

Table of Contents

The Journey Continues...Introduction from the Mayor and Chief Executive	2
Summary of Specific Consultation Issues Addressed in the LTCCP	4
Audit Report	6
Our Starting Point - Snapshot of the District	10
Analysis of Growth for the Waikato District	12
Forecasting Assumptions and Risks	14
Key Council Plans, Policies And Strategies	20
Community Outcomes - Where Are We Heading?	22
Waikato Regional Community Outcomes	40
Waikato-Tainui Iwi Community Outcomes	44
Development of Maori Capacity	48
ACTIVITIES SECTION	49
Development of Levels of Service	49
CORPORATE AND COUNCIL LEADERSHIP	51
Estimated Expenses and Revenue Statement - Corporate and Council Leadership	53
CORPORATE SERVICES	54
Estimated Expenses and Revenue Statement - Corporate Services	61
Estimated Capital Funding Requirements - Corporate Services	62
ENVIRONMENTAL SERVICES	63
Estimated Expenses and Revenue Statement - Environmental Services	70
COMMUNITY ASSETS	71
Estimated Expenses and Revenue Statement - Community Assets	91
Estimated Capital Funding Requirements - Community Assets	92
TRANSPORTATION SERVICES	93
Estimated Expenses and Revenue Statement - Transportation Services	112
Estimated Capital Funding Requirements - Transportation Services	113
Council Controlled Organisations	114
FORECAST FINANCIAL INFORMATION	117
Statement of Accounting Policies	126
Funding Impact Statement	135
General Council Information	149
Council Members	150
Council Structure	151
Management Team	152
Summary of Water and Sanitary Services Assessment	153
Summary of Waste Management Plan	154



The journey continues...

Introduction from the Mayor and Chief Executive

Welcome to the ongoing journey of our Long-Term Council Community Plan (LTCCP). This ten-year Plan is our roadmap for the future of the Waikato District.

We started the journey in 2004 with the first LTCCP. This Plan follows a similar format, however we have also reviewed our financial future for the next 10 years in more depth.

Council is required to produce this Plan on behalf of the community under the Local Government Act 2002. It shows the community's expectations and how Council will work to achieve these goals.

In 2005 we worked with the community on the Choosing Futures consultation programme to ask residents what kind of district they wanted to be living in throughout future years. The goal of the consultation programme was to establish a set of 'Community Outcomes' and nine Outcomes were decided.

The Outcomes contribute to and promote the environmental, cultural, social and economic well-being of the community.

This LTCCP outlines Council's response to these 'Community Outcomes', and how it will contribute to the achievement of them.

We have been working closely with local communities over recent years to develop localised Community Plans. In the past year, we have completed Community

Plans for Matangi, Eureka and Newstead and we are going to be producing plans for Meremere, Tauwhare, Glen Afton/Pukemiro, and Glen Massey during the next year.

The information gained through the community planning processes is vital to Council as it enables specific consultation with each of the communities in order to identify key issues and priorities for the future.

Council has allocated a significant amount of funding towards community development and this has seen town development take place in Raglan, Ngaruawahia, Te Kowhai, Huntly, Te Kauwhata and Meremere.

Transportation continues to be Council's single largest area of expenditure. We are currently faced with the difficult task of prioritising our budget due to increasing construction costs impacting on both roading expenditure and the development of our services and facilities.

We are continuing with our seal extension programme, and the roads to be sealed or prepared for seal in future years are listed in the Transportation section of this document.

We are currently undertaking significant roading upgrades throughout the district. Our transportation network comprises more than 1660 kilometres of road and because of the demand, we have had to employ additional engineering staff to maintain service standards.



Parks and Reserves continue to be a key focus and we are working on maintaining and developing our iconic reserves such as Wainui Reserve at Raglan, Huntly Domain, The Point at Ngaruawahia and Woodlands at Gordonton.

Council will continue with its current work programme to keep the community's water and wastewater services up to a very high standard. A key highlight in this Plan is the extension of the Southern Districts Water supply.

We are experiencing a significant amount of growth with subdivisions developing in our district, particularly in those areas close to Hamilton city. There are also subdivisions being developed in the North Waikato and at Raglan and Council is anticipating ongoing development in these areas, which will bring with it a requirement for new infrastructure.

We have taken on board the comments received by the community through the Annual Satisfaction Surveys and we will not be increasing rates to pay for additional services in the areas of animal control, or public toilets.

Neither will Council be increasing rates to fund the elimination of stock crossings at a quicker rate or increasing the current level of service to seal additional roads.

The LTCCP includes an extension of our current recycling service. The service will be enhanced over the next two years, commencing with Ngaruawahia and Huntly.

Residents in those areas will receive a recycling crate and will


be able to recycle plastics and steel cans. The existing service already collects paper, cardboard, glass bottles and aluminium cans.

The general rate increase for the coming year is 5%, and the Uniform Annual General Charge has increased to \$335 (up from \$310 last year). \$10 from the Uniform Annual General Charge will be used to fund capital projects on our community facilities. This includes work on public toilets, parks and reserves, swimming pools, libraries, properties and community halls.

Please also take the opportunity to read the policies set out in this document. Details of Council's full financial policies can be found in a separate volume, (Volume 2) of this LTCCP.

Council received 208 submissions on the draft LTCCP on a number of issues. Council considered each submission and is satisfied that this final LTCCP reflects a balanced and pragmatic approach to the issues raised.

In our roles as Mayor and Chief Executive of the district, we are proud to be involved with a Council working hard to make our district an even better place for living, working, investing and visiting.



Peter Harris
Mayor



Gavin Ion
Chief Executive



Specific Consultation Issues addressed in the LTCCP

This section outlines the key issues contained within the LTCCP, on which Council sought feedback from the community.

District-wide community facility rate

Council proposed to increase the Uniform Annual General Charge by \$10 for capital projects to be undertaken on district wide community facilities. This will enable work to proceed on projects for public toilets, community properties, parks and reserves, swimming pools, libraries and community halls. Council will consider a range of projects for funding on an annual basis through the budgeting process.

Decision: Council agreed to proceed with the rate.

Increase in levels of service for kerbside recycling

Council proposed that the weekly collection of steel cans and plastic bottles be progressively introduced within the existing recycling collection area over a two-year period. This is in addition to existing material collected. Plastic recycling crates would be provided to all residential properties within the collection area. Kerbside recycling is funded from the refuse collection targeted rate. The recycling of steel cans and plastic bottles will add approximately \$20 to the targeted rate in all areas except Raglan where this service is already being provided. Minor extensions to the recycling collection area will be considered where sufficient demand exists and the service can be economically provided.

Decision: Council agreed to proceed with the increase in kerbside recycling.

Development Contributions Policy

Council has decided to apply development contributions for Tamahere and Lorenzen Bay areas under the Local Government Act 2002. These contributions will be levied on developers to assist in funding the bulk construction of the infrastructure as detailed in the Structure Plan. Council consulted on these development contributions as part of the LTCCP process. This is in addition to the financial contributions, which Council levies through the District Plan. Please refer to Volume Two – Key Policies for more detail on financial contributions.

Decision: Council resolved to proceed with the Development Contributions Policy subject to some minor working changes that resulted from the submission process.

Huntly Pools - new targeted rate

Council proposed to separate the Huntly Pool Targeted Rate from the Huntly Community Facilities Targeted Rate and to charge these targeted rates to different rating areas. The Huntly Community Facilities rate was increased by \$15 for 5 years (ending 2007/08) to assist with the initial increase in costs for the pool heating project. The proposed \$30 in 2008/09 was to cover additional costs that would be incurred should the proposed project for covering the pool proceed. The \$30 charge assumed that the pool would be open for the full 12 months of the year.

Decision: Council resolved to introduce a Huntly Pool Targeted Rate of \$15 for a new rating area on the outskirts of Huntly. The landowners affected were consulted on the proposed rate.

Council resolved to retain the

existing Huntly Community Facilities rate of \$40 for Huntly ratepayers and not to charge a separate targeted rate for the Huntly Swimming Pool.

Council had also considered an increased charge in 2008/09. At this stage, it is not proposed to increase the rate at that time.

Te Kauwhata - new targeted rate

A new targeted rate was proposed for Te Kauwhata in the 2006/07 rating year. These funds were to be utilised for community facilities in the area. For the 2006/07 rating year, it was proposed to utilise these funds towards the Te Kauwhata Health Awareness grant.

Decision: Following community feedback and some misunderstanding about the proposed targeted rate, Council resolved not to proceed with a separate Te Kauwhata Community Facility Targeted Rate.

Council will reconsider the matter and consult with the community next year about the merits of such a proposal.

Taupiri Wastewater Scheme

Council plans to install a reticulated wastewater collection and disposal system at Taupiri during 2006/07. The estimated cost of this project is \$4,200,000. The Ministry of Health has approved a subsidy of 79.5% of the total cost of the project. Council has already consulted widely with affected property owners and a detailed design has been agreed. If the Ministry of Health subsidy is confirmed, Council will consult with affected property owners regarding the targeted rate funding options at that time.

Decision: Since the draft LTCCP was prepared, the Ministry of Health has confirmed the

subsidy and the contract has been let. No comment was received through the LTCCP consultation on this matter.

Ngaruawahia / Taupiri Wastewater Proposal

Council is considering the merger of the above wastewater schemes as the waste from both areas is treated at the Ngaruawahia wastewater treatment facility. Council will consider the implications of the merger during the next three years, after the costs of the Taupiri scheme are more certain, and will consult with the affected communities.

Decision: Council received no feedback on this matter. Council plans to start consultation on this matter over the next year.

Council Controlled Organisations

The Council operates three Council Controlled Organisations (CCOs). They are Tanlaw Corporation Limited, Waikato Regional Airport Limited and Local Authority Shared Services Limited. These organisations independently manage facilities and deliver services. Through this LTCCP, Council sought comments from the community about its future involvement in Waikato Regional Airport Limited and Tanlaw Corporation. Council wanted to know whether the community supported retention of our airport shareholding and ownership of our roading company. The alternative would have been to sell the shareholdings and use the funds to advance projects.

Decision: Council resolved to continue its ownership in both the Waikato Regional Airport Limited and Tanlaw Corporation.

Financial Management

The Local Government Act 2002

requires that Councils operate a balanced budget – in other words, operating revenue is set at a level that covers operating expenses. The draft LTCCP was prepared on that basis.

The Statement of Financial Performance identifies cash surpluses for each year of the LTCCP. These surpluses, along with borrowing and reserves, are used to fund capital works. Council gave serious consideration to its overall level of debt. Council is satisfied that a prudent debt portfolio is planned, which reflects a realistic approach to ongoing debt replacement. In the last few years of the LTCCP, Council is planning for significant cash balances. This is due to the build up of replacement funds that are required for works outside of the LTCCP period.

Through our level of service consultation and questionnaires, Waikato District Council residents and ratepayers have demonstrated a resistance to rate increases. Council also recognises that the demographics of our community indicate that affordability is an issue for at least some parts of our district.

In the early years of our LTCCP, Council is conscious that approximately 20% of our general rate income is consumed by interest and debt repayment. Council has a history of being financially prudent and retaining a relatively low level of debt. The LTCCP continues this trend.

