

Agenda for a meeting of the Performance & Strategy Committee to be held in the Council Chambers, District Office, 15 Galileo Street, Ngaaruawaahia on **MONDAY, 19 FEBRUARY 2024** commencing at **9.30am**.

The meeting will open with a Karakia.

1. APOLOGIES AND LEAVE OF ABSENCE

2. CONFIRMATION OF STATUS OF AGENDA

3. DISCLOSURES OF INTEREST

The register of interests is no longer included on agendas, however members still have a duty to disclose any interests under this item.

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GJ Ion
CHIEF EXECUTIVE

TERMS OF REFERENCE

PERFORMANCE AND STRATEGY

Reports to:	The Council
Chairperson:	Cr Janet Gibb
Deputy Chairperson:	Cr Marlene Raumati
Membership:	The Mayor, all Councillors
Meeting frequency:	Six-weekly
Quorum:	Majority of members (including vacancies)

Purpose:

The Performance & Strategy Committee is responsible for:

1. Setting the broad vision and direction for the District's Long Term Plan, determine specific outcomes that need to be met to deliver on Council's vision, develop and monitor strategies to achieve those goals.
2. Monitoring of Council's strategy, and performance (both financial and non-financial) against the Long Term Plan and Annual Plan.
3. Determining financial matters within its delegations and Terms of Reference and making recommendations to Council on financial matters outside its authority.
4. Guiding and monitoring Council's interests in Council Controlled Organisations (CCOs), Council Organisations (COs) and subsidiaries.

In addition to the common delegations, the Performance & Strategy Committee is delegated the following Terms of Reference and powers:

Terms of Reference - Strategy:

1. Develop and agree strategy and plans for the purposes of consultation (including those required under schedule 10 of the Local Government Act 2002).
2. Recommend to Council strategy and plans for adoption, that underpin Council's Long Term Plan.
3. Monitor and review adopted strategies and plans.
4. To monitor and provide advice on the development and implementation of growth and development strategies, land use, and spatial plans in line with national policy requirements.

Terms of Reference – Performance:

1. To monitor Council's financial strategy, and performance against that strategy.
2. To monitor Council's non-financial performance framework as set out in the Long Term Plan.
3. To receive quarterly reports on the Chief Executive's Business Plan.
4. To provide clear direction to Council's CCOs and COs on Council's expectations, including feedback on draft statements of intent.
5. To receive six-monthly reports of Council's CCOs and COs, including on board performance.
6. To undertake any reviews of CCOs and agree CCO-proposed changes to their governance arrangements, except where reserved for full Council's approval.
7. To monitor Council's investments and Local Government Funding requirements in accordance with Council policy and applicable legislation.

The Committee is delegated the following powers to act:

- Approval of:
 - a. the increase or decrease of the number of members on CCO and CO boards;
 - b. appointments to, and removals from, CCO and CO boards; and
 - c. a mandate on Council's position in respect of remuneration proposals for CCO and CO board members to be presented at Annual General Meetings.
- Approval of letters of expectation for each CCO and CO.
- Approval of statements of intent for each CCO and CO.
- Exercise the Council's powers as a shareholder, or as given under a trust deed, in relation to a CCO or CO, including (but not limited to) modification of constitutions and/or trust deeds, granting shareholder approval of major transactions where required, or exempting CCOs in accordance with the Local Government Act 2002. For clarity, this delegation includes the approval or otherwise of any proposal to establish, wind-up or dispose of any holding in, a CCO or CO.
- Monitor work programme of Future Proof, Waikato Plan, Growth Strategy and cross-boundary issues.
- Approval of any process for making decisions where additional operating expenditure or capital expenditure funding, or deferred capital expenditure, is required.
- Approval of all insurance matters which exceed the delegation of the Chief Executive or other staff, including considering legal advice from the Council's legal and other advisers,

approving further actions relating to insurance issues, and authorising the taking of formal actions

- Review and make recommendations to Council in relation to Fees & Charges (after consultation with relevant community boards or committees).
- Review and recommend to Council the adoption of the Annual Report.
- Approval of transactions in relation to investments in accordance with Council policy.
- Approval of contractual and other arrangements for supply and services, and revenue generating contracts, which exceed the Chief Executive's delegations, but exclude contracts or arrangements that are reserved for the Council or another committee's approval.
- Approval of rating issues where these exceed the delegated authority of officers or are an appeal against officer decisions. For clarity, this excludes decisions that are required, by law, to be made by the Council.
- Approval to write-off outstanding accounts that exceed officer delegations.

