

MEMORANDUM

To	Council
From	Nicole Hubbard, Corporate Planning Manager Alison Diaz, Chief Financial Officer
Subject	2024-2034 Long Term Plan. Activity Management Plans – Part A
Date	7-14 August 2023

Purpose

To present to Council the key elements of Part A of the Activity Management Plans, which outline what services we deliver to the community, the amount or frequency of delivery, why we deliver them, and the issues and opportunities that staff have identified which should be responded to through the 2024-2034 Long Term Plan (LTP).

There are several steps involved in developing Activity Management Plans and receiving early feedback from Council is critical as each section builds on the previous and will ultimately inform the budgets and work programmes included in the LTP, as well as topics that we will consult with the community on.

Background

Schedule 10 of the Local Government Act 2002 (LGA) details what information must be included in an LTP. Activity Management Plans have been designed to support capturing the required information as we move through the LTP process.

Setting the direction for the 2024-2034 LTP

In June 2023 Council adopted its community outcomes following consultation with the public. Our four community outcomes are aspiration statements outlining how our communities would like to see their wellbeing improved over time.

Council then adopted six strategic priorities which provide key areas of focus for the first three years of the LTP. As staff have identified issues and opportunities that could be responded to through the LTP, they have aligned these to the Strategic Priorities.

As an introduction to the Activity Management Plans discussions, we will undertake an activity at the beginning of the session to ensure we are collectively tuned into 'focusing on what matters' (as per the Roar Coaching session in Te Kowhai). This will be an opportunity to share what matters in your local areas and understand where operationally the challenges and opportunities may lie and where they link to the strategic priorities.

Included in this pack

This pack includes the information from each Activity Management Plan on:

- What the activity does
- The services delivered
- Why we provide this activity

- Upcoming issues, challenges or opportunities that could be addressed through the 2024-2034 Long Term Plan.

What we require from Council

To complete the remaining parts of the Activity Management Plans, staff require Council feedback on the following:

1. Do you agree with the issues and opportunities identified, and have we missed any?
2. Do you agree with the level of alignment to the Strategic Priorities?
3. Any feedback on the frequency and/or amount of service delivered currently.

Next steps

Based on the feedback received from Council during the Activity Management Plan workshops in August, staff will undertake additional work on the issues and opportunities that Council would like to progress, including coming up with options and getting rough costings. Staff will also review their levels of service and identify any potential changes.

The next workshops with Council will occur in late September 2023 where staff will bring back further details on service level changes and options to resolve issues or opportunities. Council will have the opportunity to provide direction to staff at this point on which items should be included in the draft budget.

Following direction provided by Council in September, staff will enter budgets into the TechOne system. They will also draft level of service and performance measures based on the proposed budgets. This is planned to be workshopped with Council in December 2023.

Attachments

Attachment 1: Strategic Priorities

Attachment 2: Activity Management Plans (Part A)

STRATEGIC PRIORITIES

CONSISTENT DELIVERY OF CORE SERVICES

Council will focus on reliable and essential services that keep our community safe and resilient.

We will ensure our current levels of service for core assets and services such as roading, parks and open spaces, waste collection, and water services, meet agreed standards and will seek to improve animal control, rural roadside amenity, and safety measures.

IMPROVING COUNCIL RESPONSIVENESS

Council will improve its responsiveness and communication to communities and customers.

We will keep you informed about our work and services, what you can expect from us, and respond to requests in a timely manner. We aim to listen and engage with you on issues that matter most, and ensure your voices are heard and represented in our decisions.

IMPROVING CONNECTIVITY

Our district is easy to explore, and communities are connected and well-informed.

We are committed to improving connectivity within and between settlements to create a more accessible and connected district. We will make it easy for you to engage in what's important to you, to access information about what's happening locally, and promote local attractions and events.

BUILDING RELATIONSHIPS

We are committed to building strong partnerships.

We will work with our communities, stakeholders and governance to tell our stories, learn from each other, and build a shared sense of belonging.

We will uphold Te Tiriti o Waitangi.

We will foster and strengthen relationships within and between our communities, respecting cultural heritage and embracing diversity.