Council is investing in a number of significant assets such as water supply extensions and new wastewater schemes. These water and wastewater assets have significant capital cost and depreciation. They are relatively long-term assets, which require little replacement or renewal in the early years of their life. From this perspective the 10-year timeframe of the LTCCP is too

short to reflect the renewal work that will be undertaken beyond 2016.

Some examples of significant asset renewal beyond the life of the LTCCP include:

- Ngaruawahia Water Supply upgrade (year 2025)
- Southern Districts Water Supply extensions (year 2045)
- Rangiriri Wastewater System (year 2055)
- Te Kauwhata Wastewater System (year 2055)
- Taupiri Wastewater System (year 2085)

Council has also undertaken a significant upgrade in the Te Kauwhata water and wastewater systems in conjunction with the Department of Corrections. This has been an upgrade that would have been unaffordable for Waikato District Council ratepayers on their own.

The assets developed are owned and maintained by the Waikato District Council. The cost of depreciation is significant for our community but is affordable. The renewal of the assets is a long-term issue and depreciation funds are being accumulated to meet this requirement.

Decision: Council received very little comment regarding our financial management. Council confirmed our financial and debt management strategies.

Ngaruawahia office Extension

Following consultation with the Ngaruawahia Community Board and some members of the public, the Council included a project in the LTCCP to extend the Ngaruawahia office. This project is needed to address accommodation as staff numbers increase, and to improve car parking in the area. Council has included the project, but this will be subject to a more detailed review of future requirements.

**REPORT TO THE READERS OF
 WAIKATO DISTRICT COUNCIL'S
 LONG-TERM COUNCIL COMMUNITY PLAN FOR THE TEN YEARS
 COMMENCING 1 JULY 2006**

The Auditor-General is the auditor of Waikato District Council (the District Council). The Auditor-General has appointed me, Ben Halford, using the staff and resources of Audit New Zealand, to report on the Long Term Council Community Plan (LTCCP), on his behalf.

The purpose of an LTCCP, as set out in section 93(6) of the Local Government Act 2002 (the Act), is to:

- describe the activities of the local authority;
- describe the community outcomes of the local authority's district or region;
- provide integrated decision making and co-ordination of the resources of the local authority;
- provide a long term focus for the decisions and activities of the local authority;
- provide a basis for accountability of the local authority to the community; and
- provide an opportunity for participation by the public in decision making processes on activities to be undertaken by the local authority.

Opinion

Overall Opinion

In our opinion the LTCCP of District Council incorporating volumes one and two dated 20 June 2006 provides a reasonable basis for long term integrated decision-making by the District Council and for participation in decision-making by the public and subsequent accountability to the community about the activities of the District Council.

It is not our responsibility to express an opinion on the merits of any policy content within the LTCCP.

In forming our overall opinion, we considered our opinion on specific matters required by the Act, which is set out below.

Opinion on Specific Matters Required by the Act

The Auditor-General is required by section 94(1) of the Act to report on:

- the extent to which the LTCCP complies with the requirements of the Act;
- the quality of information and assumptions underlying the forecast information provided in the LTCCP; and
- the extent to which the forecast information and performance measures will provide an appropriate framework for the meaningful assessment of the actual levels of service provision.

In terms of our obligation to report on the matters outlined in section 94(1) of the Act, in our opinion:

- the District Council has complied with the requirements of the Act in all material respects demonstrating good practice for a Council of its size and scale within the context of its environment;
- the underlying information used to prepare the LTCCP provides a reasonable basis for the preparation of the forecast information;
- the assumptions set out within the LTCCP are based on best information currently available to the District Council and provide a reasonable and supportable basis for the preparation of the forecast information;
- the forecast information has been properly prepared on the basis of the underlying information and the assumptions adopted and the financial information is presented in accordance with generally accepted accounting practice in New Zealand;
- the extent to which the forecast information and proposed performance measures provide an appropriate framework for the meaningful assessment of the actual levels of service provision reflects good practice for a Council of its size and scale within the context of its environment.

Actual results are likely to be different from the forecast information since anticipated events frequently do not occur as expected and the variation may be material. Accordingly, we express no opinion as to whether the forecasts will be achieved.

Our report was completed on 20 June 2006, and is the date at which our opinion is expressed.

The basis of the opinion is explained below. In addition, we outline the responsibilities of the District Council and the Auditor, and explain our independence.

Basis of Opinion

We carried out the audit in accordance with the International Standard on Assurance Engagements 3000 (revised): *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* and the Auditor-General's Auditing Standards, which incorporate the New Zealand Auditing Standards. We have examined the forecast financial information in accordance with the International Standard on Assurance Engagements 3400: *The Examination of Prospective Financial Information*.

We planned and performed our audit to obtain all the information and explanations we considered necessary to obtain reasonable assurance that the LTCCP does not contain material misstatements, and provides a reasonable basis for long term integrated decision-making by the public and the District Council about the activities of the District Council, and for subsequent accountability to the community about the activities of the District Council.

Our procedures included examining on a test basis, evidence supporting assumptions, amounts and other disclosures in the LTCCP, determining compliance with the requirements of the Act, and evaluating the overall adequacy of the presentation of information.

We obtained all the information and explanations we required to support the opinion above.

Responsibilities of the Council and the Auditor

The District Council is responsible for preparing a LTCCP under the Act, by applying the District Council's assumptions and presenting the financial information in accordance with generally accepted accounting practice in New Zealand. The District Council's responsibilities arise from Section 93 of the Act.

We are responsible for expressing an independent opinion on the LTCCP and reporting that opinion to you. This responsibility arises from section 15 of the Public Audit Act 2001 and section 94(1) of the Act.

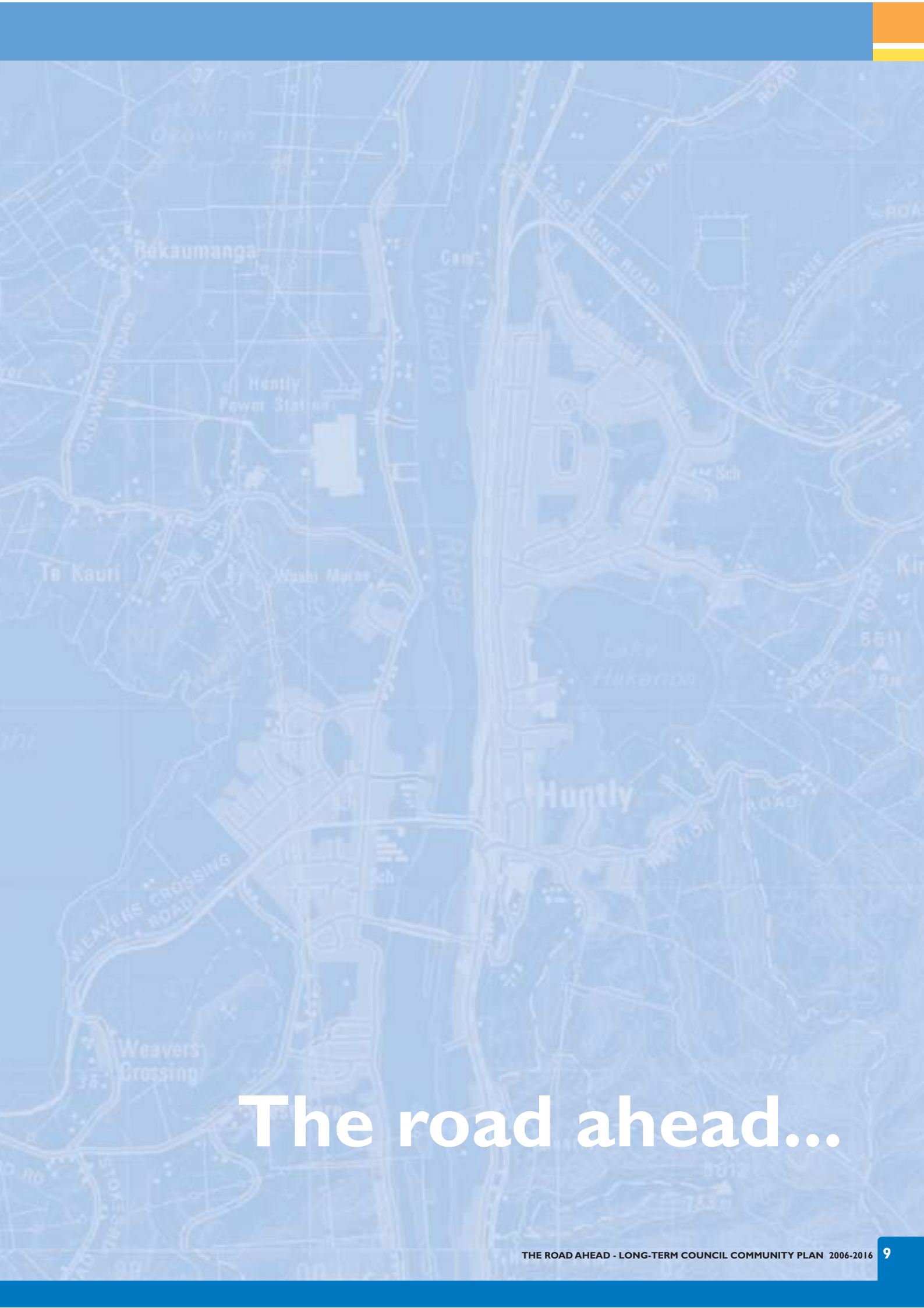
Independence

When reporting on the LTCCP we followed the independence requirements of the Auditor-General, which incorporate the independence requirements of the Institute of Chartered Accountants of New Zealand.

Other than this report and in conducting the annual audit, we have no relationship with or interests in the District Council.



Ben Halford
Audit New Zealand
On behalf of the Auditor-General
Tauranga, New Zealand



The road ahead...

Our starting point...

To help us track progress over the years to come, it is important that we know where we are right now. This snapshot of the Waikato District today provides an insight to the make-up of the district and the people that live in it.

The Waikato District Council covers an area of 3,450 sq km. The district encompasses a diverse area. It borders with Hamilton City to the south, extends to the West Coast, includes the plains to the East and stretches north of Meremere. It has a large rural population, many small communities and our three main towns of Huntly, Ngaruawahia and Raglan. Both State Highway No 1 and the Waikato River traverse the full length of the district from South to North along its central axis. The region's primary industry is dairy farming with high quality soils located in the central and eastern parts of the district. The topography changes towards the West Coast, becoming more mountainous, where dry stock and forestry farming is more prevalent.

Population

The population of the Waikato District was 39,855 in 2001, when the last Census was undertaken. However the estimated population at June 2006 is approximately 43,000.

The Waikato District has a lower median age of people at 33.7 years, lower than that of New Zealand as a whole where it is 34.8 years. This is a reflection of the fact that the district has a smaller number of people over 65 (9.8%) and a larger number of people under 15 (26.9%) than the average. While this currently means that there is a greater need for services and facilities for the younger members of our community, there are long-term implications as the demand for services for those above 65 will increase in future years.

Ethnicity

Ethnically the Waikato district has low numbers of Pacific Island (2.1%) and Asian people (2.1%), but a much larger than average proportion of Maori (27.1%), with 78.3% considering themselves European (ethnicity is self-perceived and people can belong to more than one ethnic group). Our urban wards have much higher percentages of Maori than our rural wards.

With 35.3% of people aged 15 and over having no formal qualifications, and only 28.5% of people having a tertiary qualification, education is one area that needs to be addressed.