To	Performance & Strategy Committee
Report title	Confirmation of Minutes
Date:	Monday, 19 February 2024
Report Author:	Thomas Rowland, Democracy Advisor
Authorised by:	Gaylene Kanawa, Democracy Manager

1. Purpose of the report

Te Take moo te puurongo

To confirm the minutes for a meeting of the Performance & Strategy Committee held on Monday, 04 December 2023.

2. Staff recommendations

Tuutohu-aa-kaimahi

THAT the Performance & Strategy Committee confirms the minutes as a true and correct record for meeting held on Tuesday, 24 October 2023.

3. Attachments

Ngaa taapirihanga

Attachment 1 – P&S Minutes – 23 December 2023

Minutes for a meeting of the Performance & Strategy Committee of the Waikato District Council held in the Council Chambers, District Office, 15 Galileo Street, Ngaruawahia on **MONDAY, 4 DECEMBER 2023** commencing at **9.30am**.

Present:

Cr J Gibb (Chairperson)
Cr M Raumati (Deputy Chairperson) – *via audio visual link*
Cr C Beavis
Cr CA Eyre
Cr M Keir
Cr V Reeve
Cr LR Thomson
Cr D Whyte

Attending:

Mr G Ion (Chief Executive Officer)
Ms A Diaz (Chief Financial Officer)
Mr R MacCulloch (Customer Support General Manager)
Mr W Gauntlett (Community Growth General Manager)
Mr J Ebenhoh (Policy & Planning Manager)
Ms N Hubbard (Corporate Planning Team Leader)
Mr R Turner (Customer Experience Manager)
Mrs K Brotherston (Democracy Advisor)
Ms E Saunders (Senior Democracy Advisor)

The meeting was opened with a karakia.

APOLOGIES AND LEAVE OF ABSENCE

Resolved: (Crs Reeve/Beavis)

That the apologies for:

- a. **absent on Council Business from Her Worship the Mayor, Mrs JA Church, Cr K Ngataki and Cr T Turner be accepted; and**
- b. **non-attendance from Cr P Matatahi-Poutapu, Cr E Patterson and Cr P Thomson be accepted.**

CARRIED

P&S23|2/01

CONFIRMATION OF STATUS OF AGENDA ITEMS

Resolved: (Crs L Thomson/Eyre)

THAT the agenda for a meeting of the Performance & Strategy Committee held on Monday, 4 December be confirmed:

- a. with all items therein being considered in open meeting with the exception of those items detailed at agenda item 8 which shall be considered with the public excluded; and
- b. all reports be received.

CARRIED

P&S2312/02

DISCLOSURES OF INTEREST

There were no disclosures of interest.

CONFIRMATION OF MINUTES

Resolved: (Crs Beavis/Keir)

THAT the Performance & Strategy Committee confirms the minutes for a meeting held on Tuesday, 24 October 2023 be confirmed as a true and correct record, and

CARRIED

P&S2312/03

REPORTS

Actions Register
Agenda Item 5

The report was received [*P&S2312/02 refers*] and the Chief Financial Officer provided a brief update on the items in the report and the following discussion was held:

- There are a few items on the Register that have been resolved or completed and need to be removed and this will be updated by the next meeting.
- Roading Levels of Service (Action Item 1) does not appear to be received to date by some elected members? It was confirmed that it was indeed distributed via email that had a link however not sure if this included a “Level of Service” piece. It was confirmed by the Chief Financial Officer that there is no “Levels of service” per se in this area but there are budgets.

ACTION: Completed items to be removed from the Register and a follow up on the Rooding Levels of Service to be given before the next Committee meeting.

