

SECTION 7: Supplementary material
| Ngā āpitihanga

Key regional assumptions

Forecasting assumption	Risk	Level of uncertainty
<p>Waikato Regional Council strategic direction</p> <p>In December 2016, Waikato Regional Council adopted a new strategic direction to guide work over the current council's term. It is assumed that the first three years of the 2018-2028 Long Term Plan will have a strategic focus on the council's seven priority areas (below) while continuing to work towards a healthy environment, strong economy and vibrant communities.</p> <ul style="list-style-type: none"> • Support communities to take action on agreed outcomes. • Forge and strengthen partnerships to achieve positive outcomes for the region. • Positively influence future land use choices to ensure long term sustainability. • Manage freshwater more effectively to maximise regional benefit. • Increase communities' understanding of risks and resilience to change. • Enhance the value of the region's coasts and marine area. • Shape the development of the region so it supports our quality of life. 	That council decides to change its strategic direction sometime in the next three years.	Low
<p>Land use change</p> <p>There are a number of development trends that are having an impact on land use change in the region.</p> <ul style="list-style-type: none"> • Since the mid-1990s there has been a net reduction in exotic forestry in the region and net increase in high producing grassland. • Intensive farming is continuing to move onto less suitable land. • Diversification of rural land use (such as tea and mānuka). • There has been an increase in cropland, market gardening, orchards and vineyards. • The amount of high quality rural land subdivided for lifestyle blocks continues to increase. • Increasing demand for housing and house prices in the Waikato region driven by high Auckland prices. <p>Land use change projections from 2013–2063 are noted below from the <i>Land use, demographic and economic projections for the Waikato region, 2013 to 2063 (hectares) – for selected land uses</i> technical report. However, it is likely Healthy Rivers/Wai Ora: Plan Change 1 for the Waikato and Waipā river catchments and subsequent plan changes will influence land use change over time.</p>	Urban growth pressures in the region accelerate more than anticipated.	Low

Land type	2013	2021	2031	2041	2051	2061
Residential - lifestyle	32895	33877	35274	36368	36796	36976
Residential - low density	8365	9028	9938	10556	10746	10808
Residential - medium-high density	112	120	129	137	138	135
Commercial	509	534	538	563	581	580
Manufacturing	1862	2113	2307	2487	2660	2834
Dairying	592147	637694	665999	683852	696558	707280
Sheep and beef	615570	598700	577484	563276	553002	544441
Other agriculture	7028	7243	7240	7130	6913	6660
Cropping	9275	10110	10823	11308	11442	11512
Forestry	289401	294141	292652	291441	290500	289626

Land type	2013	2021	2031	2041	2051	2061
Indigenous	654040	623069	613961	608964	606194	604310

Forecasting assumptions	Risk	Level of uncertainty
<p>Regional growth</p> <p>The council has estimated there will be 1.5 per cent regional growth each year in the first three years of the long term plan. This percentage is based on historical trends. The estimate is only used to project likely revenue for those rates set on a per property charge and in the calculation of rating impacts to existing ratepayers.</p>	Growth assumptions could be incorrect.	Medium
<p>Demographic assumptions</p> <p>Ageing will increasingly affect demand for services, including public transport and housing patterns. In the near future we will have many older people compared to younger and working age people to support them. There will be a 'tighter' labour market over the next 10 years as a result of an ageing population.</p> <p>Rural depopulation means that many district populations are static or reducing. This will have implications for affordable levels of service. Other parts of the region are growing quickly which will increase servicing and infrastructure needs.</p> <p>Ethnic diversity is increasing in New Zealand. Within the next decade or so, the Asian population will come to equal the Māori population in size. This trend is expected to continue, meaning the way we have traditionally consulted with our communities may need to change.</p>	Depopulation and population growth assumptions could be incorrect.	Medium
<p>Declining natural capital</p> <p>We are increasingly moving towards limitations of how much we can use our natural resources without also impacting the economy. In general, the public are becoming less accepting of environmental damage.</p> <p>Intensified land use, urban growth and other activities will continue to result in declining natural capital and associated ecosystem services. It is assumed that this will increase pressure on the council to implement effective policy and undertake more rigorous policy effectiveness and state of the environment monitoring.</p>	A greater level of service may be required leading to increased funding requirements.	Low
<p>Climate change</p> <p>There has been a large shift in the understanding and acceptance of climate change risks over the last three years and increased international support for the need to address the risks. For the Waikato, it is assumed that as a result of climate change the region can generally expect:</p> <ul style="list-style-type: none"> • warmer, drier summers, particularly in the north east and Coromandel areas • milder winter nights • rising sea levels • shifting seasons • increased frequency and intensity of extreme weather events. 	The impacts of climate change could be felt sooner or be greater than assumed.	Low