A journey of a thousand miles must begin with a single step...

- Chinese Proverb

Income

The district as a whole has a lower than the national median level of income, at \$18,300, though the diversity of the district shows differing results when comparing the rural wards with urban wards. For example the Tamahere Ward has 41.9% earning over \$30,000, and Eureka 39.5% earning over \$30,000, while Ngaruawahia has only 21.2%, Raglan 21.7% and Huntly with only 18.8% earning over \$30,000.

A high number of people (20.9%) received their income from the agricultural and fishery industry, reflective of the district's rural nature.

Property Ownership

There are high levels of home ownership in the Waikato District with 71.1% of permanent residents owning their own property. (The national average is 68.8%)



Analysis of Growth for the Waikato District

Population Growth for the Waikato District

It is evident from census data and from recent research and analysis that Waikato District is expected to experience fairly substantial growth between now and 2026, particularly around the fringes of Hamilton and in the northern parts of the district close to Auckland. Waikato District currently has an estimated population of approximately 43,000.

Based on median fertility, mortality, and migration, the population of the Waikato District is projected by the Department of Statistics to increase overall by about seven percent to 2021, from a 2001 base level. However, different growth patterns are seen within different area units of the district. Therefore, Council has applied a medium growth scenario for Rotowaro, Te Uku, Te Akau, Whitikahu, Taupiri, Huntly East and West, Waerenga, Te Uku, Ngaruawahia, Meremere,

Inlet Raglan Harbour and Inlet Aotea Harbour. A high growth scenario is used for Waikato Western Hills, Raglan, Te Kauwhata, Matangi, Eureka, Gordonton, Kainui, Tamahere-Tauwhare, Whatawhata, Maramarua, Te Kowhai and Horotiu. The range of increases vary from -9.1% to 36.3% with the highest values in Whatawhata, Te Kowhai, Horotiu, Tamahere, Gordonton and the largest decreases in Waerenga, Meremere, and Huntly West.

Projected Resident Population of Waikato District 2001-2021 (Dept of Stats)

Approximate Ward Area	Area Unit Name	Base Popn	Projected Population as at 30 June					Change 2001-2021	
			2001	2006	2011	2016	2021	Number	% Change
Whangamarino	Te Kauwhata	1130	1200	1260	1310	1350	220	19.5	
	Maramarua	900	970	1030	1090	1150	150	27.8	
	Meremere	370	380	380	380	370	0	0	
Whangape	Western Hills	3440	3720	3970	4200	4410	970	28.2	
Whaingaroa	Te Akau	930	970	1000	1030	1050	120	12.9	
	Te Uku	1550	1650	1740	1830	1910	360	23.2	
Raglan	Raglan	2760	2900	2990	3090	3200	440	15.9	
Rangiriri	Waerenga	1760	1750	1730	1690	1650	-140	-8.6	
	Whitikahu	2050	2100	2120	2130	2140	90	4.4	
Hukanui	Gordonton	850	950	1000	1040	1080	130	22.4	
	Kainui	2020	2220	2360	2490	2630	610	19.3	
Eureka	Eureka	1860	2000	2080	2150	2210	350	18.8	
	Tamahere	1600	1690	1770	1840	1910	310	19.4	
Huntly	Tamahere/ Tauwhare	3680	4110	4420	4700	4960	1280	34.8	
	Huntly West	3070	3040	3000	2910	2790	-280	-9.12	
Newcastle	Huntly East	4030	4010	3970	3900	3810	-220	-5.5	
	Horotiu	800	900	940	980	1010	210	26.3	
Ngaruawahia	Te Kowhai	1180	1290	1360	1420	1470	290	24.6	
	Whatawhata	1710	1910	2060	2200	2330	620	36.3	
	Ngaruawahia	5160	5080	5060	4990	4880	-280	-5.43	
	Taupiri	470	470	470	470	460	-10	-2.13	

Overall Variant Predictions	2001	2006	2011	2016	2021	Number Change	% Change
High		43100	44600	45900	47100	5780	14.0
Medium	41320	42400	43200	43800	44200	2880	7.0
Low		41700	41800	41800	41600	280	0.7

Additional Factors Influencing Growth and Demand

Huntly

The statistics projection shows a decrease in the Huntly population. Council expects the Huntly population to be static or increase because of the expansion of energy related industries (Solid Energy, Genesis Energy), the Spring Hill Corrections Facility, the proximity to South Auckland and the development of the expressway.

North Waikato

The North Waikato (Te Kauwhata, Meremere, Waerenga, Whangamarino) population will be influenced by the proximity to Auckland, completion of the expressway, Spring Hill Corrections Facility and other proposed developments.

Lifestyle Properties

The population in the country living and rural areas within 20km of Hamilton is expected to increase due to high demand for properties and increased subdivision.



Forecasting Assumptions and Risks

Council has made a number of assumptions in preparing this LTCCP. These assumptions are necessary as the planning term for the LTCCP is 10 years and the assumptions and estimates ensure that all estimates and forecasts are made on the same basis.

Forecasting Assumptions	Risk	Level Of Uncertainty	Reasons And Financial Effect Of Uncertainty
Inflation – Inflation has been reflected in Council's costs. The Council has used national indices provided by SOLGM and BERL as a basis for adjusting costs. This approach is considered to provide consistency in cost movements across all local authorities. The inflation rate ranges from 1.3% to 4.6%.	Council is subject to inflation in a number of ways. The primary risk is that our assessment of inflation is inaccurate or the combination of factors used to assess inflationary movements does not reflect what actually happens.	High	Inflation is affected by external economic factors. Council's costs and the income required to fund those costs will increase by the rate of inflation.
Land Transport New Zealand subsidies - LTNZ requirements and specifications for the performance of subsidised work will not alter to the extent that they impact adversely on operating costs.	Changes in subsidy rate and/or variation in criteria for inclusion in subsidised works programme.	High	Land Transport New Zealand has signalled that it is undertaking a review of the Financial Assistance Rates. The impact of this review is unclear as to what input Council will have in the final decision process.
Resource Consents – Conditions of resource consents for Council activities will not be altered significantly.	Conditions of resource consents are altered significantly and without sufficient warning.	Medium - High	Council is aware of its existing obligations under resource consents and also the timing of renewal of these consents. If Council is faced with significant changes to resource consent conditions, this could have a significant impact on its financial resources.
Depreciation expense – Council has assumed that present estimates of depreciation are adequate.	Depreciation expense calculations could prove to be inaccurate due to asset revaluations or through improvements or changes in Asset Management Plans.	Medium	Council is required to fund depreciation. Depreciation is based on an accurate assessment of asset valuations. The accuracy of depreciation is therefore linked to the forecast impact of asset revaluations that are driven by a number of factors that are difficult to estimate.
Revaluation movements – It is assumed that asset values will increase in line with the BERL inflationary factor. Rate is dependent upon the type of asset.	The revaluation results in a higher or lower level of assets and this has an impact on the cost of depreciation.	Medium	Asset values could increase by more or less than our estimate. This could impact on the level of operating costs for different activities.

Forecasting Assumptions	Risk	Level Of Uncertainty	Reasons And Financial Effect Of Uncertainty
Subdivisional activity (level of contributions) – It is assumed that subdivisional activity will be in line with historic information for the last three years on additional lots.	Estimates of subdivisional activity will be above or below actual subdivision.	Medium	Demands on infrastructure are dependent on growth in the district. Part of this growth comes from subdivisional activity. Subdivisional activity also provides development contributions that are used to fund infrastructure including roading, water, wastewater and parks and reserves. If actual subdivisional activity is lower than budgeted then some projects may not be able to be funded. If actual subdivisional activity is higher, then additional projects could have been budgeted and undertaken.
Interest rates - As banks are not predicting interest rates beyond the short-term, forecasting internal borrowing rates have been calculated based on the mid-point between the on-call rate, and the floating borrowing rate for all 10 years. For interest rates on investments, the on-call rate has been applied for all ten years. The on-call rate is 6.75%.	Interest rates are likely to change from those used in calculations of forecasts.	Medium	Interest is affected by external economic factors. Council's costs of borrowing and lending will change according to projected interest rates. Whilst Council does not have a significant debt portfolio, movements in interest rates could still affect Council's financial position.
Salary levels – Salaries have been set based on market salaries adjusted by the BERL/SOLGM indicators. The salary inflation rate ranges between 1.3% and 2.5%.	Market salaries fluctuate in response to demand and supply of labour.	Medium	The impact of the tight labour market may have an impact on overall cost levels. Projections about future salary increases may be affected by market conditions and the use of consultants.
Staffing levels – Council has assumed that staff levels will increase on average by two additional people per year. This is based on historical experience and planned workloads/work programmes.	Staffing levels could change or consultants could be used instead of permanent staff. Actual staffing levels could impact on the timing of required office extensions.	Medium	The labour market is tight and it is becoming more and more difficult to attract and retain staff in local government. Other options such as consultants may be explored in certain circumstances and this could affect cost levels.
Rental income - Income projections are in line with contract conditions until the expiry of each contract only for investments that are materially significant. For other investments, forecasting is based on an inflation adjustment (BERL).	Actual income will be higher or lower than that budgeted.	Medium	Level of rental income is market-driven and based on the value of land and buildings, therefore difficult to predict.

Forecasting Assumptions	Risk	Level Of Uncertainty	Reasons And Financial Effect Of Uncertainty
Dividend income from Council Controlled Organisations – Council has assumed that dividend levels are consistent from Tanlaw during the 10 year period and that no dividends are paid by the Waikato Regional Airport Limited or Local Authority Shared Services Ltd. Dividend income is estimated \$1 million per annum.	The level of dividend income could vary from budget.	Medium	Market conditions will dictate the level of dividend we receive from our Council Controlled Organisations.
Renewal of external funding – Council is able to retain all external funding even if projects are delayed.	A project may be delayed, which would put the external funding at risk.	Medium	Some projects may not proceed if external funding is not available.
Population growth – The average population growth in the district during the 10-year period is 5.6%. Decline in population is predicted at Meremere, Taupiri and Ngaruawahia, while it will grow at Gordonton, Tamahere, Matangi, Eureka, Te Kowhai, Horotiu, Te Kauwhata, Raglan and rural areas. Population at Huntly is expected to remain static.	Should the population growth be higher than projected, then there would be extra pressure on Council to provide and maintain additional infrastructure.	Low	Population predictions are based on Statistics New Zealand, forecasts that depend on a standard set of demographic assumptions that do not tend to change quickly (fertility, mortality and migration). There is however additional non-demographic factors (District Plan changes, expressway development, new developments in the North Waikato and growth in the energy sector) that may have an influence on the future projected population at some wards.
	Should the population growth be lower than projected then there would be extra pressure on Council to maintain existing infrastructure services.	Low to Medium	For this reason, medium growth scenarios have been used for Rotowaro, Te Uku, Te Akau, Whitikahu, Taupiri, Huntly East and West, Waerenga, Te Uku (overall) Ngaruawahia, Meremere, Inlet Raglan Harbour, and Inlet Aotea Harbour. High growth scenarios for Waikato Western Hills, Raglan, Te Kauwhata, Matangi, Eureka, Gordonton, Kainui, Tamahere-Tauwhare, Whatawhata, Maramarua, Te Kowhai and Horotiu.
Council is assuming that there will be no natural disaster requiring emergency work that cannot be funded out of the budgetary provisions.	A natural disaster will occur requiring additional financial and other resources beyond that which is affordable by the community.	Low to Medium	In the event of a natural disaster Council may be unable to fund the recovery operations that are required.