STRATEGY REPORTS

Long Term Plan 2024-2034 Work Update Agenda Item 6.1

The report was received [*P&S2312/02 refers*], taken as read and the Corporate Planning Team Leader spoke to the report. The following discussion was held:

- The Chief Executive Officer spoke to a query regarding the Three Waters Reform and the impact this may have on the Long Term Plan (LTP) and significant forecasting. The Chief Financial Officer provided some further clarity in this space for the Committee.
- It was confirmed that staff are looking at levels of service performance measures now alongside the budget to see what the budget allows for. Once this has been worked through a workshop can be organised for the end of January 2024 with Council to discuss those measures and determine legislative measures vs non-legislative measures.
- It was queried whether the Committee can expect the valuations at the same time Council go out for consultation?

NZ Mutual Liability Riskpool Fund Call Agenda Item 6.2

The report was received [*P&S2312/02 refers*], taken as read and the Chief Financial Officer spoke to the report. The following discussion was held:

- The Chief Financial Officer gave a brief overview of the report and the history of Riskpool.
- It was queried how do we budget for this? Do we have many of these liabilities out there. It was confirmed that no, we do not have many of these liabilities and the Chief Executive Officer also spoke to the report and provided a history of this cover and how it came about for the Committee.
- It was confirmed that Council resigned from the liability cover in 2013.
- It was noted that \$121M was paid in to the cover and \$170M was paid out which shows quite a few million gap there; could there be more to come? The Chief Financial Officer confirmed that Council will make some assumptions as part of the Long Term Plan and factor that in.

Resolved: (Crs L Thomson/Reeve)

THAT the Performance & Strategy Committee:

- a. receives the **New Zealand Mutual Liability Riskpool Fund Call report**, and
- b. notes the payment of **\$178,681 (excl. GST) is unbudgeted and will be funded out of the General Accounting Reserve Fund.**

CARRIED

P&S23/2/04

PERFORMANCE REPORTS

Resident Satisfaction Survey – 2023/2024 Analysis - Quarter One
Agenda Item 7.1

The report was received [*P&S23/2/02 refers*], taken as read and the Customer Experience Manager spoke to the report. The following discussion was held:

- A brief overview of the Survey results was provided to the Committee with some key highlights outlined as per the report. It was noted that the overall service customers were experiencing saw a decrease from the last quarter.
- This quarter we asked customers more information to try and capture more data and gain a better understanding of the issues that our customers have.
- It was noted by the Committee that it was good to see the acknowledgement in the report in regards to the call waiting times.
- It was noted that there is no surprise about the decreased satisfaction with public toilets as there were a few complaints about the public toilets located in Huntly particularly in regards to a constant lack of toilet paper. Service Requests have been raised with no response or acknowledgement as well as no feedback from staff as to what they have done to resolve the issue.
- Sealed Roding Network: There seems to be confusion in the public as to which organisation looks after which road? What roads do Waka Kotahi look after and what does Council look after? It was confirmed that the feedback received from the majority of community members is regarding local roads that Council look after and the people that are reviewing this acknowledge that it is local roads.
- It was queried in relation to the sealed roading network that if it the case that constituents have an issue with local roads, could they just not have an understanding of what services are? Do they maybe not know what a good roading network looks like? Could this be an opportunity for education for our community? The Committee are just trying to understand whether Council are setting very high expectations for itself that we are never going to be able to satisfy?

- It was noted that constituents do not appear to be satisfied by the work being done however we know that staff are actively working in the communities with different jobs – does the dis-satisfaction maybe reflect the community not being aware of the work council are actually doing and are just focusing on a pot hole rather than the bigger picture? The Customer Experience Manager spoke to this and also discussed the consultation process.
- The Customer Support General Manager discussed the steps being taken with staff to re-train in the Service Request System to ensure these are being actioned accordingly.
- It was noted that the new Antenno Service Request App was very easy to use and it was great to see the Service Request statistics in the report.
- It was queried how much influence do Council have in how the questions are asked of residents? Can we submit different ways of asking questions and ensure that residents answering questions have actually used our services? It was confirmed that residents are indeed using our services and relates to their recent engagement with Council. The Key Research Survey model is used for the resident survey and their base questions help us to compare against other Councils.
- It was noted by the Customer Support General Manager that he is currently working with the Customer Delivery Manager to increase the base knowledge of Contact Centre staff to ensure queries can be answered quickly and efficiently.