Forecasting assumptions	Risk	Level of uncertainty
The council assumes we will need to adapt to likely climate change effects such as weather related natural hazards and sea level rise. This means localising global climate change planning and models to allow for considered adaptation responses.		
<p>Organisational assumptions</p> <p>It is assumed that the purpose of the Local Government Act 2002 will change to:</p> <p>‘to enable democratic decision making and action by, and on behalf of, communities and to promote the social, economic, environmental, and cultural wellbeing of communities in the present and for the future’.</p>	That the purpose of local government will not change.	Low
<p>Treaty settlements</p> <p>It is assumed that central government will require Waikato Regional Council to implement Treaty settlements. This will come at an increasing and significant cost to the council from which we should seek recompense from central government.</p>	That no financial recompense is made by central government.	High – this could mean an increased funding requirement which will have to be budgeted to fund the cost to implement Treaty settlement legislation.
<p>Influence of iwi</p> <p>There is increasing influence of Iwi in the region. Existing and nearly-completed Treaty settlements are increasing the economic power of iwi and this will increase expectations of the council, for example over natural resource management.</p>	The council cannot meet iwi expectations and an increased level of service is required.	Medium
<p>Lake Taupō Protection Trust</p> <p>Future governance and management arrangements remain unknown.</p>	Governance and management arrangements change and have a financial impact on the council.	Medium
<p>Healthy Environments</p> <p>Only the policy stage of the Healthy Environments project has been budgeted. Implementation costs will be budgeted in the 2021-2031 LTP.</p>	Implementation costs are required earlier than year one of the 2021-2031 LTP.	Low
<p>Drinking water</p> <p>The council anticipates there will be changes to the way in which drinking water supplies are managed as a result of the Havelock North Water Inquiry that will impact on regional councils, however exact details are still unknown.</p>	That the changes to the way in which drinking water supplies are managed will have cost implications that aren't budgeted.	Medium

Group of activity assumptions

Linked to the key regional assumptions, these are the important considerations and influences specific to each group that underpin the council's planning in this area.

Group of activities	Forecasting assumption
Community and services	Public interest in the council's activities will continue to increase, including demands from communities to participate at all stages of local decision making processes in ways which suit their interests and needs.
	Iwi interest in the council's activities will continue to increase, including demands from iwi to participate as a partner in decision making.
	The council is assuming 20-30 partnership agreements as a result of Resource Legislation Amendment Act 2017, but is taking a conservative approach to resourcing as implications are still unclear.
	The council is taking a conservative approach to resourcing Treaty settlements as implications are unclear at this stage. No additional resources have been allocated given the uncertainty.
Waikato Civil Defence Emergency Management Group	Natural hazards and disasters are predicted to increase in both frequency and severity over time.
	Key partners and stakeholders will continue to support and contribute to the work of Civil Defence Emergency Management (CDEM) across the region.
	The Minister of CDEM has yet to decide whether to implement the recommendations outlined in the report, <i>Ministerial Review: Better Responses to Natural Disasters and other Emergencies in New Zealand</i> . However, if implemented, the recommendations will have an impact on how CDEM is undertaken in New Zealand.
	As the recovery function becomes more prominent in the legislation, an increase in staffing may be required to meet these new legislated activities.
	Impacts from the recently amended Resource Management Act elevating natural hazards and risk reduction to a matter of national importance are yet to be clarified and implemented.
	The Sendai Framework for Disaster Risk Reduction is to be legislated and the National Resilience Strategy to be introduced across New Zealand as a matter of national importance. These strategic documents will drive CDEM capability and assist in empowering communities to develop their own community response plans.
Regional hazards and emergency response	Public and stakeholder expectations on the accessibility of hazard and risk information and advice will increase.
	Public and stakeholder expectations on the quality of information and advice will continue to increase.
	There will be increasing pressure to intensify the use of hazard prone land.
	As public/stakeholder expectations increase so will the cost of protection and the associated risks.
	The need to better understand the impacts of climate change and the subsequent response will continue to increase.
	The National Marine Oil Spill Contingency Plan and Regional Marine Oil Spill Contingency Plan will provide a basis for the scope of work undertaken by the Marine Oil Spill Response team.
	The Waikato CDEM Group/Waikato Regional Council service level agreement will provide a basis for the scope of work undertaken by the support to CDEM activity.

Group of activities	Forecasting assumption
Flood protection and control works	Zone management plans provide an initial basis for the prioritisation of work undertaken in each activity.
	The scope of work undertaken by the river management activity is dependent on reaching agreement on the scope of works, how those works are to be funded, and in some cases securing funding from other organisations.
	Financial and work programme forecasts for the flood protection and land drainage activities are based on current knowledge of assets (asset register, asset condition and performance) and most recent asset valuations (April 2017). This information is informed by annual visual inspections, stopbank crest level surveys on a 5 to 10 year cycle and structural audits on a programmed basis. As new information is obtained, capital and maintenance work programmes will be updated.
	The forecast work programme does not include a comprehensive provision for the impacts of climate change. Information is currently being prepared that will inform this aspect of work programme forecasting, and it is expected that further consideration will be required during the development of subsequent long term plans.
	Financial and work programme forecasts do not account for damage to assets during flood events. This is assessed for each event, along with the remediation options that are available based on the scope and scale of the damage.
Integrated catchment management	The council will plan and manage on an integrated catchment basis to improve land, water and biodiversity outcomes.
	Zone management plans provide an initial basis for the prioritisation of work undertaken by the catchment planning and management activity.
	The scope of work undertaken by these activities is dependent on reaching agreement on the scope of works, how those works are to be funded, and in some cases securing funding from other organisations.
	The Regional Pest Management Plan will provide a basis for the assessment and prioritisation of work undertaken by the biosecurity activity.
Public transport	NZ Transport Agency will financially support proposed land transport activities in the region through the National Land Transport Programme.
	The proportion of total service costs covered by passenger fares will be 36 per cent each year over the life of the plan, subject to the Public Transport Plan review and Government Policy Statement.
	A 2.5 per cent revenue increase has been assumed in years one and two with provision for inflation on fares thereafter.
	A 2 per cent patronage growth rate has been assumed for the first three years of the LTP with patronage growth increasing to 2.5 per cent plus population growth in years 4 to 10.
	It is assumed the start-up Hamilton to Auckland passenger rail service, commencing October 2019, will have a trial period of five years in order to maximise the investment on the rolling stock and carriage refurbishments however, the outcome beyond that will be dependent on the success or otherwise of the interim solution trial and the completion of the strategic business case. Council has made provision over the life of the plan from year two of the LTP for the operational costs of running the service, estimated to be \$8.8 million per annum (pro-rated in year two). We have assumed annual fare revenue of \$1.5 million and a NZ Transport Agency subsidy of \$5.7 million, leaving the balance of \$1.625 million to be funded from rates collected from Hamilton ratepayers only via a \$20 uniform charge and then the capital value of your property. It is assumed that Council will not make any contribution towards the capital costs of the service, and that infrastructure will be owned by third parties.