Forecasting Assumptions	Risk	Level Of Uncertainty	Reasons And Financial Effect Of Uncertainty
Impact of Strategic Agreement with Hamilton City Council – We have assumed that the Strategic Agreement covering boundaries between the two Councils is implemented as written.	The Local Government Commission does not approve boundary changes. Impact of boundary changes impact negatively on Council's rating income.	Low	Waikato District Council and Hamilton City Council have agreed on changes (over time) to the boundaries between the two Councils. The Local Government Commission is aware of the agreement but no specific application has been lodged to adjust the boundaries at this stage. The Local Government Commission has the final say. The LTCCP assumes that the changes proceed. If they do not then Council may have more rating income than budgeted. The Local Government Commission could also approve alternative and/or additional boundary changes that could reduce rating income for Council.

Other Considerations

Statements of Fact	Risk	Level Of Uncertainty	Reasons And Financial Effect Of Uncertainty
Seabed and Foreshore – Council has assumed that Council assets affected by the Foreshore and Seabed Act 2004 will be retained in Council ownership.	The legislation may result in these assets being transferred to central government.	High	The legislation as written conveys rights on Government. Council is seeking an exemption for specific assets.
Central Government - No additional devolution of services to local government (i.e. there will be no unexpected changes to legislation or other external factors that alter the nature of services provided by Council.)	There are unexpected changes to legislation that alter the nature of services provided by Council.	Medium - High	Most changes to legislation are programmed in to Council's LTCCP and/or are known about in advance. Based on historical trends, additional services may be devolved to local government.
Consultation – Consultation will be undertaken as required by the Local Government Act 2002. There is a flow-on impact to projects and resource consents.	Increased resources required to meet legal requirements. Increased community expectations regarding consultation and engagement.	Medium	Increased legislative requirements around the need for consultation are occurring and more such legislation is being considered. The first full LTCCP has established the need for more concerted and ongoing consultation with the community.
Levels of service – Council has assumed that changes in customer expectations regarding service levels will not alter significantly.	There are significant changes in customer expectations regarding levels of service.	Medium	If through customer demand, levels of service are significantly altered, this could impact on operating and capital budgets.

Statements of Fact	Risk	Level Of Uncertainty	Reasons And Financial Effect Of Uncertainty
Council policy – Council has assumed that there will be no significant changes to Council policy as summarised in this Plan.	New legislation is enacted that requires a significant policy response from Council.	Medium	Changes to Council policy to deal with new legislative and Council requirements are part of normal business. Any significant change to Council policy would be assessed in terms of impact upon Council's financial position.
	Election of a new Council with different objectives from the current Council.	Medium	Community expectations may differ from current policy guidelines and this may necessitate changes in thinking and action.
Political situation – Council has assumed that there will be only occasional isolated instances of political unrest in the district.	Political unrest (such as occupation of Council property) increases significantly during the period.	Medium	If the level of political unrest increases this may affect the staff involvement in dealing with ownership and media issues.
Depreciation method – It is not anticipated that the method of depreciation for the Council will change from the current method. i.e. straight line.	A change in depreciation method will not be reflected in prior periods. Therefore, information for comparatives will be inconsistent. Operating expenses could be understated or overstated.	Low	In accordance with accounting standards, the chosen method should reflect the expected pattern of consumption of economic benefits and be applied consistently from period to period. The Council's expected pattern of consumption of economic benefits from property, plant and equipment is not expected to significantly change. Therefore, the depreciation method is unlikely to change. In the event that a change of method was approved or accounting standards changed, operating expenses might alter which could affect the accuracy of the financial information in the LTCCP.
No significant changes to our rating system or rating legislation will take place and our rating valuation system remains unchanged.	<p>Council's rating system and rating legislation determine the basis of revenue. Any changes to these will affect Council's ability to complete its work programmes.</p> <p>Every three years Council undertakes a rating revaluation that affects the incidence of rates on individual landowners.</p>	Low	<p>The rating system is reviewed every three years or as required by legislation. A change in rating legislation or the impact of the current funding review being undertaken by government could force Council to revisit how we operate and how we fund these activities.</p> <p>A change in rating method and/or a rating revaluation might impact on individual ratepayers but may have no overall impact on Council's revenue streams. This is fundamentally only a change in the method of allocation.</p> <p>Rating income is a significant source of revenue for Council. Significant changes to the level of rating or the use of rating could affect Council's ability to provide services and activities.</p>

Statements of Fact	Risk	Level Of Uncertainty	Reasons And Financial Effect Of Uncertainty
Governance - Representation reviews – the structure of the elected representation on Council will not fundamentally change from that adopted for the 2004 elections.	Through representation reviews, Council could be faced with more or fewer elected members. This could be by way of additional Councillors, Community Board members or through Maori representation.	Low	<p>Council could be required to fund additional costs arising from an alternative governance structure to that which is already in place.</p> <p>This could impact on levels of staff resources required to service Council meeting structures. In addition, Council could be required to fund additional remuneration for elected members. Conversely, costs could be overstated if a smaller governance structure were put in place.</p>
No fundamental changes to the District Plan or Proposed District Plan will be made.	The District Plan governs land use and can impact on the levels and type of growth that takes place in the district.	Low	<p>The District Plan details how land can be used in the district. If the District Plan differs markedly from the existing provisions and changes signalled in the Proposed District Plan, this could impact on the rate of subdivision and the development of industry in the area.</p> <p>If additional growth is permitted then infrastructure will be under pressure and costs could escalate. If growth is curtailed then demands would be lower and budgets may be too high.</p>

NOTES

- Any assumptions at the activity level are contained in the individual Asset Management Plans and Activity Management Plans.
- No assumption has been made in relation to currency variations as Council has no significant foreign currency exposure.
- Useful lives of significant assets – detail on useful life is provided in the depreciation note within the Statement of Accounting Policies.
- Sources of funds for future replacement of significant assets – details on sources of funds are detailed in Council's Revenue and Financing Policy.

Key Council Plans, Policies and Strategies

The following key Policies, Strategies and Plans have all contributed to the preparation of this LTCCP. They have been developed in conjunction with the community and have been important in developing Community Outcomes for the district. For example, the community feedback collected through consultation workshops and meetings on various plans and policies were used to prepare some of the base supporting information for our initial Community Outcomes consultation.

In effect, the Community Outcomes process forced Council to take a stocktake of how the various policies related to and contributed to the community's views on where the Waikato district should be going.

As the Community Outcomes were developed, the key plans and policies were referred to and updated as required. The most recent Community Plans, for example, link all projects to the appropriate Community Outcome, and as we review the older Community Plans, the same approach will be taken. Community Plans are in effect project-based mini strategic plans at a local level. The impacts of these Plans and the direction set by the individual communities have been incorporated into the LTCCP.

The District Plan governs land use in the district. The LTCCP factors the impact of the current and proposed District Plans and their implications for demand and growth into our work programmes and in determining the future look and feel of the district.

The State of the Environment Report, Walkway Strategy, Conservation Strategy, Reserves and Recreation Strategy, and Arts and Heritage Policies have all been core documents that have influenced Council's selection of projects and strategic direction in the LTCCP.

District Plan

The District Plan contains the Council's objectives, policies and rules regarding land use in the Waikato district. The Operative District Plan (notified in 1992 and mostly operative in 1995) has been under review since 2002 and a new proposed District Plan was notified in September 2004. The hearing of submissions started in November 2005 and is expected to continue until mid-2006.

Community Plans

Over the past few years, Council has been consulting with communities within the district, and developing Community Plans. These plans capture the shared vision of the community, and outline the key issues and projects facing that community over the next 6-10 years.

The Plans provide a clear focus for Community Boards and Committees to progress key issues within their area. They also provide local input into Council's decision-making process and contain community views, not necessarily Council views. Nevertheless, Council finds the Community Plans an invaluable tool in assessing the priorities of local communities.

State of the Environment Report

Waikato District Council is required to undertake environmental monitoring so we can assess the effectiveness of our environmental goals. The three-yearly State of the Environment Report provides an overview of our environment and it documents Council's environmental policies and methods for managing the environment.

Waikato District Walkway Strategy

This policy outlines how the Council seeks to achieve its vision - a variety of safe, easily accessible and attractive walkways form part of an integrated transport network and help make the Waikato a desirable place to live in and visit.

Conservation Strategy

The Waikato District Conservation Strategy presents the way in which this Council will undertake its responsibilities for managing biodiversity. The focus here is on implementation – clarifying what the Council will do to play its part in achieving the national and regional targets that have been defined.

Reserves and Recreation Strategy

This strategy states the Waikato District Council's role in providing recreational facilities including the purchase, development and sale of reserves. It contains objectives and policies to guide the Council's decision-making. The aim is to ensure the Council approaches the task of providing facilities in a consistent and systematic manner so that the community receives maximum benefit from Council expenditure. This is achieved by clarifying community requirements and by having clear policies.

Arts Policy

In developing the Arts Policy and Strategy the Council has recognised the key role of the arts in the district's social, cultural and economic development, and as a vehicle for urban renewal and district marketing. The arts play a vital role in improving the lives of citizens and should be encouraged for their social and cultural value as well as commercial potential. Support for the arts enables the Council to help meet its responsibilities for community well-being under the Local Government Act (2002), its commitment to vibrant and healthy communities and its support for economic development.

The Arts Strategy aims to support new and established local artists, develop new opportunities for artistic expression, and to increase the enjoyment of and participation in the arts across all sectors of the Waikato community. It also aspires to promote the sense of Waikato as a cultural destination to the outside world.

Council has considered the need for a District Arts Co-ordinator. Council does not consider this is required at this time in order to promote our Arts Policy and the achievement of our Community Outcomes.

Heritage Policy

Council understands that as well as promoting development, growth and the future; we must consider and preserve the past. The information we collect and protect helps us to prepare for the future and to learn from earlier mistakes and triumphs.

This Heritage Policy is intended to cover the full range of techniques and methods, which Waikato District Council has at its disposal, and which will cover activities undertaken, by all parts of Council. This policy is founded on principles of retention, protection and recognition of our heritage and culture, both privately-owned and Council-owned.

Key Financial Policies

These are contained in Volume Two of the LTCCP. Volume Two includes the following:

- Revenue and Financing Policy
- Treasury Management Policy
- Policy on Partnerships between Waikato District Council and the private sector
- Policy on Lump Sum Contributions for Capital Work, or payment over several years
- Early Payment Policy
- Rate Remission and Postponement Policies
- Significance Policy
- Policy on Involving Maori in decision making.

Volume Two also contains Council's Development Contributions Policy.

Where are we heading?

The purpose of Councils is twofold.

- to enable democratic local decision-making and action by, and on behalf of, communities; and
- to promote the social, economic, environmental, and cultural well-being of communities, in the present and for the future.

Council's Vision

Council developed its vision in 2000 following an extensive consultation process and the development of a strategic plan. Council's vision is:

To develop the Waikato district into an even better place for living, working, investing and visiting.

The Challenge

To be successful the Council will need to work in partnership with the community and will need to manage resources to achieve the community's goals. This requirement to consult and work with the community has been re-emphasised through the Local Government Act 2002.

