvements
- Waharoa Playground
- Waharoa Rest Area toilets and carpark
- Rapurapu Reserve Redevelopment
- Te Miro Carpark

Strategy, Policies and Plans include:

- Waharoa (Matamata) Aerodrome Management Plan
- Review of Reserves General Policies
- Outdoor Adventure Park Management Plan
- Review of Open Spaces Strategy

- District Sports Facilities and Development Plan
- Sanitary Services Assessment
- Signage Manual
- Landscape Concept Development Plans for major parks

The purpose of this report is to inform the Forum about the projects and provide updates on projects already underway.

Staff are in attendance to provide updates on various projects.

Analysis

Consistency with the Long Term Plan / Annual Plan

Major capital projects have been identified in the Long Term Plan 2018-28. Development and/or review of various Strategies, Policies and Plans have been identified in the Activity Management Plans that inform the Long Term Plan.

Contribution to Community Outcomes

The various projects each contribute to some or all of the following Community Outcomes:

- Connected Infrastructure
- Economic Opportunities
- Healthy Communities
- Environmental Sustainability
- Vibrant Cultural Values

Attachments

There are no attachments for this report.

Signatories

Author(s)	Mark Naude **Parks and Facilities Planner**	
	Chelsea Cannell **Assets Project Management Officer**	

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

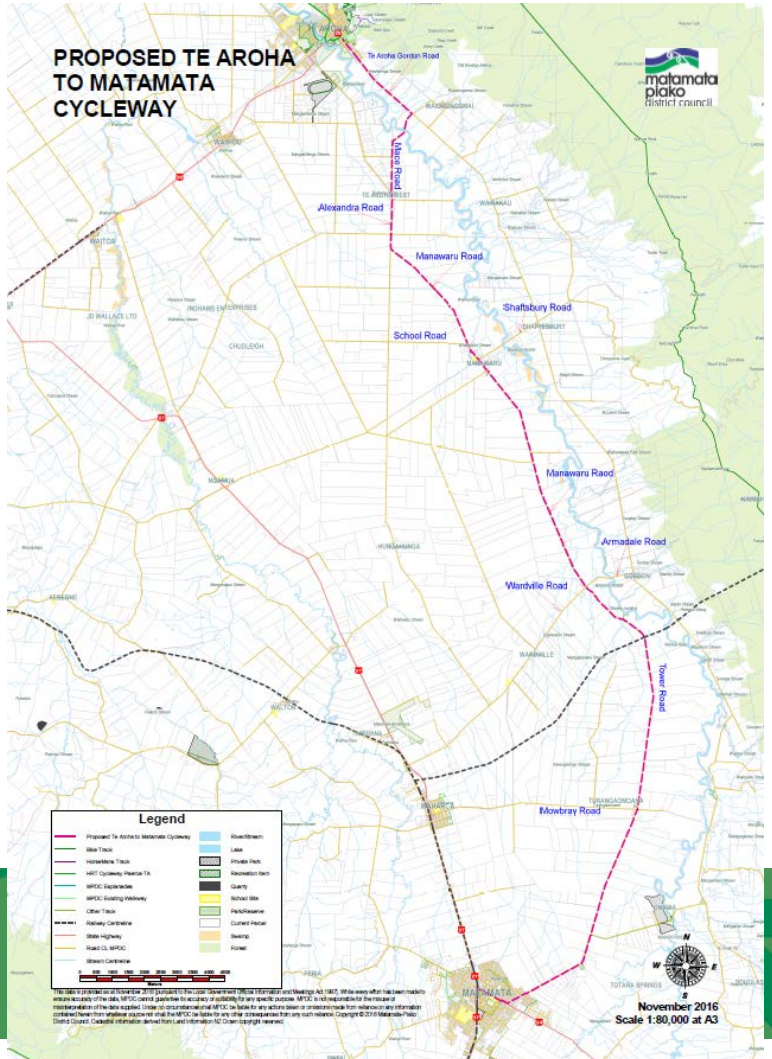
matamata piako district council

Update from Asset Strategy & Policy

Te Manawhenua Forum Mo Matamata-Piako
4 September 2018

Capital and renewal projects

- Te Aroha to Matamata Cycleway

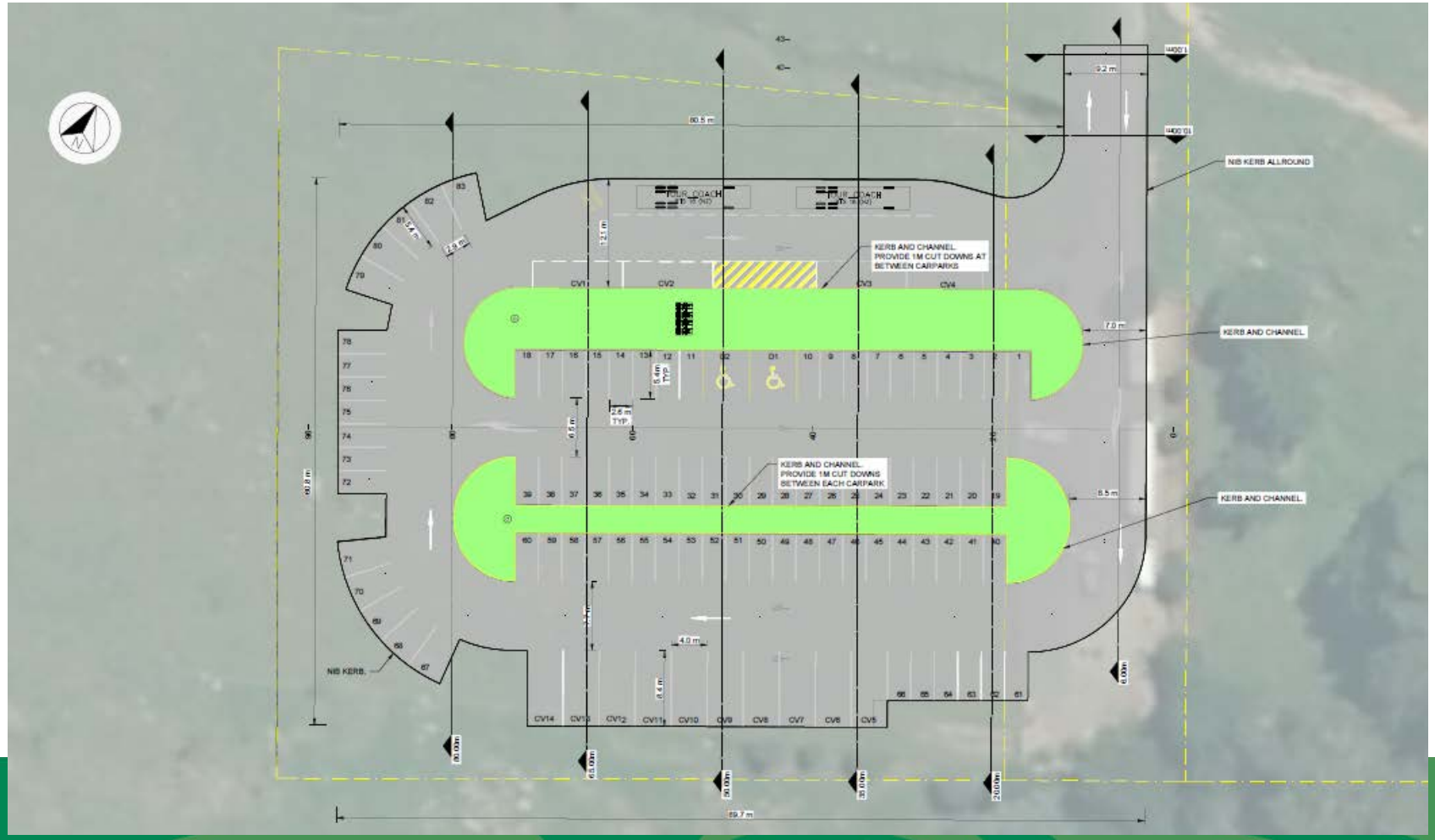


Capital and renewal projects

- Morrinsville River Walk Extension

Capital and renewal projects

- Wairere Falls Carpark Upgrade



Capital and renewal projects

- Headon Stadium Upgrade
- Future Matamata Stadium
- Streetscape Redevelopments
- Te Aroha Domain Improvements

Capital and renewal projects

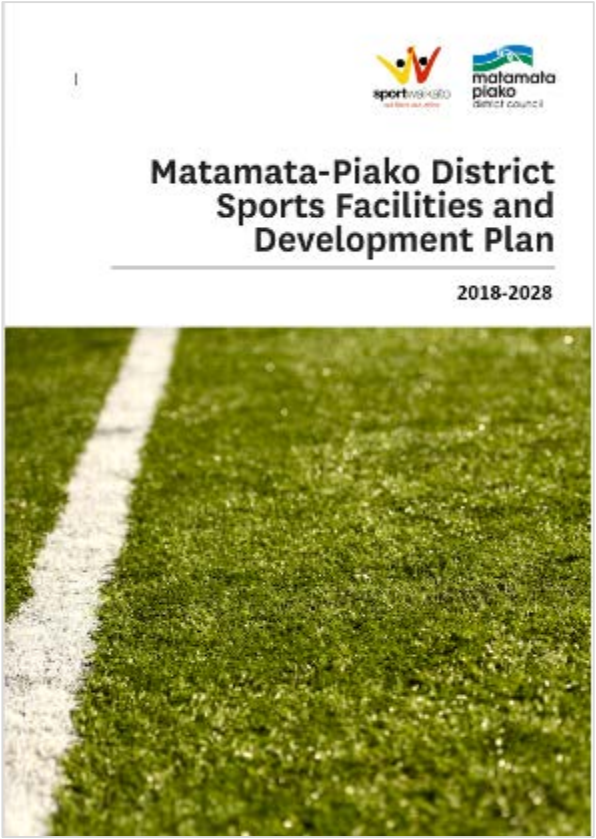
- Waharoa Playground
- Waharoa Rest Area toilets and carpark
- Rapurapu Reserve Redevelopment
- Te Miro Carpark

Strategy, Policies and Plans

- Waharoa (Matamata) Aerodrome Management Plan
- Review of Reserves General Policies
- Outdoor Adventure Park Management Plan
- Review of Open Spaces Strategy

Strategy, Policies and Plans

- Reserve Acquisition Policy
- District Sports Facilities and Development Plan
- Sanitary Services Assessment (Toilets & Cemeteries)
- Signage Manual



Strategy, Policies and Plans

- Landscape Concept Development Plans for major parks

Discussion

matamata piako district council

7.6 Naming of Reserve in Waharoa

Executive Summary

Council has resolved to initiate the naming process for a Recreation Reserve located along State Highway 27 in Waharoa.

This report identifies the land and outlines the administrative and legal processes for formally naming the Reserve.

The Forum may wish to comment on the proposal to name the Reserve and/or to provide potential names for the Reserve for Council to consider.

COMMITTEE RESOLUTION

That:

1. The report be received.

Moved by: G Thompson
Seconded by: Mayor J E Barnes

CARRIED

matamata piako district council

Reserve Naming Request

Te Manawhenua Forum
4 September 2018

Overview

- The land
- Council decision
- Legal/policy requirements
- Consultation process
- Discussion

Waharoa Rest Area

The Land

Factory Rd
Lot 2
DP 386916
The Bakehouse
Cafe And Grill
William's Supermarket
Waharoa General Store
2D

The Land

View from State Highway 27

Council Decision

- On 22 August it was resolved that:

Council determines to proceed with the reserve naming process to name the Recreation Reserve comprising Lot 2 DP 386916 "Bruce Clothier Memorial Park" and will consult the Te Manawhenua Forum.

Legal/policy requirements

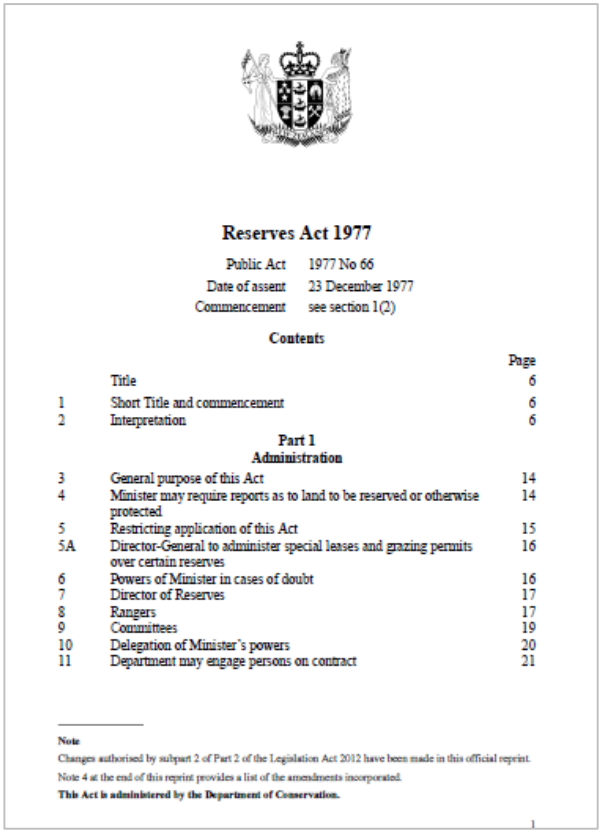
- Council consults with donors, user groups, community groups and Iwi in the vicinity and come up with a short list of potential names

- Council makes a Resolution to name/rename the Reserve with list of suggested names to go out for consultation

- A month is allowed for public consultation

Legal/policy requirements

- Council considers submissions from the public
- A Council Resolution approves the chosen name
- A Gazette Notice is published naming the Reserve.



Reserves Act 1977

Public Act	1977 No 66
Date of assent	23 December 1977
Commencement	see section 1(2)

Contents

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	Title	6
1	Short Title and commencement	6
2	Interpretation	6
	Part 1 Administration	
3	General purpose of this Act	14
4	Minister may require reports as to land to be reserved or otherwise protected	14
5	Restricting application of this Act	15
5A	Director-General to administer special leases and grazing permits over certain reserves	16
6	Powers of Minister in cases of doubt	16
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11	Department may engage persons on contract	21

Note

Changes authorised by subpart 2 of Part 2 of the Legislation Act 2012 have been made in this official reprint.

Note 4 at the end of this reprint provides a list of the amendments incorporated.

This Act is administered by the Department of Conservation.

1

Consultation

- Te Manawhenua Forum (this meeting)
- Next steps

Discussion

matamata piako district council

7.7 Draft Annual Report 2017/18

Executive Summary

Development of the 2017/18 Annual Report is in full progress. A summary of key financial and performance measure data is presented for Te Manawhenua Forum Mo Matamata-Piako's early information.

The final 2017/18 Annual Report and Annual Report Summary will be adopted 10 October 2018.

COMMITTEE RESOLUTION

That:

1. The information be received.

Moved by: G Thompson
Seconded by: D Vaimoso

CARRIED

Item 7.7

Draft Annual Report 2017/18

Trim No.: 2049791

Executive Summary

Development of the 2017/18 Annual Report is in full progress. A summary of key financial and performance measure data is presented for Te Manawhenua Forum's early information.

The final 2017/18 Annual Report and Annual Report Summary will be adopted 10 October 2018.

Recommendation

That:

1. The information be received.

Content

Background

Council is required to prepare an Annual Report and Summary Annual Report for the year ended 30 June 2018. These documents are in the process of being prepared, including full financial statements. At this stage, a summary of the key financial information and performance measures for 2017/18 is attached for the Forums information. The financials presented are a first cut, and they will be subject to further investigation and quality review, before the final audit is conducted, starting on the 27th of August. The final 2017/18 Annual Report and Summary will be adopted by Council on 10 October 2018.

Issues

Financials

The financial results for the year reflect the significant level of development that has been happening within in the district. The draft financial statements show an initial surplus for the year of $6.2 million - $5.5 million greater than the budgeted surplus of $696,000. $5.7 million of that directly related to the district's development in the form of assets vested in Council through the subdivision process, development contributions received, and higher activity in building and resource consents. Further explanation of significant variances to budget are provided in the attached summary.

$2.6 million of the surplus came from non-cash items (e.g. assets vested in Council through the subdivision process recognised as revenue, and accounting adjustments made to recognise losses from the disposal of assets and the valuation of interest rate swaps, etc.

The draft balance sheet shows that Council continues to maintain a healthy financial position. Significant variances to the budgeted position are largely as a result of the delay (this year and in prior years) of getting the budgeted capital projects done.

Non-financial performance measures

There are a total of 57 performance measures which Council reports on in the Annual Report, at the time of writing this report we have achieved 37 of these. These are detailed in the attached summary document.

Analysis

Legal and statutory requirements

Under Section 98 of the Local Government Act 2002, Council is required to prepare an annual report and summary at the close of each financial year.

Impact on policy and bylaws

There are no policy or bylaw issues.

Consistency with the Long Term Plan / Annual Plan

The Annual Report is designed to report on Councils performance against the Long Term Plan/Annual Plan.

Communication, consultation and decision making processes

The Annual Report does not involve a process of consultation, but is externally audited with an audit opinion issued.

Timeframes

Council's auditors will be on-site from 27 August 2018 for two weeks. Council's auditors will be present at the Council meeting on 10 October 2018 to present the audit opinion. The final Annual Report 2017/18 must be adopted no later than 31 October 2018.

Contribution to Community Outcomes

The document reports on progress towards our community outcomes.

Financial Impact

i. Cost

The cost of the Annual Report is a budgeted expense ($15,000) excluding audit fees. Other costs of the project are staff time and audit fees of the Annual Report and Summary.

ii. Funding Source

Budgetary provision for the Annual Report has been included in the Long Term Plan and Annual Plan budgets under the Strategies and Plans activity.