BUILDING COMMUNITY RESILIENCE

We will prioritise the wellbeing of our district by building and supporting strong and resilient communities.

We will partner with communities to address climate change, natural disasters, and social change. We will do this by connecting volunteers, businesses, communities, and agencies, and by providing relevant information and protecting our critical infrastructure.

SUPPORTING SUSTAINABLE GROWTH

We plan for growth in a sustainable and responsible way, ensuring we preserve our local heritage and sense of community.

We will focus on existing and planned growth nodes throughout the district and explore funding tools to ensure that economic and residential growth benefits our communities. We will work with you to create a vibrant and active district, while managing regulatory processes to preserving our unique identity.

Activity Management Planning

2024-2034 Long Term Plan

Part A: Activities we deliver

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GROUP OF ACTIVITIES: SUSTAINABLE ENVIRONMENT

Activity: Consenting

1. What We Do

This activity consists of two significant consenting activities. Building consents ensure that all buildings in our district are safe, healthy, durable and compliant with relevant legislation. Resource Consents ensure that our communities and environment are developed and built in accordance with legislation, our District Plan and other relevant standards, strategies and plans.

2. Services Delivered

Our services are:

Building Quality

- Building consent processing and building inspections.
- Building Warrant of Fitness Audit Inspections and Compliance Schedule checks.
- Swimming Pool inspections.
- Provides advice to the industry and customers.
- Responds to Building related complaints and ensures compliance with our Dangerous and or Insanitary Buildings Policy.

Consents

- Processing and issuing of Resource consents (both Subdivision and Land use) and other related approvals.
- Providing responses to Duty Planner enquiries from customers.
- Providing Pre application advice on resource consent matters.
- Undertaking Engineering Plan Approvals.
- Completing Subdivision clearances and inspections.
- Issuing of s223 and s224 certificates.
- Answering Property Enquiries, including LGOIMA requests.
- Issuing Land Information Memorandums.
- Maintaining the Council's Land Hazard Register.
- Issuing Property Numbers.

3. Why We Do It

Building Quality

We provide this activity to ensure people can safely use a building, and that buildings do not threaten environmental quality or public health.

We also ensure developments are safe, sustainable, and meet public expectations.

We give confidence to our community that buildings have been built to the correct standards.

Consents

We provide this activity to ensure that people's use of the district's natural and physical resources promotes sustainable management, which is the purpose of the Resource Management Act 1991 and is consistent with the objectives and policies of the Operative and Proposed District Plans.

We ensure that the provision of property and land information to customers is consistent with the requirements of the Local Government and Official Information and Meetings Act 1987.

We record land hazard information to ensure the people and their property are not subject to unacceptable risks following subdivision and development and use of land.

Providing consistent property numbering, in urban and rural areas following subdivision, which assists both our residents and emergency services.

Both consenting areas are required to meet legislative requirements the key Acts being:

- NZ Building Act 2004
- Resource Management Act 1991
- Local Government and Official Information and Meetings Act 1987; and
- Local Government Act 1974 and Local Government Act 2002

4. Upcoming Issues, Challenges and Opportunities

Issue, Challenge or Opportunity	Reason for the Issue, Challenge or Opportunity	Strategic priority	Level of alignment to priority (high, medium, low)	Options to Address the Issue (If known)
<p>Issue Having adequate staff resourcing to maintain our level of service in a highly competitive job market, which involves competing with the private sector for staff.</p>	<p>The private sector pays higher rates than councils, so we run the risk of losing staff to them. The education institutions are not producing a sufficient number of qualified resources to meet ours and national requirements.</p>	<p>Consistent Delivery of Core Services Improving Council Responsiveness Supporting Sustainable Growth</p>	<p>High</p>	<p>Increase salaries to match the private sector, this could be done by increasing our fees and charges. Work is also underway to look at ways that the consents team can organise its work and its human resources to maintain levels of service, given the increasing demand placed on the team in the administration and subdivision post approval space, including Land and Property Information, Land Hazards, and Property Numbering. To work with other councils and educational institutions on initiatives to grow a suitably qualified labour market</p>
<p>Challenge Delivering Geared for Growth and Greatness in a Regulatory framework. (Also involves contributing to other Council projects)</p>	<p>Wider objectives of the Council as a whole creating tension with the limits of the RMA and the District Plans.</p>	<p>Supporting Sustainable Growth</p>	<p>Low</p>	<p>Building relationships between different groups and teams within Council (Services/Community Growth and Regulatory). Providing education and further understanding for elected members. Ongoing work ensuring that consents granted are conditioned appropriately. Continual refocusing and balancing of work commitments across the team to ensure that core consent work and wider business projects can continue to be delivered. This will involve the use of consultants to take up any shortfall.</p>
<p>Challenge</p>	<p>There are more requirements on our regulatory teams to</p>	<p>Building Relationships</p>	<p>High</p>	<p>Working with other appropriate teams across Council and iwi groups to understand and identify iwi and their recognised</p>