Since Council determined its Vision for the district, Council has consulted with the public and the community on the key issues and

Community Outcomes

Councils are required, not less than once every six years, to carry out a process to identify Community Outcomes for the intermediate and long-term future of its district, and to work with other groups and organisations to work towards achieving these goals. Councils are also required to monitor and, not less than once every three years, report on the progress made by the community in achieving the Community Outcomes for the district.

Waikato District Council has undertaken targeted consultation with its local community in

order to identify a set of local Community Outcomes, unique to the Waikato district. Key themes of the Community Outcomes were initially drafted using the significant amount of community feedback and information that Council had collected over the years. Key documents, including Council and other wider strategies, plans, and submissions were also used as a basis for developing key Outcome themes. The themes were then collated and provided to the community at ward meetings and workshops with residents, and to every household in the district, seeking feedback on the development

of Community Outcomes. The themes were then drafted into Outcome statements, and provided back to stakeholders and residents to check that we had 'got it right'. The resulting feedback was incorporated into the statements, and nine final Community Outcomes were agreed.

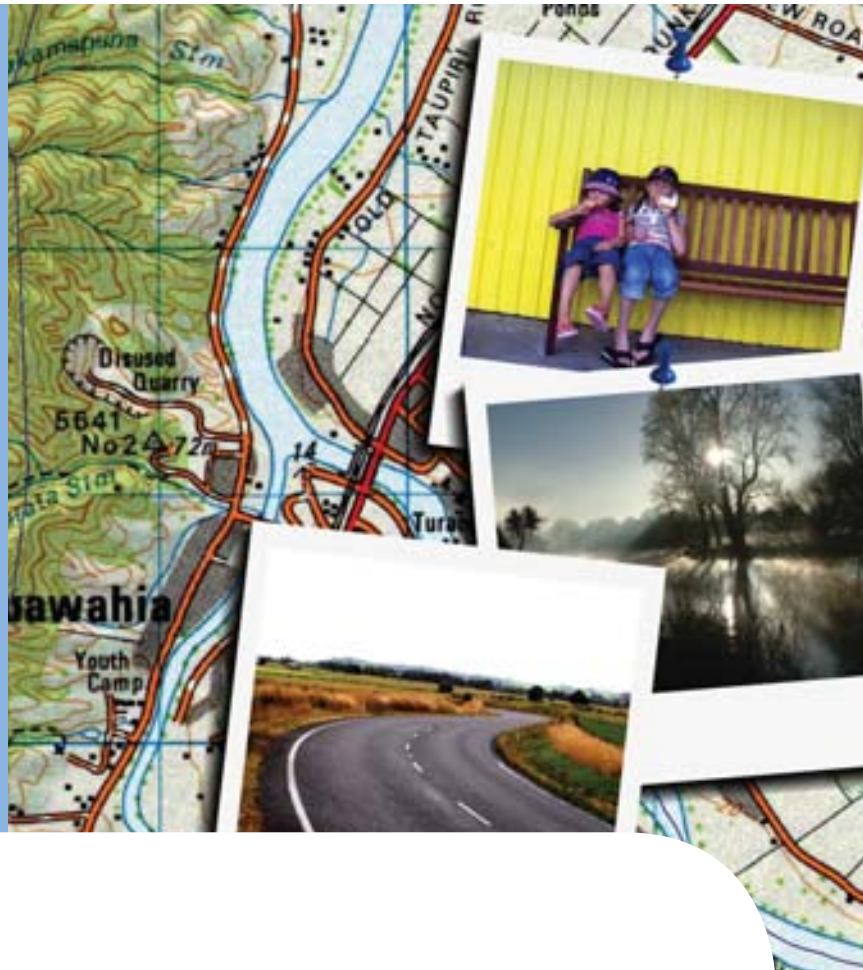
These Outcomes are aspirational and encapsulate what the community wants the Waikato district to be like in the future. They are not Council Outcomes. They are owned by the whole community, and will require the whole community's efforts in order to achieve them.

The Community Outcomes that have been identified for the Waikato District are:

ACCESSIBLE WAIKATO	SUSTAINABLE WAIKATO
ACTIVE WAIKATO	THRIVING WAIKATO
GREEN WAIKATO	VIBRANT WAIKATO
EDUCATED WAIKATO	WELL WAIKATO
SAFE WAIKATO	

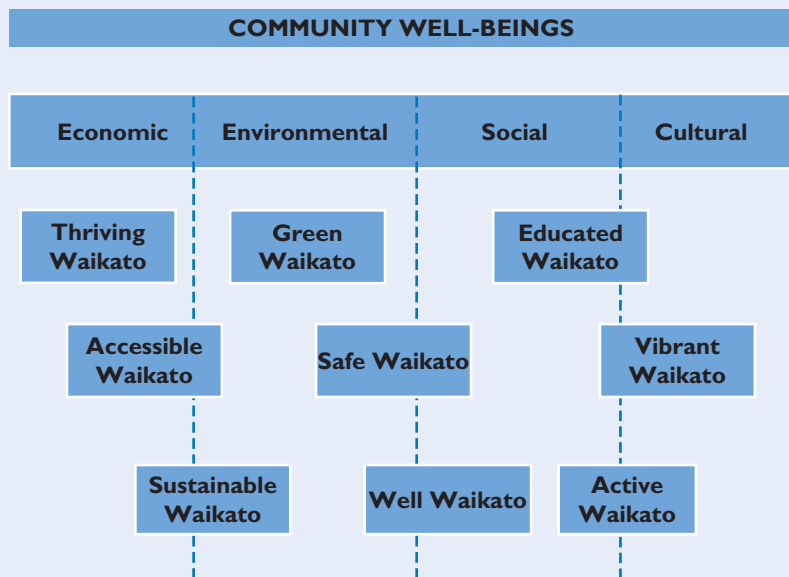
where the community wants to be in 10 years time. Following close to 1,000 responses, Council agreed on nine Community Outcomes, which are the high level goals for the district. The four dimensions of well-being are captured in these district Community Outcomes.

If Council is successful in achieving and facilitating the Community Outcomes then we will be close to achieving our Vision as outlined. The Community Outcomes and the Vision are in accord.



Link between Well-beings and Community Outcomes

Community Outcomes are important to the current and future social, economic, environmental and cultural well-being of the community. All Community Outcomes relate to one or more of the four community Well-beings. The diagram provides a view, albeit fairly simplistic, of the link between Community Outcomes and the four Well-beings. The diagram outlines which of the four Well-beings each of the Community Outcomes primarily contributes to.



Measuring progress towards the achievement of Community Outcomes

As well as facilitating the identification of Community Outcomes, Councils are required to measure and report on the community's progress towards the achievement of those Outcomes. This means the whole community needs to be involved, particularly the groups and organisations that have a direct influence on the achievement of one or more of the Community Outcomes.

Where practicable, all indicators/ measures have been developed in a way that will enable local data collection at the territorial authority level, so that we will have a true reflection of progress for our local community. We have also tried to keep the measures to a workable number, while selecting measures that will be indicative of overall progress towards achievement of the Outcomes.

Regular monitoring of progress towards achievement of the Outcomes will be undertaken, and reported back to the community every three years. It is intended that this three-yearly progress will be reported in the Council's Annual Report.

It is important to note that these are Community Outcomes, and not Council Outcomes. They were developed by the community and are owned by the community. In order to achieve these Outcomes over the coming years, we will need a whole-of-community approach. There are many other contributing groups and organisations in the district who will have an impact on the achievement of Community Outcomes. Council

has worked with local and regional organisations, Maori, central government, non-government and the private sector in developing Community Outcomes and respective measures/indicators.

Council will continue to work with stakeholders and the community and seek opportunities to further co-operate with other organisations to progress achievement of Community Outcomes and initiatives wherever practicable.

The table below outlines each of the Community Outcomes, their respective measures/indicators and suggested contributing groups/organisations, in addition to Council.

Community Outcomes for the Waikato District

ACCESSIBLE WAIKATO

A district where the community's access to infrastructure, transport and technology meets its needs.

Community Outcome	Measure/Indicator	Contributors*
The elements of Accessible Waikato are as follows.	A declining trend in the number of road traffic crashes and casualties in the district.	Transit New Zealand
Essential services, like power and phone, are accessible.	An increasing trend in the number of household telephone and internet connections in the district.	Land Transport New Zealand
The district is easy to get around, and the road network is well maintained.	Continued progress towards the development of the Waikato Expressway.	Environment Waikato Telecom Ltd
Infrastructure is developed at a rate to keep pace with growth and demand.	Increasing trend in perception of the district's progress towards the achievement of ACCESSIBLE WAIKATO.	WEL Networks Ministry of Transport
The strategic importance of the Waikato expressway is recognised and development occurs with priority.		
Public transport is accessible in the district.		

ACTIVE WAIKATO

A district that provides a variety of recreation and leisure options for the community.

Community Outcome	Measure/Indicator	Contributors*
The elements of Active Waikato are as follows.	An increasing trend in satisfaction with district libraries.	Sport Waikato
Recreation and leisure facilities are maintained and enhanced to ensure the community has access to quality facilities.	An increasing trend in satisfaction with parks and reserves, including sportsfields and playgrounds.	Sport and Recreation New Zealand (SPARC)
Opportunities for developing new facilities, or enhancing existing facilities, are investigated and partnership approaches sought where appropriate.	An increasing trend in participation levels in recreation and sporting activities.	
The community is aware of, and able to access, the variety of recreation and leisure opportunities available in the district.	An increasing trend in perception of the district's progress towards the achievement of ACTIVE WAIKATO.	

EDUCATED WAIKATO

A district where education options are varied, and allow our community to be skilled for work and life.

Community Outcome	Measure/Indicator	Contributors*
The elements of Educated Waikato are as follows.	An increasing trend in participation in early childhood education.	Ministry of Education
The community is encouraged to support local schooling options.	A declining trend in the number of school leavers with no formal qualification.	Schools Kindergartens
The closure of schools in the district is minimised.	An increasing trend in perception of the district's progress towards the achievement of EDUCATED WAIKATO.	Tertiary Institutions Educating New Zealand
Community education initiatives are supported and enhanced through local schools and networks.		Te Wananga O Aotearoa

GREEN WAIKATO

A district where our natural resources are protected, developed and enhanced for future generations.

Community Outcome	Measure/Indicator	Contributors*
The elements of Green Waikato are as follows.	100% Satisfactory river water quality (ecological health, & contact recreation)	Ministry for the Environment
The district's natural assets, landforms, and waterways are protected.	- Waikato River sites (Horotiu & Huntly Bridge) - Waipa River site (Whatawhata)	Department of Conservation
Council supports environmental initiatives.	100% Satisfactory coastal water quality	Whaingaroa Harbour Care
Animal and plant pests in the district are managed.	- Manu Bay - Putoetoe Point - Ngarunui Beach	Xtreme Waste Environment Waikato
Recycling and waste management initiatives are enhanced and supported.	An increasing trend in the number of properties that have a recycling service. A declining trend in the amount of waste going to landfills (indicative by the amount of waste handled by Council contracts). Council supports implementation of Environment Waikato's Regional Pest Management Strategy. A declining trend in the contamination of groundwater supplies, from nitrates and pesticides. An increasing trend in perception of the district's progress towards the achievement of GREEN WAIKATO.	Iwi Management Committees Whaingaroa Environment Centre

SAFE WAIKATO

A district where people feel safe and supported within their communities, and where crime is under control.