Group of activities	Forecasting assumption
Resource use	Increased public interest and expectations relating to environmental issues will result in higher levels of public reporting of environmental incidents and monitoring required by the council, with subsequent impacts on levels of service for compliance monitoring, incident response and investigation/enforcement of non-compliance.
	The consent processing and compliance activity level of service in the long term plan will need to be reviewed during the life of the plan to take into account the implementation of the Healthy Rivers plan change implementation.
	The proposed Coastal Plan review, full Regional Plan review, and Hauraki plan change will not have an impact on Resource Use levels of service for the first three years of the LTP.
	Evolution of co-management will result in higher expectations from iwi partners, e.g. iwi based honorary enforcement officers, more training/mentoring of iwi staff.
	As new regulations come on line (e.g. Healthy Rivers/Hauraki/Coastal Plan/1080) there will be a need to respond to complaints in respect of potential breaches and deal with any incidents of non-compliance.
	The form and function of the maritime services activity will remain the same.
Science and strategy	Much of the existing work programmes are based on current statutory responsibilities. However, imminent Resource Management Act reform, new national direction, changes to existing national direction and Treaty settlement legislation will require significant changes to existing work programmes.
	Use of new technology will be necessary to help provide communities with data, involve them in the GOA's work and empower communities to take action.
	Working together will be a change to business as usual and is likely to require new skill sets and additional resourcing to develop a common evidence base with iwi and others with whom we are working.
	The council's desire to achieve multiple benefits from decision making, coupled with its regional leadership role, mean that an increasing proportion of the Science and Strategy GOA's work will involve working together internally and externally to achieve integrated outcomes, rather than being narrow, more prescribed pieces of work.

Significant negative effects

The following table lists the significant negative effects that may occur as a result of the activities we undertake. Where a GOA is not listed, this means the council has not identified any significant effects for that particular GOA.

Group of activities	Significant negative effects
Community and services	Participation in council processes takes time and effort. People's ability to be involved varies depending on time and resources, and may result in lower levels of participation from some groups.
Regional hazards and emergency response	Environmental protection measures and regulation put in place for community safety could bring with it increased costs.
Flood protection and control works	Hard infrastructure for flood protection, river works and land drainage may impact on the cultural and economic values. Flood protection schemes may have negative effects on the environment, including the exclusion of safe fish passage. Some in-stream works may have minor negative effects on water quality and ecological values.
Integrated catchment management	Protection of natural heritage sites may reduce economic opportunities on the associated land. Making the change to more sustainable land use practices may have economic, cultural and social impacts for individual landowners.
Public transport	Annual fare increases may have a negative economic effect on the community.
Resource use	Achieving a cleaner environment may require costs to fall on some industry groups.
Science and strategy	Monitoring is showing a decline in condition or quantity of resources and this will have short term economic impact as the costs of reducing the external impacts are brought within business. Sometimes environmental impacts will be remedied or mitigated rather than stopped because of the need to strike a balance between the four wellbeings. Changes to unsustainable environmental practices and industries as a result of implementation of policy informed by environmental monitoring may lead to changes in employment and recreational opportunities.

Policy summaries

SIGNIFICANCE AND ENGAGEMENT POLICY

Introduction

Waikato Regional Council's Significance and Engagement Policy was adopted in 2014 and reviewed in 2017 to meet our legislative requirements under the Local Government Act 2002 (the LGA). The policy:

- enables the council and our communities to understand the significance council places on certain issues, proposals, assets, decisions and activities
- identifies how and when communities can expect to be engaged or specifically consulted on these items.

The Significance and Engagement Policy applies across our council. When assessing the degree of significance and deciding on appropriate engagement or consultation processes, the policy requires us to take into consideration other legislative requirements, as well as any other agreements that might already be in place. To ensure the council engages as effectively as possible with the Waikato region's diverse communities, we gather information on people's views and

preferences in a variety of ways. Sometimes that might be via formal statutory consultation, or it might be via a more informal engagement process. Either way, the overall intent is to ensure that, wherever possible, anyone who wishes to contribute ideas or information to important council processes and decisions has the opportunity to do so.

Purpose and scope

1. To enable the council and its communities to identify the degree of significance attached to particular issues, proposals, assets, decisions and activities.
2. To provide clarity about how and when communities can expect to be engaged in decisions made by the council.
3. To inform the council from the beginning of a decision making process about the extent, form and type of engagement required.
4. This policy does not apply to decision making under the Resource Management Act 1991 and or other legislation that includes a prescribed consultative/engagement process.

Definitions

Asset class	Council operational assets and council infrastructure assets, as disclosed in the council's Annual Report - Property, Plant and Equipment table.
Community	A group of people living in the same place or having a particular characteristic in common. Includes interested parties, affected people and key stakeholders.
Decisions	Refers to all the decisions made by or on behalf of the council including those made by officers under delegation. (Management decisions made by officers under delegation during the implementation of council decisions will not be deemed to be significant.)
Engagement	A term used to describe the process of seeking information from the community to inform and assist decision making. There is a continuum of community involvement.
Significance	As defined in Section 5 of the LGA2002 "in relation to any issue, proposal, decision, or other matter that concerns or is before a local authority, means the degree of importance of the issue, proposal, decision, or matter, as assessed by the local authority, in terms of its likely impact on, and likely consequences for,— (a) the district or region; (b) any persons who are likely to be particularly affected by, or interested in, the issue, proposal, decision, or matter; (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.
Significant activity	An activity the council deems to be significant as per section 5 of the Local Government Act 2002, defined above.