Chief Executive Business Plan – December 2023 Update Agenda Item 7.2

The report was received [*P&S23/2/02 refers*], taken as read and the Chief Executive Officer spoke to the report. The following discussion was held:

- It was noted by the Chairperson that the report is really well written with a lot of detailed explanation.
- It was noted after a query in relation to recruitment that Council are always looking at recruitment practices and keeping the process fresh. Word of mouth seems to still be the best way of attracting candidates and it was also noted that Council have started introducing potential new staff after the initial interview to the organisation.
- Three Waters update: it was noted that with the new government Council are going to have to really rethink what we are going to do in this space. It was confirmed that Council have been preparing for all outcomes as costs are going to be a challenge; especially if Council cannot find other ways to manage it.
- The Chief Executive Officer clarified for the Committee that work did not stop during the Three Waters reform planning. Council carried on like business as usual which shows that we are in a better position than we were previously however affordability will remain an issue.
- It was noted that the new Talent & Acquisition Officer was an internal candidate and the new Iwi Liaison Manager starts at the end of January 2024.

- Rural Economic Advisory Panel (REAP) update: It was queried whether updates from the Advisory Panel will be given to all elected members so they can be kept abreast as there are a few Councillors that have rural communities. It was noted that representation on the panel does not necessarily come from Rural wards however it might be good to have the Strategic Mayoral Manager come in and give an information sharing session to Council.

Unconfirmed

Cr J Gibb
CHAIRPERSON

Unconfirmed

Open – Information only

To	Performance & Strategy Committee
Report title	Actions Register
Date:	19 February 2024
Report Author:	Ashleigh Fairhead, EA Chief Operating Officer
Authorised by:	Alison Diaz, Chief Financial Officer

1. Purpose of the report Te Take moo te puurongo

To update the Performance and Strategy Committee on the actions arising from the previous meeting.

2. Staff recommendations Tuutohu-aa-kaimahi

THAT the Actions Register be received.

3. Attachments Ngaa taapirihanga

Attachment 1 – Performance and Strategy Committee Actions Register

	Action	Responsible to Action	Status/Update/Response
1.	Completed items to be removed from the Register and a follow up on the Roding Levels of Service to be given before the next Committee meeting.	Alison Diaz CFO, Megan May General Manager Service Delivery	Actioned.

To	Performance and Strategy Committee
Report title	2024-2034 Long Term Plan work programme update
Date:	19 February 2024
Report Author:	Nicole Hubbard, Corporate Planning Manager
Authorised by:	Tony Whittaker, Chief Operating Officer

1. Purpose of the report

Te Take moo te puurongo

- 1.1 The purpose of this report is to provide the Performance and Strategy Committee with an update on progress in the Long-Term Plan (LTP) work programme, as well as information about what’s coming up for elected members.

2. Executive summary

Whakaraapopotanga matua

- 2.1 The report provides an update about the work programme for the 2024-2034 LTP under the 11 key building blocks that make up the LTP. The updates include timeframes (where these are known), as well as how elected members can expect to be involved.

3. Staff recommendations

Tuutohu-aa-kaimahi

THAT the Performance and Strategy Committee receives the report.

4. Background

Koorero whaimaarama

4.1 Elected members were provided with an overview of the LGA planning and reporting process, and the requirements and work programme for the 2024-2034 Long Term Plan, at the Performance and Strategy Committee meeting on 27 March 2023, and since then have received an update at each meeting on the building blocks progress.

Objectives

4.2 The key project management objectives for the 2024-2034 LTP project are:

- to create, and effectively consult on, an LTP Consultation Document;
- to deliver a final 2024-2034 Long Term Plan by 30 June 2024 that meets statutory requirements and receives an unmodified audit opinion; and
- to ensure that the final LTP is a document that has buy-in from, and can be relied on, by staff, elected members and the community.

Work programme update

4.3 The LTP project involves many process and content pieces, many of which overlap or are dependent on each other, before getting to the final LTP document that is adopted at the very end.

