

MEMORANDUM

To Mayor, Councillors, Community Board and Committee Chairs and Mana Whenua representatives

From Nicole Hubbard, Corporate Planning Team Leader

Subject Pre-reading for Strategic Priorities setting

Date 6 April 2023

Purpose

To provide information to Councillors, Community Board and Committee Chairs and Mana Whenua as pre-reading in advance of the workshop to be held on 13 April 2023.

The purpose of the workshop is for Council to set its strategic priorities for the next three years, which will guide the work programmes that staff develop for the 2024-2034 Long Term Plan.

Background

On 31 March 2023 Polis Consulting Group presented the Shifting Landscapes presentation to Council, which outlined the global, national and local trends that are impacting on the district. As part of this workshop Councillors were asked to consider what they thought were the biggest issues that were going to impact on the Waikato District, and what the key opportunities were. A summary of the feedback from Councillors is included in this pack.

At the 4 April 2023 workshop Polis Consulting Group facilitated a session where Councillors were asked to consider what was important to our communities under each of the four wellbeings: social, economic, environmental and cultural wellbeing. From this feedback staff are currently drafting Community Outcome statements. These statements will be presented back to Council at the next workshop.

Strategic Priorities workshop

On the 13 April 2023, Polis Consulting Group will facilitate a third and final workshop to help Council determine its strategic priorities for the triennium.

Strategic priorities should outline the key issues or trends that Council would like to see addressed and potential responses to those issues. Staff will respond to these issues when developing the work programmes for the LTP.

In order to help guide the discussion, staff have prepared some pre-reading for Councillors about existing commitments, priorities, and feedback we have already received from the community.

The following information is included in this pack:

1. Key impacts for the region, and key opportunities (Workshop 1 summary).
2. Overview of the service we deliver.
3. Key themes from the District Wide Blueprint.
4. Overview of Waikato 2070: Growth and Economic Development Strategy.
5. Regional and sub-regional initiatives.
6. Our Te Tiriti o Waitangi obligations.

7. Overview of our Joint Management Agreements.
8. Our Climate Change response obligations.
9. Strategic Risk register and emerging risks.
10. Highlights from our Residents satisfaction survey.
11. Economic insights
12. Facilities building portfolio.
13. Community feedback from Tainui Games and Regatta.
14. Examples of Strategic Priorities from other Councils.

Workshop #1 Summary:
Impacts and Opportunities for the
Waikato District emerging from
the Waves of Change Workshop

Working session #1 identified a long list of impacts emerging for the Waikato District

Geographic spread

Climate change

National and international migration

Housing

Short-term thinking and planning focus

Ageing population

Infrastructure

Population growth

Future of food

Education

Underestimating the Māori economy

Transport

Employment impacts of AI & automation

Lack of community-centric urban planning

Access to funding

Brain drain

Land degradation and usage issues with climate change impacts

Regional economic development

Health

Community resilience to waves of change

‘Caught in the middle’ of Auckland and Hamilton

Human capital depletion

Working session 1 focussed on 5 key impact areas for WDC



1. Climate Change

Climate change will have various compounding impacts on the district and its communities, including issues with productive rural land and preservation of natural areas.



2. Demographic changes

Population growth, ageing populations, migration (both national and international), and changing human capital needs.



3. Infrastructure

The right infrastructure and associated costs were seen as significant challenges for the Waikato District, particularly for rural areas as infrastructure is often driven by population.



4. Future of work

Rapid changes in technology, the future of work, and workforce supply and demand are affecting the labour market and creating challenges for employers, employees and local government alike.



5. Funding

Participants noted that funding inadequacies have already been exposed, and there are significant inequities between funding for rural areas versus towns and cities.

Working session #2: Conversely, a long list of opportunities emerged for the Waikato District

Tourism

Particularly cultural tourism and events

Growing rate base

Human capital

Attracting talent, digitalisation and education for the future of work

Resilient infrastructure and funding

Accessibility to social and physical infrastructure

Māori economy – 3 powerhouses, home of the Kingitanga

Collaborative advantage - Partnerships

Utilising a collective regional voice and engaging in regional projects for mutual advantage

Leveraging natural resources

Industrialisation and corporate partnerships

Regional connectivity – public transport within the golden triangle

Enabling innovation, tech hubs

Clean energy projects

LTP – reimagining, direction setting

EV Charging and ‘layover’ services

Working session 2 identified 5 key opportunity areas for WDC



1. Tourism

Tourism (particularly cultural tourism) was identified as an opportunity to attract visitors to the region, with participants suggesting building spectacles that people will travel to see.



2. Regional Connectivity

The district is positioned within the golden triangle to be a node of activity—moving freight and people. Effective, fast, efficient public transport to nearby areas will attract flows of people.



3. Unlocking the local Māori Economy

There are three Māori powerhouses in the district, with long term plans and assets of their own. Economic opportunities beyond tourism and partnerships exist, such as workforce enablement.



4. Collaborative advantage and partnerships

Developing better relationships with businesses, iwi, and developers was seen as an opportunity to facilitate community resilience. Additionally, collaborating with other local and regional councils for mutually beneficial projects and lobbying central government for funding.



5. Human Capital

Building skillsets for human capital resilience and capability, including training and digital capability to capitalise on automation, was viewed as an opportunity. This would support the district's demographic changes and build resilience against the future of work.

WHAT IS THIS?

Below is a high level outline of the services that Council delivers to its communities.

COUNCIL SERVICES

Animal Control

Animal Control undertakes the following work:

- responds to dog attacks, threatening dogs and barking nuisances and roaming complaints;
- responds to roaming stock complaints;
- maintains two dog pounds and two stock pound facilities;
- ensures timely registration of dogs;
- undertakes proactive patrols;
- educates the community on how to be safe around dogs.

Community Facilities

The Community Facilities team has responsibility for the maintenance of all Council owned buildings, management of fleet and minor capital projects. There are over 200 facilities which are included in this scope of work and range from libraries, aquatic centres, pensioner housing, town halls, council offices and public toilets.

Strategic Property

Strategic Property manages the approximately 1700 parcels of Council-owned land. The key responsibility areas are:

- strategic planning and growth;
- land acquisition and disposal;
- commercial negotiation;
- management of the Council's income-earning property;
- lease and tenancy management;
- guidance and advice.

Open Spaces

The Opens Spaces team oversees the management and maintenance of:

- 2,159 hectares of park land;
- 54 playgrounds;
- 22 cemeteries;
- 3000 street trees;
- 5000+ park trees;
- 70km of trails; and
- 57 public toilets.

Environmental Health

Environmental Health undertakes public health activities to including:

- verification of all food processors;
- reporting and licensing of all types of alcohol licences;
- inspection of health-related operations such as funeral directors;

- investigating complaints including noise events and public health issues;
- advising on land use consents;
- reporting and advising on contaminated land; and
- reviewing policies and bylaws associated with gambling venues, psychoactive substances and alcohol control.

Building Quality

The Building Quality team:

- applies the requirements of the Building Act 2004 and District Plan rules to building applications;
- carries out audits to ensure building warrants of fitness compliance;
- audits earthquake-prone buildings;
- maintains a register and checks swimming pool compliance; and
- investigates complaints about illegal building work and take enforcement action where necessary.

Consents

The Consents team delivers the following services:

- processes applications received under the Resource Management Act including land use and subdivision consents, designations, ROW applications, easements, s223 and s224 certificates;
- LIMs and property enquiries;
- property numbering;
- maintaining the Land Hazard Register that records natural and physical hazards associated with properties.

Monitoring and Bylaws

The Monitoring and Bylaws team is responsible for ensuring compliance with the district's rules and includes:

- monitoring of resource, subdivision and land use consents;
- litter;
- parking;
- freedom camping; and
- dealing with abandoned vehicles.
- compliance with the Public Places, Freedom Camping or Keeping of Animals Bylaws.

Contracts

The Contracts team implements best practice management across all contracts held by Council. It supports, upskills and enables Council contract managers to ensure the services delivered are fit for purpose and as contracted.

Customer and Partnership Focus

The Customer and Partnership Focus team handles the majority of council's direct customer interactions via Council's call centre, service centre and libraries.

Economic and Community Development

The Economic, Community and Social Development team works to increase economic activity in the district through business attraction, growth and investment. The work is delivered through the three separate programmes – economic development, community and youth development and social development.

Funding and Partnerships

The Funding and Partnerships team aims to forge strong partnerships to enable the implementation of major projects and initiatives through fundraising, sponsorship, and in-kind resources. We plan and create in partnership with our communities to enable financially sustainable community growth.

Iwi Partnerships

The Iwi Partnerships team supports Council on political, strategic and cultural issues as they relate to iwi groups and how they may impact on Council. It also provides guidance from an Iwi / Maaori perspective on staff understanding and practice around cultural awareness and protocols.

The team also influences and manages relationships between the Council and Iwi, and the wider Maaori community through formulating and negotiating solutions to complex issues when the views of the way forward may be divergent.

Strategic and District Planning

Strategic and District Planning involves partnering with neighbouring councils and central government to achieve policy alignment, more efficient planning processes and broad support for intended development outcomes.

The activity also includes the corporate planning function which delivers the Long Term Plan, Annual Plan, Annual Report and various internal and external policies and bylaws, as well as managing ad hoc consultation under the Local Government Act 2002.

Roading

The Roothing team manages all maintenance, renewals and capital investment across the roading network required to move vehicles, facilitate public transport and enable pedestrians.

Solid Waste

The Solid Waste team manages kerbside refuse and recycling services and as well as the operation of transfer stations and resource recovery centres.

Organisational Support

Organisational Support ensures that the organisation's structure, systems, process and people are aligned and working together. It includes human resources, accounts payable, finance, communications, strategic planning, information management and business improvement.

DISTRICT WIDE BLUEPRINT

WHAT IS THIS?

The Waikato District Council commissioned the development of a Blueprint for the district. The Blueprint was developed and delivered through a series of intensive consultation and Inquiry-By-Design workshops between July and November 2018.

The aim of the Blueprint is to provide a high-level 'spatial picture' of how the district could progress over the next 30 years, address the community's social, economic and environmental needs, and respond to its regional context.

KEY THEMES TO KNOW ABOUT...

Theme: Identity

The aim of this theme is to: Create a world class Waikato River corridor identity and strengthen Raglan's local character.

The following aspects are covered under this theme:

- The Waikato River corridor, its tributary the Waipa River, and its significance for iwi;
- Walking and cycling routes along the rivers; and
- Local identity of the district settlements.

Theme: Nature

The aim of this theme is to: Protect and support enhancement of the natural environment with revegetated biodiversity links and clean waterways.

The following aspects are covered under this theme:

- Biodiversity;
- Solid waste;
- Low impact stormwater; and
- Rural drainage.

Theme: Iwi

The aim of this theme is to: Build on the Joint Management Agreements and other agreements, celebrate Maaori culture, and promote the use of Te Reo.

The following aspects are covered under this theme:

- The Joint Management Agreements (JMA) and other relationship agreements;
- Engagement and relationship building;
- Increasing the use of Te Reo; and
- New staff positions related to Maaori partnership.

Theme: Communities

The aim of this theme is to: Strengthen, enable and connect local communities and citizens, and support those most in need.

The following aspects are covered under this theme:

- Addressing district-wide community needs;
- The Council's website and social media;

- Facilitating local communications; and
- Supporting local community events.

Theme: Growth

The aim of this theme is to: Direct cohesive growth outcomes which support all community needs.

The following aspects are covered under this theme:

- District Growth Strategy;
- Housing and property affordability; and
- Design guidance.

Theme: Economy

The aim of this theme is to: Support the rural and urban economy, and attract more visitors, entrepreneurs, and employment uses.

The following aspects are covered under this theme:

- Analysis of the district's employment situation.
- Strategies for retaining existing wealth, including:
 - Keeping expenditure local; and
 - Youth and others in unemployment.
- Strategies for creating new wealth, including:
 - Small business and retail growth; and
 - Establishing or expanding business clusters.
- Strategies for capturing wealth from elsewhere, including:
 - Attracting new residents with resources to invest locally; and-
 - Recreation and business visitor attraction.

Theme: Transport

The aim of this theme is to: Leverage value off accessibility, help those disadvantaged by a lack of transport options, and prepare for future passenger rail.

The following aspects are covered under this theme:

- The bus network;
- Opportunities related to passenger rail;
- The State Highway network; and
- Walking and cycling trails.