Issue, Challenge or Opportunity	Reason for the Issue, Challenge or Opportunity	Strategic priority	Level of alignment to priority (high, medium, low)	Options to Address the Issue (If known)
Developing relationships with iwi.	ensure that iwi aspirations and concerns are sought and understood			representatives and developing appropriate lines of communications with these groups and their representatives.
Opportunity Ensuring timeframes and charges are reasonable	We operate in an ever changing market and economy – we need to review our charging mechanisms to ensure that we are fair and reasonable and aligned to the expectations of our communities with respect to public/private split of costs incurred.	Consistent Delivery of Core Services	High	On-going work to ensure that consents are delivered in a timely manner and that the charges are actual and reasonable. Undertaking work via Annual Plan and Long Term Plan processes to ensure that the fees and charges set are appropriate.
3 Waters Reform and proposed RMA reforms.		<i>Consistent Delivery of Core Services</i>	High	Ongoing engagement with other relevant teams across Council, Water Care and external agencies to ensure transition occurs efficiently and in full knowledge of what changes will be occurring.
Land Information and Hazards			High	Ongoing work to ensure that changes to requirements around Land Information and Hazards are implemented and changes are made to our processes and practices as required.
Technological and other changes to business practice		Improving Council Responsiveness	High	Numerous projects currently underway to provide business improvement, many of which are technology based. This will involve continual work and rebalancing of priorities to ensure that service levels are

Issue, Challenge or Opportunity	Reason for the Issue, Challenge or Opportunity	Strategic priority	Level of alignment to priority (high, medium, low)	Options to Address the Issue (If known)
				maintained. This will involve the engagement of both planning and engineering consultants to backfill the shortfall in productive capacity in the team.
Flexible working		Consistent Delivery of Core Services and Improving Council responsiveness	Low	Ongoing work to ensure that the balance remains appropriate between individual staff member, the team, the organisation and our customers.

Activity: Community Safety

1. What We Do

The activities we undertake support the health and safety of our communities by promoting responsible dog ownership, regulating the safe and responsible sale and supply of alcohol, maintaining public health regulations, responding to, and investigating potential breaches of bylaws and resource consents and minimising risks from nuisance and offensive behaviour.

These activities also provide education services to our community to support the protection of public health and safety and the amenity of our district.

2. Services Delivered

- Monitoring and enforcing standards for businesses selling food and alcohol, responding to health nuisances and dealing with environmental pollution issues such as noise control and contaminated sites.
- Managing dog registrations, investigating dog and stock complaints, and providing education about responsible dog ownership.
- Monitoring and enforcing safety standards for public parking and the use of public spaces.
- Monitoring and investigating breaches of rules made under various enactments, policies and bylaws including the Resource Management Act (which includes Resource Consents and District Plan)

3. Why We Do It

We provide this activity to improve, promote and protect public health and public safety.

These services also support protecting the amenity of our district so it's an enjoyable place to live, and visit.