Community Outcome	Measure/Indicator	Contributors*
The elements of Safe Waikato are as follows.	A declining trend in reported criminal offences and resolution rates.	NZ Police
Residents feel safe in their community.	A declining trend in motor vehicle accident injury and mortality rates per 10,000 population for the Waikato district.	NZ Fire Service Waikato Valley Emergency Operating Area (WVEOA)
Appropriate lighting is provided for parks, reserves, roads and public places	An increasing trend in perception of the district's progress towards the achievement of WELL WAIKATO.	Civil Defence Emergency Management Group (CDEMG)
Infrastructure projects such as roading works take account of public safety		Ministry for Emergency Management
Emergency management structures are in place to deal with potential disasters and incidents		
Crime prevention programmes are available and supported.		
Policing levels are sufficient and crime is decreasing.		

SUSTAINABLE WAIKATO

A district where growth is effectively managed.

Community Outcome	Measure/Indicator	Contributors*
The elements of Sustainable Waikato are as follows.	Reduction in the amount of non-compliance with conditions of resource consents.	Ministry for Economic Development
Controls are in place to ensure that subdivision is not greatly impacting on the rural nature of the district.	Growth assessments undertaken as part of the preparation of Structure Plans, followed by regular monitoring of Statistics New Zealand growth figures.	District Surveyors
Growth is not taking place to the detriment of the natural environment.	The number of dwellings exposed to specific local hazard risks does not increase.	Whaingaroa Environment Centre
Infrastructure is developed at a rate to keep pace with growth and demand.	Council undertakes annual monitoring and reporting against District Plan effectiveness, and publishes a State of the Environment Report every three years.	Housing New Zealand Corporation
Growth is encouraged at a rate, and in locations, beneficial to the district.	The extent of native vegetation and the area of wetlands in the district do not decrease.	
Industry is encouraged, but in defined locations, and with strong controls.	An increasing trend in perception of the district's progress towards the achievement of SUSTAINABLE WAIKATO.	

THRIVING WAIKATO

A district where business and industry are encouraged and supported and employment contributes to a successful local economy.

Community Outcome	Measure/Indicator	Contributors*
The elements of Thriving Waikato are as follows.	A declining trend in the unemployment rate.	Tourism Waikato
Council's processes aid the establishment of new businesses and industry.	An increasing trend in the median income.	North Waikato Tourism
Local businesses and industry help contribute to a low unemployment rate by providing opportunities locally.	An increasing trend in the total number of businesses and employees (by industry).	Waikato Enterprise Agency
The contribution of tourism to the district is acknowledged and enhanced through local and regional initiatives.	An increasing trend in occupancy rates in commercial accommodation within the district, evidenced by an increase in the number of guest nights.	Katalyst
The district is promoted as a destination, lifestyle and business choice.	An increasing trend in perception of the district's progress towards the achievement of THRIVING WAIKATO.	Work and Income
		Ministry of Social Development
		Local Businesses / Organisations / Departments

VIBRANT WAIKATO

A district where our heritage and culture are recognised, protected and celebrated.

Community Outcome	Measure/Indicator	Contributors*
The elements of Vibrant Waikato are as follows.	Council provides funding for cultural and arts events/activities/organisations.	Tiaki Tangata
Historical buildings, collections and heritage sites are protected and preserved for the future.	A reduction in the proportion of those sites destroyed that are registered with the Historic Places Trust, or listed as heritage items in the District Plan.	Te Puni Kokiri
Council's policies and programmes support the community's efforts to enhance heritage sites.	An increasing trend in the numbers of visitors to galleries and museums that are supported by Council.	Ministry for Culture and Heritage
Culture, including the arts, is supported and encouraged through programmes, facilities and funding.	An increasing trend in the community's awareness of arts facilities in the district.	Arts Waikato
The diversity of the district's land, people and culture is celebrated.	An increasing trend in perception of the district's progress towards the achievement of VIBRANT WAIKATO.	Historic Places Trust
		District Museums
		Local Businesses / Organisations / Departments

WELL WAIKATO

A district where people can access quality community health and care services.

Community Outcome	Measure/Indicator	Contributors*
The elements of Well Waikato are as follows.	A declining trend in avoidable hospitalisations.	Waikato District Health Board
Health care, well-being and related services are accessible to all.	A declining trend in the prevalence of cigarette smoking.	Waikato Primary Health Organisations
Health care well-being and related services meet the needs of the community.	100% compliance with NZ Drinking-Water Standards 2005.	St John Ambulance
Community health programmes are available and supported.	An increasing trend in satisfaction levels of water services as per WDC satisfaction survey.	Rest Homes/Hospitals
Potable water supplies conform to established public health standards	An increasing trend in satisfaction levels of wastewater services, as per WDC satisfaction survey.	Retirement Homes/Villages
Wastewater systems support and promote safe and sanitary conditions	An increasing trend in perception of the district's progress towards the achievement of WELL WAIKATO.	

*Waikato-Tainui is recognised and supported as a contributor to all Community Outcomes.

How Council will contribute to Community Outcomes

The LTCCP is, in effect, Waikato District Council's response to the set of Community Outcomes, and outlines how the Council plans to contribute towards achievement of them. Council has developed activity and asset management plans, which provide detailed information and forecasts for each activity within Council, and outline how they contribute to Community Outcomes (full Asset Management Plans are available from Council on request). This information is translated into the LTCCP and, in the intervening years between subsequent LTCCPs, will be further refined in the Council's Annual Plan, based on Outcome monitoring information collected.

Community Outcomes also relate to a number of other key strategic documents and processes, for example Community Plans, Council's District Plan, Regional Land Transport Strategy, and the Regional Council's LTCCP.

The following table outlines how each of Council's activities contribute to Community Outcomes.



Council Activities and Links to Community Outcomes

	Accessible	Active	Educated	Green
Corporate and Council Leadership	Through our township development plans. Council is focused on improving infrastructure in our district.	Through discretionary funding, events and activities are promoted and encouraged.	Some grants are made to schools and educational establishments by Council.	Corporate and Council Leadership includes the Hearings Committee, which is responsible for environmental protection.
Corporate Services				
Property		Through Council's property portfolio, we provide property infrastructure for a number of community groups e.g. community halls.		
Grants and Donations		Grants and donations provide a means of Council supporting recreation and leisure activities in the community.	Grants to organisations, like Life Education Trust and Sport Waikato, assist with the education of residents and ratepayers.	Council supports groups such as Whaingaroa Harbour Care, which is focused on planting and environmental protection.
Area Offices	Area Offices are often the contact points for the community with Council. It is seen as essential infrastructure for Council.			
Community and Safety				

Sustainable	Thriving	Vibrant	Safe	Well
The Hearings Committee is the monitor of the environment. This includes ensuring that growth is managed.	The township development funds provide town improvements, which help to generate business and industry.	The Maori Liaison Committee is part of Council's contribution to culture and heritage.	Township development plans contribute to safety improvements.	Through advocacy Council works with health care organisations and also administers public health through water and wastewater schemes.
	Council provides a number of buildings, which are used for local industries, businesses and activities. Council has also undertaken property development in order to generate activity.		Housing for the elderly provides a community where people feel safe and secure. In addition housing for the elderly is aimed at high quality low cost accommodation.	Council provides facilities so that health care services can operate in places such as Meremere.
	Grants and donations to a number of groups assist in economic development and growth in towns and facilities. Tourism is a key focus each year.	Council supports a range of art and culture activities.	Council has contributed to such projects as security cameras, which are aimed at public safety.	
		Council works with a variety of groups on community projects. Historically, this has included a number of arts and culture projects.	The community and safety activity includes Council's civil defence responsibilities. The activity is also responsible for project managing the establishment of security cameras in Ngaruawahia and Huntly.	

	Accessible	Active	Educated	Green
Environmental Services				
Building Control				Initiatives such as a tyre house, and packed earth houses are inspected and supported.
Animal Control		Animal Control provides dog runs, which promote exercise and leisure opportunities.	Animal Control have a role to play in educating owners about dog-related issues.	
Resource Management				This activity covers management of environmental issues, monitoring compliance with the Resource Management Act and resource consents and strategic land planning.
Environmental Health			Shop owners are encouraged and supported in a high standard of food preparation standards.	Environmental health is predominantly about protecting our citizens through monitoring of food and other premises and responding to health and noise issues.
Community Assets				
Water Supply	Council-supplied water schemes are essential infrastructure within the district. Everybody needs safe drinking water and Council is looking at extending water connections where this is feasible and cost effective.			

Sustainable	Thriving	Vibrant	Safe	Well
The building control activity provides a method of ensuring quality and sustainability in building projects.			Building control is about ensuring the construction of safe houses, which comply with building regulations.	Building Control also assists in maintaining public health and well-being.
			Animal Control fills an important role in keeping residents safe from dogs. An increasing amount of the work is now involved in handling dangerous dogs.	
Growth is effectively managed through the District Plan and through the resource consent process.	The District Plan specifies rules and policies, which assist and control development.			Resource consents involve consideration of public health and related issues.
				Environmental health is predominantly about protecting our citizens through monitoring of food and other premises and responding to health and noise issues.
Water supply is an essential service, which supports growth and development.	Without safe drinking water supply, new and existing businesses cannot develop.			A quality drinking water supply is a key ingredient in keeping people healthy.

	Accessible	Active	Educated	Green
Wastewater	Council is seeking to provide an effective wastewater system wherever possible. This is seen as a core function of Council and is essential infrastructure for the district.			Environmental standards are set at a high level to maintain the quality of the environment.
Stormwater	Effective stormwater management is a key infrastructural component of the district. This is one of the big challenges for Council in growth areas within the district.			Correct treatment and disposal supports the protection of the environment.
Solid Waste Management			The community requires education about waste minimisation. Over a period of time, the emphasis for our community has shifted from waste disposal to waste management and minimisation.	Council provides Refuse Transfer Stations in Huntly, Raglan and Te Kauwhata. These facilities are actively involved in recycling and waste management. Council provides a refuse collection service to more than 11,000 properties in the district. This service includes refuse collection and in some areas, recycling. Part of the refuse budget is for waste management and education.
Parks and Reserves		Parks and reserves provide opportunities for recreation and leisure activities in the district.	Parks and reserves such as Woodlands and The Point promote learning and understanding of the history of the area.	Through this activity, Council is able to emphasise the natural environment and beauty of our district.
Libraries		Libraries are an essential part of the Council's contribution to recreation and leisure in the district.	Libraries promote education and life long learning through books, DVD's, videos and other media.	

Sustainable	Thriving	Vibrant	Safe	Well
Wastewater is an essential service that supports growth and development.	A suitable wastewater system is a fundamental service to help new businesses.			Disposal of wastewater is a key ingredient in public health. Council has recently undertaken a sanitary assessment of wastewater in the district to identify potential public health issues.
Stormwater is an essential service that supports growth and development.	Stormwater infrastructure needs to be in place for businesses to grow.		Stormwater assists with flood control and public safety.	
We need to manage growth and waste streams.	Some new industries have developed around refuse transfer stations. This includes recycling shops.			Without this activity it would be difficult for Council to ensure public health and safety. Waste streams must be managed.
		Council supports reserves such as Woodlands. This is an illustration of Council's commitment to heritage and culture.	Appropriate lighting and facilities support a safe community.	Council facilities such as parks, swimming pools and walkways are ways of assisting residents with health and well-being.
		Libraries provide a valuable source of information about history and culture. This includes our own district as well as regional, national and global information.		