Theme: Infrastructure

The aim of this theme is to: Develop and maintain efficient infrastructure that is environmentally clean and will serve the community well into the future.

The following aspects are covered under this theme:

- Cross-boundary approach to management
- Water operations

Theme: Governance

The aim of this theme is to: Devolve some decision making, and engage more effectively at community and Hapuu level.

The following aspects are covered under this theme:

- Supporting non-Council external entities;
- Geographic Information Systems (GIS);
- Status of the Blueprint; and
- Devolution of management to community boards and local committees.

WHAT IS THIS?

Waikato 2070 is the Districts Growth and Economic Development Strategy. It is a guiding document that the Waikato District Council uses to inform how, where and when growth occurs in the district over the next 50-years.

KEY THEMES TO KNOW ABOUT...

The growth indicated in Waikato 2070 has been informed by in-depth analysis and combines economic, community and environmental objectives to create liveable, thriving and connected communities. The growth direction within Waikato 2070 will ultimately inform long-term planning and therefore affect social, cultural, economic and environmental wellbeings. The Strategy is made up of four key focus areas;

- Grow our Communities
- Build our Businesses
- Embrace our Identity
- Empower our People

Under each focus area are key directions and the implementation levers for each of the directions. The Strategy also contains maps for each of the priority growth Towns and Villages.

<https://www.waikatodistrict.govt.nz/your-council/plans-policies-and-bylaws/strategies/waikato-2070>

REGIONAL AND SUB-REGIONAL INITIATIVES

WHAT IS THIS?

Council supports several regional and sub-regional strategic initiatives with the aim of forging a collaborative approach to discuss issues and resolve challenges. It is important that we stay involved and engaged in these initiatives.

KEY THEMES TO KNOW ABOUT...

- Waikato Mayoral Forum
 - Made up of mayors and the regional council chair working together to develop tangible benefits for the region through greater local government co-operation.
- Waikato Housing Initiative
 - WHI is a cross-sectoral group working toward a vision of every person and every family in the Waikato region is well-housed, living in sustainable, flourishing and connected communities.
 - At a workshop with the WHI held on 29 March 2023 Council confirmed that it would play an active role in supporting the WHI advance and facilitate the delivery of affordable, quality, and accessible homes in the Waikato.
- Future Proof | Te Tau Tiitoki
 - Future Proof is a joint initiative set up to consider how the Waikato, Hamilton, Waipā and Matamata-Piako sub-region should develop into the future. The partnership was established in 2009 and re-launched in 2019 to include central government, Auckland Council, and iwi.
 - Key initiatives of Future Proof include:
 - Development of a sub-regional Future Development Strategy (a requirement of the NPS on Urban Development) including an updated housing and business capacity assessment.
 - Priority Development Areas
 - Raahui Pookeka | Huntly and Environs
 - Ruakura Superhub (industrial and residential)
 - Rotokauri and Te Rapa
 - Hamilton (Central City)
 - Fairfield – Enderley
 - Development and Implementation of the Sub-Regional Three Waters Study
 - Implementation of the Hamilton-Waikato Metropolitan Transport Programme Business Case
 - Oversight of the implementation of the Regional Public Transport Plan
 - Working with the Waikato Housing Initiative to align housing outcomes with the Future Proof settlement pattern.
- Hamilton to Auckland Rail
 - Te Huia (ongoing operational support and improvement on current levels of service)
 - Upgrade of the Raahui Pookeka | Huntly Railway Station
 - Upper Northern Waikato Railway Station Indicative Business Case (as a precursor to a detailed business case)

WHAT IS THIS?

Councils are obliged under two primary pieces of legislation to give effect to Te Tiriti o Waitangi.

KEY THEMES TO KNOW ABOUT...

Local Government Act

Local government in New Zealand is charged with the responsibility to promote opportunities for Māori and tauwiwi (all non-indigenous New Zealanders) to contribute to its decision-making processes. However, there are several provisions in the Local Government Act 2002 (LGA) that relate specifically to Māori.

The key provision is in section 4 of the LGA. To recognise and respect the Crown's responsibility to take appropriate account of the principles of the Treaty of Waitangi, and to maintain and improve opportunities for Māori to contribute to local government decision-making processes, Parts 2 and 6 provide principles and requirements for councils that are intended to facilitate participation by Māori in local government decision-making processes.

Whilst section 4 acknowledges that responsibility for Treaty obligations lie with the Crown, Parts 2 and 6 of the LGA are intended to facilitate participation of Māori in local government.

Resource Management Act (RMA)

Section 8 of the RMA requires that all persons exercising functions and powers under the Resource Management Act consider the principles of the Treaty of Waitangi.

In achieving the purpose of this Act, all persons exercising functions and powers under it, in relation to managing the use, development, and protection of natural and physical resources, shall take into account the principles of the Treaty of Waitangi (Te Tiriti o Waitangi).

JOINT MANAGEMENT AGREEMENTS

WHAT IS THIS?

Council has had Joint Management Agreement (JMA) Partnerships with Waikato-Tainui and Ngāti Maniapoto since 2010 and 2012 respectively. In its submission on local government reform, Council acknowledged that it is important that these partnerships are recognised and strengthened in any future local governance arrangement.

KEY THEMES TO KNOW ABOUT...

Joint Management Agreement between Waikato-Tainui and Waikato District Council

The JMA affirms the commitment of the parties to:

- Enter a new era of co-management over the Waikato River;
- Achieve the overarching purpose of the Waikato River Settlement Act i.e., to restore and protect the health and wellbeing of the Waikato River for future generations;
- Enhance the relationship between Waikato-Tainui and the Council on areas of common interest; and
- Recognise that the relationship underpinning the JMA is an evolving one whereby both parties will continue to explore the potential for transfers, delegations and sharing of relevant powers and functions under the RMA and LGA.

Waikato-Tainui priorities for the current triennium

At the beginning of each triennium Waikato-Tainui sets out its key priorities for councils within its rohe. For the current triennium the relevant priority focus areas with implications for the Waikato District Council are as follows:

- Treaty Settlement
 - Implementation of Treaty Settlements at a regional and local level.
 - Upholding the Crown's Treaty Settlement obligations to Waikato-Tainui and maintaining an effective regional and local voice, centred on the health and wellbeing of Te Taiao and the interrelated health and wellbeing of iwi, hapuu and all communities of the Waikato.
- Maaori Wards/ Maangai Maaori
 - Acknowledgement of the new Maaori Ward Councillors and advocacy for embedding the role of Maangai Maaori in councils.
- Climate Adaptation and Civil Defence for iwi/marae
 - Joint Preparedness Strategy for the next extreme weather event including recognising and resourcing marae.
 - Mitigation and possible retreat for affected marae.
- Social procurement
 - Creating opportunities for tribal businesses.
 - Seeking Council's commitment to social procurement and to share with the tribe what that looks like
- Cultural Awareness and Footprint Initiatives
 - Ensuring the commitment of Council to increasing cultural awareness
 - Access to long-term cultural narrative strategy to enable planning
- Waikato River Settlement and Te Ture Whaimana (the health and wellbeing of the Waikato River and its catchments)
- Government Reforms
 - Resource Management Reform
 - Local Government Reform
 - Three Waters Reform

- Ruakura Superhub - Council support (where appropriate) and priority for Ruakura zone changes and future property developments.
- Hamilton to Auckland corridor opportunities -
 - Meremere
 - Huntly
 - Rotowaro
 - Hopuhopu

Joint Management Agreement between Ngāti Maniapoto's and Waikato District Council

Ngāti Maniapoto's rohe relates to a very small portion of the Waikato district. However, the purpose of the JMA is to restore and maintain the quality and integrity of the waters that flow into and form part of the Waipā River for present and future generations. The Waipā River is the Waikato River's largest tributary.

WHAT IS THIS?

The NZ Government has set a target of 50% reduction in CO₂ emissions by 2030 and carbon neutrality by 2050. Most councils have aligned and are planning to deliver on this target. Over 81% of councils report on their operational CO₂e emissions. This is likely to be a requirement in future.

In December 2020 the Council's Climate Response and Resilience Action Plan (the Action Plan) was adopted and Key Performance Indicators on climate change established in the Chief Executive's 2021/22 Business Plan.

Throughout 2022 the Climate Response Strategy and roadmap was drafted, and the Climate Action Plan reprioritised and updated.

KEY THEMES TO KNOW ABOUT...

The purpose of the Climate Response and Resilience Action Plan (the Action Plan) is to provide a plan for WDC to meet its audit and statutory obligations, and community expectations, to mitigate and adapt to climate change.

The key objectives and targets included in the Action Plan include:

Mitigation: Corporate: WDC to reduce its greenhouse gas (GHG) emissions in line with Zero Carbon Act, i.e.:

- Reduce biogenic methane emissions by 10% below 2017 levels by 2030.
- Reduce biogenic methane emissions by 24-47% below 2017 levels by 2050.
- All greenhouse gases (except biogenic methane) to reduce to net Zero by 2050 (taking into account carbon sequestration activities like permanent forestry, which may have their own specific targets).

Mitigation: Community: WDC to use its tools and partner with others to encourage and support the community in reducing Districtwide GHG emissions in line with Zero Carbon Act.

Adaptation: Corporate: WDC to prepare its assets for the likely and potential effects of climate change – taking into account levels of uncertainty within a precautionary, long-term approach.

Adaptation: Community: WDC to support the community, in partnership with others, in preparing for the likely and potential effects of climate change.

To	Audit & Risk Committee
Report title	Strategic Risk Register and Emerging Risks March 2023
Date:	15 March 2023
Report Author:	David Tisdall – Risk Advisor
Authorised by:	Tony Whittaker - Chief Operating Officer

1. Purpose of the report

Te Take moo te puurongo

To update the Audit and Risk Committee (“the Committee”) on the current risk activity and strategic and emerging risks.

2. Executive summary

Whakaraapopototanga matua

This report details:

- Strategic Risk Activity Update
- Strategic Risk Projected Treatment Implementation.
- Emerging Risks

In the last quarter, a review of strategic risks and treatments was conducted. As a result, three risks were found to have increased and were reassessed accordingly. In addition, progress was made on reducing one residual risk based on the established timeline. This information suggests that Council is taking an active approach to risk management and is making efforts to mitigate potential threats to its strategic objectives. A review of emerging risks has also been carried out and is discussed below.

3. Staff recommendations

Tuutohu-aa-kaimahi

That the Audit and Risk Committee receives the report.

4. Discussion Matapaki

4.1 Strategic Risk Activity Update

In the last quarter we have:

- Continued to refine our understanding of the strategic risks and completed the quarterly review.
- Completed a deep dive into strategic risk interdependencies.

4.2 Cyber security

There has been an increase in cyber security residual risk in the last quarter. This has been driven by the identification of several systems not compliant with insurance minimum requirements and programme delays.

Non-IM managed systems

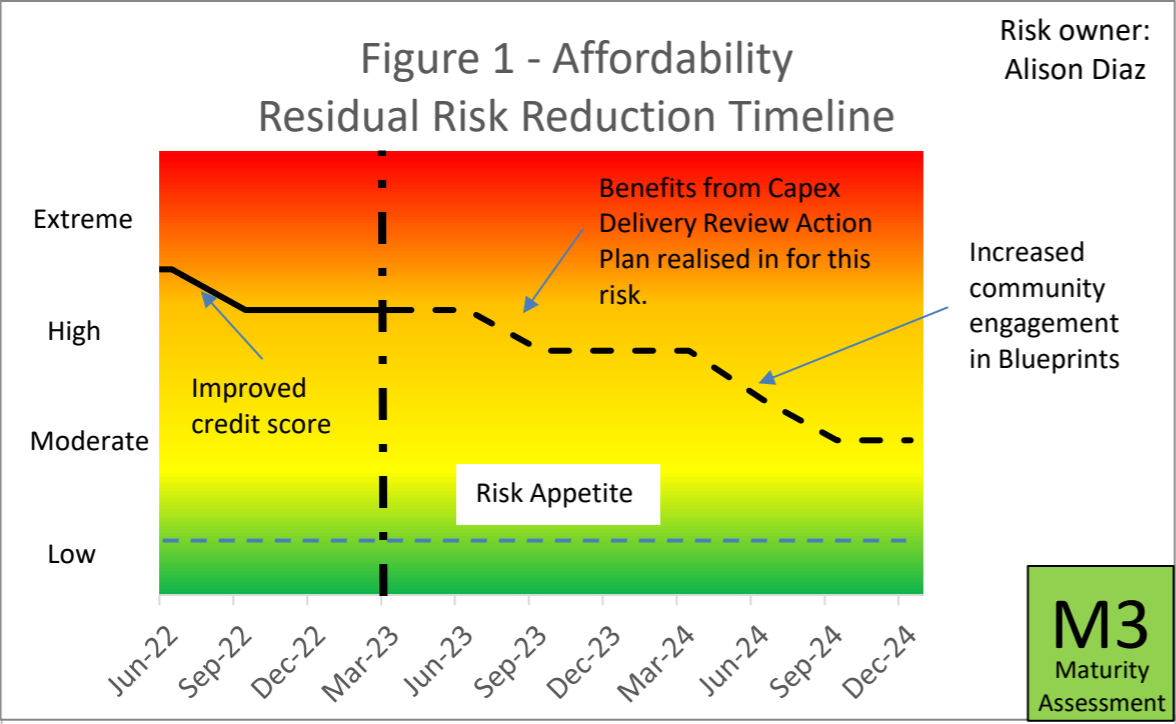
In the last quarter, as part of a review of council contract risk, several Cloud (SaaS) systems were identified which are managed directly by the Business Owner, without being under Information Management oversight. While some of these systems were implemented prior to the existence of certain controls, it was found that some of them do not comply with the Council's Cloud Policy, AoN Insurance minimum controls criteria, or the New Zealand Information Security Manual (NZISM).