4. Upcoming Issues, Challenges and Opportunities

Issue, Challenge or Opportunity	Reason for the Issue, Challenge or Opportunity	Strategic priority	Level of alignment to priority (high, medium, low)	Options to Address the Issue (If known)
Opportunity – Current work being done alongside Police to help sporting clubs reduce alcohol related harm	Ensuring that sporting clubs understand the role they play in being responsible hosts and minimise harm caused by alcohol consumption	Consistent Delivery of Core Services Improving Council Responsiveness	Medium Medium	
Opportunity - Workshops (Raglan) for potential food operators – as and when required	Helping people new to the food industry understand their obligations	Improving Council Responsiveness	Medium	
Challenge - Increased number of applications for food and alcohol operations	Several from homebased businesses from people new to the industry. New development creates new business opportunities	Consistent Delivery of Core Services	Medium	<ul style="list-style-type: none"> • Potential requirement for increase in staffing to keep up with demand • Increase support to look for and embed solutions to working smarter
Challenge - General increase in service requests	Resulting from pandemic, more people are working from home. Appears linked to increased reporting of potential breaches	Consistent Delivery of Core Services	Medium	<ul style="list-style-type: none"> • Potential requirement for increase in staffing to keep up with demand • Increase support to look for and embed solutions to working smarter
Challenge - Increase in numbers of consents to monitor	New development creates increased number of consents to monitor and deal with potential breaches and there are higher expectations from community and elected members	Consistent Delivery of Core Services	Medium	<ul style="list-style-type: none"> • Creation of a policy recognising an inability to meet all monitoring demand. The development of a matrix to determine work priority.

Issue, Challenge or Opportunity	Reason for the Issue, Challenge or Opportunity	Strategic priority	Level of alignment to priority (high, medium, low)	Options to Address the Issue (If known)
				The and/or option is looking at an increase in staffing to fulfill all expectations.
Challenge - Anticipated increase service request workload resulting from change from ODP to PDP	While PDP embeds, the number of service requests is likely to rise	Consistent Delivery of Core Services	Low	
Issue – Increasing dog population is resulting in increased number of related service requests, dogs impounded, rehomed and euthanised. New/improved south dog pound required	Resulting from pandemic and new development, the dog population has steadily increased. The south pound is regularly at capacity. Various issues are slowing progress with a new south pound or alterations to the existing pound	Consistent Delivery of Core Services	High	<ul style="list-style-type: none"> • Increase to budget for new south pound. Increase staff numbers to deal with rise in service requests and resultant workload. • Increase support to look for and embed solutions to working smarter
Opportunity – Increased public appetite for dog education	The increasing dog population has seen an increased demand for general education around interacting with dogs. The current program is successful and helps reduce the risk of harm to our community from dogs	Improving Council Responsiveness Building Relationships	Medium Medium	Increase to staff numbers would allow increase in educational proactive work

GROUP OF ACTIVITIES: GOVERNANCE

Activity: Democracy

1. What We Do

Our democracy activity supports elected members in their roles to make robust decisions to promote community wellbeing. This activity also provides support to the Mayoral Office, including engaging with communities, and the coordinating civic events.

This activity manages local elections, sets up governance structures and supports the review of code of conduct policy. Provides open access to information about issues before Council and their Committees, Community Boards and Community Committees and decisions made, as well as providing advisory services to elected members, and the Mayoral Office.

2. Services Delivered

Our services are:

- Providing accurate and professional advice, research and administrative support to elected members and four community committees.
- Organising local body elections and encouraging the community to have their say on who will govern the district.
- Organising/facilitating four community committee elections for the local communities of Pokeno, Meremere, Te Kauwhata and Tamahere to become involved in local decisions impacting on their communities.
- Providing access to information about the decision-making process, including advertising meetings, having agendas available and publishing decisions.
- Supporting civic events and engagement.

3. Why We Do It

We provide this activity to facilitate democratic decision making and ensure open access to information.