	Accessible	Active	Educated	Green
Transportation Services				
Transportation Network Administration	This activity is focused on continual efficiency of the roading network. Ensuring the network is keeping up with the growth and the growth is managed through proper planning.	Cycle and walkway strategies have been prepared. These address the needs of the community.		Growth is planned and managed with environmental protection in mind.
Passenger Transport	Through passenger transport, Council makes it easier for ratepayers to travel to and from the district. This activity makes district more accessible.			
Road Safety	This activity is about ensuring road safety and personal security. Safety education supplements the safety standards of the infrastructure.		The Road Safety Community Programme is aimed at educating the community about the dangers of roads.	
Bridges	The district includes approximately 350 bridges and large culverts. These are vital infrastructure for residents and ratepayers to travel through the district.			Our large culverts are managed to enable fish passages.
Footpaths	This activity improves the quality of our infrastructure through replacing and installing new footpaths. This makes the district more accessible.	Improved facilities encourages walking and cycling.		

Sustainable	Thriving	Vibrant	Safe	Well
			Council prepares safety and management plans to protect residents and ratepayers.	
			This activity is about ensuring road safety and personal security. Safety education supplements the safety standards of the infrastructure.	
			Bridges are designed with safety rails and the like to keep the community safe.	
Footpaths and improving towns and villages accommodate growth.	Footpaths and improving towns and villages accommodate growth.		Footpaths encourage people to walk safely and not on roads.	

	Accessible	Active	Educated	Green
Transportation Network Development and Maintenance Pavement Maintenance Drainage Maintenance Kerbs and Channels Carriageway Resurfacing Pavement Renewal Unsealed Roads Structure Planning	This activity is focused on: - Continual improvement of the roading network and its efficiency. - Prudent maintenance of assets to extend their useful life and hence maximise the initial capital investment. The key is ensuring the roading network copes with the demands of the district. Pavement and drainage maintenance includes sealed and unsealed roads. Unsealed roads are upgraded on a priority basis and to keep up with growth such as subdivisional development.	Improving facilities for cycling (e.g. road walking) encourages activity.		Growth is planned bearing in mind the needs of the community and the requirement to protect the environment.
Corridor Maintenance				The management of litter and noxious weeds are examples of protecting the environment.
Regulatory Rural Fire Parking Consent Processing	Through parking control, cars are encouraged to turnover fairly quickly. Council needs to ensure through careful consideration that consent applications are processed in a way that promotes effective management of the roading network.			This activity incorporates Council's responsibility for parking and rural fires. The emphasis here is on protecting the environment and keeping residents safe. In addition, Council has a role to ensure that consideration is given to environmental effects and roading implications of consent applications.

Sustainable	Thriving	Vibrant	Safe	Well
This is a key activity that supports sustainable growth.	Roading infrastructure needs to be in place for industries to develop.		Road repairs and flood control are aimed at ensuring public safety. Sealing of roads improves road surface and safety. Safety improvements are put in place where required.	
	Cleaning and maintenance of towns and district at large keep the image of the district at a high level.		Street lighting promotes safety for residents and the community in general.	
			This activity incorporates Council's responsibility for parking and rural fires. The emphasis here is on protecting the environment and keeping residents safe. Rural fires is about protecting residents and visitors to the district.	

Waikato Regional Community Outcomes

In parallel with consultation undertaken by Council to identify local Community Outcomes, additional consultation has been taking place at the regional and iwi levels. The twelve territorial authorities of the Waikato region, together with the Waikato Regional Council (Environment Waikato), jointly coordinated a process in 2005 to identify regional-level community outcomes. The regional Community Outcomes process is called Choosing Futures Waikato. Participating Council areas are shown in the map opposite. Choosing Futures Waikato is

a joint initiative of the District Councils of Franklin, Hauraki, Matamata-Piako, Otorohanga, Rotorua, South Waikato, Taupo, Thames-Coromandel, Waikato, Waipa and Waitomo, Environment Waikato and Hamilton City Council.

This collaborative process has been unique to the Waikato Region. The discussions and liaison that have occurred between agencies have helped to establish good relationships and have provided a strong foundation to the continuation and further development of collaborative relationships.



How were the Waikato Regional Community Outcomes identified?

A draft set of Waikato Regional Community Outcomes was identified during 2004/05 through a series of regional visioning workshops followed by meetings of a broadly representative Community Outcomes Working Group. The process included consultation with Iwi in the region, information collected by local Councils through consultation with their local communities, and information from key organisations including central and local government, businesses, industry groups and community organisations. A draft set of Waikato Regional Community Outcomes was reviewed by key stakeholders and promoted for community feedback before being signed off in November 2005. The Waikato Regional Community Outcomes are grouped under five themes:

Sustainable Environment

The Waikato region values and protects its diverse, interconnected natural environments.

Quality of Life

The Waikato region is a great place to live, providing the services and opportunities we need to live well.

Sustainable Economy

The Waikato region balances a thriving economy with looking after its people, places and environment.

Culture and Identity

The Waikato region identifies with - and values - its land, air, rivers and waterways, mountains, flora, fauna and its people.

Participation and Equity

The Waikato region builds strong informed communities and has a culture that encourages people and communities to play their part.

What happens next?

The Waikato Regional Community Outcomes are broader than Council activities or local issues. They encompass the overall social, economic, environmental and cultural well-being of the Waikato Region. The Regional Community Outcomes sit alongside and supplement local Community Outcomes identified within each local authority area. Their purpose is to help guide regional community stakeholders in

planning and monitoring regional community well-being.

Government agencies, local councils and community organisations will be encouraged to use the Waikato Regional Community Outcomes for guidance on their planning and help to identify the sorts of services the community has stated as most needed in the Waikato Region.

Progress made towards achieving the Waikato Regional Community Outcomes will be measured regularly and reported back to Waikato communities. This monitoring will be an important way of ensuring together we are making progress, while identifying areas for improvement.

The following Core Indicator Set has been selected to measure and monitor the Regional Community Outcomes.

OUTCOME	INDICATOR
Sustainable Environment	River water quality for ecological health
	River water quality for recreation
Quality of Life	Lakes water quality
	Land cover and use
	Air quality (particulate matter, PM10)
	Protection of natural heritage and landscapes
	Water availability and use
	Extent of native vegetation (forest, wetland, coastal)
	Protected native vegetation areas
	People's environmental attitudes
	People's personal environmental actions
	Coastal water quality
	Public access (Coastal ownership)
	Rural subdivision
	Stock density
	Total energy consumption
	Greenhouse gas emissions
	Waste to landfills
	Proportion of recycling (paper, glass, other)
	Efficiency of energy use (e.g. energy use relative to economic growth)
	Life expectancy/ Health expectancy (*)
	Social deprivation index (*)
Avoidable mortality/hospitalisation rates (and causes) (*)	
Sense of emotional well-being (happiness, quality of life)	

	Barriers to accessing health care (*)
	School leavers with no formal qualification (*)
	Educational attainment of the adult population
	Participation in early childhood education
	Adult and community education
	Median weekly rent (by income) (*)
	Housing affordability
	Home ownership rate
	Household crowding
	Proximity to work, study, recreation (survey)
	Criminal victimisation rates (or reported criminal offences and resolution rates)
	Perceptions of safety
	Injury rates
	Employment/unemployment rate
	Unpaid work
	Work opportunities matching skills
	Participation in sport and active leisure
	Perceptions of access to adequate family services and support networks
	Contact between young people and their parents
	Youth and older people engagement in decision-making
Sustainable	Genuine Progress Indicator (or Ecological Footprint)
Economy	Number of businesses and employees by industry
	Median weekly earnings
	Regional GDP or Regional Economic Activity
	Building consents
	Drinking water quality
	Road traffic crashes and casualties
	Council performance (or residents' confidence in Council's decision making)
	Resident satisfaction with Councils' approach to planning and providing services
	Regional GDP contributed by primary industries (farming, horticulture, etc)
	Visitor numbers and nights in commercial accommodation
	Tourism Waikato performance indicators
	Total research funding
	Enrolments at tertiary education institutes (by type of study)
Culture and	Residents' rating of their sense of pride in the way their region/city/town looks and feels
Identity	Proportion of Maori speakers (in Maori and in total population)
	Proportion of population that speak the 'first language' of their ethnic group
	Number of buildings and places listed on Historic Places Trust register
	Number and proportion of heritage buildings demolished or removed from heritage records

	Design of new developments (survey)
	Residents' satisfaction with cultural facilities provided
	Participation in cultural and arts activities
	Proportion of Councils' spending on cultural activities and events
	People employed in cultural sector
Participation	Percentage of voter turnout at local and general elections
and Equity	Degree of representation by minority groups on governance and decision-making bodies
	Residents' rating of satisfaction with Councils' provision of opportunities for community involvement in decision-making
	Percentage of residents perceiving that cultural diversity makes their region/ city/town a better place to live.

(*) These indicators include a breakdown into Maori/non-Maori population.

Indicators in blue will need further investigation before they can be confirmed.

Note:

The above table does not include regional Maori/Iwi indicators. These are currently being developed by Tai Ranga Whenua (EW) and Kowhai Consulting Ltd. for the Outcome Themes of: Maori Heritage, Regional Identity and Pride, Bicultural Partnerships, Tikanga Maori, Treaty of Waitangi, Unique Status of Tangata Whenua, Maori Housing, Maori Social Wellbeing, Maori Economic Prosperity and Air, Land and Water Quality.

Councils, Government agencies, iwi, community organisations and other groups will be working together to make the Waikato Region the best it can be, now and in the future.

Further information

For further information about the Choosing Futures Waikato process, visit www.choosingfutures.co.nz or contact: Choosing Futures Waikato
Freepost Authority 11
Hamilton
Ph 0-7-838 6672
e-mail info@choosingfutures.co.nz

Waikato-Tainui Iwi Community Outcomes

Waikato-Tainui

The natural and physical resources within the tribal area of Waikato-Tainui are of significant cultural and historical importance to the iwi. Waikato-Tainui relationship with the Waikato River and West Coast Harbours, in particular, has extended over many generations since the time of the first inland explorations of their ancestors who brought the Tainui canoe to Aotearoa in the fourteenth century.

Their relationship with the river is unique. The Waikato River is regarded as a tuupuna awa, the ancestral river of the people representing the mana and the mauri of the people. It is central to their tribal identity, and to their spiritual and physical well-being. Its power is both protective and healing.

Waikato-Tainui has a duty to past, present and future generations to protect the river and Waikato-Tainui is obliged to satisfy that duty.

It is important to recognise that for Waikato-Tainui the Waikato River means the whole river. Waikato-Tainui regards the river as an entire living entity, which includes not just its banks, beds and waters but also its many streams, lakes and tributaries, its catchments and flood plains, and its flora and fauna, as well as its metaphysical being.