This highlights the need for additional attention to be given to these systems to ensure compliance with these controls and minimize risk. Council is currently working to rectify this situation to mitigate any potential privacy or system breaches and reduce associated insurance risks.

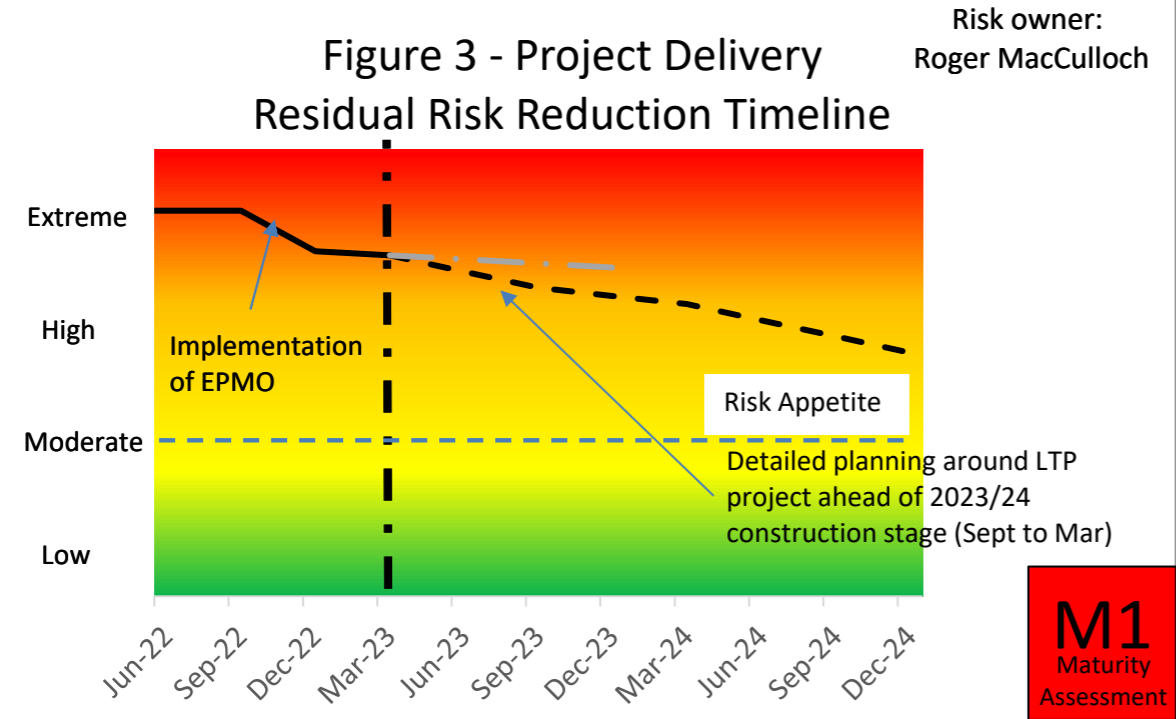
This underlines the importance of improving maturity regarding cyber security when it comes to ownership and accountability of our systems, data, and processes, and the remediate the resulting risks.

Programme delays:

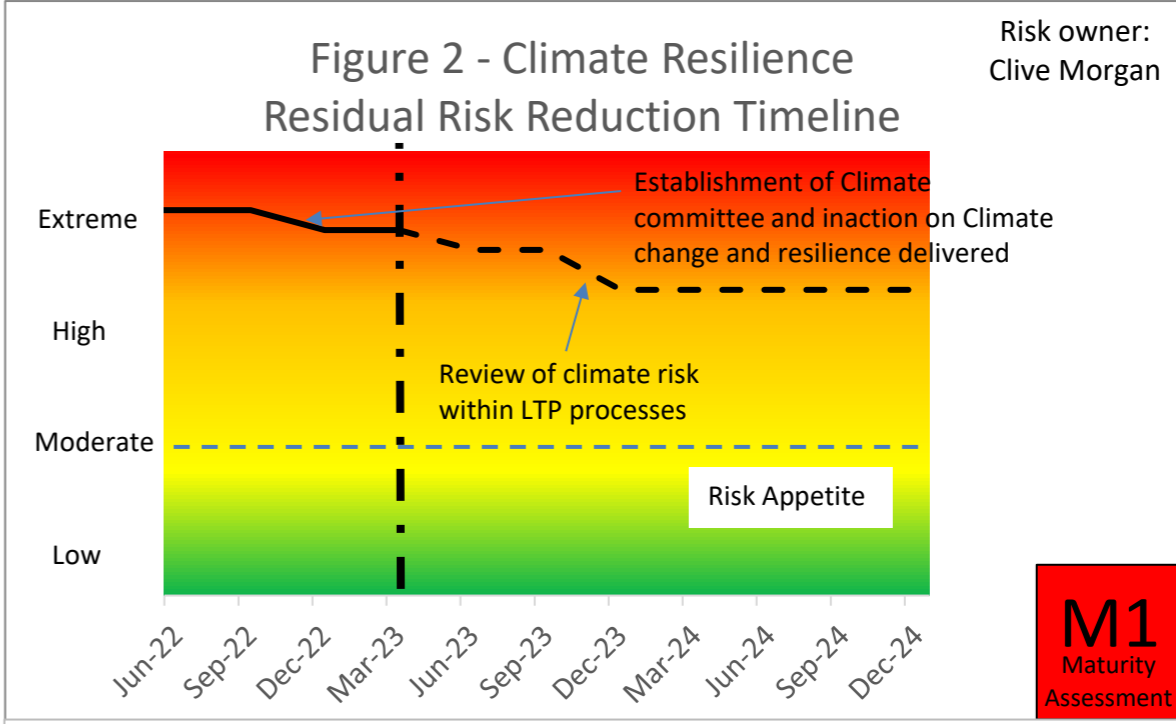
Several projects in the Digital Transformation roadmap have been delayed or put on hold due to resource constraints. A number of these projects form part of the 3-year Cyber Security Improvement programme. Staff are currently assessing the impact and response options. In the interim a key mitigation is continued staff cyber training.



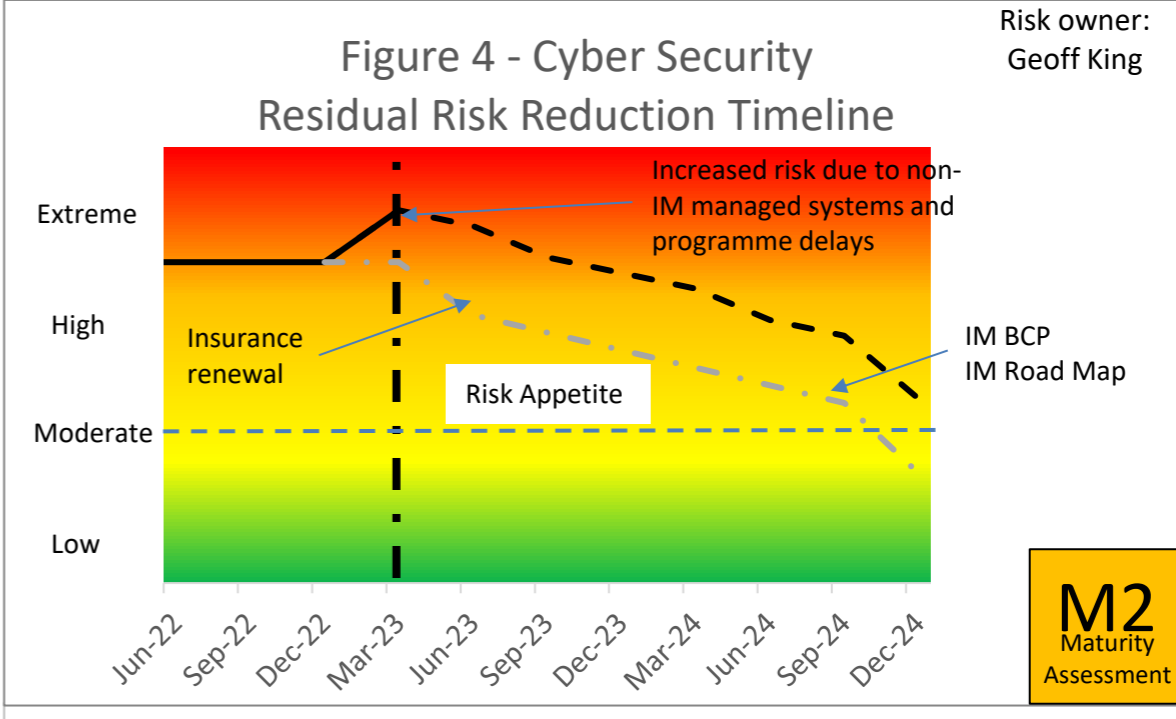
Affordability – As a result of our credit rating our debt cap has increased, enabling the ability to borrow more and reduce the cost of borrowing. In addition, financial risks associated with water infrastructure will be eliminated when three waters take effect. The positive effects of these factors will be partially offset by inflation and economic slowdown. A long-term Moderate risk is anticipated. As there will always be a disparity between community wants and costs, for this managing community expectations is critical for identifying needs over wants. This needs to be further examined at the KPMG workshop.



Project Delivery - Capex delivery works programme and action plan has been developed and implemented, key roles are currently being sought in the market, large challenge in finding the right people with capability and competency. The significant benefit from the new structure and framework is anticipated to be visible at the start of the 23/24 construction season. On going working with the new LTP project to help business owners have well define project scopes and budgets. Community engagement for the right projects being implemented.

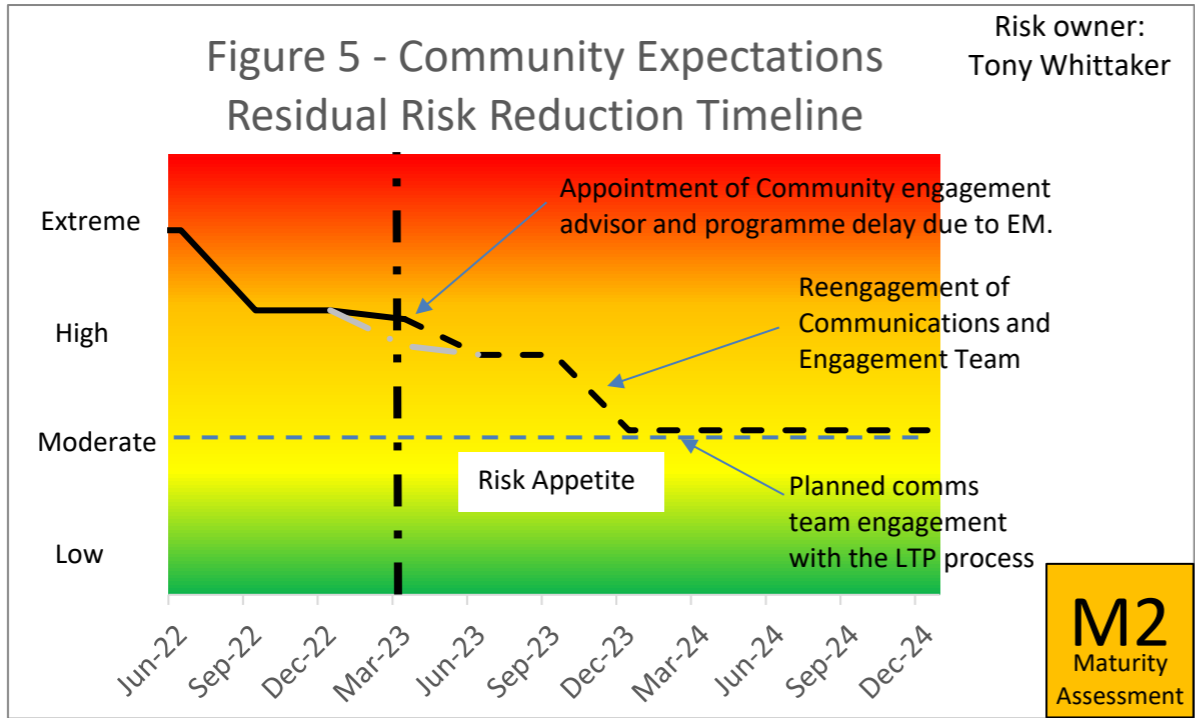


Climate Resilience - Work to develop and understand the scope of our climate resilience risk is ongoing. There has also been an improved alignment between staff and elected members in the direction and focus of climate resilience needs. Due to the recent weather events there is even greater urgency felt to receive the Climate Adaptation Act to give more clarity and understand to local government direction.