4. Upcoming Issues, Challenges and Opportunities

Issue, Challenge or Opportunity	Reason for the Issue, Challenge or Opportunity	Strategic priority	Level of alignment to priority (high, medium, low)	Options to Address the Issue (If known)
Community committees and boards engagement / relationships with Councillors	Higher expectations for working with Community Boards and Committees. Clarity on roles and responsibilities of Community Boards and Committees.	Building relationships	High	Six monthly meetings with Mayor and Councillors for all Community Boards and four Community Committees. Development of a working group with Community Led Development Team to develop a work/training plan for Boards/Committees. Year 3: Increase induction material and training for Community Boards and Committee on their roles and responsibilities.
Support for Mana Whenua forums	Establishment of new forums which will require additional democracy support.	Building relationships	High	Additional resource required – amount tbc.
Providing remuneration to groups / organisations / iwi when we ask them to provide advice	We are asking for professional advice from certain groups and they should receive payment for this advice.	Building relationships Improving council responsiveness	Medium	Central pool of funding for the organisation to prioritise which projects require external advice on.

Activity: Iwi partnerships

1. What We Do

The Iwi partnerships activity connects Te Kaunihera aa Takiwaa o Waikato with Maaori stakeholders, and promotes Te Ao Maaori and Te Tiriti o Waitangi principles within the organisation.

We encourage Mana Taurite (Equity), empower Tino Rangatiratanga (Self-Determination) and strengthen Paatuitanga (Partnerships).

2. Services Delivered

Our services are:

- Cultivating and strengthening meaningful relationships with mana whenua and iwi.
- Providing support to enhance the capacity and capability of Maaori stakeholders to engage in and contribute to council decision-making processes.
- Sustaining and developing joint management agreements aimed at collaborative governance and decision-making.
- Building cultural capability and competency for all staff:
 - Facilitating a deep understanding of Te Tiriti o Waitangi principles.
 - Developing and supporting our specific Te Tiriti o Waitangi Strategy for the organisation.
 - Delivering Hiitori storytelling.
 - Arranging visits for staff to significant Maaori sites to understand the decisions they make in their BAU role and the connections to these spaces.
 - Supporting Maaori internal staff for resilience and growth opportunities.
 - Promote a culturally inclusive, diverse and harmonious environment through fostering collaboration, connection, and partnership among staff.

3. Why We Do It

Our focus is to strengthen our relationships with mana whenua, iwi, and other partners. Our activities help us fulfil our formal and informal obligations and allow us to uphold the principles of "Do it Right," ensuring responsible and ethical actions. As representatives of the district, we are committed to promoting growth and development, while maintaining a dedicated and service-oriented approach. Through teamwork and collaboration, we strive to serve the community in the best possible way.

4. Upcoming Issues, Challenges and Opportunities

Issue, Challenge or Opportunity	Reason for the Issue, Challenge or Opportunity	Strategic priority	Level of alignment to priority (high, medium, low)	Options to Address the Issue (If known)
To build and support staff understanding and implementation of Te Tiriti o Waitangi principles	Council priority.	Building relationships Building community resilience	High	<ul style="list-style-type: none"> Continue to deliver Te Tiriti workshops to staff – 3-4 workshops per year Creation of Te Tiriti Strategy Embedding Te Tiriti o Waitangi into our vision and values
To build and support staff competency and knowledge of Te Ao Maaori	To ensure staff are knowledgeable and confident in Te Ao Maaori.	Building relationships Improving council responsiveness	High	<ul style="list-style-type: none"> Invest in a cultural competency programme for staff. Upskill Maaori staff in Tikanga Leadership – Whaikoerero, Karanga, Lead Mihi Whakataau.
To build and support staff competency and understanding of the Waikato area, and significant sites	To ensure staff are culturally aware and are able to build trust and engage with mana and tangata whenua.	Building relationships Supporting sustainable growth	High	Work with People and Capability to include cultural site visits as part of the induction process using local Maaori businesses.
Build and support Mana whenua Forum establishment	<p>For recognition of Maaori Voice, cultural partnership, effective collaboration and to meet legislation and te tiriti obligations.</p> <p>Challenges include representation, resources constraints, trust, cultural competency and balancing interests.</p>	Building relationships Improving council responsiveness	High	<ul style="list-style-type: none"> Resourcing and remuneration for the Mana whenua forum. Establish a terms of reference. Refer to Mana Whenua Forum Structure* below.
Build the capabilities of staff through the re-	A Maaori staff representative group to	Building relationships Improving council responsiveness	Medium	<ul style="list-style-type: none"> Provide support for staff attendance as members of TRWM.