Attachments

A. Annual report financials and performance measures for Te Manawhenua Forum 4 September - Refer COC minutes 22 August 2018

B. Calendar for Te Manawhenua Forum - Refer COC minutes 22 August 2018

Signatories

Author(s)	Jesse Gooding **Graduate Policy Planner**	

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

7.8 Long Term Plan 2018-28 Update

Executive Summary

Council adopted the Long Term Plan 2018-28 on 27 June 2018 to come into force on 1 July 2018. Final Council decisions made following the consultation processes are outlined in this report.

COMMITTEE RESOLUTION

That:

1. The information be received.

Moved by: Cr J A F Thomas
Seconded by: G Thompson

CARRIED

Item 7.8

Long Term Plan 2018-28 Update

Trim No.: 2051282

Executive Summary

Council adopted the Long Term Plan 2018-28 on 27 June 2018 to come into force on 1 July 2018. Final Council decisions made following the consultation processes are outlined in this report.

Recommendation

That:

1. The information be received.

Content

Background
The Forum has received progress reports during the Long Term Plan process and feedback from the Forum has been given at various points.

Issues

Consultation on the Long Term Plan and other key documents was open from 28 March to 29 April. Council received 198 submissions, from 221 submitters. 37 people/organisations presented their submissions at the hearing. The submissions covered a range of Council activities and themes. Council's heard from submitters who wished to present their submission in person on Wednesday 16 May and deliberated on all submissions on Thursday 17 May 2018.

Council decisions
Council have considered all feedback given by the community and have made the following key decisions:

Our Finances - Following feedback (54% in support, 33% not in support and 13% 'other') we have decided to stick with our plan to; maintain or improve the services we currently provide, limit rate increases to 4% and actively seek to live within this limit, and limit debt to 150% of our annual revenue.

Economic Opportunities – The majority of feedback (70%) indicated support for increasing economic development in our community so Council has decided to proceed with our proposals to employ an economic development resource using existing budgets and invest in regional economic development. Other economic development proposals include increasing funding to Morrinsville Chamber of Commerce and Matamata Public Relations Association, marketing and promotion for the Hauraki Rail Trail, funding the planning of revitalising our town centres and encouraging events in our community by providing funding to support them.

Vibrant Cultural Values – The majority of feedback (67%) backed our proposal to do more to support our vibrant cultural values. So Council has decided to proceed with providing funding for the Matamata-Piako Volunteer Youth Ambassadors, increasing grants to a range of community groups and working closer with iwi.

Connected Infrastructure – Following feedback (52% in support, 27% not in support and 21% 'other') Council have decided to progress the Matamata bypass by budgeting for feasibility studies, design work (depending on the outcome of the feasibility studies) and the net purchase of land. This still gives Council the opportunity to review the need if the Waikato Expressway alleviates pressure on Matamata's roads. We have decided to remove the designation for the Morrinsville bypass.

Environmental Sustainability – The majority of submitters (60%) agreed with our decision to up our game in waste minimisation, which includes changes to how we fund rubbish and recycling to a more 'user pays' system, This includes users purchasing official rubbish bags for $2 from retailers or Council offices rather than paying for the bags through their rates. Targeted rates will go down (from $153 to around $30). This also includes increasing the transfer station fees to help cover more of the costs of the facilities. There was a common concern through the submissions that this change to a more 'user pays' system may increase illegal dumping within the district. Council will develop strategies to reduce this risk. Council will also develop a business case for a joint waste minimisation position within the Eastern Waikato, improve the recycling facilities at our three transfer stations, look at the viability of a resource recovery facility, and extend the Enviroschools programme in the district.

Healthy Communities – Following feedback, (49% in support, 32% not in support and 19% 'other') we have decided to proceed with 'focusing on the little things' (such as rubbish bins, toilets, and gardens) that make our district an attractive place. Council decided to go ahead with extending the cycleway to points of interest, then from Matamata to Piarere. Council also decided to complete major renewals to Headon Stadium as planned and allocate a further $2 million for an indoor stadium for Matamata; this will depend on the results of the feasibility study.

Council has made decisions on all submissions, these decisions have been communicated back to the relevant submitters and where required have been incorporated within the LTP.

Some of these noteworthy decisions include;

- The inclusion of funding for a playground in Waharoa, $75,000 in 2018/19.
- The living wage will be adopted for Council staff as the minimum median (100%) rate for all roles effective from 1 July 2018.
- Inclusion of funding for equipment for Event/Civic Centres, up to $50,000 in 2018/19.
- A grant of $4,000 per year to Creative Waikato who provide support, build capability and advocate in respect of arts for our community.
- A grant of $1,000 per year to the Friends of Local Community Rapurapu Reserve Committee to maintain the Rapurapu reserve.

The total rates increase for 2018/19 is 3.07% and an average rates increase over the 10 year period (2018-28) of 3.30%. This is in line with the proposals in the consultation document.

Financial Impact

i. Cost

The total budget for the development of the LTP 2018-28 is $135,000 (funded $45,000 per year) and $90,000 for external audit fees (funded $30,000 per year). The total budget covers specific tasks undertaken externally such as population projections, legal advice/peer review, printing and distribution of the consultation document, newspaper advertisements and Audit NZ fees.

Attachments

There are no attachments for this report.

Signatories

Author(s)	Sandra Harris **Acting Strategic Policy Manager**	

Approved by	Don McLeod **Chief Executive Officer**	

7.9 Waikato Plan Update

Executive Summary
The purpose of this report is to update Te Manawhenua Forum Mo Matamata-Piako (Forum) on the Waikato Plan.

The Waikato Plan has undergone an independent review to ensure the most optimal structures and processes are in place to implement strategic outcomes across the four well-beings.

COMMITTEE RESOLUTION

That:

1. The information be received.

Moved by: Cr J A F Thomas
Seconded by: G Thompson

CARRIED

Item 7.9

Waikato Plan Update

Trim No.: 2052493

Executive Summary

The purpose of this report is to update Te Manawhenua Forum Mo Matamata-Piako (Forum) on the Waikato Plan.

The Waikato Plan has undergone an independent review to ensure the most optimal structures and processes are in place to implement strategic outcomes across the four well-beings. A copy of the review report is attached.

Recommendation

That:

1. The information be received.

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 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 the Forum. The Representation is summarised below:

Independent Chair	
Chair	Margaret Devlin
Local Government representatives	
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
Community representatives	
Community	Bev Gatenby
Waikato Means Business/ Business	Dallas Fisher
Hauraki District/Community	Eric Souchen
Agenda Waikato/Business	Lale Ieremia
Central Government Representatives	
New Zealand Transport Agency	Parekawhia McLean (or nominee)
Waikato District Health Board	Pippa Mahood.
Ministry of Social Development	Te Rehia Papesch / Manujon Pemerika (alternate)
Iwi Representatives *(appointed for an interim period pending the Waikato Plan independent review)*	
Maniapoto	Weo Maag
Raukawa	Vanessa Eparaima
Te Arawa River Iwi Trust	Eugene Berryman-Kamp
Waikato-Tainui	Rukumoana Schaafhausen

Matamata-Piako District Council is represented in the Eastern sub-region through Hauraki District Council Deputy Mayor Toby Adams.

Issues

Workshop notes

A Leadership Group workshop was held on 21 May 2018 to discuss the review of the Waikato Plan Review of Implementation Structures and Processes. A summary of the meeting notes is as follows:

- The proposed implementation actions in the regional priority matrix were discussed with a view to energising the implementation of the Plan and focusing on delivering a better outcome for the region.
- Alignment of infrastructure and services across the region was desirable and necessary to avoid any duplication at a strategic and policy level. It is also essential to engage with Ministers of the Crown.
- The lack of links to youth, education, health and employment were noted.
- The challenge is to craft priorities so they dovetail into government policies and enhancing the region's One Voice objective.
- Perhaps some restructuring was required to involve other Councils and the wider business sector.

- The Group was asked to consider what it was that we are trying to achieve. Housing emerged as a top priority of the four key future work emphasis areas identified by the MSD representatives. Others related to youth, mental health and iwi issues. There is no overall framework that presents a comprehensive picture of housing needs in the Waikato. The Waikato Plan should take a lead in this space.

Review of Waikato Plan
At the Leadership meeting on 16 April 2018 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.

The Waikato Local Government Chief Executives commissioned McGredy Winder to undertake the independent review. It is primarily focused on the Waikato Plan.

The final report makes the following key finding:

> *The prime conclusion that the reviewer has reached is that the Waikato Plan initiative is at a major crossroads. Either it needs to be re-shaped and re-energised or it should be wound up in its current form and the partners encouraged to pursue the implementation actions directly.*

The report notes that the Waikato Plan has provided a valuable evidence base, set a vision for the development of the region and identified a range of actions that, if implemented, could help to achieve the vision for the Waikato.

However, the review has found that the lack of progress on implementation and uncertainty and lack of shared vision regarding the role and purpose of the Leadership Group mean that the whole initiative is now at risk of failing to make the transition between plan making and plan implementation.

The report has found that there is considerable opportunity for the Waikato Plan and the core collaboration between the partners to make a significant contribution to the development of the Waikato.

The review considers that for the Waikato Plan process to continue, partners need to have greater confidence that:

- The Plan can be translated into discrete and implementable projects based on sound business cases and clear objectives and deliverables. If the partners are not confident that they can make this transition from plan making to plan implementation then they should choose to stop now rather than waste effort and scarce resources.
- The Leadership Group can function as a clearinghouse, facilitator and influencer, encouraging the allocation of resources rather than as the place that directs other people's resources. If the partners are not confident that the Leadership Group can operate in this way then they should choose to stop now rather than waste effort and scarce resources.

- The Leadership Group can function as the facilitator of the message and the point at which the parties are encouraged to say the same thing rather than as the 'one voice' for the Waikato region. Authority and influence will then stem from the power of being united in common cause with many legitimate voices saying the same thing, rather than by ceding authority to speak for you to someone else.
- The Chief Executives Steering group can provide the meaningful support that is required for the Leadership Group to be effective, including support to respond to changing circumstances and emerging opportunities.

The report has outlined the following way forward:

- Make changes to the Terms of Reference for the Waikato Plan Leadership Group to reflect the refined role and function of the Group as a clearinghouse, facilitator and influencer, encouraging the allocation of resources rather than as the place that directs other people's resources.
- Make changes to the Terms of Reference for the Waikato Plan Leadership Group to reflect the refined role as the facilitator of the message and the point at which the parties are encouraged to say the same thing rather than as the 'one voice' for the Waikato region.
- Strip implementation funding out of the Waikato Plan budget and secure implementation funding on a project-by-project basis based on the merits of the business case and the willingness of the partners to fund the activity.
- Allocate specific resources through the regional council to undertake the critical project manager, programme development, programme coordination, and business case work that is required to make the transition from the plan making phase to the plan implementation phase.
- Establish a core Waikato Plan project team at the regional council and manage an appropriate transition from the existing contracted project support resources to the new team.
- Establish project-specific governance, reporting and funding arrangements for each implementation activity that reflect the nature of the activity and the partners. All implementation activity should be reported to the Leadership Group so that it can undertake its core facilitation clearinghouse roles.
- The core Waikato Plan project team is likely to involve around two FTEs, but that may include some part-time roles.
- The funding framework will need to be changed in order to make the recommended transition.
- It is important that the current contractual obligations are respected, and that sufficient resourcing is available. This means that it would be wise to carry forward any under expenditure from the current year and use contributions for 2018/19 provided in Council Long-Term Plans to support the Waikato Plan and the transition process.

A full copy of the review report is attached.

The Leadership Group resolved to refer the next steps to the Waikato Plan Chief Executives Advisory Group for report back on the implementation recommendations including timeframes.

<u>Waikato Plan Priority Action Framework</u>
The Waikato Plan has formally been in the implementation phase since September 2017. The first stage has been setting up the implementation framework outlined in Chapter 6 of the Waikato Plan.

A set of priority actions were identified in order to energise implementation of the Waikato Plan and to 'get some runs on the board'. These were discussed at a Leadership Group workshop held on 21 May 2018 (see summary of notes above). The outcome of that workshop was that there needed to be an emphasis on:

- Housing
- Youth education, training and employment
- Mental health
- Iwi issues

As a result of the workshop, a re-worked priority action framework has been developed and is attached.
The action framework contains the following priorities:

- Housing
- Youth, education, training and employment
- Alignment of infrastructure and services
- Maori cultural awareness
- Review of the Regional Economic Development Strategy
- Mental health

There are also a number of ongoing priority actions which underpin those identified above:

- Transport Investment
- Waikato-BOP Policy Office (Government relationships)
- Crown-Iwi Relations
- Advocacy / Leadership including Waikato Plan Profile awareness raising

The Leadership Group have endorsed the priority action framework and agreed that the Regional Housing Initiative should be advanced as a matter of priority.

<u>24 August Leadership Group meeting</u>
The 24 August Leadership Group meeting agenda had the following agenda items for discussion:

- **Waikato Plan Project Refresh Update** - updates the Group on the progress of the implementation programme for the recommendations from the Review report.
- **Waikato Regional Economic Development Agency** - This report provides the Group with an update on the Waikato Regional Economic Development Agency.
- **Housing Priority Update** - This verbal report updates the Group on the progress made to date on the Housing Priority action point agreed on at the previous meeting of the Group.
- **Housing Priority Update** - This verbal report updates the Group on the progress made to date on the Housing Priority action point agreed on at the previous meeting of the Group.
- **Natural Waterscape Update** - To provide the Group with an overview of key influences, drivers, and direction in relation to national and regional waterscapes.
- **Waipa Heritage Proposal** - Early advice from Waipa District Council of its desire to make an application to the Government's Provincial Growth Fund for the further development of the Discovery and Heritage Centre to be based in Te Awamutu

At the time of writing this report the meeting had not taken place. Staff will update the Forum verbally if the decisions made are known by the time of the Forum meeting.

Attachments

A. History of the Waikato Plan - Attached

B. Waikato Plan Review report - Attached

C. Priority Actions for the Waikato Plan - Attached

D. MINUTES Waikato Plan Leadership Group - 2 July 2018 - refer http://www.waikatoplan.co.nz/assets/Uploads/Final-WPLG-Minutes-2-July-2019.pdf

Signatories

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	Don McLeod **Chief Executive Officer**	

History of the Waikato Plan

Common Evidence Base Development	2013	The Mayoral Forum approved the development of a Waikato Plan in 2013.
	February 2014	The Mayoral Forum adopted a set of headline strengths, challenges and opportunities for the Waikato Plan.
	April 2014	Completion of the development of an extensive evidence base. A large network of both technical experts and strategic partners to assist in the development of the Plan was established.
	June 2014	Invitations are released for the development of a joint committee to oversee the development of the Waikato Plan.
	September 2014	The first meeting of the Waikato Plan Joint Committee occurred.
	November 2014	Confirmation of proposed Waikato Plan scope.
	Early 2015	Evidence base updated.
Stage 1: Project Scope, Priorities & Strategic Direction	June 2015	Headline strengths, challenges and opportunities updated. Three initial priority work areas were agreed by the Joint Committee, based on the headline strengths, challenges and opportunities. 1. Maximising opportunities, including investment, through aligned planning 2. Population Change – Growth and Decline 3. Hamilton as the Waikato centre for innovation, employment and services, with a mutually beneficial economic relationship with the region's rural areas
Stage 2: Wider Plan Structure & Agreeing Strategic Direction	September 2015	Project plans for the three initial projects were developed.
	November 2015	Joint Committee considers draft strategic direction.
Stage 3: Spatial	February	Executive summary document and strategic direction developed

Plan Development & Adoption of Strategic Direction Doc Parallel Implementation	2016	and adopted by the Joint Committee as basis for full Plan development.
	February 2016	A Strategic Partners Forum, including representatives from a wide range of organisations, was constituted. Regular meetings of the Strategic Partners Forum have occurred, providing input into the drafting of the Waikato Plan document.
	February to July 2016	A series of meetings and workshops were held with key implementation partners to assist with drafting the Plan.
	April 2016	Executive summary document was updated, following Joint Committee feedback, and adopted by the Joint Committee.
	June 2016	The Joint Committee was presented with a first draft of the full Waikato Plan.
	Sep 2016	After refinement and editing following Joint Committee feedback, a second version of the draft Plan and a Summary Document were presented at a Joint Committee briefing. The purpose of the briefing was to allow visibility of the proposed draft Plan in advance of the October 2016 Local Government elections, and to allow Committee members to provide further feedback on the documents.
	Dec - Feb 2017	Further revisions of the draft Plan were completed incorporating changes requests by the Joint Committee, Technical Reference Group and the Strategic Partners Forum.
Stage 4: Plan Draft for Consultation, Hearings and Final Adoption	Feb 2017-July 2017	Version 3 of the draft Plan completed to present to the Joint Committee on the 27th Feb to request approval for consultation. Submissions received March/April 2017. Hearings occurred on 21 April 2017 Deliberations occurred on 30 May 2017 The Plan was approved by the Joint Committee 19 June 2017 and referred to partner councils for adoption. Council adopted the Waikato Plan on 12 July 2017
Stage 5: Waikato Plan Implementation	Mid-Late 2017 -	Formation of new Leadership Group with appointments of the Chair, Deputy Chair and non-local government representatives.

Arrangements and Actions	May 2018	Implementation and funding plan developed and agreed. Setting up setting up the implementation frameworks Central government engagement strategy and Briefing Paper developed and agreed. Confirmation of the plan actions and setting additional priority actions. Waikato Regional Economic Development Agency to report to the Leadership Group.
Stage 6: Waikato Plan Review	May-July 2018	Report and data provided on Socioeconomic Deprivation in the Waikato Region using the Index of Multiple Deprivation. Waikato Plan review undertaken and report completed by Peter Winder of McGredy Winder consultants. Waikato Mayoral Forum and Leadership considered the review recommendations. A set of priority actions identified to energise implementation of the Waikato Plan and to 'get some runs on the board'.