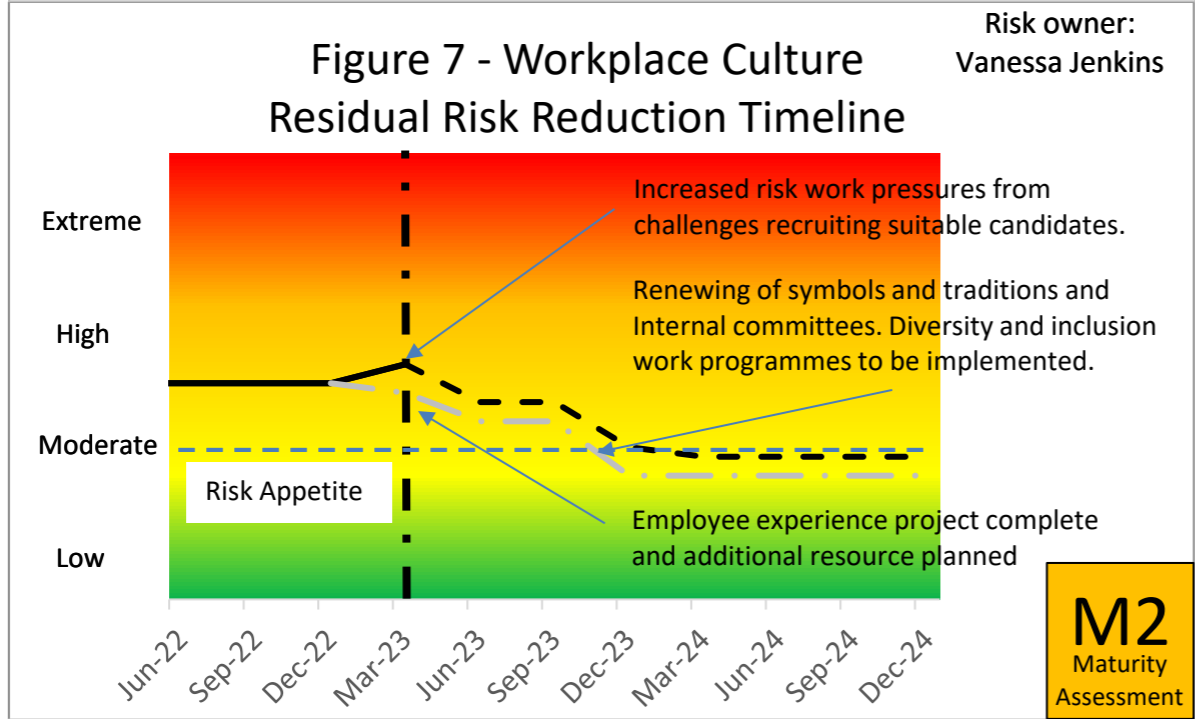


Cyber Security - Council is progressing the three-year cyber security improvement plan as endorsed by the Audit & Risk Committee. Council is currently in year 2 of the plan. Figure above has been amended to reflect delays and increased risk. Refer to section 4.3 above for details.

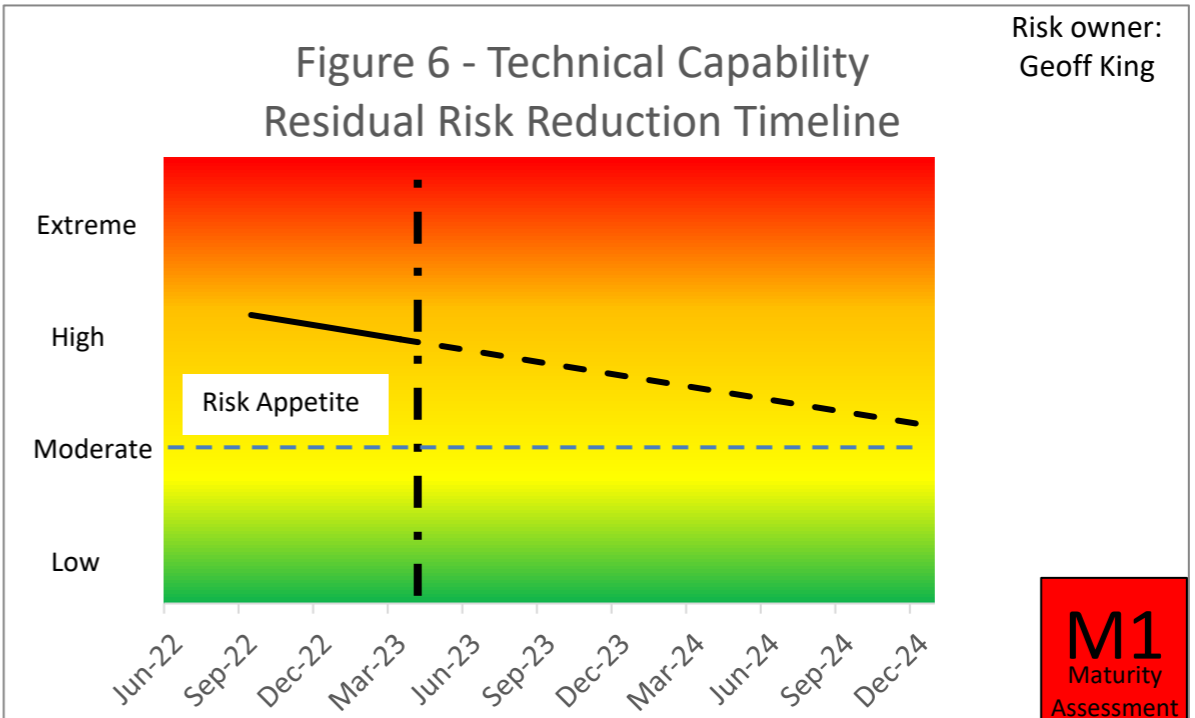
Past residual risk timeline
 Updated projected residual risk timeline
 Last quarter projected residual risk



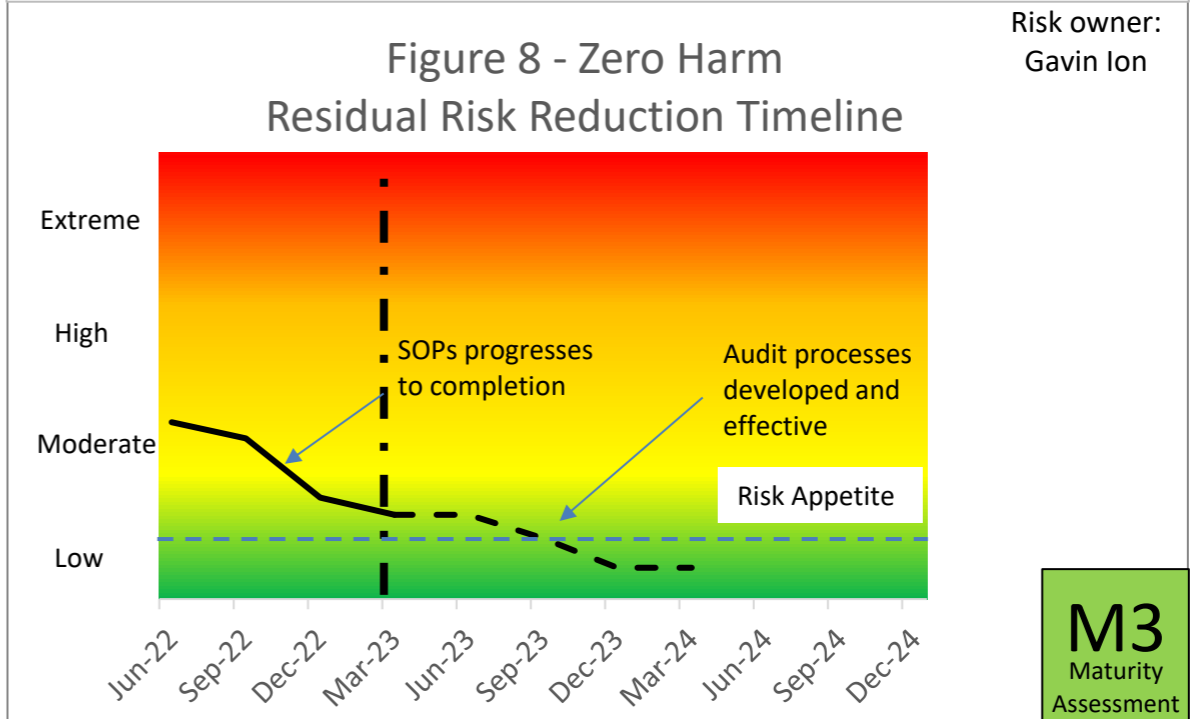
Community Expectations – The community engagement advisor, Karlene Rhind, has been appointed. Work to develop the community engagement strategy with provide a clear direction forwards to further mitigate this risk. Due to resource being reallocated to the emergency management response this work has been temporarily delayed.



Workplace Culture - Expected impacts to this strategic risk are as follows: increased demand on resource to accommodate internal digital transformation, a need to take on unskilled workers and upskill, Future of local government and change to senior leadership. Due to current recruitment challenges existing staff are able to take on greater responsibilities and development opportunities, however, without being able to increase our workforce this isn't balanced by sharing existing workloads with others. This is reflected in an increase in uncertainty (Risk) around workplace culture.



Technical Capability - Based on the December deep dive into technical capability a residual risk of High was determined. The existing treatment work programme is expected to reduce the risk to Moderate over the next two years. Work will continue to review and monitor these treatments and determine gaps. There is expected to be an increased reliance on our P&C systems to manage the level of change required to mitigate this risk.



Zero Harm - The focus remains on completing the work programme set down in the Zero Harm Strategic Improvement Plan for 2022/2023. In particular key focuses in the last three months have been on the progression of critical risk bowtie control plans for Working on the Road or Roadside and Mental Wellbeing.

Past residual risk timeline
 Updated projected residual risk timeline
 Last quarter projected residual risk timeline

Table I. Strategic Risks assessed as within Council Risk Appetite.

Title	Residual Rating	Risk Appetite	Comment	
People & Culture (Retention)	Moderate	Moderate	<p>Recruitment currently experiencing a slower season with roles taking months rather than weeks to fill.</p> <p>Several technical skill areas (Including consents, land development and project/ portfolio management skills) are hard to come by in the current market resulting in external consultants being used to fill gaps where possible. However, current market restrictions don't always make this a viable treatment.</p> <p>This has partially contributed (along with disruption to assist with emergency management) to the delay in programmes for PnC projects such as the Employee Experience project and Diversity and Inclusion project. While still considered within appetite, there is an increased level of uncertainty (Risk) around people and retention.</p>	M2
Business Resilience	Moderate	Moderate	<p>Business Continuity Plans (BCPs) are in place. Areas of critical importance are currently being reviewed and their BCPs being tested.</p>	M1
Regional & National Strategic Planning & Legislative Reform	Moderate	Moderate	<p>Keeping a watching brief on local government, RMA and three waters reform. The relevant submissions and/or feedback at relevant stages for each process being delivered. Staff are involved in working groups and will continue to keep a watching brief for the next steps in each of these initiatives.</p> <p>Submission on local government reform was made on 23rd Feb 2023.</p> <p>Submission on RMA reform was made on 20th Feb 2023.</p>	M2

4.3 Emerging Risks

The emerging risks outlined below are areas where considerable change is expected and for which management wish to keep the Committee abreast of activity:

4.3.1 Local government in community resilience

There is a slow shift in local government from the traditional service delivery model to a wellbeing and community-centric model. This change in direction is driven by the wellbeing focus of the local government act and will be furthered by the Future of local government reform. With a decreasing scope of local government BAU, as seen by three waters moving water services away from local government, our role to build community resilience will require increased collaboration with other entities, including those that will be servicing at regional rather than district level. This increased reliance on external partnerships may expose the organization to potential risks, such as a misalignment of goals and objectives, increased contract risk with new entities and legal obligations around emergency management. This has been reinforced lately by the recent flooding and operation of the Emergence Operating Centre (EOC).