Issue, Challenge or Opportunity	Reason for the Issue, Challenge or Opportunity	Strategic priority	Level of alignment to priority (high, medium, low)	Options to Address the Issue (If known)
establishment of Te Roopu Wai Manaaki (TRWM)	provide support and a Te Ao Maaori lens across Council plans and policies.			<ul style="list-style-type: none"> Establish and recognise a terms of reference.
Build awareness of the activity within Council and to mana and tangata whenua	To enhance Maaori engagement, cultural partnership, Te Ao Maaori integration, commitment to Te Tiriti obligations. To improve communication barriers, time and resource constraints and cultural competency.	Building relationships Improving council responsiveness	Medium	<ul style="list-style-type: none"> Support roadshows and provide equipment. Promote the activity internally and externally, including sharing new strategies once complete. Connect at committee boards and at marae hui to build confidence and connection.
Te Tiriti Strategy (This strategy is not in place)	To honor and implement the principles of Te Tiriti o Waitangi (the Treaty of Waitangi) in all aspects of decision-making and service delivery, promoting equality, equity and partnership with Maaori.	Building relationships Improving Council Responsiveness Improving connectivity Supporting sustainable growth Consistent delivery of core services Building community resilience	High	Build a team to support the new Executive Manager Maaori Partnerships to ensure effective implementation of new strategies.
Maaori Strategic Strategy (This strategy is not in place)	To foster meaningful engagement and collaboration with Maaori stakeholders, advancing Maaori values, perspectives, and aspirations within	Improving Council Responsiveness Improving connectivity Supporting sustainable growth Consistent delivery of core services Building community resilience	High	Build a team to support the new Executive Manager Maaori Partnerships to ensure effective implementation of new strategies.

Issue, Challenge or Opportunity	Reason for the Issue, Challenge or Opportunity	Strategic priority	Level of alignment to priority (high, medium, low)	Options to Address the Issue (If known)
	council activities and policies.			
Take the lead and driver for Team Up	To reconnect Waikato District Council kaimahi in a whole organisation event.	Building relationships Ngaa matatini Maaori (Maaori diversity. Kotahitanga (Maaori unity, shared sense of belonging) Tino rangatiratanga (Self-determination, ownership, control) Whanaungatanga (An ethic of belonging, kinship) Kaitiakitanga (Guardianship of natural resources) Wairuatanga (Spirituality)	Medium	
Ensure Tikanga is upheld	To develop cultural preservation, Mana Motuhake, Tino Rangatiratanga, Te Tiriti o Waitangi Obligations, cultural awareness, balancing diverse perspectives, legal and policy considerations, resource constraints and cultural revival and re induction.	Building relationships Improving council responsiveness	Medium	Create a cultural advisor position.
Maaori Partnerships team resourcing	To ensure growing demand for the teams services are met.	Improving Council Responsiveness Improving connectivity Supporting sustainable growth	High	Build a team to support the new Executive Manager Maaori Partnerships to ensure effective implementation of new strategies.

Issue, Challenge or Opportunity	Reason for the Issue, Challenge or Opportunity	Strategic priority	Level of alignment to priority (high, medium, low)	Options to Address the Issue (If known)
		Consistent delivery of core services Building community resilience		

***Mana Whenua Forum – Rohe Komiti**

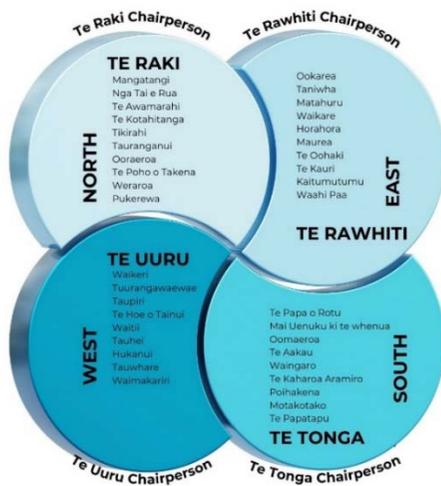
Rohe Komiti Structure



37 Marae



4 Rohe Komiti



GROUP OF ACTIVITIES: THREE WATERS

Activity: Three waters

1. What We Do

Three Waters Management refers to the provision of three of Council's most essential services – water supply, wastewater services and stormwater management. This includes:

- The operation and maintenance of infrastructure.
- Planning for the renewal of existing infrastructure.
- Planning for the provision of new infrastructure to support growth and development.
- Providing technical advice on the challenges and opportunities inherent in developing and maintaining three waters infrastructure to decision-makers, including the associated costs.