Review of the Waikato's 4 Well-Beings Implementation Structures and Processes 2018

Peter Winder
June 2018

Executive Summary

i. The Waikato Plan (the Plan) was adopted in August 2017 after more than four year's work, costing in the order of $1.345m. The Waikato Plan is a comprehensive, high-level approach the future of the Waikato.

ii. Around the April meeting of the Waikato Plan Leadership Group, it was agreed:

> *"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."*

iii. The Waikato Local Government Chief Executives have commissioned McGredy Winder & Co to undertake the independent review. It is primarily focused on the Waikato Plan.

iv. The review has been informed by a desktop review of relevant material, and interviews with key stakeholders. Written feedback was provided by the Waikato District Health Board. Due to the time constraints of this review and the other commitments of the reviewer it was unfortunately not possible to co-ordinate input from Tainui and Maniapoto.

Context

Four Well-Beings

v. The Local Government (Community Well-being) Amendment Bill currently before Parliament will reinstate in the Local Government Act 2002 the previous purpose: to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future.

vi. The broader purpose and its focus on "promote" provides a statutory underpinning for the role of local authorities, and local authority leaders as advocates and promoters of the well-being of their communities. It is a shift away from a solely infrastructure, regulatory and service delivery focus. It provides legitimacy for advocacy and is well aligned with the purpose of the Waikato Plan.

Regional Governance Structures

vii. In addition to the Waikato Plan Leadership Group, there are a number of regional or sub-regional governance and decision-making structures across the Waikato. These include:

- Waikato Regional Council
- Regional Transport Committee
- Mayoral Forum
- CE Forum
- Future Proof
- Waikato Iwi
- Waikato River Authority

- Waikato Means Business
- Waikato District Health Board
- Intersect Waikato
- Others, including Sport Waikato, Creative Waikato, Momentum and a range of other significant philanthropic organisations, and educational and research institutions, and the University of Waikato and Wintec in particular.

viii. All of these regional bodes make a significant contribution to the vibrancy of the people and communities of the region and to their well-being. They are important partners. Some are core statutory entities with defined statutory roles. Others are very reliant on public funding. Momentum and the other philanthropic institutions, have the potential to bring considerable funds to bear to address regional issues. There is considerable scope for deeper engagement with the philanthropic institutions within the region.

Government Priorities and Engagement

ix. The government has a number of priorities that will, or could, have a marked impact on the Waikato. However, few of these are specifically focused on regions, let alone targeting the Waikato itself. Across many of the government priorities, it is too early to know or anticipate the nature of the potential impact on the Waikato.

x. Government priorities include:

- the comprehensive review of taxation, employment law reform, pay fairness and equity, raising the minimum wage, and welfare reform
- the Provincial Growth Fund
- housing, the shortage of housing, housing affordability, homelessness, the rapid roll out of the Kiwibuild programme, improvements to state housing
- a substantial shift in emphasis in the transport portfolio, with more attention to road safety, less investment in State Highway construction, greater focus on Auckland and public transport
- health and education reform, but also addressing major legacy underfunding issues
- establishing a Climate Change Commission, and a focus on adaptation to climate change
- freshwater management and land use change.

xi. The Waikato is not yet a real focus of the government. To realise opportunities the Waikato will need to attract the government's attention with proposals (solutions) not problems. This is difficult because government has no bureaucratic infrastructure with which to engage with the Waikato.

The Waikato Plan

xii. The introduction to the Plan states that:

> *"The Waikato Plan will provide the vehicle for creating traction and help us to leverage resourcing to ensure our region and our people prosper. Together we can harness the resources and opportunities of the Waikato as a collective, as together we can go further and achieve more. This first Waikato Plan document is what we have*

agreed to date, but it is just the beginning – it is the foundation stone and its contents will evolve over time as a living document." [1]

"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.*

xiii. The Plan is structured around five regional priorities. For each priority the Plan identifies key actions to address them. Implementation actions span a broad range of activity.

xiv. The implementation of the Waikato Plan is overseen by the Waikato Plan Leadership Group. The Leadership Group is established as a joint committee and comprises 15 members and a three observers.

xv. The executive and technical support for the Waikato Plan Leadership Group is complex because of the number of partners involved. At each level, the differing interests of partners present challenges in terms of the allocation, husbanding and management of resources, and the need to reconcile differing priorities.

Feedback

xvi. The feedback from those that were interviewed was mixed but had some clear themes. There are some quite different, even incompatible views around the Waikato Plan and its future.

xvii. The diversity of feedback is completely normal and expected. The Waikato Plan Leadership Group reflects very different people and with differing drivers, mandates, responsibilities and objectives. Differences have existed since the Waikato Plan was initially conceived.

Observations and Conclusions

At the Cross-Roads

xviii. The prime conclusion that the reviewer has reached is that the Waikato Plan initiative is at a major cross-roads. Either it needs to be re-shaped and re-energised or it should be wound up in its current form and the partners encouraged to pursue the implementation actions directly.

xix. The Waikato Plan has provided a valuable evidence base, set a vision for the development of the region and identified a range of actions that, if implemented, could help to achieve the vision for the Waikato. However, the region has so far been unable to translate the Waikato Plan priorities into implementable projects with the resources necessary to be successful.

xx. The lack of progress on implementation and uncertainty and lack of shared vision regarding the role and purpose of the Leadership Group mean that the whole initiative is now at risk of failing to make the transition between plan making and plan implementation.

[1] The Waikato Plan, August 2017, p 5

Other Observations and Conclusions

xxi. Having considered the feedback from interviews, the desktop research and the range of factors required in the terms of reference, the reviewer makes the following observations:

- the Waikato region is not a cohesive or coherent region of interest and is not the best scale to address all issues
- there is considerable value in the underlying evidence base
- significant leadership discontinuities have impacted on momentum and direction
- there are underlying and unresolved differences in vision for the plan between the partners
- what is being attempted is hard and it will not get easier
- it is hard for some to see the value and even more difficult to attribute the benefits of work to date
- there is potential for strong alignment with government objectives, but this will need some work and some re-framing of the Waikato Plan actions
- there is an on-going need to drive regional economic development strategy
- the framework of technical and executive support is complex and probably ineffective and decision making and resource allocation is difficult
- decision making and analytical frameworks are not as robust as will be required
- there is considerable optimism from some partners – the opportunities are real
- there are mixed levels of commitment and institutional support
- there is a need to recognise the difference between directing the use of other people's resources and guiding and encouraging their decisions
- the role as clearinghouse and facilitator is more important than the role as a decision-maker
- some implementation actions are now dated, not practical, not implementable, or will not be cost-effective
- implementation actions need to be projectized and resourced if they are to progress
- resourcing is difficult and the budget is for unspecific actions
- there is a reliance on contracted expertise, lack of 'ownership' and institutional responsibility
- there is potential for others to fund activities
- likely implementation projects will involve some of the Waikato Plan partners and not others, some will have sub-regional focus
- some implementation projects relate to the statutory functions of some partners
- **one voice for the Waikato is unrealistic – many voices saying the same thing is more achievable and would be more powerful**.

The Cross-Roads

xxii. Either the Waikato Plan needs to be re-shaped and re-energised, or it should be wound up in its current form and the partners encouraged to pursue the implementation actions directly.

xxiii. There is considerable opportunity for the Waikato Plan and the core collaboration between the partners to make a significant contribution to the development of the Waikato. A number of challenges are so profound that multi-year, multi-party responses will be necessary. The Waikato Plan currently provides the best opportunity to bring together that sort of response.

xxiv. Despite the opportunity, the reviewer considers that, for the Waikato Plan process to continue, partners need to have greater confidence that:

a) The Plan can be translated into discrete and implementable projects based on sound business cases and clear objectives and deliverables. If the partners are not confident that they can make this transition from plan making to plan implementation then they should choose to stop now rather than waste effort and scarce resources.

b) The Leadership Group can function as a clearinghouse, facilitator and influencer, encouraging the allocation of resources rather than as the place that directs other people's resources. If the partners are not confident that the Leadership Group can operate in this way then they should choose to stop now rather than waste effort and scarce resources.

c) The Leadership Group can function as the facilitator of the message and the point at which the parties are encouraged to say the same thing rather than as the 'one voice' for the Waikato region. Authority and influence will then stem from the power of being united in common cause with many legitimate voices saying the same thing, rather than by ceding authority to speak for you to someone else. If the partners are not confident that the Leadership Group can operate in this way then they should choose to stop now rather than waste effort and scarce resources.

d) The Chief Executives Steering group can provide the meaningful support that is required for the Leadership Group to be effective, including support to respond to changing circumstances and emerging opportunities.

xxv. There are a number of straight forward things that the partners can do in order to gain the confidence that they may need to procced.

A Way Forward

xxvi. It is recommended that if the partners choose to proceed with implementing the Waikato Plan, they take the following actions to re-shape and re-energise the programme and the way that it works:

a) Make changes to the Terms of Reference for the Waikato Plan Leadership Group to reflect the refined role and function of the Group as a clearinghouse, facilitator and influencer, encouraging the allocation of resources rather than as the place that directs other people's resources.

b) Make changes to the Terms of Reference for the Waikato Plan Leadership Group to reflect the refined role as the facilitator of the message and the point at which the parties are encouraged to say the same thing rather than as the 'one voice' for the Waikato region.

c) Strip implementation funding out of the Waikato Plan budget and secure implementation funding on a project-by-project basis based on the merits of the business case and the willingness of the partners to fund the activity.

d) Allocate specific resources through the regional council to undertake the critical project manager, programme development, programme coordination, and business case work that is required to make the transition from the plan making phase to the plan implementation phase.

e) Establish a core Waikato Plan project team at the regional council and manage an appropriate transition from the existing contracted project support resources to the new team.

f) Establish project-specific governance, reporting and funding arrangements for each implementation activity that reflect the nature of the activity and the partners. All implementation activity should be reported to the Leadership Group so that it can undertake its core facilitation clearinghouse roles.

xxvii. The core Waikato Plan project team is likely to involve around two FTEs, but that may include some part-time roles.

xxviii. The funding framework will need to be changed in order to make the recommended transition. It is important that the current contractual obligations are respected, and that sufficient resourcing is available. This means that it would be wise to carry forward any under expenditure from the current year and use contributions for 2018/19 provided in Council Long-Term Plans to support the Waikato Plan and the transition process.

Introduction

1. The Waikato Plan (the Plan) was adopted in August 2017 after more than four year's work, costing in the order of $1.345m. The Waikato Plan is a comprehensive, high-level approach the future of the Waikato. The introduction to the Plan states:

> *"The Waikato Plan will provide the vehicle for creating traction and help us to leverage resourcing to ensure our region and our people prosper. Together we can harness the resources and opportunities of the Waikato as a collective, as together we can go further and achieve more. This first Waikato Plan document is what we have agreed to date, but it is just the beginning – it is the foundation stone and its contents will evolve over time as a living document."*[2]

2. Around the April meeting of the Waikato Plan Leadership Group, it was agreed:

> *"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."*

3. It is understood that the prime focus of this review was the Waikato Plan.

The Review

4. In response to the resolution, the Waikato Local Government Chief Executives have commissioned McGredy Winder & Co to undertake an independent review that is primarily focused on the Waikato Plan, but also considers how the Waikato Plan and related processes intersect and interact with Future Proof, Waikato Means Business, the Waikato Mayoral Forum and the Regional Transport Committee.

5. This is not a review of Future Proof, Waikato Means Business, the Waikato Mayoral Forum, or the Regional Transport Committee.

6. The terms of reference for the review require the reviewer to consider:
   - the revised statutory purpose of local government with the reintroduction of the four well-beings
   - the broader statutory obligations of local authorities and government agencies
   - the interests and expectations of partners in the Waikato Plan
   - the intended purpose and nature of the Waikato Plan
   - the significant investment that has been made in the Waikato Plan to date and the relatively early state of work to implement the completed plan

[2] The Waikato Plan, August 2017, p 5

- the extent to which the Waikato Plan is implementable, the capacity within the Waikato to implement the Plan effectively and different options for the implementation of the Waikato Plan
- the governance and implementation structures for the Waikato Plan and how they intersect and interact with Future Proof, Waikato Means Business, the Waikato Mayoral Forum and the Regional Transport Committee, as well as how effectively they support engagement and partnership with government
- the nature and effectiveness of the representation frameworks and the partnerships that are reflected in the Waikato Plan
- the nature, effectiveness and future requirements for technical and administrative support for the implementation and periodic review of the Waikato Plan
- the key policies and initiatives of the new government, how they fit and align (or not) with the Waikato Plan and options for achieving better alignment.

7. The terms of reference require the reviewer to be independent and present a considered view and set of recommendations to the Waikato Plan Leadership Group.

Approach

8. The review has been undertaken by Peter Winder, a Director of McGredy Winder & Co.

9. The review has been informed by a desktop review of relevant material, including:
    - the Waikato Plan (both the draft Plan and as adopted after consultation)
    - the Waikato Plan Implementation Programme
    - agendas of the Waikato Plan Leadership Group, the Chief Executives Steering Group, the Technical Reference/Implementation Group, and the Strategic Partners Forum
    - dashboard reporting on progress with Plan Implementation
    - budgets and financial reporting
    - the terms of reference for each of the Waikato Plan groups
    - the business case and establishment plans for the Waikato Regional Economic Development Agency
    - Agendas of the Regional Transport Committee and the draft Regional Land Transport Plan
    - Agendas for the Waikato Mayoral Forum, and previous work on its priorities
    - Previous work on WLASS and its future strategy
    - Structures, terms of reference, agendas and work associated with Future Proof.

10. The insights gained from the desktop review were then further informed and tested through interviews with key stakeholders. The following people were interviewed as part of the review:
    - the Mayors of Hamilton City Council and Hauraki and Waitomo District Councils
    - the Chair of the Waikato Regional Council
    - the Chief Executives of Hamilton City Council, Waipa District Council and Waikato Regional Council
    - Margaret Devlin, Chair of the Waikato Plan Leadership Group

- Dallas Fisher, Chair of Waikato Means Business and a member of the Waikato Plan Leadership Group
- Lale Ieremia, a member of the Waikato Plan Leadership Group
- Ken Tremaine and Bill Wasley – advisors in the development and implementation of the Plan
- Eugene Berryman-Kamp, Chief executive of TARIT
- Vanessa Eparaima, Chair Raukawa Settlement Trust and Raukawa Charitable Trust
- Kelvin Eglinton, Chief Executive of Momentum
- Parekawhia McLean, regional Director of the New Zealand Transport Agency
- Richard Hardy and Richard Ward, officials with the Department of Internal Affairs
- Ernst Zollner and Neasa Carroll, officials with the Ministry of Business Innovation and Employment based in the Government Auckland Policy Office
- A senior advisor in the office of the Hon Phil Twyford.

11. Written feedback was provided by the Waikato District Health Board. Due to the time constraints of this review and the other commitments of the reviewer it was not possible to co-ordinate input from Tainui and Maniapoto.

Context

12. It is important to put this review in context. The following section addresses the legislative change to re-introduce the four well-beings to the purpose of local government, and the range of regional governance entities and forums across the Waikato.

Four Well-Beings

13. In 2002, the Local Government Act 1974 was substantially replaced by a new Local Government Act. A key feature of the 2002 reforms was to introduce a broad purpose for local government that embraced promoting the economic, environmental, social and cultural well-being of communities in the present and for the future.

14. The broad purpose for local authorities went hand-in-glove with the requirement to produce Community Outcome Statements and Long-Term Council-Community Plans (LTCCPs) that identified the community outcomes that the council and the community sought to achieve and the actions that would be taken to achieve them. LTCCPs were intended to become the focus of council advocacy and facilitation on behalf of their communities. Community Outcome Statements were intentionally broad and designed to focus communities, businesses, government agencies and non-government organisations on joined up actions to address issues and challenges that were beyond the remit and capacity of any one party.

15. In subsequent reforms, the purpose of local government was narrowed, the requirement to produce Community Outcome Statements was removed and LTCCPs became Long-Term Plans. The narrower purpose was more focused on what the local authority delivers and the way in which it operates: *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.*

16. The Local Government (Community Well-being) Amendment Bill currently before Parliament will reinstate in the Local Government Act 2002 the previous purpose: *to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future.*

17. The broader purpose and its focus on *"promote"* provides a statutory underpinning for the role of local authorities, and local authority leaders as advocates and promoters of the well-being of their communities. It is a shift away from a solely infrastructure, regulatory and service delivery focus.

18. Importantly, in each of the reforms (when the four well-beings were first introduced in 2002, when they were removed in 2012, and now that they are being returned) no transitionary provisions were made. That is:
    - there was no additional resourcing or new revenue provided in 2002 to reflect a broader mandate
    - there was no period in which councils had to stop doing things as a consequence of the more narrow 2012 purpose
    - there are no new resources, or new revenue, or new powers to support the reintroduction of the well-beings.

19. It is also important to note that the purpose of local authorities under the Local Government Act 2002 does not take precedence over the specific purposes and objectives of other legislation (like the Resource Management Act, or the Land Transport Management Act) when councils perform functions or duties under those Acts.

20. The re-instatement of the four well-beings into the Local Government Act provides legitimacy for advocacy. It also provides for overlap and alignment with a range of government agencies that are also focused on well-being. District Health Boards, the Ministry of Health, school boards of trustees, the Ministry of Education, the Ministry of Social Development, the Ministry for the Environment, the Department of Conservation, the Ministry of Business, Innovation and Employment, the Ministry of Primary Industry, Housing New Zealand, the New Zealand Transport Agency, the Ministry of Transport, the Treasury, the Department of Internal Affairs, the Ministry of Culture and Heritage, Creative New Zealand, Sports New Zealand, New Zealand Trade and Enterprise, Tourism New Zealand, the New Zealand Police, Fire and Emergency New Zealand and the Ministry of Civil Defence and Emergency Management and the recently announced Ministry of Housing and Urban Development, all provide services, or have responsibilities that go directly to one or more of the four well-beings. Any of these organisations and their responsible Ministers are now legitimate partners for local authorities, or legitimate targets for local authority advocacy in relation to the issues faced by communities.