4.3.2 Trust in local government

Declining voter turnout is evidence of a reduced level of engagement with the function of local government. This brings with it the obvious challenge of how council can effectively hear the voice of the community and their needs. However, there appears to be a more fundamental issue that is maybe better characterised as increased discontentment, disenfranchisement of the public and in some cases anger and hostility, rather than simply an apathy towards local government.

This could present a significant risk to the upcoming changes for local government such as Three Waters, Future of Local Government and Application of Te Tiriti principles.

4.3.3 Government reform – Future of local government

The Committee is familiar with the central government lead review of Local Government. The Review is considering roles, functions, and partnerships; representation and governance; and funding and financing.

Until the completion of this review elevated levels of uncertainty exist regarding the potential impact on council functions. The draft report has been released. This is now being followed by a four-month submission phase with the final report expected in June 2023. There is a degree of uncertainty around how enforceable recommendations of the review will be on local government.

Council is keeping connected to the process having met with the panel to provide input and feedback. Feedback on the interim report has been provided by Council. We are also doing our best to keep staff informed as part of our strategy to mitigate the risk of staff movement in this employment climate.

If more spending power is divested to community boards, additional risk assessments to mitigate adverse impacts may be warranted. The mayor has commissioned some research into making Council's community boards and committees more effective. This is almost complete.

4.3.4 Inflationary & Affordability Pressures

Staff are monitoring ratepayer payments as a test of affordability. Payment arrangements are offered where requested. The Rates Postponement Policy has not been required at this point.

We will continue to monitor and work with inflationary pressures. Floating lines and reprioritisation are tools available to Council.

The combination of inflation, affordability and local government elections is likely to challenge the current annual plan. Additionally, if we enter a recession there may be a significant difference to the demand in council services requiring us to be agile in our responses. The intention is to commence a comprehensive long term plan process shortly such that focus and service levels can be reviewed in depth.

4.3.5 Consent volume change

Building companies are scaling down in response to the economic downturn and supply chain issues. This has not yet been reflected in the number of consent application Council is receiving however this is likely at this stage to reflect the building industry going through its backlog of work.

If consents do reduce, and growth reduces below planned levels there is a financial risk of “stranded assets”. This is where infrastructure projects that have been financed on the assumption of increased growth, and therefore more rates. Additionally, fixed rate mortgages are likely to come into play and have a knock-on effect on consenting numbers.

4.3.6 Global Supply Chain Interruptions

The impact of COVID-19 on procurement remains a significant emerging risk with ongoing delays in key supply areas including engineering components, electronics, and construction materials. Council implements procurement strategies to optimise opportunities and identify alternate solutions. Suppliers and project staff are aware of the impacts and working within the constraints and availability of resources. This impacts both delivery of Council projects and the building activity within the district.

The decreased activity in project delivery has reduced the exposure of the supply chain impacts on the accessibility to raw materials. However, there is the expectation that with the increased efficiencies through the EMPO our exposure in this area will increase.

5. Next steps **Ahu whakamua**

Planned activities for the next quarter include:

- Operational risk register review to inform strategic risks.

6. Attachments **Ngaa taapirihanga**

Appendix 1 - Strategic risk names and descriptions

Appendix 2 - High level maturity assessment tool description

RESIDENTS PERCEPTION SURVEY RESULTS

WHAT IS THIS?

The Council developed a questionnaire for a postal to online survey for measuring the Council's performance in relation to service delivery in conjunction with a dashboard reporting of progress across three waves. The questionnaire included a number of different measures relating core activities, services and infrastructure, as well as to provide a wide perspective of performance.

Data for the survey was collected over four periods; from 5 August 2021 to 2 September 2021, 4 November 2021 to 2 December 2021, 2 February to 2 March 2022 and 5 May to 2 June 2022.

KEY THEMES TO KNOW ABOUT...

Council has an ongoing need to measure the levels of satisfaction that residents have with the resources, services and facilities provided by Council as well as a need to identify improvement opportunities that will be valued by the community.

The key research objectives of the survey were:

- To provide a robust measure of satisfaction with Waikato District Council's performance in relation to service delivery.
- To establish perceptions of various services, infrastructure and facilities provided by Council.
- To provide insights into how Council can best invest its resources to improve residents' satisfaction with its overall performance.
- To provide benchmarking of performance for Waikato District Council compared to other similar authorities.

Best 10 measures (% of residents scoring 7-10)

1. TW2_1 – The reliability of the water supply
2. CS1_1 – Safety during the day
3. WM2_1 – Regular kerbside collection service
4. FS2_2 – Local parks and reserves including sports fields and/or playgrounds
5. FS2_1 – District library services
6. INT4_1 – How easy it was to make your enquiry or request
7. INT4_4 – Council staff's understanding of what you wanted
8. TW5_1 – The reliability of the sewerage system
9. TW5_2 – Overall satisfaction with the sewerage system
10. INT4_3 – The information provided being accurate

Worst 10 measures (% of residents scoring 7-10)

1. LIO1_2 – I have a good understanding of the work and activities the Waikato District Council is undertaking or planning to undertake in my community
2. RF1_2 – The unsealed roading network
3. VM2_1 – Annual property rates are fair and reasonable
4. Q16_1 – The public are consulted about the right issue
5. RF1_5 – How well the roads are maintained
6. OS1_1 – Litter, illegal dumping and graffiti control
7. REP3 – Financial management
8. RF1_7 – The availability of cycleways
9. Q16_4 – There is a suitable range of consultation options available
10. Q16_6 – Council clearly explains or communicates the reasons for the decisions it needs to make, even if I don't always agree with those decisions.



COMMUNITY GROWTH

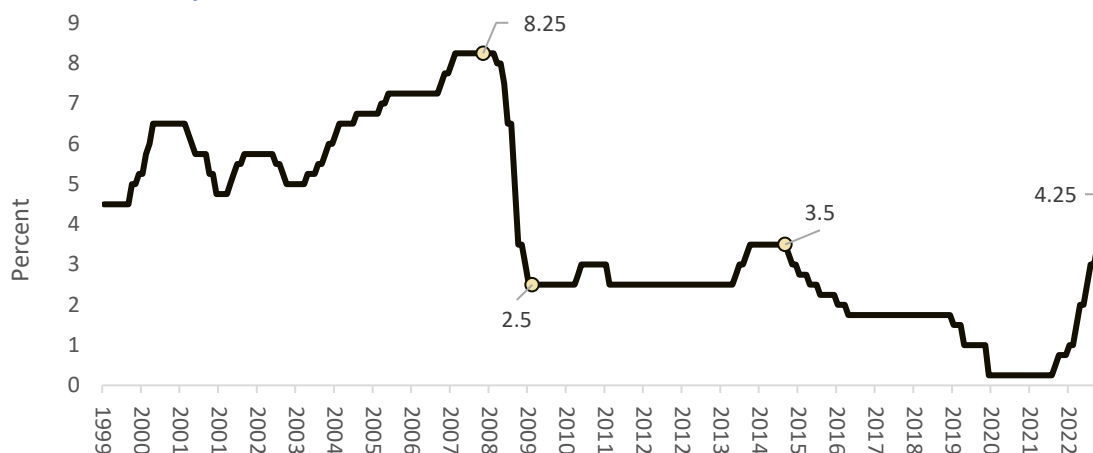
INSIGHT PAPER

RBNZ, OCR, Recession and More

On 23 November 2022, the Reserve Bank of New Zealand (RBNZ) raised the Official Cash Rate (OCR) from 3.5% to 4.25%. This is the largest OCR increase in New Zealand’s monetary policy history and took the cumulative OCR increase to 400 basis points since the tightening cycle started in October 2021 (see Figure 1). RBNZ expects the NZ economy to enter recession in 2023, and the peak to trough decline in GDP is estimated to be about 1%.

In order to understand what is happening at the moment, this paper will begin by providing some insights into NZ’s monetary system and the workings of our monetary policy; and the later part of the paper will explore what could potentially happen next, and what the impact may be on the Waikato District Council.

Figure 1 OCR history



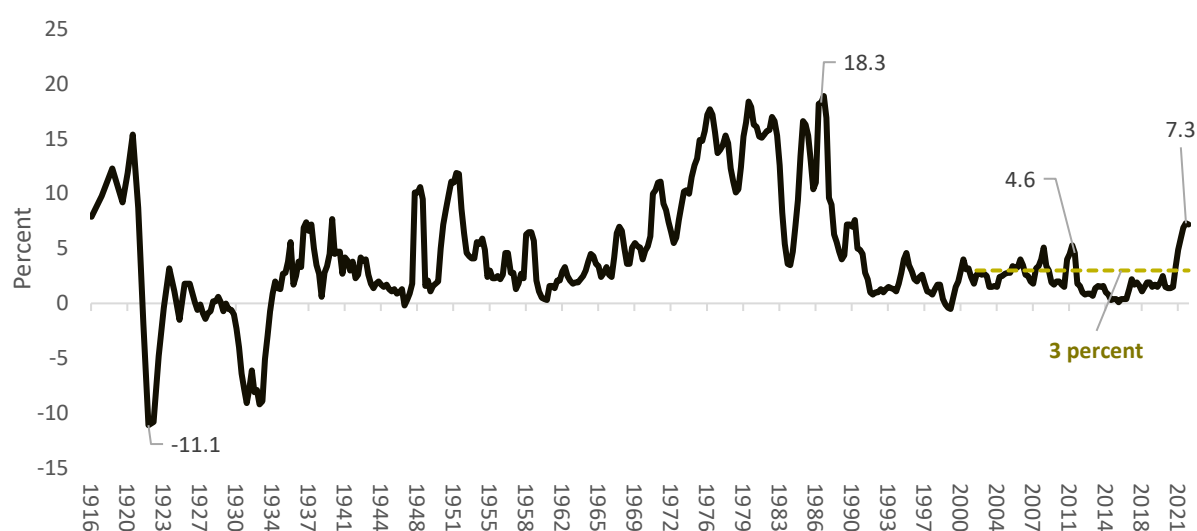
Source: RBNZ

Inflation and the RBNZ

Inflation is the term used to describe a rise of average prices through the economy, or in other words, money is losing its value. While widespread shortages of labour and materials can cause inflation, a rise in the prices of imported commodities (e.g. oil) can also lead to inflation. In the short term, inflation can leave people worse off as prices rise faster than their income. Sustained inflation can also discourage long term investment, reducing a country's productive capacity. The opposite of inflation is deflation (i.e., falling average prices), which can cause a rapid economic slow-down.

In NZ, the Consumer Price Index (CPI) is used to indicate changes to the prices of the items households buy (i.e. household inflation). Figure 2 shows NZ's inflation history since 1916. Historically, it has been more usual for prices to rise, except brief periods of deflation (i.e. price decreases) associated with economic depressions.

Figure 2 CPI history in NZ (Annual % change)



Source: RBNZ

In the late 1980s, due to persistently high levels of inflation, the government gave the RBNZ the responsibility for keeping inflation low and more stable. Currently, the RBNZ has a dual mandate of promoting price stability and supporting maximum sustainable employment. Under the flexible inflation targeting regime, it must set policy to:

- keep future annual inflation between 1 and 3% over the medium term, with a focus on keeping future inflation near 2%; and
- support maximum sustainable employment, considering a broad range of labour market indicators and taking into account that maximum sustainable employment¹ is largely determined by non-monetary factors (e.g. the skills in the labour force).

¹ The highest use of labour resources that can be sustained over time without creating a sustained acceleration in inflation.

While the RBNZ does not attempt to return inflation and employment to target immediately, in most instances, it aims to return inflation to the target mid-point within a one- to three-year horizon.