Strategic asset

As defined in Section 5 of the Local Government Act 2002 “in relation to the assets held by a local authority, means an asset or group of assets that the local authority needs to retain if the local authority is to maintain the local authority’s capacity to achieve or promote any outcome that the local authority determines to be important to the current or future well-being of the community; and includes—
(a) any asset or group of assets listed in accordance with section 76AA(3) by the local authority; and
(b) any land or building owned by the local authority and required to maintain the local authority’s capacity to provide affordable housing as part of its social policy; and
(c) any equity securities held by the local authority in –
(i) a port company within the meaning of the Port Companies Act 1988;
(ii) an airport company within the meaning of the Airport Authorities Act 1996”.

Policy

5. Engaging with the community is needed to understand the views and preferences of people likely to be affected by or interested in a proposal or decision.
6. An assessment of the degree of significance of proposals and decisions, and the appropriate level of engagement, will therefore be considered in the early stages of a proposal before decision making occurs and, if necessary, reconsidered as a proposal develops.

Assessment of significance

7. The council will take into account the following matters when assessing the degree of significance of proposals and decisions, and the appropriate level of engagement:
 - There is a legal requirement to engage with the community.
 - The level of financial consequences of the proposal or decision.
 - Whether the proposal or decision will affect a large portion of the community.
 - The likely impact on present and future interests of the community.
 - The likely impact on Māori cultural values and their relationship to land and water (also refer section 15).
 - Whether the proposal affects the level of service of a significant activity.
 - Whether community interest is high.
 - Whether the likely consequences are controversial and/or has a likely impact on the reputation of council.
 - Whether community views are already known, including the community’s preferences about the form of engagement.
 - The form of engagement used in the past for similar proposals and decisions.
8. The council will take into account the degree to which the issue has a financial impact on the council or the rating levels of its communities, using the following thresholds:

- The unbudgeted operating expenditure greater than 5 per cent of total operating expenditure in that year, excluding amortisation and depreciation.
 - A funding decision involving expenditure exceeds 20 per cent of the total asset class value.
9. If a proposal or decision is affected by the above considerations, it is more likely to have a high degree of significance.
 10. In general, the more significant an issue, the greater the need for community engagement.

Engagement and consultation

11. The council will apply a consistent and transparent approach to engagement.
12. The council is required to undertake a special consultative procedure as set out in Section 83 of the Local Government Act 2002, or to carry out consultation in accordance with or giving effect to Section 82 of the Local Government Act 2002 on certain matters (regardless of whether they are considered significant as part of this policy).
13. For all other issues requiring a decision, the council may determine the appropriate level of engagement (section 82 of the Local Government Act 2002) on a case by case basis.
14. The Community Engagement Guide (schedule two) identifies the form of engagement the council will use to respond to some specific issues. It also provides examples of types of issues and how and when communities could expect to be engaged in the decision making process.
15. Where a Joint Management Agreement, Memorandum of Understanding or any other similar high level agreements exist, these will be considered as a starting point when engaging with Māori.
16. For mana whenua groups without a formal agreement a separate engagement plan will be developed as appropriate.
17. When the council makes a decision that is significantly inconsistent with this policy, the steps identified in Section 80 of the Local Government Act 2002 will be undertaken.

Schedule 1 - Strategic assets

Section 5 of the Local Government Act requires the following to be listed in this Policy:

- (a) any asset or group of assets listed in accordance with section 76AA(3) by the local authority; and
- (b) any land or building owned by the local authority and required to maintain the local authority's capacity to provide affordable housing as part of its social policy; and
- (c) any equity securities held by the local authority in –
 - (i) a port company within the meaning of the Port Companies Act 1988;
 - (ii) an airport company within the meaning of the Airport Authorities Act 1996.

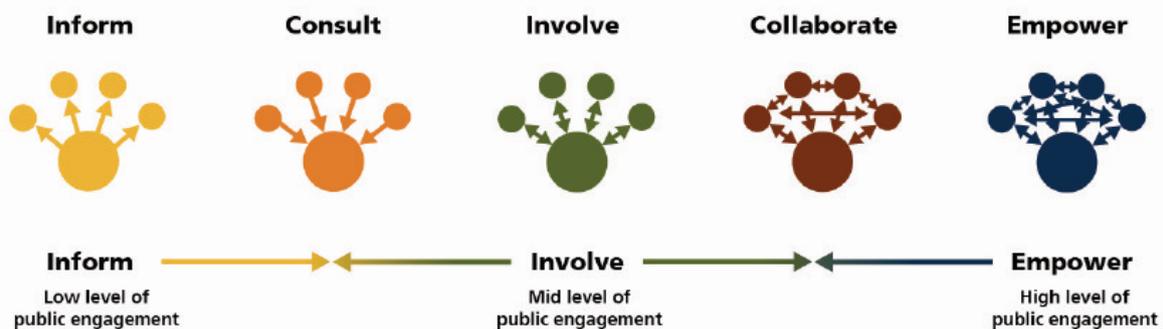
The following is a list of assets or group of assets that the council needs to retain if it is to maintain its capacity to achieve or promote any outcome that it determines to be important to the current or future wellbeing of the community.