21. The Waikato Plan was developed with the intention of influencing government and changing the allocation of government resources to better achieve the vision for the Waikato. Arguably, the Waikato Plan is better aligned with the broader purpose of local government that is now being enacted than the narrower 2012 version. However, the change in legislation makes a review of the Plan timely.

22. For many of the Waikato Plan partners the change in the Local Government Act makes little if any difference because they already have a holistic approach to well-being. Iwi strategic plans are particularly notable for the way in which they embrace the long term cultural, social, and economic well-being of their people and care for the environment.

Regional Governance Structures

23. In addition to the Waikato Plan Leadership Group, there are a number of regional or sub-regional governance and decision-making structures across the Waikato.

Waikato Regional Council

24. The most obvious and truly regional governance structure is the Waikato Regional Council itself. Its elected representatives come from across the whole region and have a mandate to work on behalf of all the people and communities of the region. When the purpose of local government is changed to include the four well-beings, the regional council will have the same well-being focused statutory purpose as the territorial authorities. The Waikato Regional Council has particular responsibilities with respect to the environment under the Resource Management Act. It also has quite specific and unique obligations in relation to water and the restoration of rivers under a number of Treaty Settlements. This includes key co-governance arrangements with River Iwi.

25. In any consideration of regional implementation structures, the regional council must be considered an option. The regional council's mission *"working together to build a Waikato region that has a healthy environment, strong economy and vibrant communities",* is broad and well-being orientated. The role that the regional council has played with respect to Waikato Means Business and the establishment of the regional economic development agency illustrates the sort of role that the regional council can play – well beyond its more traditional primary focus on environmental issues. One of the distinct advantages that the regional council brings to any regional initiative is the ability to raise rates revenue from across the whole region, ensuring (within the limitations of any rating system) that those who may benefit from the initiative contribute to its funding.

Regional Transport Committee

26. Whilst technically a committee of the Regional Council, the Regional Transport Committee (RTC) is a statutory committee with specific functions under the Land Transport Management Act. The RTC must prepare the Regional Land Transport Plan, which involves combining the transport programmes of all territorial authorities, with the NZTA programme and passenger transport plans to agree the priorities for transport investment across the whole of the Waikato region. Membership comprises a representative from each territorial authority and NZTA, as well as two representatives from the Waikato Regional Council and a non-voting advisor from the New Zealand Police.

27. As the organisation that spends the most on transport infrastructure across the region, it is important that the region's priorities and growth objectives influence NZTA's decisions. The RTC is one of the forums through which the local authorities of the region influence the decision-making of NZTA. It needs to function effectively.

28. The RTC has an important function on behalf of the region. However, its mandate beyond the processes of the Land Transport Management Act is limited. As a statutory committee, the region must have a RTC and its membership is prescribed in statute. This makes this structure of limited value for considering other issues. Also its voice is perhaps less commanding than the collective voice of the Mayors of the region. The RTC has in the past played a very significant role in advocacy in relation to state highway investment. There is no impediment to this happening again.

29. It is important that the RTC makes transport planning and priority decisions in a robust regional context. A region-wide strategic view of the development of the region will help to ensure that transport investments, in state highways and roads that cross local authority boundaries in particular, reinforce the other policy settings used to shape and influence growth and development. This was one of the drivers for the original thinking about the Waikato Plan being a spatial plan for the whole of the region. In practice, developing a meaningful spatial plan for the whole of the region proved too difficult and the Waikato Plan was reconceived. That does not remove the need for transport decisions to have context. If the Waikato Plan is able to generate specific implementation initiatives that help to shape growth, then that will be an important input to the RTC's decision making.

Mayoral Forum

30. The Waikato Mayoral Forum is an important part of the system for engagement between the local authorities of the region. The Mayoral Forum is a non-statutory forum where the Mayors and the Chair of the Regional Council meet, engage, and explore the potential for joint action and ways in which their councils can work together. The Waikato Mayoral Forum as a history and track record of providing important leadership and direction. It has played a major role in driving many of the joint initiatives in the region.

31. The Mayoral Forum has no mandate other than the mandate and influence of the Mayors. It cannot make decisions that bind councils, nor can it direct the allocation of council resources. Despite this, the Forum has significant influence. As elected representatives, Mayors have significant standing. They can influence and lead communities and key people within communities because of their electoral mandate and authority. Mayors have a mandate as advocates for their district. Each leader has a voice that has standing. When the Mayors speak as one, all saying the same thing, their combined voice has impact.

32. While Mayors have only one vote around the council table, they can influence Council resource allocation. Under the Local Government Act they lead budget and planning processes. This authority lends weight to the role that the Mayoral Forum can play.

33. One of the key differences between the Mayoral Forum and the Leadership Group is that the Leadership Group is formally established as a joint committee under the Local Government Act. This formality brings with it specific authorities under the terms of reference for the committee. It also brings a high level of transparency, since all of its meetings are subject to the full openness and transparency obligations of the Local Government Official Information and Meetings Act.

CE Forum

34. Like the mayoral forum, the CE Forum has no statutory authority. Each CE does however have the relevant delegated authorities to commit their organisation's resources as provided for by Council policy and relevant budgets. The CEs have the collective ability to implement agreed policy, or joint initiatives that fall within their remit. The region's CEs are also the directors of WLASS, the shared service company that provides a vehicle for undertaking joint activity. This means that the CE Forum could be a significant vehicle for advancing the implementation of agreed policy. It is not however the role of CEs to make policy on behalf of their councils.

Future Proof

35. Future Proof is the ongoing collaboration on future planning by Waikato District Council, Hamilton City Council, Waipa District Council, NZTA and Tangata Whenua. Future Proof provides the vehicle for the partners to consider the planning and development of urban growth across a very rapidly growing part of the region. Whilst not a region-wide initiative, Future Proof is important because it is provides the closest thing that the region has to a meaningful spatial plan. Future Proof planning has not only addressed the location of future urban settlement, but also how it will be serviced and connected to existing urban communities, infrastructure and services. Recently, Future Proof has been driven by the need to implement the National Policy Statement on Urban Development Capacity. Part of the Future Proof area is also a key part of the government's focus through its approach to the Auckland-Hamilton growth corridor.

36. Any consideration of regional strategy needs to consider and relate to Future Proof, just as Future Proof needs to be informed by both the specific local issues facing the residents and businesses of its constituent councils and the broader regional context. However, Future Proof decision-making is already challenged by the need to accommodate the differing aspiration of the partners (in particular the four council partners). There would seem little potential benefit and considerable downside risk in seeking to further integrate Future Proof with the Waikato Plan process and structures – other than to ensure that the two processes are fully informed and can be influenced by each other.

Waikato Iwi

37. The principal iwi groups in the Waikato region are Waikato-Tainui, Maniapoto, Raukawa, Hauraki, Te Arawa and Tūwharetoa. Within these iwi groups there are numerous hapū. Across the region there are a number of iwi authorities, iwi trust boards and rūnanga. The mandate and role of these institutions varies, but reflects the statutory authority of Treaty Settlements and the decisions by iwi, hapū and whanau as to how they will organise their affairs.

38. As mana whenua iwi exercise kaitiakitanga and rangatiratanga within their rohe.

39. Waikato Iwi are an important part of the regional economy. Māori businesses and Iwi investments across the Waikato are substantial. Iwi are a vital component of the future economic performance of the region. Waikato Iwi are also a key part of the culture and spirit of the region and its people.

40. The Waikato Iwi have a very long-term approach to the development of their people and the region. They have a broad approach to well-being and a particular focus on education, housing, and creating opportunities that will enable their people to live and work within their rohe.

41. The Waikato Regional Council website identifies 18 Iwi Management Plans. They are documents developed and approved by iwi to address matters of resource management activity of significance within their respective rohe. Management plans are focused on sustaining the mauri of the natural environment and cultural heritage within each rohe. They have standing under the Resource Management Act and provide a mechanism in which iwi interests can be considered in council processes. In addition to Iwi Management Plans Waikato Iwi have a number of significant Joint Management Agreements with local authorities setting out the way in which they will work together.

Waikato River Authority

42. The Waikato River Authority is a statutory body formed under the Waikato-Tainui Raupatu Claims (Waikato River) Settlement Act 2010, the Ngati Tuwharetoa, Raukawa, and Te Arawa River Iwi Waikato River Act 2010, and with additional responsibilities arising from the Nga Wai o Maniapoto (Waipa River) Act 2012 (and He Mahere Taiao – The Maniapoto Iwi Environmental Management Plan).

43. The vision of the Waikato River Authority is for *"a future where a healthy Waikato River sustains abundant life and prosperous communities who, in turn, are all responsible for restoring and protecting the health and wellbeing of the Waikato River, and all it embraces, for generations to come"* [2].

44. The purpose of the Waikato River Authority is to:
    - *"set the primary direction through the Vision and Strategy to achieve the restoration and protection of the health and wellbeing of the Waikato River for future generations*
    - *promote an integrated, holistic, and co-ordinated approach to the implementation of the Vision and Strategy and the management of the Waikato River*
    - *fund rehabilitation initiatives for the Waikato River in its role as trustee for the Waikato River Clean-up Trust."* [3]

45. The Authority has ten Board Members who are appointed by the river iwi and Ministers of the Crown. The Authority is the sole Trustee of the Waikato River Clean-up Trust whose role is to fund projects which meet the purpose of the Authority. The Waikato River Authority is supported in its work by a small Management Team.

46. The Waikato River Authority is a significant regional institution with considerable resources devoted to the restoration of the combined Waikato and Waipā catchments. The Authority's Restoration Strategy reflects a very significant partnership and collaboration between many parties. Over time, the Authority have had a major impact on the region and the catchment for which it has responsibilities. However, that catchment does not cover the whole of the Waikato region.

Waikato Means Business

47. Waikato Means Business is the name of the region's 20-year economic development strategy. The strategy was released in February 2014. It was created with input from civic, business and Māori leaders. The vision for the strategy is:

    > *"We want to improve standards of living in the Waikato region, where all people, communities and businesses reach their potential."* [4]

48. The strategy *"sets out the issues, challenges and opportunities that face the Waikato region, and identifies strategic priorities and areas of focus to transform it. The strategy aims to guide regional economic development policy, investment and activities."* [4]

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[2] Waikato River Authority website

[3] Waikato River Authority website

[4] Waikato Means Business website

49. The strategy's development was initiated by the Waikato Mayoral Forum. Development was overseen by a Governance Group, acting as a sounding board to test and challenge assumptions made, and assist in engaging the wider Waikato business community.

50. Having developed the strategy and initiated a number of important projects, the governance group has led the push to establish a regional economic development agency. The business case for the new agency has now been accepted, initial funding agreed, and the establishment process is underway.

51. Importantly, the new regional economic development agency will focus on implementing the strategy. It will not have an ongoing role in developing strategy. That means that it will need to have an ongoing relationship with a regional body that can develop strategy. Ideally, economic strategy will be developed as an integral part of broader regional strategy, consistent with a holistic approach to the four well-beings.

Waikato District Health Board

52. The Waikato District Health Board has wide-ranging objectives and functions under the New Zealand Public Health and Disability Act 2000. The first, and arguably most encompassing objective of a District Health Board is to improve, promote and protect the health of people and communities. Other objectives and functions include reducing health disparities, improving health outcomes for Māori, promoting the integration of health services, working with others and fostering community participation in health improvement.

53. There is a very considerable overlap between the broad responsibilities of the District Health Board and the well-beings purpose of local authorities. There is also overlap between the specific health roles of territorial authorities under the Public Health Act, some of the specific roles of the District Medical Officer of Health and the broad public health roles of District Health Boards. This overlap and alignment makes the District Health Board an important partner in any initiative that would impact on the health of the people and communities of the Waikato region. However, the District Health Board's interest in, for instance, economic development is likely to me more indirect (as a determinant of health outcomes) than that adopted by local authorities or other community and business groups.

Intersect Waikato

54. Intersect is the Waikato based forum of public sector agencies designed to foster effective collaborations. It is founded on the recognition that:

> *"Complex social problems are almost multi-dimensional. Effective solutions require co-ordinated multi agency and multi-level responses. The time is right for agencies to sharpen their focus and give attention to ways of better working together for the benefit of their constituent communities.*
>
> *Collaboration is not an end in itself. It must firstly identify the key strategic social issues to address and, secondly, deliver clear and measurable outcomes for individuals and communities. This will create benefits for the people, agencies, and organisations involved.*
>
> *Intersect Waikato is the vehicle that key agencies charged with social development in the Waikato region have adopted to achieve meaningful, outcomes-orientated collaboration for the benefit of the community."* [5]

[5] Intersect Waikato, Terms of Reference 2013

55. Intersect is established to "*provide a Waikato based forum through which the Chief Executives and Regional Managers of public sector organisations can meet to:*

    (1) Develop inter-agency relationships at a senior level.

    (2) Identify and agree the strategic initiatives for the implementation of social development projects which require a collaborative response.

    (3) Communicate with and engage the Waikato public sector in aligning and co-ordinating their response to the strategic initiatives.

    (4) Monitor and evaluate achievements towards outcomes." [6]

56. The 2013 Terms of Reference provide for the Executive to comprise the Chief Executives/Regional Managers of:
    - Ministry of Business, Innovation and Employment
    - Housing New Zealand Corporation
    - Accident Compensation Corporation
    - Ministry of Education
    - New Zealand Police
    - Te Puni Kōkiri
    - Waikato District Health Board
    - Ministry of Health
    - Ministry of Social Development – Work and Income New Zealand, Child Youth & Family, Ministry of Youth Development, Family & Community Services
    - Department of Corrections
    - Local Government
    - Waikato Regional Council
    - Careers Services New Zealand
    - Ministry of Justice
    - Department of Internal Affairs
    - Inland Revenue
    - Office of Ethnic Affairs
    - Ministry of Pacific Island Affairs

57. In practise, few of the public sector organisations that are members of Intersect Waikato have any senior regional staff with a mandate or authority to contribute to regional policy development. By and large the regional public servants have direct implementation and service delivery roles. It appears that most local authority chief executives have delegated this responsibility to others in their organisations. Intersect Waikato may provide a forum for aligning activity between some agencies, but it is not an effective forum for developing or pursuing distinct Waikato region approach to Waikato region issues.

[6] Intersect Waikato, Terms of Reference 2013

Others

58. Across the Waikato region there are a large number of significant regional bodies with specific roles. These include:
    - Sport Waikato and other regional administrative bodies for specific sporting codes
    - Creative Waikato and a range of creative and arts and cultural bodies
    - Momentum and a range of other significant philanthropic organisations
    - educational and research institutions, and the University of Waikato and Wintec in particular.

59. All of these other regional bodes make a significant contribution to the vibrancy of the people and communities of the region and to their well-being. These organisations are important partners. Some are very reliant on public funding. Others, like Momentum, have the potential to bring considerable philanthropic funds to bear to address regional issues. There is considerable scope for deeper engagement with the philanthropic institutions within the region.

Government Priorities and Engagement

60. The government has a number of priorities that will, or could, have a marked impact on the Waikato. However, few of these are specifically focused on regions, let alone targeting the Waikato itself. Across many of the government priorities it is too early to know or anticipate the nature of the potential impact on the Waikato. Many of the priority areas are currently the subject of wide-ranging reviews which will be completed either later in 2018 or early in 2019. The following paragraphs set out the core priorities that have currently emerged.

61. The government has clear priorities around the comprehensive review of taxation, employment law reform, pay fairness and equity, raising the minimum wage, and welfare reform. These are fundamental and important and they could have a significant impact on the Waikato and its people but will not be regionally driven policy choices. Unless there are Waikato-specific impacts from proposed policy changes, it will be difficult for the Waikato to drive changes in a national policy approach to these areas.

62. The Provincial Growth Fund is the most obvious and visible commitment by the government to regional development and the future of provincial New Zealand. At first blush, Waikato is not a priority, but the government has now accepted that the Waikato does not need to be one region and initiatives from parts of the region are valid and will be considered. In order to secure Provincial Growth Fund money, the region will need specific proposals and identified priorities. This means that, to a degree, it is a bit of a race, where some regions are better positioned than others with fundable projects scoped and ready to go. Some of the media coverage and apparent Ministerial frustration suggests that MBIE may still be applying some previous government thinking about economic development. As the way in which the fund works and is allocated changes to better align with the current government's priorities, there will be opportunities for the Waikato, especially for those parts of the region that have demonstrated high levels of deprivation.

63. Housing is a major focus for the government. The Minister is driven to address the shortage of housing, housing affordability, homelessness, and the quality of homes (especially rental properties). The rapid roll out of the Kiwibuild programme, and improvements to state housing are critical to the government. This goes hand in hand with institutional reform to better integrate land use and transport planning, and the creation of both the new Ministry of

Housing and Urban Development and one (or more) Urban Development Authority. The key point of intersection between these issues and the Waikato is in the Auckland – Hamilton growth corridor.

64. In the transport portfolio, this government has brought a substantial shift in emphasis. It will pay more attention to road safety, there will be less investment in State Highway construction, greater focus on Auckland and public transport, attention to the Auckland – Hamilton growth corridor, better integration of land use and transport planning, and progress on funding (fuel tax and regional fuel tax). The shift in emphasis means that the next stages of the development of the Waikato state highway network will be a far lower priority than would have been the case with the previous government. However, train services from Hamilton to Auckland are now a real possibility.

65. The need to address growth, housing and transport issues means that there is a real focus on the Auckland – Hamilton Growth Corridor. This is a tightly focused interest where the Minister is looking to make significant progress very quickly. There will be little appetite for complex and time consuming processes that involve parties that are not directly relevant to making immediate progress.

66. Health and education are also a significant government priority. This government is seeking to bring a real people focus to policy development, but faces major legacy underfunding issues. New investment is likely to be squeezed out by the need to deal with that legacy. Comprehensive reviews of most of the education and health systems are underway. Reforms will have an impact on the Waikato, but the timing and nature of those impacts are unknown. Health and education policy will be driven by national considerations. Education reviews may impact significantly on non-university tertiary education.