Reviewed seven times a year², the OCR has been RBNZ's primary monetary policy tool since it was introduced in 1999. The November 2022 RBNZ decision to increase the OCR by 75 basis points was based on the following domestic and global factors:

- Annual CPI inflation was 7.2% in the September 2022 quarter, well above the 1 to 3% target. Measures of persistent or 'core' inflation³ have also increased further.
- Employment is beyond its maximum sustainable level, contributing to high CPI inflation. In other words, wage growth is adding to business costs while also supporting household incomes and spending. Housing construction costs remain high and continue to increase. Annual non-tradables⁴ inflation was 6.6% in the September 2022 quarter.
- Shorter-term inflation expectations have increased as high inflation persists.
- Global developments (i.e. high commodity and energy prices as a result of the Ukraine war, and the COVID-19 pandemic) remained as large contributors to high headline inflation in New Zealand, with annual tradables inflation at 8.1% in the September 2022 quarter.
- Central banks around the world have raised interest rates in response to high inflation, resulting in a weaker New Zealand dollar, which supports exporters' incomes and makes the cost of imported goods and services more expensive, further contributing to inflation in New Zealand.

The transmission of monetary policy

The transmission of monetary policy explains how changes made by the Reserve Bank to its monetary policy flow through to economic activity and inflation. In general, the transmission consists of two key stages.

Stage 1: Changes to monetary policy affect interest rates in the economy.

As mentioned above, the OCR is the RBNZ's primary monetary policy tool. As the interest rate for settling overnight inter-bank transactions, it has a strong influence over deposit and lending rates that the banks offer to households and businesses. While other factors (such as the conditions in financial markets, changes in competition, and the risk associated with different types of loans) can impact interest rates, the OCR acts as a benchmark for interest rates in the economy.

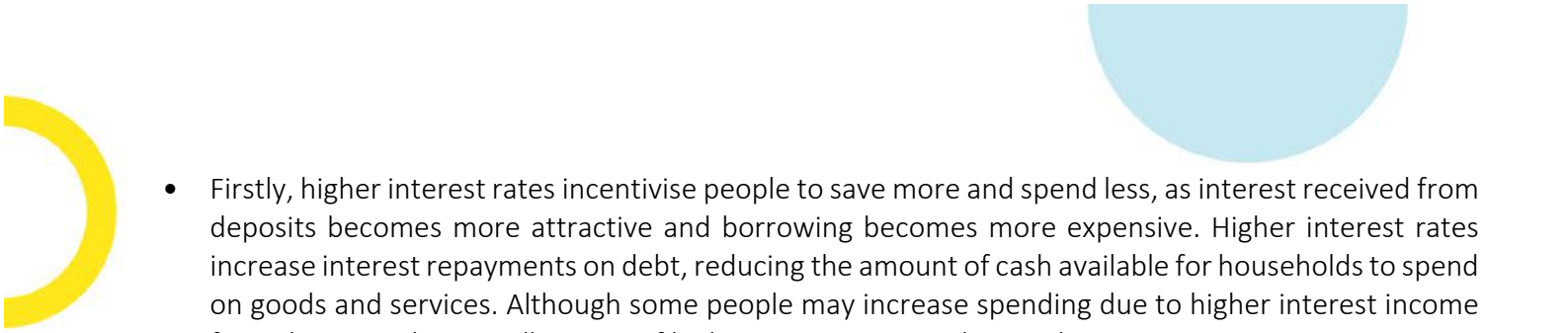
Stage 2: Changes to interest rates affect economic activity and inflation.

Using the recent OCR hike as an example, we can see how higher interest rates for households and businesses can affect aggregate demand and inflation.

² Unscheduled adjustments to the OCR and other tools may occur in response to unexpected or sudden developments.

³ The headline CPI inflation rate provides some information on the strength of current and future inflation pressures, but can often be clouded by temporary fluctuations. Core inflation measures attempt to abstract from these temporary fluctuations to better inform us of the underlying trends in inflation.

⁴ Non-tradable inflation covers goods and services that do not face foreign competition. This includes many services that can (in most cases) only be provided locally, such as hairdressing, medical treatment, or electricity. The prices of these items should be driven mainly by domestic developments. Therefore, inflation for non-tradable items should provide a relatively good sense of the extent to which demand exceeds (or falls short) of supply in the domestic economy.

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- Firstly, higher interest rates incentivise people to save more and spend less, as interest received from deposits becomes more attractive and borrowing becomes more expensive. Higher interest rates increase interest repayments on debt, reducing the amount of cash available for households to spend on goods and services. Although some people may increase spending due to higher interest income from deposits, the overall impact of high interest rates tends to reduce consumption.
 - Secondly, higher interest rates impact asset prices (e.g. house prices) by lowering demand. Lower asset prices also decrease the collateral of an asset, making it more difficult for households and businesses to borrow. A decrease in asset prices decreases people's wealth, which can again lead to lower consumption and housing investment.
 - Lastly, higher interest rates also discourage businesses from investing in goods like equipment or buildings, especially if more saving and lower consumption lead to weaker sales and less revenue for businesses. Less activity across the economy means businesses may also be forced to limit price increases and to reduce employment to cut costs. Raising unemployment will further reduce people's spending and consumption levels.

The combined effect of all these is to slow down the economy, reduce inflationary pressures, and potentially induce recession.

For the November 2022 decision, the RBNZ had also considered the possibility of a 100 basis point increase, as it was agreed that monetary conditions needed to continue to tighten to bring inflation back. However, the 75 basis point increase was deemed appropriate, as it is important not to cause significant disruption in the economy and avoid unpredictable changes.

Currently, Infometrics (NZ economic consultancy) forecasts the OCR will peak at 5.75% in mid-2023 (i.e. a 75 basis point rise in February 2023, a 50 basis point rise in April, and a 25 basis point rise in May) before increases cease.

Recession and Local government finance

Local councils are responsible for providing services and infrastructure that communities need to survive and prosper. Unlike local governments in many other countries, NZ councils rely on a single form of tax, property tax. The power to levy a property tax is contained in the Local Government (Rating) Act 2002. Although provided with only a single form of tax, councils have a range of choices in how they apply that tax. For example, property taxes may take the form of:

- general rates – based on the land, capital or rental value of a property (with the exception of Auckland Council which is required to use capital value)
- targeted rates – rates calculated on the basis of a feature of a property and used to fund a specific service, such as funding the maintenance and renewals of wastewater infrastructure to those connected to it.
- uniform annual general charges (UAGC) – a standard cost per property, not related to property value (only 30% of rates can be made up of UAGCs).

How to pay for capital expenditure is one of the major questions for local councils, as these types of investment tend to be well beyond the capacity of councils to fund out of their operational income alone. Given that most infrastructure (e.g. roads and wastewater treatment plants) is expected to serve a

community for at least 50 years, the principle of inter-generational equity should apply to ensure each generation that benefits from the investment also contributes to the cost of that service.

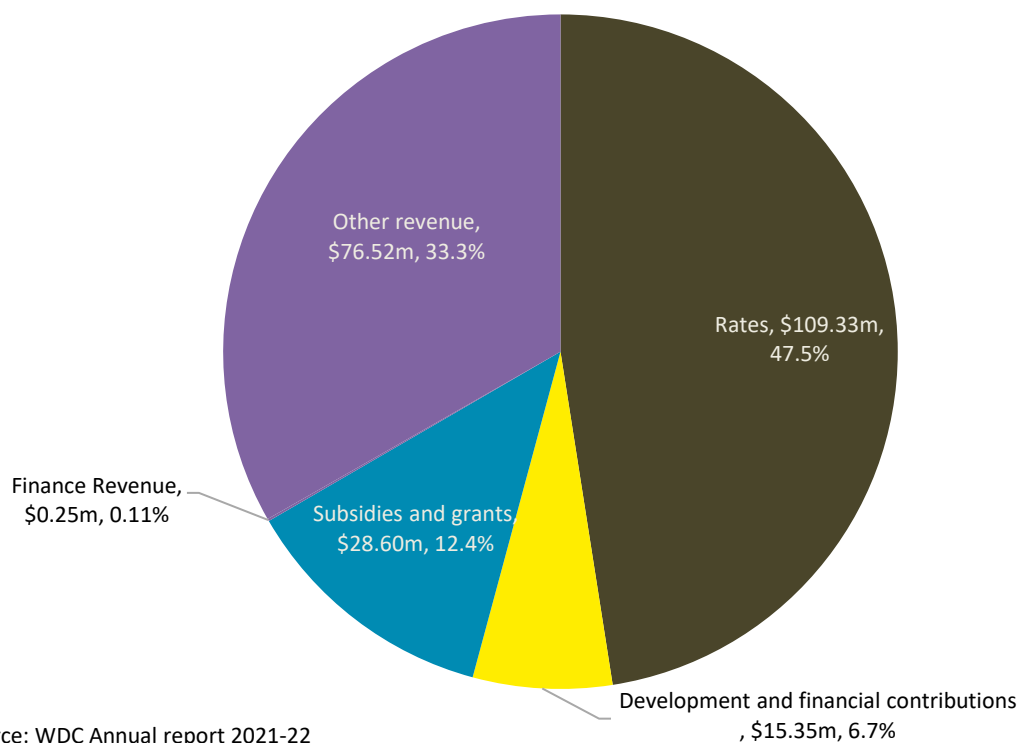
Development contributions are set through the prescribed Local Government Act 2002 process, for the provision of new or expanded council infrastructure. This is a way to recover the costs of growth-related capital expenditure from participants in the property development process, rather than from general rates or any other indirect funding source.

In addition, councils also receive income from other sources, such as:

- sale of goods and services, such as swimming pool charges;
- regulatory fees, such as parking fines and infringements;
- interest earned from investments; and
- grants and subsidies (primarily the local government share of roading taxes and charges);

Figure 3 shows that the WDC received a total income of \$230 million for the year ended 30 June 2022, where 47.5% came from rates, 6.7% were from development and financial contributions, and 33.3% were from other revenue⁵ such as fees and charges (\$4.095m, 1.8%).

Figure 3 WDC Revenue for the year ended 30 June 2022



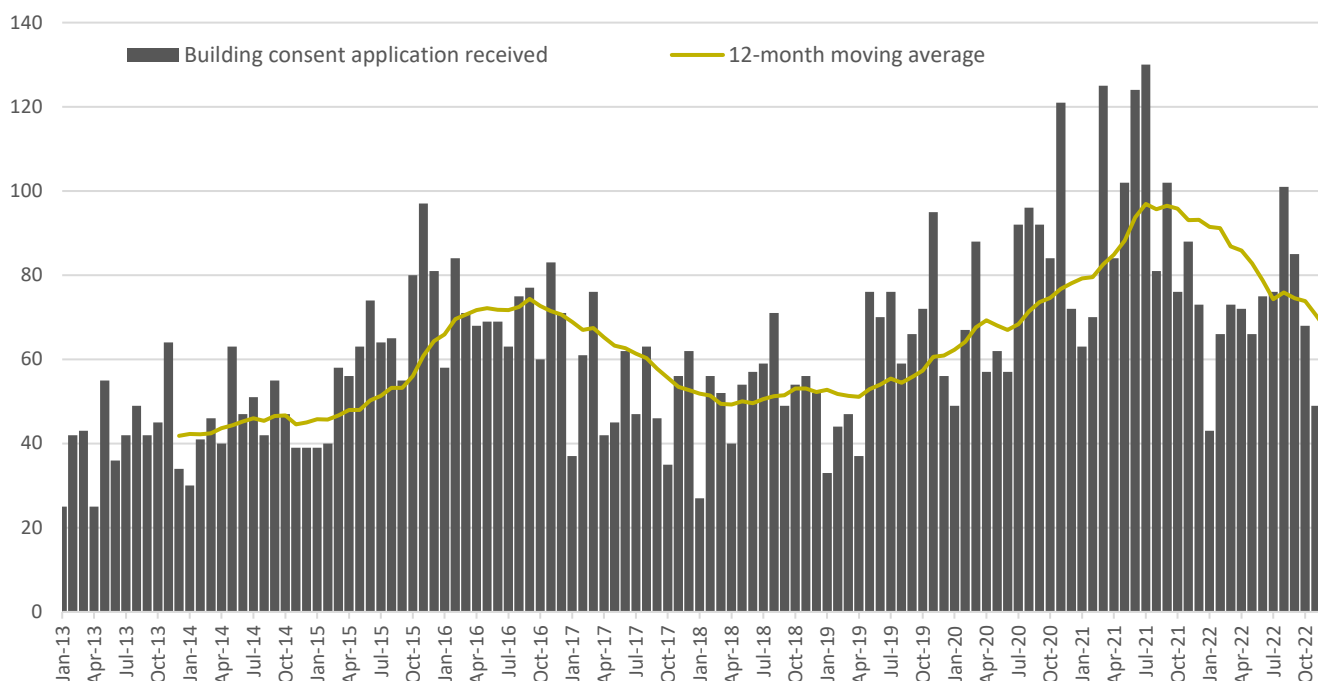
Source: WDC Annual report 2021-22

⁵ Other revenue includes found and vested assets, dividends, regulatory revenue, fees and charges, fair value through surplus (deficit), interest rate swaps revaluation gain, gains on disposal (property, plant and equipment), investment property revaluation gain and other miscellaneous items.