4.4 Updates about each of the key building blocks for the LTP are in the table below.

Key Building Blocks		Where it's at/what's the plan	Status
1	Community Outcomes and Strategic Direction setting	Community Outcomes and Strategic Priorities were adopted by Council on 7 June 2023. These will be used to provide direction to staff when planning work programmes and will be included in the LTP proper.	Completed
2	Groups of Activities structure	The Groups of Activities (GOA) structure has been endorsed by ELT. Information on how activities fit within the structure was presented to Council through the Activity Management Plan workshops. The GOA structure will be formally adopted at the Council meeting 28/29 February 2024.	On track

3	Significant forecasting assumptions	<p>The significant forecasting assumptions were workshopped with Council on 15 May 2023 and a light review was undertaken in December 2023 after the new coalition government had announced its 100-day plan. The key change was that Three Waters is now being included in the LTP from year one.</p> <p>Another review will be done post the enactment of the Waters legislation to retest and confirm the assumptions leading into consultation.</p>	On track
4	Significance and engagement policy	<p>This policy determines how to assess the level of significance of decisions that Council makes, and also sets out how and when communities can expect to be engaged with. Staff have completed a high-level review of the document and no changes have been identified. The policy was endorsed by the Policy and Regulatory committee on 14 November and has been adopted by Council.</p>	Complete
5	Budgeting process	<p>The budgeting process will set CAPEX and OPEX for each of the 10 years of the LTP. Elected members have provided input into the budgeting process through workshops on asset and activity management plans undertaken in mid-late 2023. Elected members then reviewed detailed budgets as part of the workshops on 7/8 February and have provided direction to staff on final changes. The budget will be formally adopted at the Council meeting on 28/29 February.</p> <p>It should also be noted that staff have been embedding a new financial system which will improve our financial planning and reporting functionality. As this budgeting round is the first time that we have used the system, staff identified some updates that needed to happen once it was deployed in a live environment. As a result of working through these fixes, we have had to delay some of our Long Term Plan timelines.</p>	On track

6	Financial and funding policies	<p>There are various financial and funding policies that will be reviewed through the LTP project. These include a review of Council's fees and charges, the Revenue and Financing Policy and several rates remission policies. A workshop was held with Council on 30 May 2023; further work will continue throughout the LTP process.</p> <p>Council's fees and charges are being reviewed alongside the budgeting process, engagement with staff who are responsible for fees and charges has been completed.</p> <p>The individual survey on the Revenue and Financing Policy was circulated to councillors in September 2023 and a council workshop was held on 9 October 2023. The outputs of the survey are being framed up in terms of policy statement options for council to consider and will now be progressed alongside budget discussions.</p>	On track
7	Financial Strategy	<p>The financial strategy describes the significant factors impacting the council that have influenced the strategy (e.g. changes in population and land use, and expected capital expenditure needed to maintain levels of service). It also sets out limits on rates increases and borrowing. The draft financial strategy will be developed based on the outcomes of the detailed budgeting process and will be taken to the 19 March Council meeting for adoption.</p>	On track

8	Infrastructure Strategy	<p>The infrastructure strategy is a synthesis of the significant infrastructural issues that are likely to arise over the next 30 years, including their financial and non-financial consequences, and the principal options for managing them.</p> <p>Elected members were provided with their first opportunity to contribute to this strategy during a workshop held on 15th May 2023, in conjunction with the financial strategy. The capital and operating expenditures related to infrastructure assets are currently being compiled. The community asset team has completed its review of the infrastructure strategy, with only the finalisation of capital funding details pending confirmation. Council will see the strategy for approval at the 19 March Council meeting.</p>	On track
9	Development contributions policy	<p>The development contributions policy (DCP) enables the council to set charges for new developments to contribute to the growth-related costs of building infrastructure to support the increased demand.</p> <p>The DCP is not a policy required to be reviewed as part of the LTP process, however it is included here as the review will occur alongside the LTP development. The LTP will set in place the CAPEX for the upcoming 10 years, so the DCP levies have strong interdependencies with the LTP.</p> <p>The proposed 2024 draft policy has been written (incorporating key changes based on feedback from Council and Development Agreements Committee) and was sent for external legal review early December 2023.</p> <p>The Section 82 consultation material is being prepared (including new maps being prepared by GIS team and Growth data updates by Analytics), so it can be out for consultation alongside the LTP.</p>	On track