- infrastructural fixed assets owned or maintained by the Waikato Regional Council such as its river management, flood protection and drainage assets
- the council's investment fund
- data held in the council's geographic information system (GIS)
- the council's shareholding in CCOs and CCTOs.

Schedule 2 - Community engagement guide

Community engagement:

- is a process
- involves all or some of the public
- is focused on decision making or problem solving.



Forms of engagement

The council will use the Special Consultative Procedure (as set out in section 83 of the LGA 2002) where required to do so by law, including the following issues requiring decisions:

- adoption or amendment of the long term plan (sections 93(2) and 93A)

The International Association for Public Participation (IAP2) has developed a Public Participation Spectrum to demonstrate the possible types of engagement with the community. This model also shows the increasing level of public impact as you progress through the spectrum from left to right – ‘inform’ through to ‘empower’. If simply ‘informing’ stakeholders there is no expectation of receiving feedback, and consequently there is a low level of public impact. At the other end of the spectrum, ‘empowering’ stakeholders to make decisions implies an increase in expectations and therefore an increased level of public impact. Differing levels of engagement may be required during the varying phases of decision making on an issue, and for different stakeholders.

It will not always be appropriate or practicable to conduct processes at the ‘collaborate’ or ‘empower’ end of the spectrum. Many minor issues will not warrant such an involved approach. Time and money may also limit what is possible on some occasions.

In general, the more significant an issue, the greater the need for community engagement.

When engaging with the community, the council will:

- seek out and encourage contributions from people who may be affected by or interested in a decision
- provide reasonable access to relevant, timely and balanced information so people can contribute in a meaningful way
- provide a variety of appropriate ways and opportunities for people to have their say
- tell the community what the council's decision is and the reasons for that decision
- provide a clear record or description of the relevant decisions made by the council and explanatory material relating to the decision.

- making, amending or revoking a bylaw that the council identifies using this policy as having significant interest to, or significant impact on, the public (section 156(1)(a)).

The council will consult in accordance with, or using a process or a manner that gives effect to the requirements of, section 82 of the LGA 2002 where required to do so by law, including for the following specific issues requiring decisions:

- adopting or amending the annual plan if required under section 95 of the LGA 2002
- transferring responsibilities to another local authority under section 17 of the LGA 2002
- establishing or becoming a shareholder in a council controlled organisation
- adopting or amending a revenue and financing policy, development contributions policy, financial contributions policy, rates remission policy, rates postponement policy, or a policy on the remission or postponement of rate on Māori freehold land.

For such consultation, the council will develop information fulfilling the requirements of Section 82A of the LGA 2002.

For all other issues, the following table provides an example of the differing levels of engagement that might be considered appropriate, the types of tools associated with each level and the timing generally associated with these types of decisions/levels of engagement.

Engagement tools and techniques

Over the time of decision making, the council may use a variety of engagement techniques on any issue or proposal and the tools may be adapted based on a range of other factors, including history and public awareness of the issue, stakeholder involvement, and timing related to other events and budgets. The council will also take into consideration other engagements underway, and combined initiatives will be utilised where appropriate to maximise efficiencies and to alleviate 'consultation/engagement fatigue'.

Each situation will be assessed on a case-by-case basis.

Level	Inform	Consult	Involve	Collaborate	Empower
What the consultation involves	One-way communication providing balanced and objective information to assist understanding about something that is going to happen or has happened	Two-way communications designed to obtain public feedback about ideas on rationale, alternatives and proposals to inform decision making	Participatory process designed to help identify issues and views to ensure concerns and aspirations are understood and considered prior to decision-making	Working together to develop understanding of all issues and interests to work out alternatives and identify preferred solutions	The final decision making is in the hands of the public, however, under the Local Government Act 2002, the Regional Council Chair and Councillors are elected to make decisions on behalf of their communities
Types of issues that we might use this for	Flood warnings	Consultation document for the LTP	Regional Policy Statement Regional Plan	Healthy Rivers: Plan for Change/Wai Ora: He Rautaki Whakapaipai	Local body elections
Tools we might use	Websites Public notices Subscribed email/text alerts	Formal submissions and hearings Websites Public notices Focus groups, surveys	Workshops Focus groups Citizens Panel	Collaborative stakeholder group Technical alliance	Binding referendum Local body elections
When the community can expect to be involved	The council would generally advise the community once a decision is made	The council would advise the community once a draft decision is made and would	The council would generally provide the community with a greater lead in time to allow	The council would generally involve the community at the start to scope the issue,	The council would generally provide the community with a greater lead in time to allow them time to

Level	Inform	Consult	Involve	Collaborate	Empower
		generally provide the community with up to 4 weeks to participate and respond	them time to be involved in the process	throughout the information collection, and to consider options	be involved in the process. e.g. typically a month or more

Schedule 3 - Māori engagement framework

Kua oti i te Kaunihera te Pou Tarāwaho Māori Tūhonohono Tāngata te whakaemi me ngā puka e hāngai ana ki te wāhanga tuatoru o tēnei kaupapa here. Kei tō mātou ipurangi te Pou Tarāwaho e iri ana.

The council has completed compiling the Māori Engagement Framework, which forms schedule three of this policy. The framework can be accessed at www.waikatoregion.govt.nz/significance-and-engagement-policy.

Council controlled organisations

WAIKATO LOCAL AUTHORITY SHARED SERVICES

Waikato Local Authority Shared Services (WLASS) is a council controlled organisation (CCO) solely owned by the 12 Waikato local authorities – Waikato region, Hamilton city, Hauraki district, Matamata-Piako district, Otorohanga district, Rotorua district, South Waikato district, Taupō district, Thames-Coromandel district, Waikato district, Waipa district and Waitomo district.