2. Services Delivered

The following apply to all of the three water services:

- **Infrastructure planning.** Based on anticipated population growth and relevant information provided by Council, particularly District Plan zoning, plan changes and strategic objectives, this involves the identification and costing of the type and sizing of infrastructure needed to provide three water services to new growth areas.
- **Asset management and investment planning,** which is closely associated with infrastructure planning and focuses on determining the need for projects, programmes and physical works. A key component of asset management is renewals planning, which ensures that assets are maintained in functional condition and replaced when needed, for example when they have reached the end of their design life.
- **Operations and Maintenance (O&M), including responding to issues** reported by members of the public such as breaks of public water pipes, blockages in public wastewater pipes, wastewater overflows, and other breakdowns and malfunctions. In the Waikato District, this function is contracted to a third party and the maintenance component is primarily focused on contract management and auditing. O&M also incorporates managing treatment plants and other system components.
- **Monitoring and data management.** Pump stations and, occasionally, manholes as well as specific components of treatment plants are fitted with monitoring equipment to allow for system management in real time and to provide data for planning and demand forecasting. A key component of the monitoring system is SCADA (Supervisory Control And Data Acquisition), a control system comprising computers, networked data communications and graphical user interface(s) for high-level supervision of equipment and processes.
- **Project management.** The planning, concept design, detailed design and construction of new / upgrade of existing infrastructure is a major part of three waters management. These activities are normally contracted out as the need arises, but need to be project managed to ensure that the works are delivered to the required quality, on time and within budget.

3. Why We Do It

Living in urban communities needs infrastructure to support it because the space is lacking to enable people to provide for their own needs.

This particularly applies to wastewater management, because an average household needs a certain amount of space for a septic tank and disposal field; this is not usually available in urban areas. A

centralised water supply is generally more reliable, both in terms of quantity and quality, than other sources. The need to manage stormwater is a direct consequence of urbanisation, given that roads, roofs and other impermeable surface prevent rainfall from soaking into the soil as it does in areas without built structures.

In other words, modern communities cannot function adequately without a reliable water supply, the means of transporting wastewater away from built-up areas for treatment and disposal, and systems that allow the run-off generated on impermeable surfaces to discharge safely into water ways.

4. Upcoming Issues, Challenges and Opportunities

Issue, Challenge or Opportunity	Reason for the Issue, Challenge or Opportunity	Strategic priority	Level of alignment to priority (high, medium, low)	Options to Address the Issue (If known)
<p>Creating climate change resilience for three waters infrastructure</p>	<ul style="list-style-type: none"> Climate change-induced changes in weather patterns are expected to result in more extreme weather events, both droughts and rain events. Sustained droughts are likely to affect water sources, especially those in smaller communities. Significant rain events are likely to affect wastewater services (overflows) and stormwater management (flooding). Land instability caused or exacerbated by severe rain events can damage all types of infrastructure. 	<p>Building Community Resilience</p> <ul style="list-style-type: none"> Climate change is considered in all asset management decisions, both in terms of ensuring that existing infrastructure can be upgraded to function under long-term conditions (such as more frequent severe rainstorm events), and that new infrastructure is designed to withstand harsher conditions. 	<p>High</p>	<ul style="list-style-type: none"> Climate change considerations are ‘built into’ the infrastructure planning and renewals process, to achieve adaptation (asset resilience to climate change events) as well as mitigation (incorporating carbon zero policies and practices into construction and operations).
<p>Maintaining and improving Levels of Service</p>	<p>Water Supply:</p> <ul style="list-style-type: none"> Maintaining consistent water 	<p>Consistent Delivery of Core Services</p>	<p>High</p> <p>High</p>	<ul style="list-style-type: none"> Engagement with iwi and other communities to gain clear mutual understanding of what Levels of Service