67. With respect to the environment portfolio, the government has priorities for addressing freshwater management and climate change. The establishment of a Climate Change Commission and a major emerging focus on adaptation to climate change will be marked differences from previous governments. Freshwater management and land use is a key priority. Biosecurity and biodiversity will also be key themes and reflect the influence of the Greens. This is an area of policy that is very complex and where the particular water management frameworks that have been created through Treaty settlements mean that the Waikato will need to be vigilant and make a significant contribution to policy development.

68. The focus on immigration policy is likely to reduce the number of migrants. This will change labour force dynamics and the nature of skill shortages. It will also change wage cost pressure and training needs. Reducing international migration may stimulate some internal movement, including the potential for movement back to Auckland.

69. The Government has started to engage seriously with questions about prisons, the prison population, rehabilitation, and reform of the approach to incarceration. This has already changed the likely investment in one major Waikato prison. It is likely to have further impacts on the need for and location of both prison and rehabilitation services.

70. Of considerably less national impact, but potentially important for parts of the Waikato, the Minister for Racing, Winston Peters, has both an abiding love of horse racing and big aspirations for the racing industry.

71. Overall it seems that the Waikato is not yet a real focus of the government. The Waikato is not the prime target for its provincial agenda. The government's view of the Waikato is perhaps more coloured by the Auckland growth agenda than its provincial growth agenda.

There are opportunities, but to realise them the Waikato will need to attract the government's attention. The government is in a hurry with a substantial agenda. To attract attention, the Waikato will need proposals (solutions), not problems.

72. Lastly, it is important to note that the government has no bureaucratic infrastructure with which to drive engagement with the Waikato. The Government Auckland Policy Office is the only regionally based policy capability outside of Wellington. It has taken more than a decade to get to where it is at and there are currently no plans to duplicate or extend it. Beyond this, there is a small capacity in the Department of Internal Affairs, the National Infrastructure Unit, and the MBIE staff devoted to regional economic development and the Provincial Growth Fund. Pathways to gain the attention of officials are not obvious or easy.

The Waikato Plan

73. The introduction to the Plan states that:

> *"The Waikato Plan will provide the vehicle for creating traction and help us to leverage resourcing to ensure our region and our people prosper. Together we can harness the resources and opportunities of the Waikato as a collective, as together we can go further and achieve more. This first Waikato Plan document is what we have agreed to date, but it is just the beginning – it is the foundation stone and its contents will evolve over time as a living document."* [7]
>
> *"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 is more than a document; it is a reflection of close working relationships between leading organisations in the Waikato. This united approach will help co-ordinate a guide decision-making on complex regional-scale issues like population change, transport, water, economic development and the environment.*
>
> *The Plan will help guide investment in our region from both the public and private sectors. It will help ensure appropriate funding goes to agreed priority areas, in a timely way. It clearly identifies how much money we need ad where funding might come from and details how priorities will be addressed.*
>
> *The Plan does not duplicate regional or local initiatives already planned or underway, but supports a number of those initiatives. Importantly, the Plan provides our region with a strong, united and collective voice to Central Government and others on key issues."* [8]
>
> *"The Plan does not over-ride statutory documents or the functions of statutory bodies/committees. It is a multi-agency agreement that provides strategic guidance and advocacy and has been prepared within the framework provided by the Local Government Act 2002."* [9]

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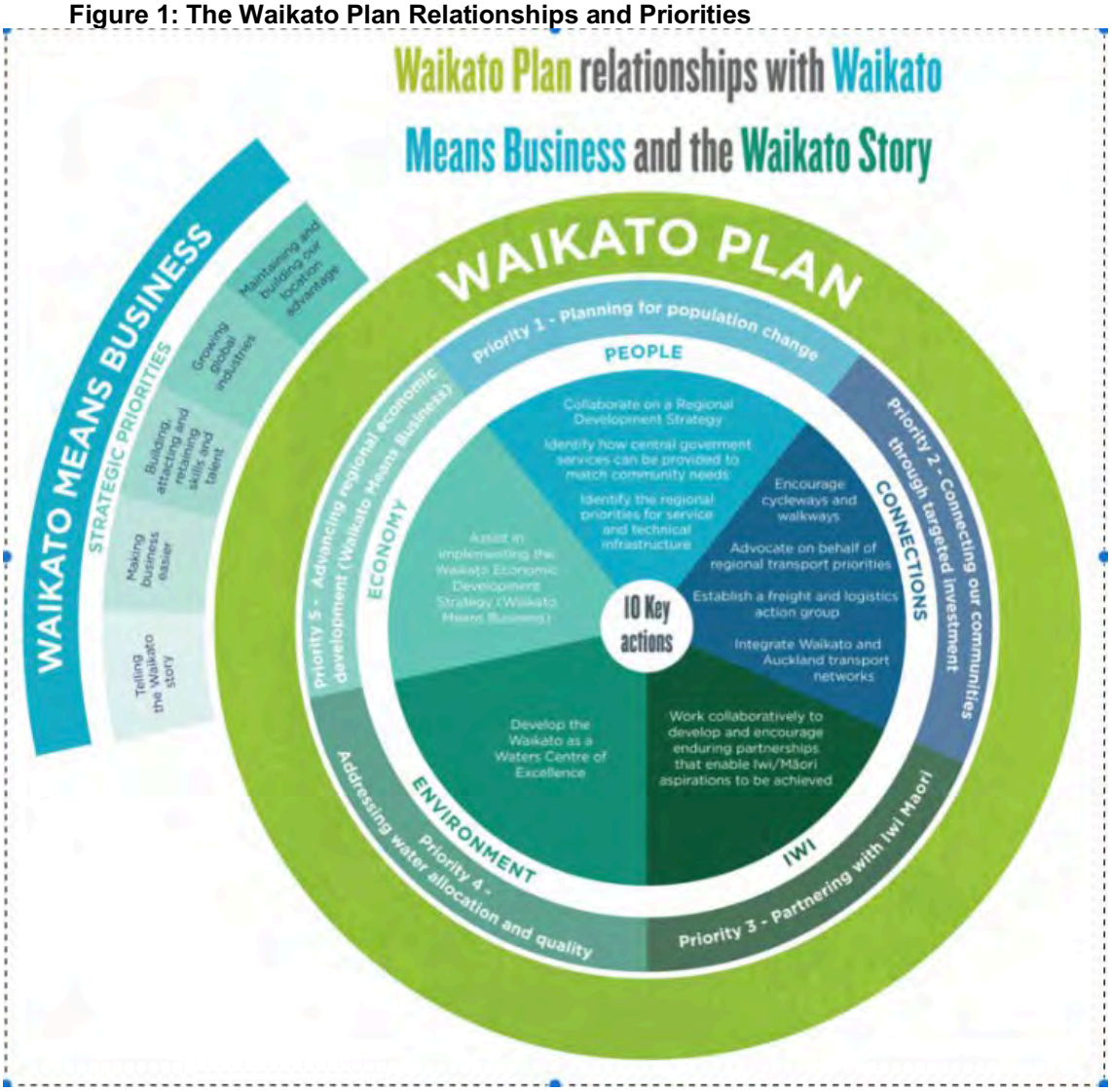
[7] The Waikato Plan, August 2017, p5

[8] The Waikato Plan, August 2017, p6

[9] The Waikato Plan, August 2017, p7

74. The breadth of the Waikato Plan and the way in which it is intended to connect to Waikato Means Business is set out in Figure 1.

Figure 1: The Waikato Plan Relationships and Priorities



75. The Plan is structured around five regional priorities. For each priority, the Plan identifies key actions to address them. Implementation actions span a significant range, and include: collaborating on a regional development strategy, conducting a housing needs assessment, support for a Waikato Medical School, the establishment of a freight and logistics action group, developing partnerships with Iwi, developing the Waikato as a Waters Centre of Excellence, growing visitor numbers, and implementing the Waikato Plan Aligned Planning project.

76. The Waikato Plan is a sizeable undertaking. Developing the Plan to the point of adoption cost the region $1.345m. Table 1 sets out the budget that was then proposed to support the implementation of the Plan. The implementation budget anticipated ongoing expenditure in the order of $0.5m per annum but expected that external (government) contributions would be able to be secured so that the total contribution from local authorities would decline over future years. In practice, government co-funding has not been able to be secured. Indeed, it seems unlikely that the government will want to contribute to the administration and support of the Waikato Plan. It may however be encouraged to contribute to implementation projects that align with its interests and priorities.

Table 1: Current Waikato Plan Implementation Support Budget

WAIKATO PLAN
Implementation Support Budget 2017/18 - 2019/20

	Proposed Budget 2017/18[1]	Proposed Budget 2018/19	Proposed Budget 2019/20
Budget			
Joint Committee Renumeration (incl Independent Chair)	66,667	80,000	80,000
Support for Iwi engagement - including setting up an Iwi/Maori Forum	33,334	40,000	40,000
Implementation Advice	125,000	150,000	150,000
Senior Technical Support	58,334	70,000	70,000
Development of an Implementation Plan	12,500	10,000	
Implementation of the 10 Priority Actions	62,500	50,000	50,000
Aligned Planning Priority - continued implementation of this project	8,334	5,000	
Other implementation actions	29,167	30,000	25,000
Submissions / input into national approaches or documents	12,500	15,000	15,000
Alignment with Waikato Means Business	4,167	5,000	
Monitoring and reporting (annual report on progress)	8,334	10,000	10,000
Branding/Website maintenance	16,667	20,000	20,000
Project comms and engagement	8,334	10,000	10,000
Contingency	20,834	25,000	25,000
Total Project Expenditure	466,672	520,000	495,000
Revenue Contributions	2	3	4
Hamilton City Council[5]	99,124	81,900	51,975
Hauraki District	16,810	15,600	9,900
Matamata-Piako District	35,873	31,200	19,800
Otorohanga	11,213	7,800	4,950
South Waikato District	17,445	15,600	9,900
Taupo District	0	0	0
Waikato District	66,100	54,600	34,650
Waikato Regional Council	168,190	140,400	89,100
Waipa District	44,017	35,100	22,275
Waitomo District	7,901	7,800	4,950
Total Funding Contributions	466,672	390,000	247,500
External funding contribution (minimum required for administration costs)		130,000	247,500
		25%	50%

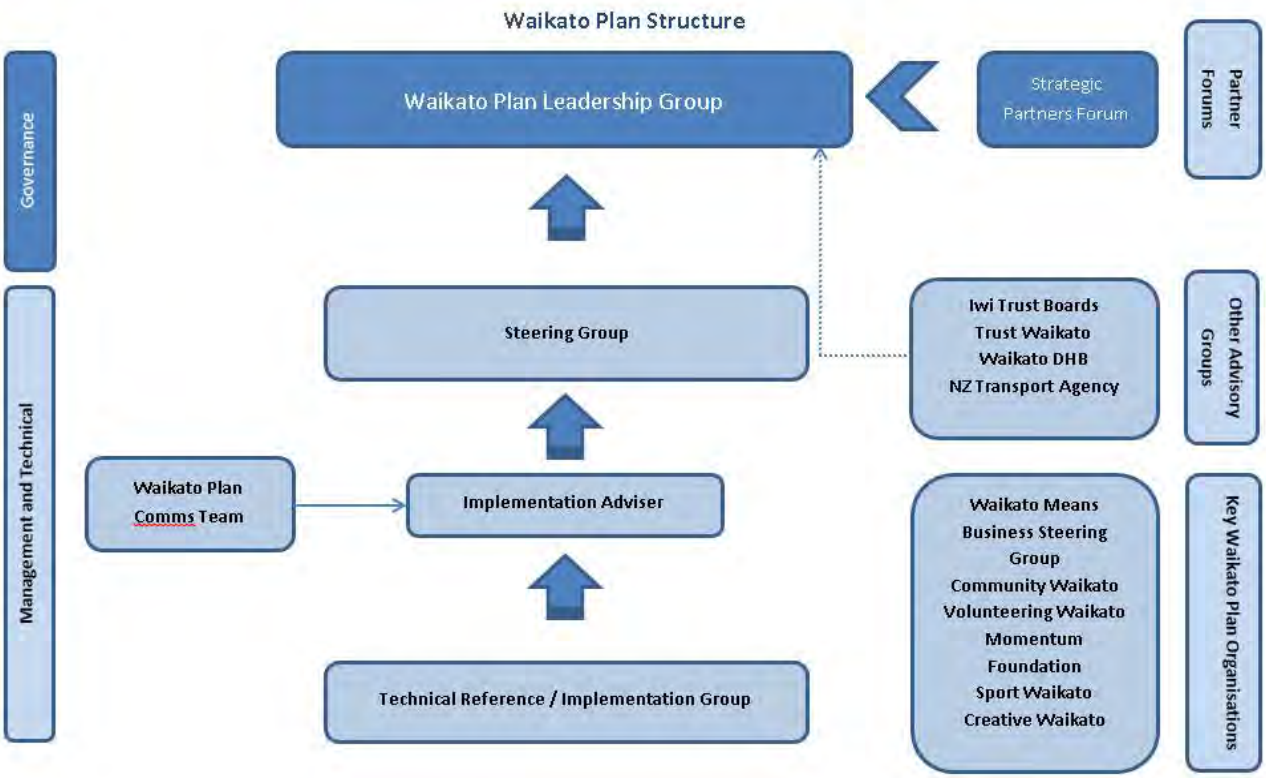
Notes
1. 2017/18 budget is for a period of 10 months as implementation will begin once the Waikato Plan is adopted.
2. 2017/18 calculation based on current fundng formulas. These will need to be revisited.
3. 2018/19 funding will be 75% Local Government contribution, 25% external
4. 2019/20 funding will be 50% Local Government contribution, 50% external
5. The funding contribution of Hamilton City Council includes $58,000 (Yr 1, 70k pa Yr2 onwards) of senior technical support as included in budget above. As a result HCC cash contribution will be the full contribution shown less the cost of the senior technical support HCC will pay directly themselves. The budget and funding contributions do not anticipate any internal resources or 'in kind' contributions from any of the other Waikato Plan partners.
6. Any external funding received will be used in the first instance to reduce the WRC contribution reflecting that WRC is currently funding some of the implementation actions in the Waikato Plan eg. WMB, Waters Centre of Excellence.
7. Taupo District Council wishes to abstain from contributing to the implementation phase. The Chief Executive's forum on 24 March 2017 have agreed to meet Taupo's allocation on a pro-rata basis through a reallocation of contributions between the remaining Councils in proportion to their original percentage allocation.

77. The implementation of the Waikato Plan is overseen by the Waikato Plan Leadership Group. The Leadership Group is established as a joint committee under the Local Government Act. The Leadership Group currently comprises 15 members and a further three observers. There has been ongoing debate and concern over the size of the committee and the nature of representation and involvement. The Terms of Reference for the leadership Group are set out in Attachment 1.

78. The Waikato Plan Leadership Group is supported by a deceptively simple structure. The support structure set out in Figure 2 looks simple. However, the complexity comes from the number of partners involved in each level of the support structure. The Waikato Plan is seeking to bring together a large number of public, private and Iwi entities and interests. At each level, these differing interests present challenges in terms of the allocation, husbanding and management of resources and the need to reconcile potentially differing priorities, world views and mandates.

79. In addition to the groups shown in Figure 2, the implementation of the Plan will require new groups to be established. It is likely that each major action could have a slightly different set of key partners. Each action will need to be resourced, managed, and the programme of actions will need to be integrated effectively.

Figure 2: Waikato Plan Implementation Structure



Feedback

80. The feedback from those that were interviewed was mixed but had some clear themes. There are some quite different, even incompatible views around the Waikato Plan and its future. The following statements reflect the feedback that was received through the review. It is not considered helpful to attribute the feedback, and the following statements are paraphrases rather than verbatim statements. The feedback included:

- a view that the development of the Waikato Plan and the development of the evidence base in particular has had some positive outcomes and challenged conventional thinking about the nature of the issues and opportunities the region faces
- recognition that the process of developing the Waikato Plan has led to the pursuit of a number of initiatives along the way, including: rationalisation of policies, plans and by-laws; the development of regional infrastructure standards; and aligned planning processes for resource consents
- a recognition that the development of the Waikato Plan reinforced the thinking and commitment to the development of a regional economic development agency and has provided impetus to work to streamline consenting processes and that these were worthwhile
- a concern that the Waikato has invested substantial resources in the Waikato Plan, that investment has got the region to the start line, but efforts to develop a real implementation programme have gone nowhere so far

- a concern that the Waikato Plan Leadership Group was too large and unwieldy to exercise effective governance and oversight of a programme of work
- a view that the Waikato Plan Leadership Group now has the breadth of representation necessary to make progress
- an expectation that through the Waikato Plan and the Waikato Plan Leadership Group the region would have one voice and be able to engage with government to reallocate resources
- concern over the what 'one voice for the Waikato' actually means and the mandate, authority and ability of the Waikato Plan Leadership Group to speak on behalf of each organisation within the region – and in particular to make decisions or engage with government in ways that had the potential to cut across the interests and responsibilities of partner agencies
- concern over how one voice for the Waikato can work in relation to the leadership role of elected representatives (especially Mayors)
- frustration at the amount of effort that is required to make progress with so many partners and how long it is taking to frame up implementation actions
- concern over a perceived lack of business case discipline and rigour around the identified actions in the Waikato Plan and the merits of some actions (several people noted concerns in relation to the focus on autonomous vehicles)
- a view that real value comes from the conversation and engagement between the parties and that the Waikato Plan Leadership Group provides a unique opportunity for that
- recognition that the development of the Waikato Plan has built up social capital through the development of cross-agency relationships
- a view that the region needs to focus on action rather than talking and the Waikato Plan Leadership Group is something of a talk-fest that will not deliver credible actions
- a view that the Waikato Plan is a plan (written document), that planning is now finished, and it is time to implement that plan
- a view that the Waikato Plan is a process, that the process will be ongoing, and the written document has little significance
- some rather unflattering comparisons between the considerable progress that had been made through Waikato Means Business and the perceived lesser progress made in regard to the Waikato Plan
- concerns over the real commitment of the organisations to implementation and whether the Waikato Plan process can move beyond motherhood and apple pie type statements
- significant hope that the Waikato Plan process can realise significant opportunities for the Waikato
- observations that the Waikato Plan was developed primarily by the Mayoral Forum and that it had now been passed to a rather different group to implement, questioning the level of both understanding and ownership of the Plan by the newly populated Waikato Plan Leadership Group
- concerns (in particular from some of the newer members of the Leadership Group) over some of the specific actions and whether they were wise, appropriate, or necessary given other initiatives that they were aware of but the authors of the Plan perhaps did not know about

- a view that the new Leadership Group would take some time to gel and that this was a normal storming and norming process
- concerns over the level of input (control) over the process that local authorities had and a desire to see other voices playing a bigger role
- concerns over the mandate of 'other voices' and what weight should be given to them in comparison with those with an electoral mandate
- a recognition that trying to drive collaboration across the whole region and across such a broad range of stakeholders was challenging (some said impossible)
- recognition that the Waikato region was not a cohesive community of interest and that there were sub-regions with more obvious shared interests and issues
- recognition that the government's key priorities with respect to the Waikato were not region-wide
- a sense that it will be very difficult to attribute benefit and value to the partners but that does not mean that there will be no benefits
- a sense that the Plan and the Leadership Group tended to be dominated by local authority views and whilst they were valid, they tended to revert to the physical planning of infrastructure and land use control, rather than on the broader drivers of well-being, including the drivers of the economy and the drivers of poor health outcomes
- a desire to use the Plan processes to make a concerted effort to improve health outcomes by focusing on the broad determinants of health and well-being
- thoughts on how to improve programme delivery structures and the adoption of project management, monitoring and reporting disciplines
- thoughts around the composition of the Leadership Group, including both greater and fewer members, and giving participants voting rights
- views that there is significant potential for the Waikato Plan to be successful, but that people and organisations do not have the time or resources to be active partners unless there is a clear commitment from others and the processes for implementation are clear and achievable
- a sense that in order to continue to invest (both money and time) there needed to be greater confidence that sensible and beneficial actions would follow, and if that could not be achieved then it was time to rule a line under the initiative and move on.