The company was established in 2005 to promote shared services between local authorities across the Waikato region. By encouraging and enabling the councils to work together, WLASS helps councils to reduce costs, achieve effectiveness and efficiency gains, reduce duplication of effort, eliminate waste through repetition, promote and contribute to the development of best practice, and improve customer experiences.

Much of the work of WLASS is undertaken by working parties or advisory groups made up of staff from the shareholding councils, with expertise and interest in particular services.

WLASS provides a legal entity representing all of the shareholding councils, and can enter into contracts and agreements with external suppliers. The WLASS CEO facilitates and coordinates the various working parties.

Member councils pay a small annual levy, depending on their size, to run the WLASS. Services obtained by members are funded on a user pays basis, whereby each council pays for and receives the financial benefit of its share of any particular service. The decisions about potential projects or services are made by the directors, who make up the WLASS Board.

The WLASS board has 12 directors, each director being the chief executive or nominee of one of the local authorities representing the shareholding councils. The directors do not receive any fees or expenses for the work undertaken on behalf of WLASS.

More detailed information about WLASS can be found at www.waikatolass.co.nz.

Performance measures

Target	Method	Measure
<p>Procurement</p> <p>Joint procurement initiatives for goods and services for WLASS councils will be investigated and implemented</p>	<p>Procurement is from sources offering best value, service, continuity of supply, and/or opportunities for integration</p>	<p>The Procurement Specialist has developed standard regional procurement policies, templates and procedures and provided training in each council by the end of the financial year</p> <p>New suppliers are awarded contracts through a competitive tender process</p>
<p>Collaborative projects</p> <p>Priorities for collaboration are identified, business cases are developed for the highest priority projects, and the projects are implemented</p>	<p>The focus is on shared services which will benefit all councils</p>	<p>A minimum of three priority projects for collaboration are identified per annum</p> <p>If considered of value, business cases are developed for approval by the Board, and the projects are implemented</p>
<p>Existing WLASS contracts</p> <p>Existing contracts are managed and renegotiated as required</p>	<p>Appointed vendors deliver on the terms of their contracts and deliver value to the shareholders</p>	<p>The WLASS Contracts Register is maintained and managed</p> <p>Contracts which are due for renewal are tested for competitiveness and either renegotiated or re-tendered through a competitive process</p>
<p>Cashflow</p>	<p>The Financial Accountant reviews cashflow monthly, and the WLASS Board reviews the financial statements quarterly</p>	<p>The WLASS Board reviews the financial statements at least quarterly</p>

Target	Method	Measure
The company shall maintain a positive cashflow position		
Cost control Administration expenditure shall be managed and monitored	The Financial Accountant and Chief Executive review expenditure monthly	Administration expenditure shall not exceed budget by more than 5%, unless prior approval is obtained from the Board
Reporting Six monthly reports provided to Shareholders	The Chief Executive prepares a written report for the WLASS Board every meeting One 6-monthly and one Annual Report are prepared for shareholders	The Board shall provide a written report on the business operations and financial position of WLASS to the shareholders every six months Every second report shall be the Annual Report, which includes a report that all of the statutory requirements of the WLASS are being adhered to
Waikato Mayoral Forum The company shall provide administrative support to the Mayoral Forum work streams and to the Mayoral Forum	Mayoral Forum projects shall be managed financially through the WLASS	Approved invoices for Mayoral Forum projects are paid by the 20 th of the month following their receipt
Shared Valuation Data Services (SVDS) The SVDS is reliable, well maintained and available to all users	A Contract Manager is appointed for SVDS The Contract Manager monitors performance of the contractors and reports quarterly to the SVDS Advisory Group Risks associated with the SVDS are well managed The long term provision of SVDS services is achieved	The SVDS is available to users at least 99% of normal working hours The SVDS Advisory Group meets at least 6-monthly The Annual Business Plan is accepted by the Advisory Group by 31 March 2019, and includes consideration of strategic and operational risks, a disaster recovery plan, and a business continuity plan The timetable and milestones for implementing the long term provision of SVDS Services (as agreed by the Board), are being achieved
Insurance Achieve the relevant KPIs in Appendix 4 of the Insurance Brokerage contract with Aon	The Insurance Broker delivers on the terms of their contract and provides value to the participating councils	Strategic advice provided by Aon on the insurance programme structure is assessed as satisfactory in the annual WLASS Shareholders' survey by the participating councils The day-to-day service provided by Aon is assessed as satisfactory in the annual WLASS Shareholders' survey by the participating councils

Target	Method	Measure
<p>RATA</p> <p>Deliver better data for decision making across the Waikato region, enabling more consistent best practice</p> <p>Lead engagement and increase capability within the sector</p>	<p>Quarterly update reports are provided to all stakeholders participating in the Data Collection contracts</p> <p>Data supplied by contractors is of good quality and meets all of the participating councils' requirements</p> <p>Innovation: Identify opportunities to modify standard approaches and/or develop new approaches that will lead to optimal asset management</p> <p>Leadership: Lead engagement and increase capability within the sector</p>	<p>Reports are presented to stakeholders in October/January/April and July each year</p> <p>Reports on progress presented to WLASS Board as at 30 December and 30 June</p> <p>All data are reviewed for compliance and all good practice requirements are met</p> <p>Procurement of services complies with WLASS and NZTA's procurement requirements</p> <p>Present to a national conference on RATA innovations at least once per year</p> <p>At least two RATA guidance documents detailing good practice are produced each year</p> <p>RATA Forums are held 2-monthly to share learning and experience</p>
<p>Waikato Regional Transport Model (WRTM)</p> <p>The WRTM is reliable, well maintained and available to all users</p>	<p>RATA manages the WRTM on behalf of the participating councils, and monitors the performance of the model supplier (currently Traffic Design Group)</p> <p>RATA reports quarterly to the WRTM Project Advisory Group</p>	<p>All modelling reports requested from the model supplier are actioned within the agreed timeframe, scope and budget</p> <p>A report from RATA on any new developments and on the status of the model is provided to the WLASS Board at least every six months</p> <p>The quality of the base model complies with NZTA guidelines (as set out in the NZTA's Economic Evaluation Manual), and is independently peer reviewed each time the model is updated</p>
<p>Waikato Building Consent Group</p> <p>Provide strategic direction and actively pursue improvements in building control across the Waikato region</p>	<p>Implement the strategic priorities detailed in the "Build Waikato" May 2017 strategic review document</p> <p>Fulfil the roles and responsibilities set out in clause 9 of the WBCG's Memorandum of Understanding, 2016</p>	<p>Milestones for the five strategic work streams are achieved for:</p> <ul style="list-style-type: none"> Digital experience and technology: a common online customer experience. Success is defined as user friendly, convenient, quick, end-to end management and communication, measured by customer surveys and systems comparisons.