Issue, Challenge or Opportunity	Reason for the Issue, Challenge or Opportunity	Strategic priority	Level of alignment to priority (high, medium, low)	Options to Address the Issue (If known)
	<p>pressure (400 kPA/ 40 m)</p> <ul style="list-style-type: none"> • Providing for fire flow. <p>Wastewater services:</p> <ul style="list-style-type: none"> • Preventing wastewater overflows. • Providing for culturally appropriate disposal of treated wastewater. <p>Stormwater Management:</p> <ul style="list-style-type: none"> • Preventing flooding of habitable floor area. • Improving quality of stormwater discharges to minimise effects on receiving environments. 	<p>Building Community Resilience</p> <p>Building Relationships</p> <ul style="list-style-type: none"> • Levels of Service are a critical factor for providing communities with the services they need to thrive economically, culturally and environmentally. 	<p>Medium</p>	<p>are achievable, and at what cost/timeframe.</p> <ul style="list-style-type: none"> • Infrastructure planning to identify capacity issues and other matters that could impact Levels of Service, such as aging/poor condition assets.
<p>Preparing for the transition of services to a Water Services Entity</p>	<ul style="list-style-type: none"> • A key driver for establishing Water Services Entities is the increasing cost of providing three waters infrastructure and maintaining it. Nevertheless, transitioning to a new institutional 	<p>Consistent Delivery of Core Services</p> <ul style="list-style-type: none"> • Transitioning to the delivery of three waters services is particularly challenging in the Waikato District as service will be provided by two entities (under current arrangements). 	<p>High</p>	<ul style="list-style-type: none"> • Asset and investment planning that focuses on what can be achieved until the Water Services Entities are operational (Northern Entity on 1 July 2024, Waikato Entity – to be confirmed) • Contingency planning to address delays/ changes, especially with respect to providing for growth (i.e. quantifying the cost implications for Council).

Issue, Challenge or Opportunity	Reason for the Issue, Challenge or Opportunity	Strategic priority	Level of alignment to priority (high, medium, low)	Options to Address the Issue (If known)
	<p>arrangement will cause some disruption over the short term, and cooperation with other organisations is essential to minimise such disruptions.</p>			
<p>Providing for growth</p>	<ul style="list-style-type: none"> The forecast residential and commercial/industrial growth in some townships cannot proceed unless three waters services are provided. Need to ensure appropriate stormwater infrastructure in growth areas. 	<p>Supporting sustainable growth Consistent Delivery of Core Services Building Community Resilience</p> <ul style="list-style-type: none"> Three waters services are essential to support economic growth as well as healthy and secure housing. 	<p>High High Medium</p>	<ul style="list-style-type: none"> Developing or updating Masterplans/Service Strategies based on revised growth forecasts, water demand forecasts/modelling and wastewater modelling to ensure that infrastructure can be delivered when and where it is needed. Collaboration with other organisations to ensure efficiencies of scale (for example, ongoing participation in the Future proof Partnership).
<p>Meeting legal / regulatory requirements</p>	<ul style="list-style-type: none"> Water supply, wastewater servicing and stormwater management are subject to consents that require renewal at certain intervals. Consenting processes can be lengthy and onerous, and need to be planned for. 	<p>Consistent Delivery of Core Services</p> <ul style="list-style-type: none"> Legal/regulatory compliance is an essential component of Council activities. 	<p>High</p>	<ul style="list-style-type: none"> Scheduling and planning of consent application processes. Maintenance and monitoring of systems (for example, treatment plants) to identify potential threats to consent compliance. Upgrading systems where needed to enable compliance.

Issue, Challenge or Opportunity	Reason for the Issue, Challenge or Opportunity	Strategic priority	Level of alignment to priority (high, medium, low)	Options to Address the Issue (If known)
	<ul style="list-style-type: none"> Consent compliance is critical to safeguard the environment, provide for the protection of public health and maintain Council's reputation. 			