81. In some ways the diversity of feedback is completely normal and expected. The Waikato Plan Leadership Group reflects very different people and with differing drivers, mandates, responsibilities and objectives. The Leadership Group includes some that have a long history of involvement in developing the Plan and others that are completely new to the Plan and the Plan processes. Differences of this nature have existed since the Waikato Plan was initially conceived. It is considerably easier to paper over or ignore differences when focused on high level statements of principle that may be considered by those who do not share the view to be 'mostly harmless'. It is considerably more difficult to ignore differences once the focus is on the implementation of specific initiatives that require considerable effort and investment, where one or more parties see no benefit, or worse, consider that the initiative undermines them. Implementing the Waikato Plan requires the shift from high level principle to actual action. Differences between the parties will surface and will have to be addressed.

Observations and Conclusions

At the Cross-Roads

82. The prime conclusion that the reviewer has reached is that the Waikato Plan initiative is at a major cross-roads. Either it needs to be re-shaped and re-energised or it should be wound up in its current form and the partners encouraged to pursue the implementation actions directly.

83. The Waikato Plan has provided a valuable evidence base, set a vision for the development of the region and identified a range of actions that, if implemented, could help to achieve the vision for the Waikato.

84. However, since the adoption of the Waikato Plan, the region has so far been unable to translate the Waikato Plan priorities into implementable projects with the resources necessary to be successful. There are sound and understandable reasons for not yet being able to deliver implementable projects. It has taken time to establish implementation structures and secure effective tangata whenua input. Securing scarce public sector resources can be time-consuming and difficult – particularly where there are many partners.

85. The lack of progress on implementation and uncertainty and lack of shared vision regarding the role and purpose of the Leadership Group mean that the whole initiative is now at risk of failing to make the transition between plan making and plan implementation. Making that transition will not be easy or straight-forward. Having a large number of partners brings with it a higher risk of failure. There is a risk that further expenditure trying to frame up and progress implementation actions could be wasted.

86. On the other hand, the objectives of the Waikato Plan will only be achieved by many players. The objectives are beyond the ability of any one player to achieve by themselves. Therefore, winding up the Waikato Plan in its current form and encouraging the partners to pick up the implementation actions without a broader and ongoing framework carries the risk that a substantial part of the investment that has been made to date will be wasted.

Other Observations and Conclusions

87. Having considered the feedback from interviews, the desktop research and the range of factors required in the terms of reference, the reviewer makes the following observations and conclusions.

The Waikato region is not a cohesive or coherent region of interest and is not the best scale to address all issues.

88. The Waikato region is not necessarily a coherent community of interest. The 'region' is united because of water and the need to effectively manage water across the catchments of the Waikato, Waipa and Paiko-Waitoa-Waihou systems. But underneath that there are distinct sub-regional communities of interest, including the west coast of the region and the Coromandel peninsular.

89. Whilst the Future Proof sub-region is united by the need to manage urban growth and provide substantial urban infrastructure, outside of that area most of the districts have different drivers. These include: the transformation of rural production systems and what that means

for demand for labour, aging populations and the future of small rural towns, the delivery of services to rural towns, and how to drive economic growth in the face of significant forces driving the decline of rural towns.

90. The distinct sub-regional communities of interest and the different issues and challenges that unite them means that not all issues are most sensibly dealt at a regional level. Sub-regional collaboration may be a far more sensible way to obtain the benefits of scale that come from pooling resources whilst being able to focus on the specific issues and solutions that communities have in common.

91. This approach has been explicitly recognised in the establishment of the regional economic development agency. It will be just as relevant in other initiatives.

There is considerable value in the underlying evidence base.

92. In producing the Waikato Plan, considerable effort was devoted to understanding some of the underlying demographic and social issues across the region. Most recently, the report on deprivation has highlighted real deprivation, previously hidden by district and region wide averages.

93. There is considerable value in the underlying evidence base and the research that was conducted to bring it together. However, the value of that work will diminish over time as it becomes dated and things change. It will be necessary for this sort of work to be repeated from time to time to ensure that decision-makers understand the issues and can make informed and evidence-based decisions.

Significant leadership discontinuities have impacted on momentum and direction.

94. The development of the Waikato Plan has been overseen by a joint committee that until the adoption of the plan was largely comprised of Mayors of the region and the Chair of the regional council. There have been significant discontinuities in leadership, most importantly following the 2016 local government election and then subsequently when the membership of the committee was changed to introduce Iwi and a broader range of business and community representatives.

95. These discontinuities in leadership are important. On each occasion, fresh perspectives and different expectations were introduced to the group. This has been both helpful and difficult. The fresh perspectives have added the potential for engagement with partners that were not previously engaged. They have also meant that a lot of prior thinking has been challenged, requiring re-work and what some members would consider 'wheel-spinning' while that takes place.

96. The most recent discontinuity in the membership of the leadership group has been a significant factor contributing to the lack of progress with implementation.

Underlying and unresolved differences in vision for the plan between the partners.

97. It was evident from the meeting of the leadership group attended by the reviewer, and from the interview feedback, that amongst the partners there are different visions and expectations as to what the Waikato Plan is and what it could achieve. Some of these go right back to the beginning of the Waikato Plan because some partners still really want the

Waikato Plan to be a spatial plan and provide the basis for shifting capital around the region. Others see the Plan as more of a process of engagement and conversation, others see it as a way of developing the agenda of shared action across the region. These differences in vision create ongoing debate and/or the temptation to relitigate issues and go right back to the beginning.

98. For the Waikato Plan to realise its potential and justify the significant investment to date, the partners need to find a way to stop relitigating issues and build on what has been done, rather than keep going back to the beginning. Unless this can be done, the Plan will achieve little. For the government to be attracted to engage as a partner to implement actions arising from the Plan, it will need to be convinced that the Plan partners are serious, committed to action, and that the initiatives are sound, robust, and enjoy support from across the region.

99. If these differences in aspiration cannot be honestly dealt with and resolved, it would be better to stop and rule a line under what has been done than to continue with little chance of making more substantive progress.

What is being attempted is hard and it will not get easier.

100. Where collaboration is possible and would provide benefits, the general rule is that the greater the scale of the collaborative effort, the greater the potential benefits. However, the greater the number of partners, the more complex and difficult it is to collaborate, and the lower the chance of success. This presents a real conundrum. Successfully tackling large, common challenges offers the greatest potential benefit from collaboration, but is difficult, particularly where it challenges the independence of each partner.

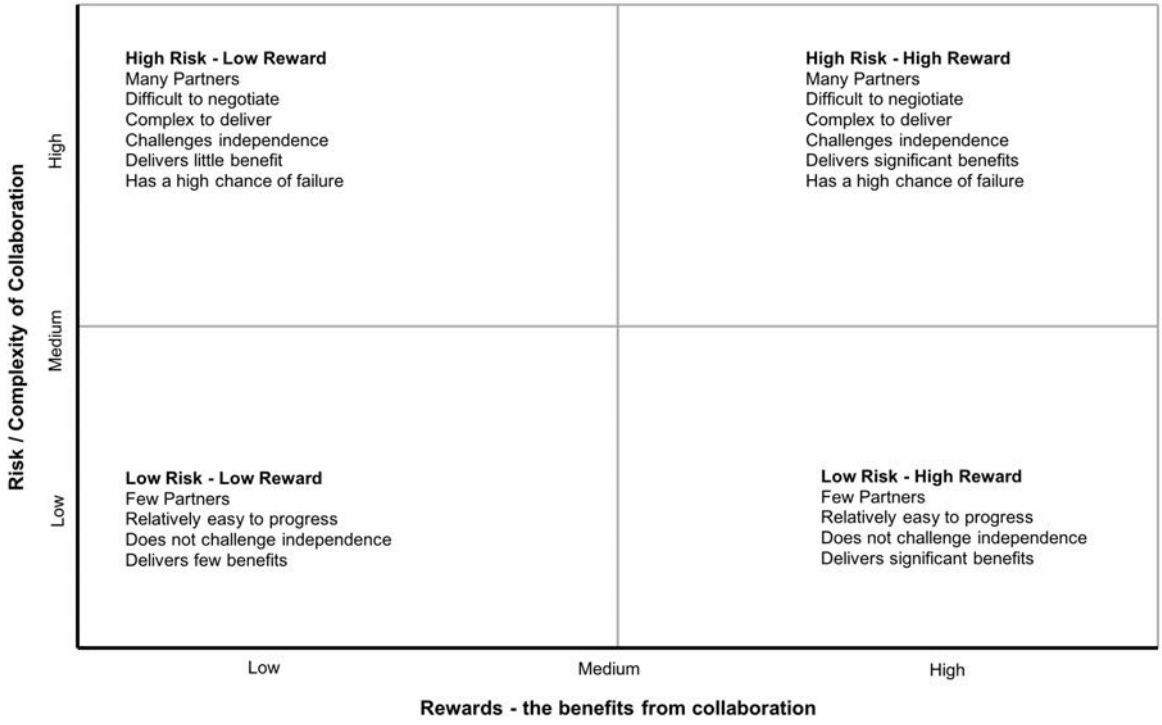
101. Another aspect of the collaboration conundrum is that partners generally will not commit until they see that there are real benefits for them and their communities. However, significant joint expenditure can be required to develop joint policy positions or joint business cases before the nature and extent of benefits are clear. There is potential for partners with weak incentives and no real likelihood of agreeing to, or funding, joint action to sit at the table, influence the design of the solution and then opt out when a real commitment is required. This ‘going along for the ride’ behaviour is made easy by funding frameworks that make it possible for some partners to sit at the table with no real skin in the game.

102. This conundrum can be expressed as a simple risk/complexity and reward framework. Placing risk and complexity on one axis of a graph and the size of potential benefits (reward) on the other provides a graphical representation of the relative merits and challenges of collaborative efforts. This is shown in Figure 3.

103. Generally, the complexity and risk of a joint initiative increases rapidly as the number of partners increases. It also increases rapidly if, in order to secure the potential benefits, the partners would need to give up some of their independence and either share, or delegate decision-making responsibilities.

104. All of the initiatives that have been identified through the Waikato Plan sit in the two upper quadrants of Figure 3. To be worthwhile, implementable actions should sit in the upper right quadrant. They are by definition hard, and require the involvement of multiple partners. They are designed to address issues that are beyond the remit, resources and capacity of organisations acting alone, and there is a real risk of failure.

Figure 3: Risk / Complexity and Reward Framework



Hard to see the value and even more difficult to attribute the benefits of work to date.

105. As well as being difficult to do with a high risk of failure, the worthwhile joint initiatives arising from the Waikato Plan are likely to be long-term and will not necessarily provide a direct benefit to those that resource them. Indeed, it will be hard to attribute the benefits.

106. This is doubly so for the work that has been done to date because it really sets the framework for thinking about the region and scoping and prioritising joint initiatives that will help to achieve the outcomes sought by the Plan. Actual implementable actions are the intended next step. It is entirely understandable that those who have a strong action orientation are frustrated by the slow progress to action and see limited direct benefits from what has been done so far.

There is potential for strong alignment with government objectives, but this will need some work and some re-framing of the Waikato Plan actions.

107. There are major areas of the Waikato Plan that are strongly aligned with the current government's priorities. Others can be made to better align by reframing them in the language of this government rather than the language of the previous one.

108. Whilst much of the discussion over recent months seems to have been focused on economic development, housing, the reorientation of government's transport objectives and managing growth, the area where there is perhaps the most obvious alignment and the most fundamental long-term need for collective action is in relation to the intersection between:

- environmental objectives relating to both water quality and the availability of water
- economic objectives, the reliance on primary production, and the need to fundamentally change land use practices in order to achieve environmental outcomes
- the high cost of upgrading and replacing infrastructure to meet rising standards and the ability of communities to pay for it
- the impacts on climate change on flooding, land use and the viability of both some settlements and some land use practices
- the cost of adaptation and what that means for people and communities
- the deep commitments that have been made through Treaty settlements and other agreements to clean up and restore rivers.

109. The government has clearly signalled its intention to focus on meaningful responses to climate change as well as effective water management and improving water quality. Water is the one thing that unites the Waikato Region. Changing the way in which water and land is managed is the most profound multi-agency, multi-partner, business and community issue facing the region. It is an issue that is of fundamental importance to Iwi, where the Regional Council has direct and far reaching responsibilities. It is also an issue that directly affects every local authority because they are very significant users of water (for municipal supply) and, through both wastewater and stormwater systems, significant sources of discharges to both land and water. It is an issue that directly impacts on many aspects of government, and where some potential responses have the potential to impact significantly on small rural communities – either positively or negatively.

110. For the Waikato to achieve economic prosperity while at the same time restoring rivers, making major changes to land use practices and adapting to the impact of climate change, it will need a broad range of both regulatory and non-regulatory actions and substantial collaboration between many partners over the long term.

On-going need to drive regional economic development strategy

111. To date Waikato Means Business has driven both economic development strategy and the implementation of the strategy. The regional economic development agency will be focused on implementation. This means that there will be an on-going need to drive the strategic thinking about economic development from outside the new agency and ensure that it has a strategy to implement.

The framework of technical and executive support is complex and probably ineffective and decision making and resource allocation is difficult.

112. The framework of technical and executive support for the Waikato Plan is set out in Figure 2. It is complex, has multiple layers, and decision making at each layer is complicated, because at most levels there is no way of committing an organisation to a particular course of action. This means that making progress is dependent upon the independent consultants (who themselves can't command the allocation of resources) and the Chief Executives' Forum. Importantly, the Waikato Plan Leadership Group itself has no real scope to allocate resources other than the limited amount that has been contributed to the plan development and initial implementation process.

113. The Waikato Plan and its processes are only one of the region-wide collaborative efforts that compete for attention from decision-makers. Chief Executives in particular have little time to

do any heavy lifting or analysis, or to provide technical direction to the Waikato Plan work. This makes progress difficult, and means that there is a real risk that organisations sit at the table but do not really 'own' the decisions.

Decision making and analytical frameworks are not as robust as will be required.

114. The evidence base that underpins the Waikato Plan is sound. However, in developing the action, it seems that the sort of business case discipline that the government would expect has not been rigorously applied. Clearly the next phase of the implementation programme is intended to develop business plans for the priority actions. In order to secure funding, these business cases will need to be robust and the initiatives considered would need to be sound and implementable.

115. At the last workshop, the reviewer observed a very free-wheeling discussion on priorities. The discussion appeared uninformed by the potential cost or impact of initiatives, and indeed by what some partners are already doing. To make credible progress, the Leadership Group will need to be supported by further sound technical work to deliver credible business cases. It will also need to ensure that the insights and understanding that the new committee members have of what is actually going on across the Waikato is shared.

There is considerable optimism from some partners – the opportunities are real.

116. Some of the Waikato Plan partners have considerable optimism over the potential of the initiative to provide something of a 'game-changer' within the region. There is genuine excitement from some over the potential to do things differently and to untap the potential of non-government organisations within the region.

There are mixed levels of commitment and institutional support.

117. There is some strong support for the Waikato Plan, but overall support is mixed and there is a degree of scepticism from many partners, and some that really question the value of continuing. If the Waikato Plan is to achieve its potential and the vision that some partners hold, the Leadership Group will need to secure higher and more uniform levels of support from partners.

There is a need to recognise the difference between directing the use of other people's resources and guiding and encouraging their decisions.

118. One of the tensions within the Leadership Group and between the partners is a degree of nervousness over the potential for the Leadership Group to attempt to direct their decision-making and their resources. For some local authority partners this is a concern over their statutory obligations to their community, their statutory decision-making requirements, and the recognition that elected representatives have stood for office to secure a mandate to make those decisions. Where the Waikato Plan seeks to direct others rather than encourage them to reach the same conclusion, it will fail. The Waikato Plan relies on the power of persuasion and convincing argument, not on coercive powers. It relies on goodwill and voluntarism not on regulation or instruction.