Target	Method	Measure
		<ul style="list-style-type: none"> • People capability. Success is defined as a successful recruitment and training programme, measured by compliance with BCA Reg. 8 -11. • Quality assurance. Success is defined as continued accreditation and increased service consistency, measured by accreditation outcomes, BCA annual audits, and customer surveys. • Lift industry competency and compliance. Success is measured by increased industry compliance, with reduced RFIs, and reducing percentages of application or building consent rejection. • Central government: engagement and legislative influence. Success is measured by legislative submissions and outcomes. <p>There is a common understanding and buy-in by all BCAs for the WBCG vision and actions that are taken to achieve this vision, measured by:</p> <ol style="list-style-type: none"> i. Full participation in WBCG projects and programmes ii. Audits demonstrating implementation and compliance with the agreed QA systems iii. Consistency in service delivery, measured by customer surveys. <p>Risk management is visible through regular reviews of the Risk Register</p> <p>All funding requirements are met by each of the participating councils</p> <p>Minimum of two reports presented to the WLASS Board on the Group's activities</p>
<p>Future Proof</p> <p>Planning for growth in the sub-region is coordinated and collaborative</p> <p>The Future Proof budget is well managed and monitored.</p>	<p>Joint preparation and input into Phase 2 of the strategy update</p> <p>Bi-monthly reports presented to Waikato Plan and Future Proof Chief Executive Group, and six monthly and annual reports to WLASS Board</p>	<p>Phase 2 of the Future Proof Strategy is adopted by the Future Proof Implementation Committee no later than December 2018</p> <p>The overall Future Proof work programme is delivered within the approved budget</p>

Target	Method	Measure
Future Proof influences and inputs into District Plan, Regional Plan, growth strategy and any other planning processes which manage growth within the sub-region and neighbouring regions	Future Proof works collaboratively and provides input into the planning work undertaken by all Future Proof partners and any other relevant planning authorities	Future Proof makes submissions (using RMA and Local Government processes), on District Plans, LTPs, growth management planning documents, and any central government initiatives which have the potential to impact growth management planning in the sub-region
Shareholder survey Shareholders are satisfied with the performance of WLASS	An annual survey of shareholders is undertaken to assess satisfaction levels with WLASS	A survey of shareholders is undertaken each year, and the results are reported to all shareholders
Review of benefits Shareholders are informed of the benefits being provided to shareholding councils by WLASS.	The benefits of WLASS (including financial and non-financial achievements) are regularly analysed and reported to shareholders	Information on the financial and non-financial benefits being achieved by WLASS are included in the 6-monthly and Annual Report to shareholders The WLASS website is regularly maintained and updated

LAKE TAUPŌ PROTECTION TRUST

The Lake Taupō Protection Trust (the Trust) CCO was settled on 9 February 2007.

Introduction

Lake Taupō is recognised as a national icon. Its importance, not only as an attraction for locals and people living in the Waikato region but nationally and as an attraction for international tourists, has been recognised. Work undertaken by a number of organisations has shown that the quality of Lake Taupō has begun to degrade for a number of reasons. The Lake Taupō Protection Trust was established as a CCO to administer a public fund to protect Lake Taupō.

The purpose of the trust (as set out in the draft deed) is maintenance of water quality in Lake Taupō through reducing nitrogen levels in the lake's catchment. The trust is jointly

administered by four organisations: Waikato Regional Council, Taupō District Council, Tūwharetoa Māori Trust Board and the Crown.

Company objectives

The trust's role is to protect Lake Taupō's water quality by reducing manageable nitrogen leaching into the lake by 20 per cent or approximately 153,000kg. After a review of the project in 2011 and on consideration of the final figures on the total nitrogen obtained from the benchmarking exercise undertaken by Waikato Regional Council, the project's nitrogen reduction target was increased to 170,300kg.

This increase meant that the remaining project funds were not able to achieve this new nitrogen reduction target. Additional Crown funding was received in April 2013 which enabled the two local authorities to subsequently release additional funds to enable the project to progress to the new nitrogen reduction target.