In the Long Term Plan (LTP) 2021-31, the WDC agreed to set the general rates increases to 6.5% in year 1 and 3.5% in years 2 and 3. The general rate increase was kept at 3.5% as part of the 2022/23 Annual Plan. Given that the annual inflation to the September 2022 quarter was at 7.3% and inflation is only expected to return to within the 1 to 3% target in the second half of 2024⁶, it is likely that a 3.5% increase in 2023/2024 may not be sufficient to meet anticipated cost increases. Council will need to consider this as part of its 2023/2024 Annual Plan and public consultation may be triggered if the council wishes to deviate from the agreed rate increases.

As discussed above, the overall aim of the RBNZ’s monetary policy adjustment is to prompt households and businesses to re-assess their consumption, investment, employment and other business decisions. The Waikato district has experienced significant growth over the past 10 years, in particular, the number of rateable residential properties⁷ increased by more than 27% (from 21,534 to 27,442). Given the higher interest rates and on-going construction cost inflation, households and property developers may choose to forgo or delay their investment in residential housing and commercial developments. As a result, WDC’s revenue from development contributions is likely to drop, and the rating base is likely to grow slower than anticipated (i.e. a slower growth in rates revenue). Building consent applications signal an intention to build and provide a useful insight into anticipated growth and future workload for council staff. Figure 4 shows that the number of residential building consent applications received has been declining since August 2022. The 12-month moving average series also reveals a downwards trend after removing seasonal effects.

Figure 4 The number of residential building consent received

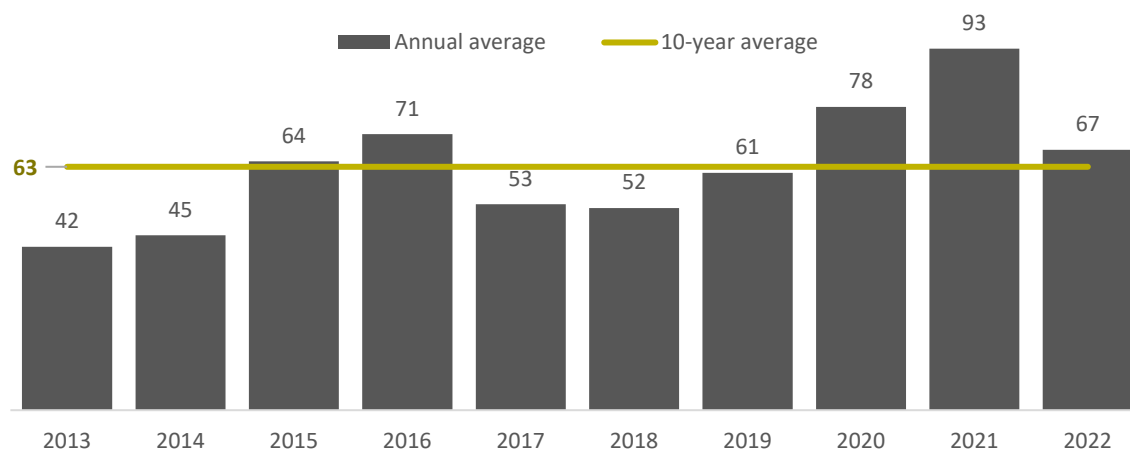


Source: P&R

⁶ November 2022 Monetary Policy Statement, RBNZ

⁷ Some properties have multiple rateable dwellings on site.

Figure 5 Monthly residential building consent received (annual vs. 10-year average)



Source: P&R

Between 2013 and 2022, on average, the WDC received 63 residential building consent applications each month. The year 2021 was WDC’s busiest year in terms of consent applications received, with an average of 93 applications received every month (47.6% above the long-term average). Compared to 2021, the monthly average number fell by almost 28% in 2022, sitting at 6.3% above the average.

As reported in NZIER’s (NZ economic consultancy) latest⁸ Quarterly Survey of Business Opinion (QSBO), a net 39% of businesses expect to reduce investment in buildings over the coming year – the lowest level since March 2009. The deterioration in sentiment would suggest that the number of building consent applications will continue to flatten in 2023, with the monthly average potentially dropping 20% below the long-term average (i.e. around 50 building consent applications per month). However, the growth of the rating base may only start to slow in FY2024/25, assuming a building consent will become a rateable structure 12 months⁹ after the initial application received and the rating exercise only occurs during the beginning of the financial year.



For completeness, the following behaviour changes could also impact Council’s finance.

- As one of the ongoing costs of owning a property, local council rates represent 17% of total housing cost (i.e. \$61.20 per week in 2021¹⁰). Due to widespread cost-of-living increases, some households and businesses may struggle to pay rates on time. However, given that the council can request the mortgagee (usually a bank) to pay for outstanding rates, or demand the sale of a mortgage-free property to recover unpaid rates, most rate payers will try their best to pay rates on time to avoid late payment penalties, even if it means reducing other discretionary spending. In extreme cases, a high proportion of unpaid rates could potentially cause short term cashflow issues for the council.
- As unemployment rises, more people may become eligible for rates rebates and remission. The size of this impact is unclear and difficult to estimate.

⁸ Released 17 January 2023

⁹ Various reports from across New Zealand quote that the amount of time required to build a house, is approximately 12 months. This includes the initial consenting and the final Code of Compliance process.

¹⁰ Source: Household income and housing-cost statistics: Year ended June 2021

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- Households and businesses may change their usual consumption pattern to pay for other expenses. For example, council receipts from certain target rates (e.g. metered water supply) and fees and charges related to discretionary spending (e.g. visits to the swimming pools) may decrease.
 - The decline in economic activity is likely to impact central government finances. A potential flow-on effect could be lower council revenue from grants and subsidies.

Final remarks

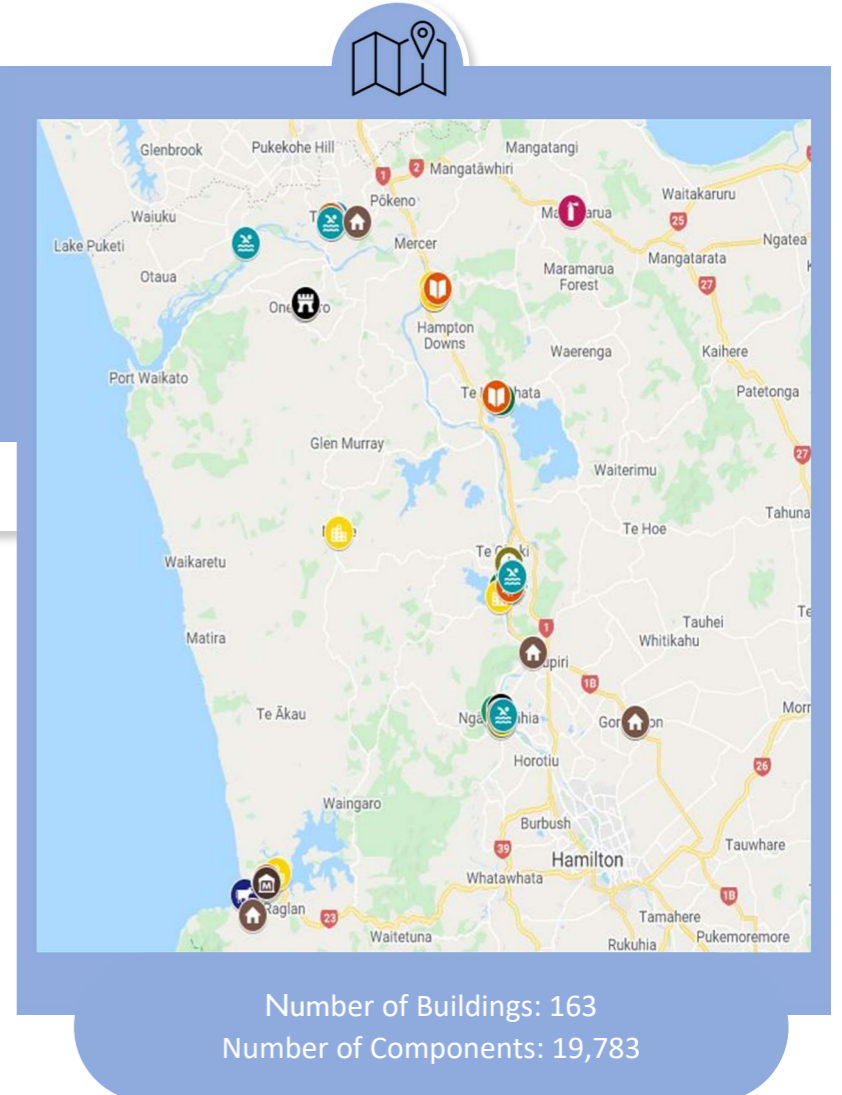
While there are several links in the 'textbook' causal chain between a change in monetary policy settings and eventual inflation outcomes, the actual process is far more complex with a large degree of uncertainty about the timing and size of the impact on the economy. A crucial part of the transmission mechanism concerns the current state of the economy and how households and business form expectations of future prices and activity. This is a major argument for transparent monetary policy and hence the considerable effort the RBNZ expends communicating policy decisions, such as through the published Monetary Policy Statements and announcements.

Local governments have a limited number of tools and strategies for coping with economic recessions, and many choose a broad spectrum of expenditure reductions in addition to revenue raising. International practices recommend that local governments consider avoiding cuts to their capital budgets due to the long-term costs of delayed maintenance and the opportunity costs incurred by stifling economic development.

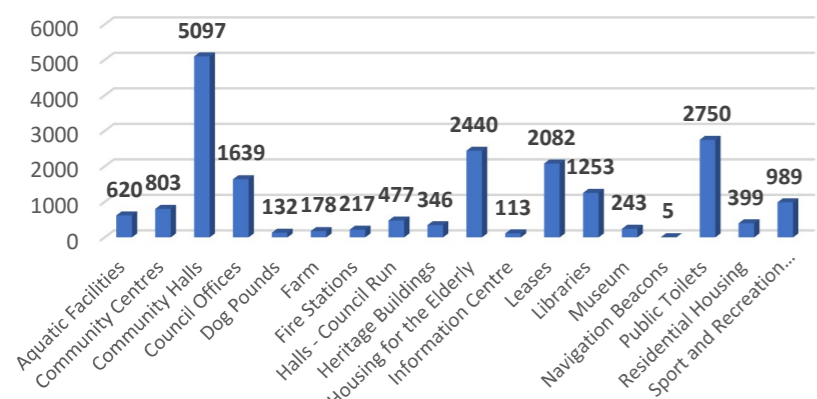
In WDC's case, it is premature to consider a recession response strategy. However, bearing in mind the potential impact of the anticipated recession, it will be sensible for Council to carefully review its currently revenue structure and financial forecasts as part of upcoming annual plan and LTP.