The role as clearinghouse and facilitator is more important than the role as a decision-maker.

119. If the Waikato Plan is to achieve its potential, the Leadership Group will need to understand the difference between acting like a board of directors ('directing' the use and allocation of

resources), and acting as a broker and facilitator that encourages the reallocation and sharing of resources to secure better outcomes. It is the latter of those two roles that the Waikato Plan Leadership Group can fulfil. If the group is seen as trying to direct the use of other people's resources, it will fail. Acting as a broker, facilitator and encourager with multiple partners is far more difficult than a more directive style. It will require finesse and artful management.

120. If the role of clearinghouse and facilitator is accepted, then having many partners at the table in the Leadership Group is a good thing. It will ensure that relevant perspectives can be heard. It will ensure that opportunities to align efforts can be understood, and it allows those at the table to bring back to their organisations the issues and priorities for the region.

121. If the Leadership Group was seeking to act as a decision-maker and direct the resources of others, then the very large number of members would make decision making cumbersome, difficult and time consuming, but ultimately fruitless, because it simply cannot direct the resources of the partners.

Some implementation actions are now dated, not practical, implementable, or will not be cost-effective.

122. With the change in government, some actions (like the new medical school) have been ruled out quite quickly. Others that were not considered a priority (housing) may now have a better chance of securing government attention. Other actions, like the emerging focus on autonomous vehicles, may simply not be practical or implementable within the Waikato context.

123. In moving to implement the Waikato Plan, discipline will be needed to work through the proposed actions to determine whether or not they should progress any further. A staged business approach would be the most cost-effective way of filtering possible implementation actions and progressing those that warrant further effort.

Implementation actions need to be projectized and resourced if they are to progress.

124. The current Implementation Programme sets out a number of priority actions over the period 2017/18 to 2026/27. For the first tranche of actions it sets out some tasks and KPIs relating to progress. The Implementation Programme indicates actions for Tranche 1 with costs estimated to be in the range of $500,000 to $600,000. The Programme anticipates government contributions to the actions.

125. The actions in the Implementation Programme are too high level and not yet sufficiently defined to secure either serious partner funding or a government contribution. Some of the Connection actions have been achieved in part (Iwi are now represented on the Leadership Group) but most of the initial Connection actions will be very difficult to achieve in the abstract. Models for engaging with government are more likely to evolve in the context of real projects than from an in principle engagement about working together. The current government is in too much of hurry to drive significant reform for it to spend time in complex conversations that are not leading anywhere.

126. Few of the actions have an identified implementation pathway and many have multiple participants, but as yet no identified lead and no identified project or delivery structure. Generally, business cases for implementation actions have not been developed and, as a consequence, resources have not been allocated. In large part, this simply reflects where

the Leadership Group is at in the process of implementing the plan. However, this also reflects more underlying issues with the way in which the Waikato Plan is supported and resourced. To make progress, the technical and executive support for the Plan and Plan Actions will need to be refocused, resourced and energised to produce a series of business cases that the Leadership Group can then use as the basis of its work with potential partners to secure funding and resource commitments. Actions will need to be projectized. Project teams will need to be established. Without this sort of activity, no progress will be made.

Resourcing is difficult and the budget is for unspecific actions.

127. At the moment, resourcing is limited and difficult. The contributions from the local authorities are limited and at this stage other partners are contributing nothing more than the time and energy of their representative on the Leadership Group. The key to changing this is the point of defined implementation projects with robust business cases that demonstrate the value of the initiative and provide the way to secure resources.

128. The current budget for the Waikato Plan includes some funding for implementation, but the implementation actions are still unclear and need to be projectized and resourced. Allocating budget for unspecified activity is very difficult for all of the Waikato Plan partners. It is likely that partners will be more inclined to contribute to implementation projects that they see real value in than to the generic support for the Waikato Plan. Recognising this, it would be sensible to strip out of the current budget funding for implementation and only fund the resource required to support the Leadership Group, undertake monitoring and reporting, develop implementation business cases, and support the establishment of projects.

129. Adopting this approach would mean that implementation initiatives would stand or fall on the strength of their business case and the willingness of partners to specifically fund them. This approach means that partners can focus their efforts and resources on the things that mean the most to their constituents.

There is a reliance on contracted expertise, lack of 'ownership' and institutional responsibility.

130. Progress with the Waikato Plan is, at the moment, largely dependent on the capacity and efforts of two external contractors. These two have made a profound contribution to the development of the Plan. Without their efforts, the Plan initiative would previously have floundered and come to nothing. However, the reliance on these two contractors tends to obscure the lack of integrated institutional support for the Plan's actions and the support of the Leadership Group. One of the consequences of this is that none of the partner agencies (and the local authorities in particular) feel ownership for the process, or responsibility if things don't get done, or are not effective.

131. To progress from plan making to plan implementation, considerable work needs to be done to develop business cases and establish and resource projects with defined leaders and clear objectives and outcomes. This activity and reporting on progress will be the core ongoing work to support the operation of the Leadership Group. In many respects, this is similar to the role that Harvey Brooks played with respect to Waikato Means Business as it worked through the phase from conception to the development and adoption of the business case for establishing the regional economic development agency. It would make sense for this resource to be embedded in one of the partner agencies. The reviewer considers that the Waikato Regional Council would be the logical home for this resource.

There is potential for others to fund activities.

132. There is significant potential to unlock funding from a range of organisations that are not currently part of the Leadership Group. There is significant scope within the philanthropic sector to contribute to initiatives that are aligned to their mandate. Momentum has signalled a real interest in working with the Waikato Plan partners to progress a range of issues that are important to them.

133. Equally, there is significant scope to secure government funding for some actions. The Provincial Growth Fund offers considerable scope, but to access it, the region will need to have specific projects that have a convincing business case that fits within the Fund's criteria and objectives. There is significant potential to align Waikato projects with the government's emerging climate change and water programmes. Again, to secure this funding, the region will need to have a sound proposition.

Likely implementation projects will involve some of the Waikato Plan partners and not others. Some will have sub-regional focus.

134. The current Implementation Programme includes a number of initiatives (like the rail connection from Hamilton to Auckland) that are inherently sub-regional. It is important that in developing, framing and pursuing implementation projects, the partners recognise the need for those directly involved to lead, drive and make decisions. Whilst the Leadership Group needs to understand broadly what is going on, it cannot be driving the decisions on every initiative.

Some implementation projects relate to the statutory functions of some partners.

135. A significant number of the actions identified under the Environment priority are the core statutory function of the regional council, or joint agencies and relationships established with Iwi through Treaty Settlements. Some implementation actions within the Connections priority are the direct responsibility of the local authorities, NZTA and the Regional Transport Committee.

136. The Waikato Plan Leadership Group cannot do the job of these organisations for them. It can provide leadership in terms of priorities. It can help to identify interconnections and help to line up joint action. It can act as a facilitator. It cannot act as a decision-maker. It cannot seek to do the job of responsible agencies for them.

One voice for the Waikato is unrealistic – many voices saying the same thing is more achievable and would be more powerful.

137. One of the strong themes that emerged from the interviews with Waikato Plan partners was the goal of being able to speak with one voice for the Waikato. Quite what that meant in practice differed amongst those that were interviewed. Some felt that the Waikato Plan Leadership Group should be the spokesperson for the region. Some felt that it was important that the Leadership Group was the vehicle for engagement with government. Others struggled with the mandate and ability of the Leadership Group to speak for the region. Some had a great deal of difficulty with the notion that the Leadership Group would become the point of engagement between the region and government – particularly given the electoral mandate and responsibilities of local authority politicians.

138. Each of the partners that are involved in the Leadership Group have their own voice, their own mandate and their own legitimacy. Each has their own ability to engage with government and with other partners. Each has their own credibility and role. There will be issues where the partners will not be in agreement. There will be issues where, because of statutory responsibilities or tikanga, one or more of the partners cannot agree to another group speaking on their behalf. It is unrealistic to strive for the Leadership Group being the one voice for the Waikato region. Indeed, this could be a weak proposition, because in order to reach agreement between all of the partners, the message is likely to become a mild, lowest common denominator, do least harm version of what might be said.

139. The reviewer is strongly of the view that many legitimate voices saying the same thing would be a far more powerful proposition for the Waikato than one joint committee seeking to speak on behalf of many. Adopting the many voices saying the same thing approach means that the Leadership Group becomes the facilitator of the message and the point at which the parties are encouraged to say the same thing. Authority and influence will then stem from the power of being united in common cause, rather than by ceding authority to speak for you to someone else.

140. As with the role of clearinghouse and facilitator, not board of directors, once you accept that many voices saying the same thing is a stronger proposition than one entity seeking to be the one voice of the Waikato, then having a large number of parties on the Leadership Group is a good thing. The greater the number of partners that say the same thing, the stronger the message will be.

The Cross-Roads

141. As noted above, the prime conclusion that the reviewer has reached is that the Waikato Plan initiative is at a major cross-roads. Either it needs to be re-shaped and re-energised, or it should be wound up in its current form and the partners encouraged to pursue the implementation actions directly. As discussed above, there are issues and risks associated with either course of action. The key issue to consider at this cross-roads is the balance between the potential to realise benefits and the risk that substantial effort and scarce resources are devoted in initiatives that do not, or worse, cannot succeed.

142. There is considerable opportunity for the Waikato Plan and the core collaboration between the partners to make a significant contribution to the development of the Waikato. The issues, opportunities and challenges facing the region are such that partners acting by themselves are unlikely to achieve the best outcomes. A number of challenges (like adaptation to climate change and dealing with water quality and river health) are so profound that multi-year, multi-party responses that address some of the fundamentals of the Waikato community and economy will be necessary. The Waikato Plan currently provides the best opportunity to bring together that sort of response from within the region.

143. Despite the opportunity, the reviewer considers that, for the Waikato Plan process to continue, partners need to have greater confidence that:

    a) The Plan can be translated into discrete and implementable projects based on sound business cases and clear objectives and deliverables. If the partners are not confident that they can make this transition from plan making to plan implementation then they should choose to stop now rather than waste effort and scarce resources.

b) The Leadership Group can function as a clearinghouse, facilitator and influencer, encouraging the allocation of resources rather than as the place that directs other people's resources. If the partners are not confident that the Leadership Group can operate in this way then they should choose to stop now rather than waste effort and scarce resources.

c) The Leadership Group can function as the facilitator of the message and the point at which the parties are encouraged to say the same thing rather than as the 'one voice' for the Waikato region. Authority and influence will then stem from the power of being united in common cause with many legitimate voices saying the same thing, rather than by ceding authority to speak for you to someone else. If the partners are not confident that the Leadership Group can operate in this way then they should choose to stop now rather than waste effort and scarce resources.

d) The Chief Executives Steering group can provide the meaningful support that is required for the Leadership Group to be effective, including support to respond to changing circumstances and emerging opportunities.

144. There are a number of straight forward things that the partners can do in order to gain the confidence that they may need to procced.

A Way Forward

145. It is recommended that if the partners choose to proceed with implementing the Waikato Plan, they take the following actions to re-shape and re-energise the programme and the way that it works:

a) Make changes to the Terms of Reference for the Waikato Plan Leadership Group to reflect the refined role and function of the Group as a clearinghouse, facilitator and influencer, encouraging the allocation of resources rather than as the place that directs other people's resources.

b) Make changes to the Terms of Reference for the Waikato Plan Leadership Group to reflect the refined role as the facilitator of the message and the point at which the parties are encouraged to say the same thing rather than as the 'one voice' for the Waikato region.

c) Strip implementation funding out of the Waikato Plan budget and secure implementation funding on a project-by-project basis based on the merits of the business case and the willingness of the partners to fund the activity.

d) Allocate specific resources through the regional council to undertake the critical project manager, programme development, programme coordination, and business case work that is required to make the transition from the plan making phase to the plan implementation phase.

e) Establish a core Waikato Plan project team at the regional council and manage an appropriate transition from the existing contracted project support resources to the new team.

f) Establish project-specific governance, reporting and funding arrangements for each implementation activity that reflect the nature of the activity and the partners. All implementation activity should be reported to the Leadership Group so that it can undertake its core facilitation clearinghouse roles.

146. The core Waikato Plan project team is likely to involve around two FTEs, but that may include some part-time roles. The team would need to be supported by the host council and be able to call on the senior managers and the chief executive in order to resolve issues and address problems as they may arise. Core skills and experience would need to include:

- project management, monitoring and reporting
- broad policy and implementation experience
- a deep commitment to and affinity with the Waikato region and its people
- an understanding of Māori values and tikanga and an ability to work effectively with Iwi
- ability to work collegially with many parties
- ability to build credibility with leaders, technical experts, business and community leaders
- effective facilitation and negotiation skills
- breadth of experience across agencies and across initiatives designed to address more than one of the four well-beings
- business case development
- ability to operate in and support a complex political environment
- experience in advocacy and communications.

147. The funding framework will need to be changed in order to make the recommended transition. It is also important that the current contractual obligations are respected, and that the sufficient resourcing is available. This means that it would be wise to carry forward any under expenditure from the current year and use contributions for 2018/19 provided in Council Long-Term Plans to support the Waikato Plan and the transition process.

Appendix 1: Priority Actions for Waikato Plan Leadership Group 2 July 2018

THE WAIKATO PLAN
Waikato : he reo kotahi
Waikato : one voice

Waikato Plan Action	Primary Accountability	What's in the Plan already	Where we want to be	What we need to do to get there	WPLG Role
• **Regional Housing Initiative**	Waikato Plan Leadership Group	1.4 – Enabling housing choice Action 1.4.1 Housing Needs Assessment Action 1.4.2 Innovative building practices	Local communities have sufficient, timely, appropriate and affordable housing located within well-structured, serviced and integrated settlements	▪ Collate and summarise all relevant existing regional housing data ▪ Validate basis of information and source data ▪ Identify any gaps ▪ Validate national context ▪ Understand staged and acceleration methods, policies, process etc ▪ Present coordinated Regional Housing Picture for a WPLG perspective ▪ Present recommendations and next actions A project team will be set up to oversee and progress this action.	Action
• **Youth education, training and employment**	Waikato Means Business / Proposed REDA? Note: There is a WMB priority action on *increasing levels of literacy and numeracy and educational attainment in our youth and workforce*	1.7 – Ensuring education needs are met Action 1.7.1 – Access to education Note: other work underway such at Matamata-Piako DC's youth into employment model.	Increase the number of youth in employment, education or training	Support WMB to implement this action	Advocacy and support
• **Alignment of infrastructure and services** There are a number of services / facilities that could be used more efficiently and have potential cross benefits. For example every school has a playground - these could be used (and sometimes already are) by the community if the council could partner with the school. A similar situation exists for swimming pools and halls. This is particularly important when these facilities need upgrading as there could be a partnership approach between schools, councils and community groups. There is also an opportunity here to partner with Central Government on joint infrastructure and service initiatives.	Councils??	Under People 1.1 Planning for population change – Action 1.1.2 Identify regional priorities for service and technical infrastructure Under People: 1.2 Strengthening communities to deal with change – Action 1.2.1 Identify how central government services can be provided to match community needs	We have the right infrastructure and services, in the right place, at the right time and provided in the most efficient way	▪ Identify regionally significant priorities ▪ Identify community needs at a local level ▪ Identify how central government services and other infrastructure/ services could be aligned/shared etc to match the need	Facilitation and discrete action
• **Maori cultural awareness** Working with Government, councils and iwi/Māori to identify and implement key Māori cultural initiatives and aspirations.	??	Under Iwi/Māori: Priority 3: Partnering with iwi/Māori – Key action 8: Work collaboratively with iwi/Māori to enable their aspirations to be achieved	Iwi/Maori are supported to have express and achieve their cultural aspirations for the region and their people		Facilitation, advocacy and support

• **Review Regional Economic Development Strategy** The Waikato REDA is in the process of being set up. An establishment board has been appointed and the intention is to have the REDA up and running by the July 2018. The Waikato Plan is a logical home for a review of the Regional Economic Development Strategy given that it is a public policy document. Such documents tend to be owned by a public agency who can take political ownership of the outcomes and priorities of the strategy, while identifying who will be responsible for the implementation of the priorities within.	Waikato Plan Leadership Group	Under focus area – 5.2 Advancing regional economic development	A reviewed Regional Economic Development Strategy by 2019?	Once the REDA is set up work with that organisation and the WRC on the best way to undertake a review of the REDS.	Leadership, advocacy and support
• **Mental health**		1.6 – Ensuring health needs are met – Action 1.6.2 Maori health; Action 1.6.3 Rural health			

Actions underpinning the priority actions:

Waikato Plan Action	Primary Accountability	What's in the Plan already	Where we want to be	What we need to do to get there	WPLG Role
• Transport Investment	Regional Transport Committee	2.1 – Connecting our region through targeted investment – Action 2.1.1: Advocate on behalf of regional transport priorities; Action 2.1.2 Transport funding	Current and agreed regionally significant projects are completed	Continued advocacy on regional transport priorities Ensure the current priorities align with where Government is heading with the GPS	Advocacy
• Waikato-BOP Policy Office (Government relationships)	Waikato Plan Leadership Group	Under Connections: 2.3 Connecting through collaboration – Action 2.3.2 Central Government Partnerships and Collaboration	Government policy office in the Waikato or an expansion of the Auckland Policy Office into one that covers the Upper North Island, for improving linkages and influence with Central Government.	Discuss this issue with Central Government Get agreement on an approach, eg: ▪ An extension of the Auckland Policy Office so that it also covers the Waikato and the Bay of Plenty; or ▪ Actual Policy Office set up in Hamilton; or ▪ Appointment of regional managers for the Waikato and BOP	Advocacy and overseeing input into any proposals
• Crown-Iwi Relations	Iwi	Under Iwi/Māori: Priority 3: Partnering with iwi/Māori – Key action 8: Work collaboratively with iwi/Māori to enable their aspirations to be achieved; 3.1.3 Iwi collaboration on top priorities; 5.3 Growing the number of visitors to the region	Good understanding of Crown-Iwi relations	The Waikato Plan Leadership Group needs a good awareness of what is happening in this space and following guidance by tāngata whenua it can then take decisions on how it can assist to achieve outcomes.	Support
• Advocacy / Leadership including Waikato Plan Profile awareness raising	Waikato Plan Leadership Group	The Waikato Plan Leadership Group Agreement and TOR provides for the committee to take leadership of and advocate for the Waikato Plan.	We need a much stronger commitment at all levels to ensure that the actions of the Waikato Plan are embedded in partner processes. There is also a general need to raise the profile of the Plan and we need to adopt a collective responsibility approach to this.	Facilitate engagement with relevant agencies / sectors Engage with Central Government and other regions Submit on matters relevant to the Waikato Plan Provide and maintain partner relationships	Ongoing leadership and advocacy

Waikato Plan Leadership Group purpose	To govern, lead and resource the implementation of the Waikato Plan and any reviews or updates to the Plan. The aim of the Waikato Plan is for the region to speak with 'one voice' on agreed top priorities, so that our messages are consistent and collectively shared. The Waikato Plan's aim for the region is "to build champion communities together". It is pan sector and involves the coordination of effort to provide strategic direction, enable successful communities, and provide advocacy and leadership.
What does Future Proof do?	Growth management (land use, infrastructure and funding) for the Future Proof sub-region (HCC, Waikato DC and Waipa DC).
What does Waikato Means Business do?	Economic development for the Waikato region
What the Waikato Plan is not:	It is not a statutory document and does not override the functions of statutory bodies/committees – it is a collaborative initiative which provides strategic guidance and advocacy. It is not a growth management strategy or an economic development strategy.