Performance measures

Actions	Performance measures
Oversee the financial position of the trust to meet and maintain a positive projected cash flow budget until 2019	Cash flow projection in place and being operated to achieve a positive outcome in 2019
Ensure that all Lake Taupō Protection Trust (LTPT) nitrogen reduction contracts are being complied with to achieve the overall nitrogen reduction target of 170,300kg and where relevant in conjunction with Waikato Regional Council	Nitrogen reduction contracts are being met and any contractual failure is addressed to achieve repatriation of any loss of nitrogen reduction

Actions	Performance measures
Monitor/track that compliance monitoring results are received on an ongoing basis for LTPT nitrogen reduction deals	Monitoring compliance results received in accordance with monitoring plan timelines; Audit NZ notified
Report on compliance monitoring results for LTPT nitrogen reduction purchases	Trust board up to date with compliance monitoring results
Carry out trust responsibilities identified in the Taupō Catchment Compliance Monitoring Plan and provide support in the operation of the plan with other joint parties which includes the trust's support of the Lake Taupō Protection Project's Communications Plan	Trust actions completed and monitoring plan supported on an ongoing basis
Manage trust funded research projects that have been previously approved by the trust	Research outcomes reported on
Participation and assistance in the interim and annual audits of the trust	Positive audit result
Provide ongoing support as required in the operation of the Lake Taupō Catchment Compliance Framework	Support provided as requested to achieve the aims of the Lake Taupō Catchment Compliance Framework

Note: The term of the project agreement signed by the Crown, Waikato Regional Council and Taupō District Council establishing the Lake Taupō Protection Project is scheduled to end on 30 June 2019. Discussions are underway between the project partners concerning the long term management of the nitrogen contracts. At the time of preparing this long term plan options were still being investigated and no final decision had been reached. For this reason the performance measures in this plan are limited to the current term of the project agreement.

REGIONAL SOFTWARE HOLDINGS LIMITED (RSHL)

Introduction

Regional Software Holdings Limited (RSHL) was formed in October 2012 by Northland, Taranaki, Horizons, West Coast and Waikato regional councils and Environment Southland. The six councils worked closely together over a number of years to develop and maintain a software application suite for use by the councils in the delivery of their activities under a long term plan. This application suite is called Integrated Regional Information Software (IRIS) and is currently the sole application under the RSHL umbrella.

Performance measures

		2018/19	2019/20	2020/21
Non financial	Undertake an annual survey of users and shareholder/customer councils in relation to product performance, Datacom support and RSHL support. Baseline to be developed following the completion of the first survey.		Applies each year	

Company objectives

The objective of RSHL is to work in partnership with other regional councils to provide long term shared software resources that are relevant to regional council activities and are fit for purpose, reliable, robust, resilient and cost effective.

The main drivers of the IRIS project are:

- continuity of supply
- influence/control of the destiny of regional council sector specific software
- risk reduction
- economies of scale
- standardisation of practice, or adoption of best practice.

		2018/19	2019/20	2020/21
	Develop, approve, communicate and refine the annual roadmap for RSHL major enhancement projects. Draft annual roadmap presented to the Board by 31 December of each year for the following year. Adoption by the Board by 30 June of each year.	Applies each year		
	Major enhancement projects identified on the Annual Roadmap are all completed within approved budget or (for items in progress) on track against their agreed timeline and budget at 30 June of each year.	Applies each year		
	Budgets for support and minor enhancements are approved by the Board by 30 June each year and delivery within these budgets is effectively managed by the Advisory Group.	Applies each year		
	User groups and business representatives are engaged in the development of the Major Enhancement Annual Roadmap.	Applies each year		
Financial	RSHL will operate within 5% (plus or minus) of its shareholder approved annual budget.	Applies each year		
	Annual charges for shareholders and customers to be at level approved by the Board and shareholder councils based upon the approved operating budget and budgets for major and minor enhancements.	Applies each year		
Growth	Monitor the regional council sector market and explore/respond to opportunities to expand the customer and/or shareholder base of RSHL.	Applies once in 3 year period		
	Consider, evaluate and, if appropriate, implement new service areas or areas ⁽²⁴⁾ outside of the current scope of IRIS.	Applies each year		
	Be a service delivery agent for wider regional council sector and related bodies information management projects (ReCoCo) and related shared services. Projects to be delivered on time and on budget as agreed in each of the Statements of Work between RSHL and the Regional Council Corporate Services SIG.	Applies each year		

²⁴ Consider does not mean commit to do, but to identify and evaluate one or more opportunities.

MARTHA TRUST

Introduction

The Martha Trust (the Trust) was established in 2001 by a joint venture known as the Waihi Gold Company, setting the sum of \$10 to create the trust fund. The purpose of the trust is to take the title to land currently part of the Martha Mine operation following completion of mining and closure of the site and to monitor and maintain that land so it can be used for recreational purposes by the general public.

Although some supporting mechanisms of the Martha Trust exist, such as the trust structure and bond, the trust will not actually become an operative entity until such time as the closure and rehabilitation conditions are finalised in the future.

Exemption of Martha Trust as a CCO

The Local Government Act 2002 (LGA) section 7(3) provides for the exemption of a small organisation that is not a council controlled trading organisation from being a CCO and from the accountability requirements of the LGA. The Martha Trust was exempted from being a CCO by resolution of the council in May 2007. This exemption was reconfirmed by the council in February 2018.

It is not practical for accountability requirements and performance monitoring of the Martha Trust to take place until such a time as it becomes operative, therefore by granting an exemption the council has provided a dispensation from any form of accountability and monitoring processes.

In accordance with section 7(3) of the LGA, the exemption of the Martha Trust as a CCO was reviewed at the February 2018 Finance Committee meeting due to it being three years since the last exemption was granted. The Finance Committee granted another exemption and resolved that the exemption is reviewed and reassessed either when the mine closes or on the receipt of further funds and at least within three years from granting the second exemption.

Trustees

Once the time comes for the Martha Trust to become operative, it is appropriate for trustees to be nominated. The trustees will include representatives nominated by Waikato Regional Council, Hauraki District Council and Ngāti Tamatera.