As with the Waikato River; the West Coast harbours of Manukau, Whaingaroa, Aotea and Kawhia have significant historical and cultural importance to Waikato-Tainui; particularly for the mana

Te Kauhanganui o Waikato Inc, which is the 195-member tribal parliament comprising three representatives from each of the 65 Waikato Raupatu Marae. The remaining Tainui executive member, the Kahui Ariki representative, is appointed by Te Arikini Dame Te Atairangikahu.

The WRTCL is responsible for tribal development and managing the Waikato Raupatu settlement that was settled with the Crown in 1995; and for resolving its outstanding claims with the Crown.

Waikato-Tainui Outcomes

Waikato-Tainui hold a unique status as tangata whenua of the Waikato Region and seek to have positive relationships with local and regional government. The following are Waikato-Tainui's desired outcomes for its tribal groups and members that should be incorporated and achieved in Long Term Community Council Plans within the greater Waikato region. These outcomes were developed from the tribal strategic plan of Waikato-Tainui that was endorsed and passed by Te Kauhanganui o Waikato Inc and its executive board Te Arataura. These outcomes are complementary to the Community Outcomes of manawhenua and should not be used or viewed to be overriding those Outcomes that have been developed separately between Council and manawhenua. The WRTCL supports the outcomes of Waikato-Tainui manawhenua.

Waikato District Council will endeavour to contribute towards the achievement of relevant Waikato Tainui Iwi Outcomes, and continue to foster a positive relationship based on good faith.

Waka	(Canoe)	Tainui
Iwi	(Tribe)	Waikato
Hapu	(Sub-tribes)	33
Marae	(Whanau Groups)	65
Registered Tribal Members	(Individuals)	52,000

67% Reside Waikato, 28% Rest of NZ, 5% Overseas. More than 35,000 people residing in the Waikato Region are members of the Waikato –Tainui tribe.

The importance of this relationship is evident in many whakatauki (tribal sayings) and waiata (songs), and in oral histories, which record the association of the ancestors with places, events, daily activities, thoughts, emotions, and everything that touched their lives.

Over the generations Waikato-Tainui have developed tikanga (protocol) that embody their profound respect for the river and all life within it. Their tikanga recognises that if they care for the river, the river will continue to sustain the people. Waikato-Tainui has mana whakahaere (authority) over the river. Accordingly,

whenua (local people) who reside around them.

Iwi Authority

The Waikato Raupatu Trustee Company Ltd (WRTCL) is the principal constitutional and the legally mandated Iwi authority of Waikato-Tainui, which comprises 65 Marae and 33 Hapu. On behalf of Waikato-Tainui the WRTCL has a major interest in the development of Council Community Plans.

The WRTCL is governed by the executive board Te Arataura which comprises 12 members; 11 of which are elected from

OUTCOMES and link to Waikato District Community Outcomes	ACTIONS	INDICATORS
<p>Waikato-Tainui exercises mana-whakahaere (practicing authority) over its taonga (treasures)</p> <p><i>Links to Green Waikato</i></p>	<p>Investigate ways in which Waikato-Tainui can exercise kaitiakitanga (guardianship) to protect, restore and enhance the health and well-being of the Waikato River, West Coast Harbours, beaches, waterways, habitats and the physical and natural environment.</p> <p>Increase the sustainability of the natural and physical environment for current and future generations by developing effective controls for protecting the natural environment.</p> <p>Assist and increase the participation of hapu/marae/whanau in the exercise of kaitiakitanga over their areas.</p> <p>Make greater use of renewable resources and increase the reuse and recycling of resources and the efficiency of how we use them.</p> <p>Protect and enhance the biodiversity of native flora and fauna.</p> <p>Protect the special cultural, historical and spiritual relationship of Waikato-Tainui and its taonga.</p>	<p>An increase in support and participation of Waikato-Tainui in exercising kaitiakitanga.</p> <p>The sustainability of the natural and physical environment for current and future generations is improved.</p> <p>An increase in resources for hapu/marae/whanau to exercise kaitiakitanga over their areas.</p> <p>The use of renewable resources is increased. Less waste to landfill is achieved, increase in recycling of resources.</p> <p>The biodiversity of native flora and fauna is increased.</p> <p>The special cultural, historical and spiritual relationship of Waikato-Tainui and its taonga is recognised by Council processes.</p>
<p>Waikato-Tainui values the education of all its people</p> <p><i>Links to Educated Waikato</i></p>	<p>Investigate possibilities for tribal development research and/or in partnership with Council.</p> <p>Investment in tribal intellectual development.</p> <p>Increase Council commitment to Waikato tribal education in resource management practice and planning policy development.</p> <p>Assist in the maintenance and retention of tribal intellectual property.</p> <p>Become partners in the delivery of tribal research.</p> <p>Investigate ways in which the Council can assist in the establishment of the Waikato Endowed College to benefit the tribe, community and the nation.</p>	<p>Increased education levels of Waikato-Tainui comparable to non-Maori.</p> <p>Waikato tribal education and research is advanced through a mutual positive relationship with Council.</p> <p>The tribal research and the education of Waikato-Tainui is supported by Council.</p> <p>Increased involvement of Waikato-Tainui on policy-making decisions.</p>

OUTCOMES and link to Waikato District Community Outcomes	ACTIONS	INDICATORS
<p>Waikato-Tainui recognises its partnership with the Crown</p>	<p>Establish mutual beneficial partnerships between Waikato-Tainui and Councils that have integrity and are durable.</p> <p>Investigate ways to increase the capacity and participation of Iwi, hapu, marae and whanau to effectively engage with Councils.</p> <p>Participation of Waikato-Tainui in decision-making processes through representation on Council management and governance structures.</p> <p>Council recognises the status of Waikato-Tainui as tangata whenua.</p>	<p>A mutual beneficial relationship is developed between Councils and Waikato-Tainui.</p> <p>Increase in participation of Iwi, hapu, marae and whanau within Council activities.</p> <p>Increase decision-making representation and participation in Council management and governance structures.</p> <p>The status of Waikato-Tainui as tangata whenua is recognised in Council policy and plans.</p>
<p>Waikato-Tainui undertakes to resolve its excluded Waitangi Tribunal Claims that remain outstanding from its 1995 Raupatu Settlement</p>	<p>Waikato-Tainui continues to negotiate and resolve its outstanding claims with the Crown in good faith while updating the Council on its progress.</p> <p>Through participation with the Council, Waikato-Tainui protect and restore the health of the Waikato River and the West Coast Harbours for the benefit of future generations.</p> <p>Undertake transparent leadership and meaningful consultation with tribal members and the community.</p>	<p>Increase the Councils' understanding of Waikato-Tainui outstanding claims to achieve settlement.</p> <p>The health of the Waikato River and the West Coast Harbours is improved for the benefit of future generations.</p> <p>Increase in positive and productive relationships between Waikato-Tainui and Council.</p>
<p>To advance the tribal development of Waikato-Tainui for the betterment of tribal members and their communities</p> <p><i>Links to Well Waikato</i></p>	<p>Scope and identify tribal development strategies in consultation with hapu, marae and whanau that reflect the dreams and aspirations for the future betterment of Waikato-Tainui.</p> <p>Pursue and enhance opportunities in education, health, employment and housing for the betterment of tribal members.</p> <p>Work with Councils in partnership to fulfill these dreams and aspirations.</p>	<p>Tribal development of hapu, marae and whanau is improved with the assistance of Council.</p> <p>Increase in opportunities in education, health, employment and housing for the betterment of tribal members.</p>

OUTCOMES and link to Waikato District Community Outcomes	ACTIONS	INDICATORS
<p>Waikato-Tainui values Te Kotahitanga (unity) and Mātauranga (knowledge) of its people</p> <p><i>Links to Vibrant Waikato</i></p>	<p>Council, Iwi, hapu, marae and whanau working in unity to support the Kingitanga.</p> <p>Promote manaakitanga (care) and whanaungatanga (family values) amongst Waikato-Tainui and the community.</p> <p>Practice, enhance and celebrate Waikatotanga (Waikato way of life).</p> <p>Investigate ways to protect and preserve waahi-tapu and Waikato taonga (sacred places).</p>	<p>Increased participation by the Council to support significant tribal events.</p> <p>Increase the profile of Waikato-Tainui and its values within Council.</p> <p>Increase in the cultural capacity of Council staff.</p> <p>Increase in waahi tapu protection and identification.</p>
<p>Waikato-Tainui to be leaders in safe and healthy lifestyles</p> <p><i>Links to Active and Well Waikato</i></p>	<p>Waikato-Tainui to be all healthy: through the philosophy of Waikato, Wairua, Waiora (spiritual and physical wellbeing).</p> <p>Educate and inform tribal members so they own their own health by exercise and through healthy eating, healthy drinking and healthy lifestyle habits.</p> <p>Promote and provide safe and protective environments for mokopuna (children), rangatahi (youth), kaumātua (elders) and the community.</p>	<p>Increase the life expectancy/ health expectancy of Maori to that of non-Maori.</p> <p>The prevalence of smoking and alcoholism amongst Maori to the level of non-Maori.</p> <p>Increase in safe and protective environments for mokopuna, rangatahi, kaumātua and the community.</p>
<p>Sustainable equitable economic development is important to Waikato-Tainui</p> <p><i>Links to Thriving and Sustainable Waikato</i></p>	<p>Waikato-Tainui advocates and participates in developments and businesses that are socially, environmentally and culturally responsible and sustainable.</p> <p>Increase the employment and economic opportunities for Iwi/hapu/marae/whanau for their betterment and the betterment of the greater community.</p>	<p>Increase in developments and businesses that are socially, environmentally and culturally responsible and sustainable.</p> <p>The employment rate and median income of Maori is increased to that of non-Maori.</p> <p>Increase in economic opportunities for Waikato-Tainui.</p>

Development of Maori Capacity

Council will apply the intent and principles of the Treaty of Waitangi in its dealings with Maori.

Council will identify the Maori stakeholder groups in the district and develop a database for regular supply of information and engagement. This would include:

- all Marae
- management groups used extensively for provisions under the Resource Management Act (RMA)
- Waikato Raupatu Trustee Company
- individuals who request to be placed on Council's 'supply of information' list
- key individuals in the district with knowledge on specific issues
- Nga Mana Toopu O Kirikiriroa
- Te Wananga O Aotearoa
- Tangata Whenua.

Council will identify the key issues of particular interest to Maori that would include:

- LTCCP and Annual Plan
- Annual Report
- District Plan and associated documents
- issues of possible significance to Maori
- key policy papers that have the intent of changing the Council's direction or operations.

The aim is to build on the existing good quality relationships that have been established, through:

- regular Marae visits
- open invitation to meet with the Maori Liaison and Consultation Committee, His Worship the Mayor, Council representatives
- supplying information to key stakeholders on a regular and timely basis
- continuing to encourage the dialogue that has been established with RMA relationships
- meetings with Tangata Whenua as appropriate.

Staff will identify a draft annual timetable of documents that Council would wish to have engagement with Maori and deliver it to the stakeholders so as to give adequate advice of upcoming processes.

Council will develop a bi-annual newsletter to key stakeholders (prepared in Maori and English) to keep Maori informed of current issues. This would be additional to Council's newsletter, The Link, which is distributed six times per year.

The bi-annual newsletter will be issued in draft form to senior Kaumatua to ensure the wording is traditional and appropriate.

Council will sponsor seminars and hui with keynote speakers on Maori issues to better inform the community.