7.10 District Plan Update

Executive Summary

Mark Hamilton will give a presentation to bring the Forum up to date on the District Plan Review.

COMMITTEE RESOLUTION

That:

1. The report be received.

Moved by: Cr J A F Thomas
Seconded by: G Thompson

CARRIED

Item 7.10

District Plan Update

Trim No.: 2053227

Executive Summary

Mark Hamilton will give a presentation to bring the Forum up to date on the District Plan Review.

Recommendation

That:

1. The report be received.

Content

The following matters will form the basis of the presentation to the Forum:

Draft National Planning Standards

The Ministry for the Environment (MfE) released the Draft National Planning Standards ("the Standards") for consultation in June 2018. The purpose of the Standards is to make council plans faster to prepare and easier for plan users to understand, compare and comply with. The Standards apply to district plans, regional plans and regional policy statements prepared under the Resource Management Act 1991. Submissions for the Standards closed on 17th August.

The Standards will result in a sizable reshape of the District Plan, with many changes to its structure, form, zoning and mapping and new electronic requirements. While many changes required by the Standards will be mandatory, zoning will be subject to a submission process inviting public participation. Council will have five years from April 2019 to introduce the changes.

District Plan Review

Plan Change 47 - "Plan Your Town". A council hearing was held on 20 - 21st June 2017. An appeal was received by submitter Calcutta Farms, who seek additional residential rezoning north of Banks Road in Matamata. Three other parties are party to appeal proceedings. The appeal sought a decision whether the appeal was within scope from the Environment Court, and this is currently being considered on the papers.

Two parts of the plan change, proposed Rural-Residential rezoning on Horrell Road and Kuranui Road, both near Morrinsville, were earlier deferred as Council worked with the New Zealand Transport Agency on outstanding issues. In December, Council withdrew the proposed Horrell Road rezoning whilst, in January, agreement was reached with the Transport Agency over the Kuranui Road proposal. On 14 February, Council decided to accept the proposed Kuranui Road rezoning. This rezoning received no appeals and was made operative on 22 June.

Council resolved on 14 February to make the remainder of plan change part-operative on 6 April, excluding those areas mentioned above.

Plan Changes notified for submission

- Plan Change 50 – "Hobbiton Movie Set Development Concept Plan". This plan change was notified for submission on 4th April. 15 submissions were received. The summary of submissions was notified for further submission on 20th June 2018 and four further submissions received. The applicant is currently working with submitters to address the matters raised in their submissions prior to a hearing. Full details are available from: https://www.mpdc.govt.nz/district-plan/district-plan-review.

- Private Plan Change 51 - "Development Concept Plan for Milk Processing Site, Waharoa" was notified for submission on 27 September; six submissions were received, including from Ngati Haua and Council. One further submission was also received. Open Country Dairy are currently in discussion with submitters to address the matters raised in their submissions prior to a hearing. Should any submitter still wish to be heard, a hearing will be required. Ngati Haua have indicated that they no longer require to be heard, and Council have just one minor outstanding matter. Full details are available from: https://www.mpdc.govt.nz/district-plan/district-plan-review.

- Plan Change 52 – "Development Concept Plan Milk Processing Factory, SH 26, Tatuanui (Tatua)". This plan change was notified for submission on 4th April. Four submissions were received, including from Ngati Haua and Council. No further submissions received: The applicant is working with submitters to address the concerns raised in their submissions with the aim of avoiding a hearing. Full details are available from: https://www.mpdc.govt.nz/district-plan/district-plan-review.

Future Plan Changes

Preliminary meetings with some landowners have been held for Plan Change 49 – "Waharoa Zoning and Development". Both this plan change and another, "Plan Change 53 - Settlements", which will evaluate the zoning and rule provisions for settlements located in the Rural Zone, are to be commenced following a tender process to engage external expertise.

Council has earmarked Papakainga as the next plan change priority and will look at it in conjunction with the Tangata Whenua section of the National Planning Standards.

Attachments

There are no attachments for this report.

Signatories

Author(s)	Mark Hamilton	

	Environmental Policy Planner	

Approved by	Ally van Kuijk **District Planner**	
	Dennis Bellamy **Group Manager Community Development**	

7.11 Representation Review

Executive Summary

This report provides an update on the representation review process to Te Manawhenua Forum Mo Matamata-Piako (Forum). The representation review process has been previously discussed with the Forum, most recently at the June 2018 meeting.

Council has now confirmed its final proposal and this is currently open for an appeals period. Following this period Council will refer the matter, along with any appeals, to the Local Government Commission for determination on the representation arrangements to apply for the next two local body elections (2019 and 2022). This is because Council's final proposal does not comply with the Local Electoral Act 2001 provisions that require Councillors from the wards to represent a similar number of people.

COMMITTEE RESOLUTION
That:
1. The information be received.

Moved by: Cr J A F Thomas
Seconded by: D Vaimoso

CARRIED

Item 7.11

Representation Review

Trim No.: 2052492

Executive Summary

This report provides an update on the representation review process to Te Manawhenua Forum Mo Matamata-Piako (Forum). The representation review process has been previously discussed with the Forum, most recently at the June 2018 meeting.

Council has now confirmed its final proposal and this is currently open for an appeals period. Following this period Council will refer the matter, along with any appeals, to the Local Government Commission for determination on the representation arrangements to apply for the next two local body elections (2019 and 2022). This is because Council's final proposal does not comply with the Local Electoral Act 2001 provisions that require Councillors from the wards to represent a similar number of people.

Recommendation

That:

1. The information be received.

Content

Background

The Local Electoral Act 2001 (Act) requires Council to review its representation arrangements every six years. Council conducted its last review in 2012; therefore a review must be undertaken in 2018.

Issues

The representation review looks at the makeup of our Council - for example how should people be represented in their community, how many Councillors should there be, and what are the major communities of interest.

Through this process Council reviews:

- the basis of election by wards
- the structure and boundaries of wards
- the number of elected members (including the number of elected members per ward)
- the establishment of Community Boards and
- the establishment of any Maori ward.

<u>Maori Wards</u>

The Act provides an opportunity for Councils to establish Maori wards. The issue of Maori Wards has been previously discussed by Te Manawhenua Forum and Council has made a decision not to establish a Maori Ward in the Matamata-Piako District for the 2019 triennial general election.

If 5% or more of electors in the district (approximately 1,100 people of approx. 22,000 electors) sign a valid poll demand, a poll must be held on the Maori Ward issue. No poll demand has been received.

<u>Pre-consultation</u>

Council undertook preliminary consultation to understand the communities of interest that exist within the district and whether these have changed over time.

Legislative Requirements
The Act sets out the requirements for representation reviews. Councils are required to determine by resolution:

- whether members (other than the Mayor) are to be elected by electors of the district as a whole (at Large) or by electors of 2 or more wards, or in some cases by a combination of the electors of the district as a whole (at Large) and by electors of wards
- the proposed number of members to be elected at Large/ward/a combination
- the proposed name and boundaries for each ward.

Key Principles
In reviewing representation arrangements, local authorities are required to provide for effective representation of communities of interest and fair representation of electors. There are three key factors to consider:

- communities of interest (places people associate with)
- effective representation of communities of interest
- fair representation of electors (each Councillor must represent a similar number of people).

Process
In summary, the process to be followed when reviewing representation arrangements is:

1. Identify the communities of interest of the district.
2. Consider whether effective representation for the identified communities of interest is best achieved by electing members at Large or by wards or a combination of the two.
3. Consider the fairness of representation by making sure each Councillor must represent a similar number of people.
4. Determine whether community boards are to be established.

Communities of interest in Matamata-Piako
Geographically, Matamata-Piako is relatively compact comprising an approximate total land area of 1,755 sq kilometres.

Within Matamata-Piako, geographically defined communities of interest can be identified by reference to the main towns of Morrinsville, Matamata and Te Aroha. The main towns provide services and facilities such as schools, libraries, retail shopping, sporting facilities and clubs.

There is also a large rural component to the district, and scattered rural settlements/ villages throughout. Many rural residents use of one the main towns as a service centre.

The current three wards are considered to reflect the district's communities of interest.

Effective Representation
The current total membership of Council is 11 Councillors plus the Mayor. Effective representation will provide reasonable access between residents/communities and Elected Members. The ward structure ensures that there is a fair geographical coverage of Elected Members from across the district.

Fair Representation
The requirement is that the ratio of population per Councillor for each ward is within +/-10% of the total population divided by total number of Councillors (called the +/- 10% rule).

The latest population estimates (as at 30 June 2017) obtained from the Statistics NZ result in the following:

Status quo – current representation

Ward	Population	Councillors	Average People Per Councillor	Difference from Average People Per Councillor	% Difference from Average People Per Councillor
Matamata	13800	4	3450	293	9.27%
Morrinsville	12700	4	3175	18	0.56%
Te Aroha	8230	3	2743	-414	-13.11%
Totals	**34730**	**11**	**3157**		

The above table shows that the Te Aroha Ward does not currently comply with the +/-10% rule as each Councillor is representing only 2,743 people whereas in the Matamata Ward each Councillor is representing over 3,400 people. The Matamata Ward is close to non-compliance but currently complies with the +/-10% rule.

Initial proposal
Council's initial proposal was to retain the status quo arrangements. The current arrangements and the reasons for maintaining the status quo is outlined in the attached public notice.

Alterative Options:
Council has been considering the best way forward through a number of workshops. It has considered a number of options including creating a rural ward/s, shifting ward boundaries, combining wards, increasing or decreasing the number of Councillors, or electing some Councillors at large. Some of the alternative options considered were:

Option1: Decreasing to 8 Ward Councillors, 3 from Matamata Ward, 3 from Morrinsville Ward and 2 from Te Aroha Ward (no change in ward boundaries)
Option 2: Increasing to 13 Ward Councillors 5 from Matamata Ward, 5 from Morrinsville Ward and 3 from Te Aroha Ward (no change in ward boundaries) with Morrinsville and Matamata Wards increasing by one Councillor each
Option 3: 8 Ward Councillors, 3 from Matamata Ward, 3 from Morrinsville Ward and 2 from Te Aroha Ward + some Councillors elected at large (no changes in ward boundaries)

These options would comply with the +/- 10% rule.

Submissions
195 submissions were received on the initial proposal. An overview of submissions is included in the attached notice of the final proposal.

Final proposal
Details of the final proposal and the reasons for it is included in the attached notice.

Timeframes
Timeframes
The timeframes for the representation review is as follows:

- Council determined its initial proposal – 13 June Council meeting
- Public notice of initial proposal – 20 June
- Submission period - 20 June – 20 July
- Hearing/deliberations - 15 August
- Council determined its final proposal – 15 August
- Public notice of final proposal – 29 August
- Local Government Commission makes a determination - by 10 April 2019

Consultation
A public notice was published in the "Matamata Chronicle" newspaper and the "Piako Post" newspaper on Wednesday 20 June 2018. Submissions closed at 5pm on 20 July 2018.

Various communication and consultation activities were undertaken during the submission period including:

- Attending town market days/hosting a Councillor cafe drop-in session
- Attending stakeholder meetings
- E-newsletters to various groups/individuals
- Website and social media publicity (facebook, neighbourly)
- Video about representation review on social media
- Newspaper advertisements
- Councillor newspaper stories
- Display signs at offices/libraries
- The public notice and submission form which was made available to the public at Council offices and libraries (via the electronic kiosks).
- Discussed with Te Mana whenua Forum Mo Matamata-Piako (6 June 2018) and Waharoa Aerodrome Committee (19 July 2018)

A $200 MTA gift card prize draw was also offered.

Attachments

A. Current Ward Map

B. Initial Proposal Advert

C. Final Proposal Advert

Signatories

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

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

Item 7.11

Attachment A

WHO REPRESENTS YOU?

matamata piako district council

We are required by law to review our 'representation arrangements' at least every six years to ensure our community is fairly and effectively represented. This includes reviewing things like the number of Councillors and wards we have, whether each Councillor represents roughly the same number of people in the district, and whether we should have community boards.

What do we currently have?

We currently have one Mayor (who is elected by the whole district) and 11 Councillors - four representing the Matamata Ward, four representing the Morrinsville Ward and three representing the Te Aroha Ward. We do not have any community boards.

Mayor

Matamata Ward

Population: **13,800**
Councillors: **4**
People per Councillor: **3,450**
Within allowable range of people per Councillor

Morrinsville Ward

Population: **12,700**
Councillors: **4**
People per Councillor: **3,175**
Within allowable range of people per Councillor

Te Aroha Ward

Population: **8,230**
Councillors: **3**
People per Councillor: **2,743**
Outside of the allowable range by 99 people per Councillor

What are we proposing?

We're proposing to stick with the same ward boundaries, number of Councillors, and to continue with no community boards for the next two Council elections. One of the legal requirements is ensuring each Councillor represents roughly the same number of people in the district (known as the +/- 10% rule). If we stick with the same number of Councillors, that means each Councillor should represent between 2,842 – 3,473 people in our district. Matamata and Morrinsville Wards are within this range, however, the Te Aroha Ward is just outside this range (by 99 people per Councillor).

Why are we proposing to retain the status quo?

Despite being slightly outside the required range, we believe that our current Council structure effectively represents our community. Councils can choose not to comply with the +/- 10% rule if they believe it would divide a community of interest or unite communities of interest with few commonalities. We think this applies in our case, because for the Te Aroha Ward to comply and stick with the same number of Councillors we would need to change the ward boundaries (i.e. shift some people who are currently in the Matamata and/or Morrinsville Wards into the Te Aroha Ward).

Based on the feedback the community gave us last year, we believe this would divide some people from their community of interest and will mean they have few commonalities of interest (e.g. they may work/shop/identify with Matamata or Morrinsville, but be required to vote for Te Aroha Councillors).

In addition to these criteria, we have also considered:

- In last year's community survey, 84% of respondents told us that the ward they live in reflects their community of interest and 80% of respondents told us they think the current representation system fairly reflects their community.
- We only just fall outside the allowable range for the number of people per Councillor in the Te Aroha Ward (by 99 people per Councillor or 297 people overall for the Te Aroha Ward).
- Our current representation arrangements have been in place for many years and are familiar to the community.
- We no longer have community boards (which a number of other councils have, in addition to Councillors).
- We could comply with the +/- 10% rule by changing the ward boundaries, or increasing or decreasing the number of Councillors. However, our community have told us they believe the current representation works well, so we don't believe these changes are required.

Communities of interest

We used last year's community survey to identify if all the 'communities of interest' (the places people associate with) in the district are fairly represented. We have identified our three main towns, Morrinsville, Matamata and Te Aroha, small rural townships, rural, and Maori as our communities of interest. We believe that these are all effectively represented by what we are proposing.

Where can I get more information?

This is a summary of what Council is proposing. For further information including the full proposal, options considered and information about the legal requirements please visit mpdc.govt.nz or any Council office or library.

How can I make a submission?

We want to hear your thoughts on this proposal! To make a submission:

- fill in the submission form at mpdc.govt.nz
- drop your submission in to the Te Aroha, Morrinsville or Matamata Council offices
- speak to your current local Councillors at one of our market days or café sessions:
  - Te Aroha - 4 July, 10-11am, Councillor café session at Ironique Café on Whitaker Street.
  - Morrinsville Market on Canada Street - 7 July
  - Matamata Market at Matamata Primary School - 14 July

What happens next?

Council will consider community feedback on this initial proposal, hold a public meeting (hearing) and then decide on a final proposal. People will then have the ability to raise an objection/appeal on our final proposal to the Local Government Commission. If Council confirm the status quo as the final proposal or if there are objections/appeals, we'll need to send this to the Local Government Commission. They will make the final decision, which will apply for the 2019 and 2022 Council elections.

MAKE A SUBMISSION BY 5PM, 20 JULY AND GO IN THE DRAW TO WIN A $200 MTA GIFT CARD.

(See terms and conditions at mpdc.govt.nz).

8 Urgent Additional Business

Gary Thompson gave the closing karakia.

12:25 pm

The Chairperson thanked Members for their attendance and attention to business and declared the meeting closed.

CONFIRMED AS A TRUE AND CORRECT RECORD AT A MEETING OF TE MANAWHENUA FORUM MO MATAMATA-PIAKO HELD ON 4 SEPTEMBER 2018

DATE: 4 September 2018

CHAIRPERSON:.....

Mrs Te Ao Marama Maaka