Facilities - Portfolio Snapshot

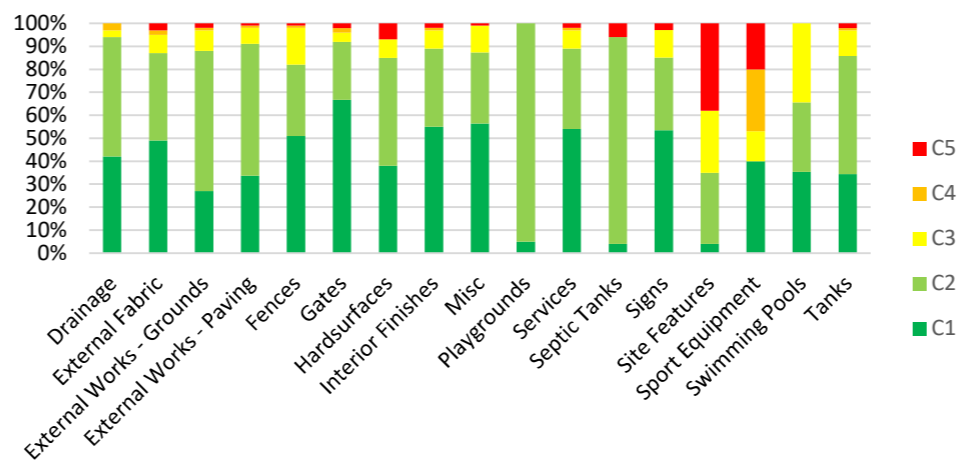
<p>Condition Grade Index: 1.70 (Moderate) % Components Poor or Very Poor: 4% Average Capex Renewal Cost pa: \$2,494,441</p>	<p>Land: \$204,467,000* Improvements: \$78,739,000 Total: \$283,206,000</p> <p>*includes and with no buildings</p>	<p>Overall, there are 531 assets in a very poor condition with an approximate value of \$2,243,737</p>
KPIs	Value	Details



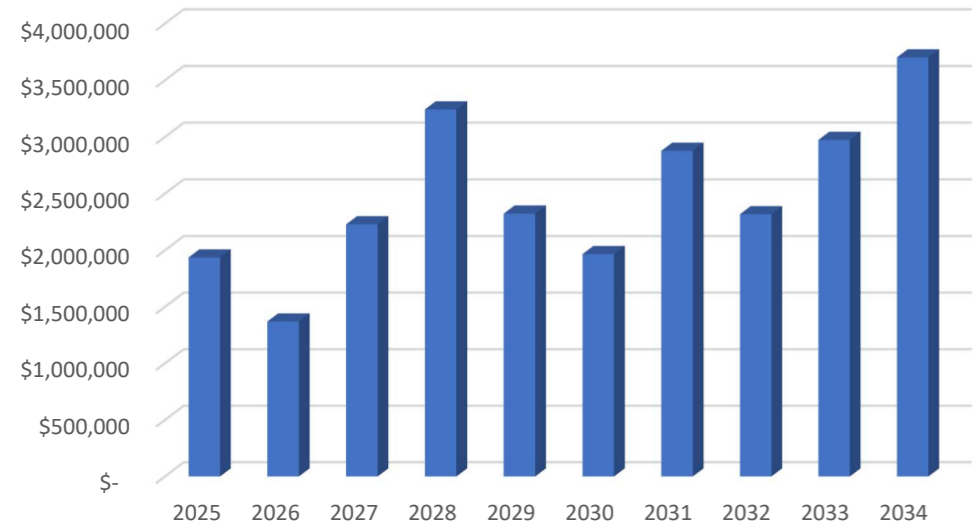
Asset Count



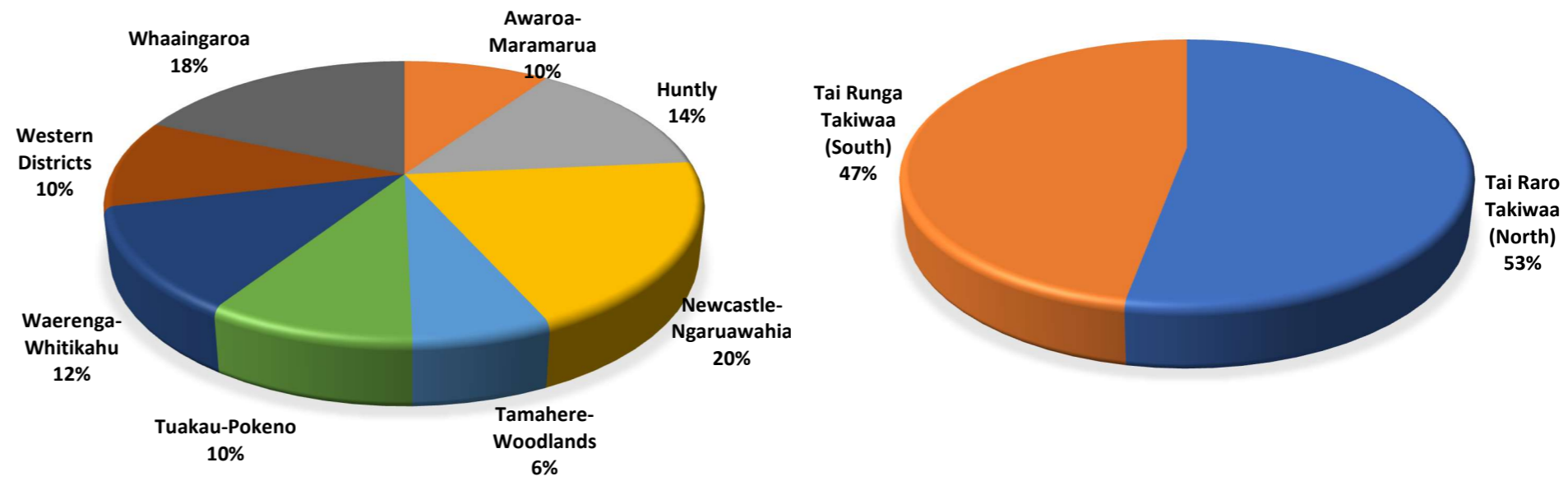
Asset Condition



Renewal Forecast 2023/24-2033/34



Ward Split



TAINUI GAMES AND REGATTA

WHAT IS THIS?

Staff had stalls at both the Tainui games and regatta, while there the community was asked to provide feedback on a number of questions about improving the district. A summary of the feedback is included below.

KEY THEMES TO KNOW ABOUT...

Question: What would make the Waikato district a better place to live?

Answers:

- Cleaner water/tap water
- Better regular waste-rubbish collection and more public bins, mainly in town
- Mixing cultural activities
- All gardens and trees Kai Maara
- Well maintained lawns and gardens
- Health care
- Non-profit kai and hampers for whanau in need (monthly)
- More accountability for shop owner landlords to clean up around their shops
- Roundabouts verges to be kai maara
- More advertising for our district
- Engage and talk to high schools
- More walk and cycle connection ways / 24-hour bus service
- Better connection to old Taupiri Road and Galbraith for pedestrians and bikes
- More playgrounds for whanau in outer communities / More skate parks / Safer access to parks, public areas for Tamariki
- Cinema
- Better connection to the Awa/allowing more space for the Awa
- Having takeaways
- More support and activities for Rangatahi e.g., Media, Facebook
- Whanau events/ more free events
- Fix potholes in roads
- Better infrastructure, towards future growth to plan ahead
- Affordable swimming lessons for tamariki
- More Māori signs
- More Māori artwork
- Acknowledge mana whenua
- More hunting to fill whanau's freezers

Question: What does a happy and healthy community look like to you?

Answers:

- Job opportunities for rangatahi maori
- Integrated spaces / Places for people to gather
- No racism or discrimination
- More rubbish bins and no rubbish around
- Cleaning and Protection of lake Waikare and our rivers
- Climate change – community state from weather events
- More plants

- Stop pollution
- Community events/ Creating a sense of community (kids on the street)
- Better education
- Well maintained lawns and gardens
- Vital facilities all within walking and biking distance
- Love, Happiness and Healthy People
- Food for everyone
- Stop crime and fights
- Better public transport / better connected
- Cool playground / More space for playing
- Upgraded skate parks for Rangatahi / Things for kids to do
- More housing
- Exercise stations / Better gym
- Places to eel
- Hauora center – maori/iwi/tribal based hauora center that has kapa haka and yoga
- All of us clean up the river bank – especially under the bridge in Ngaruawahia)
- Clean water ways + taiao
- Affordable healthcare

Question: What's the best way to ask for feedback?

Answers:

- Social media x 2
- Hui
- Email x 2
- Notice board
- Instagram
- Tik tok

STRATEGIC PRIORITY EXAMPLES

HAMILTON CITY COUNCIL

- A city that's easy to live in – We want a city that's easy to live in, explore and connect.
- A city where our people thrive – We want to actively create opportunities for our people to thrive in their jobs, careers and lives so they can leverage the wonderful lifestyle and opportunities our city has to offer.
- A central city where people love to be – We want our central city to be the beating heart of Hamilton which always has something going on for our diverse communities to come together and enjoy.
- A fun city with lots to do – We want Hamilton to be an even better place for everyone to play, with things to do or see around every corner.
- A green city – We want to do it right together, so our city will get better by the day and we can leave a legacy we can all be proud of.

MATAMATA-PIAKO DISTRICT COUNCIL

- A place with people at its heart – We want to improve the wellbeing of everyone in our community.
- A place to thrive and prosper – We want to enable our business to attract business.
- A place that embraces our environment – We want to enable a clean, green, environmentally friendly district.
- A place to belong and create – We want a district that's easy to live in, explore and connect.

WAIPĀ DISTRICT COUNCIL

- Creating vibrant communities – We celebrate all the things residents love about Waipā and foster connection with people and places.
- Nurturing and respecting our unique culture and heritage – In partnership with tangata whenua, we increase our communities' awareness, understanding and appreciation of the district's history and significant sites.
- Effectively planning and providing for growing communities – Our population is increasing because Waipā is a highly desirable place to live, work, play and invest. Growth is forecasted to continue and we need robust planning and infrastructure to create liveable communities.
- Preparing for climate change – We are experiencing the impacts of climate change in Waipā and must actively respond to ensure we have resilient communities.
- Leading the recovery of Waipā – In partnership with iwi, we lead the community in the economic and social recovery of the district in response to the global COVID-19 pandemic. We enhance our communities' resilience for the future.

CHRISTCHURCH CITY COUNCIL

- Enabling active and connected communities to own their future
- Meeting the challenge of climate change through every means available
- Ensuring high-quality drinking water supply that is safe and sustainable
- Accelerating the momentum the city needs
- Ensuring rates are affordable and sustainable

NEW PLYMOUTH DISTRICT COUNCIL

- Partnerships – Strengthening a treaty based partnership with tangata whenua and building partnerships with not-for-profit, private enterprise, and government to improve outcomes for all.

- Delivery – Understanding and balancing our people’s needs and wants through prudent delivery of quality infrastructure and services.
- Community – Achieving wellbeing through a safe, creative, active and connected community while embracing Te Ao Māori.
- Sustainability – Nurturing our environment, mitigating our impact and adapting to climate change.
- Prosperity – Growing a resilient, equitable and sustainable economy where people want to work, live, learn, play and invest across our district.

WHANGĀREI DISTRICT COUNCIL

- Transport (roading, public transport and other ways of getting around)
- Housing
- Revitalising our City Centre (creating quality public spaces for people to enjoy shopping, eating out, working and living in the City Centre)
- Sustainability (including waste minimisation and responding to climate change)
- Advocating for future opportunities like the Northport expansion and Navy relocation.

KĀPITI COAST DISTRICT COUNCIL

- Responding to our community’s concerns and aspirations
- Housing affordability
- High quality infrastructure and facilities
- Planning for quality growth
- Acting on climate change.

UPPER HUTT CITY COUNCIL

- Investing in and upgrading the infrastructure and facilities for our growing city.
- Growing sustainably and delivering on our community’s expectations that Council will lead initiatives to advance our Sustainability Strategy.
- Fostering the wellbeing of our community and economy and ensure we are resilient in the wake of COVID-19 (which we forecast will have an impact at least over the next 3 years).
- Continuing to work on developing a vibrant and attractive City Centre, which our community has told us repeatedly, is an important priority for this city.
- Continuing to deliver our ‘business as usual’ services which are the bedrock of service delivery to our community.

WELLINGTON CITY COUNCIL

- A functioning, resilient and reliable three waters infrastructure – with improving harbour and waterway quality and reducing water usage and waste.
- Wellington has affordable, resilient and safe housing – within an inclusive, accessible, connected and compact city.
- The city’s core transport infrastructure is a safe, resilient, reliable network – that supports active and public transport choices, and an efficient, productive and an environmentally sustainable economy.
- The city has resilient and fit-for-purpose community, creative and cultural spaces – including libraries, marae, museums and community halls, where people connect, develop and express their arts, culture and heritage.
- An accelerating zero-carbon and waste-free transition – with communities and the city economy adapting to climate change, development of low carbon infrastructure and buildings, and increased waste minimisation.

- Strong partnerships with mana whenua – upholding Te Tiriti o Waitangi, weaving Te Reo Māori into the social, environmental and economic development of our city and restore the city’s connection with Papatūānuku (nature).