10	Activity and asset planning	<p>Activity management plans describe the activities, services and outcomes Council is delivering to the community.</p> <p>Asset management plans focus on the physical assets, covering condition, lifespan, resources needed to manage the assets, cost of replacing the assets.</p> <p>Several council workshops have been held on asset and activities.</p> <p>Staff have now completed <i>Part C: Budgets and work programmes and levels of service</i> of. The full budget was brought to Council in early February 2024, and will be formally adopted at the end of February 2024.</p>	On track
11	Consultation and engagement	<p>Formal Consultation</p> <p>Formal consultation on the LTP's consultation document will be undertaken in March-April 2024. Alongside this Council will also consult on the Development Contributions Policy and Fees and Charges, with subsequent hearings and deliberations to be during May 2024.</p>	On track

Key project risks

Risk description	Mitigation
<p>Government elections</p> <p>There is a risk that budgets may not be affordable, considering the recent inclusion of three waters infrastructure due to change in policy direction of new National led government.</p>	<p>To mitigate this risk, we will make an assumption of receiving a certain level of funding from the central government to support the implementation of our infrastructure plans.</p>
<p>District Rating Valuations</p> <p>District valuations due in March 2024 are likely to result in individual property general rate increases to vary from the average used for consultation, i.e., the overall rates income does not change while the apportionment changes according to property values.</p>	<p>Communications team are working on early general messages.</p> <p>The consultation document will include reference examples of how individual property rates change depending on value changes (provided the valuation information is received in time).</p> <p>Ratepayers will be provided with a summary proposed rates before and after the valuation changes.</p>

<p>LTP Project Timeline to Adoption</p> <p>Moving the project timeline back has eliminated any flexibility for making further changes/delays in project programme.</p>	<p>Staff have ensured they have a clear understanding of the project timelines and potential bottlenecks will allow them to plan accordingly and prioritise their work effectively.</p> <p>Staff are also making plans for securing additional resources during times when there is expected to be a high volume of work, such as the analysis of submissions, this can help mitigate any capacity constraints and ensure timely completion of tasks.</p>
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5. Next steps

Ahu whakamua

At the time of preparing this update, a Council meeting has been scheduled for the 28 and 29 February to approve the full budget and consultation topics.

Looking ahead, a Council meeting will take place on the 19 March to adopt the Consultation Document, Fees and Charges, Development Contributions policy, for public consultation. Staff will continue to provide updates on the progress of the 2024-2034 Long-Term Plan (LTP) at each Performance and Strategy meeting, focusing on the essential components. Staff are ultimately working towards the full LTP being adopted at a 25th June Council meeting.

To	Performance and Strategy Committee
Report title	Building Relationships with Mana Whenua
Date:	19 February 2023
Report Author:	Gavin Ion
Authorised by:	Gavin Ion, Chief Executive

1. Purpose of the report

Te Take moo te puurongo

One of the Chief Executive's KPIs is:

Provide evidence of outcomes achieved through initiatives, collaboration, and engagement with mana whenua (including mana whenua forums) on a half yearly basis to the Performance & Strategy Committee.

This report summarises progress for the first six months of the year.

2. Executive summary

Whakaraapopotanga matua

There have been a number of engagements with Mana Whenua over the first six months of the year. Good progress has been made in building and improving relationships. The commencement of Mana Whenua forums in 2024/25 will reinforce the work that has been done this year.

3. Staff recommendations

Tuutohu-aa-kaimahi

THAT the Performance & Strategy Committee receives the Chief Executive report for February 2024.

3. Background

Koorero whaimaarama

The Council set a KPI for the Chief Executive as follows:

Provide evidence of outcomes achieved through initiatives, collaboration, and engagement with mana whenua (including mana whenua forums) on a half yearly basis to the Performance & Strategy Committee

The Mana Whenua Forums have not been established following further information being requested by The Waikato Raupatu River Trust and Waikato District Council Co-Governance Joint Committee.

It is expected that following further discussion, the Forums will be operational later this calendar year. The Forums were intended to be a big part of our engagement with mana whenua but despite the delay, good engagement has been undertaken in a number of cases.

4. Discussion

Taataritanga me ngaa tohutohu

A schedule is attached to this report which covers some of the engagement that has been undertaken. It is not a comprehensive list but a selective list based on significance.

4.1 Options

Ngaa koowhiringa

This report is for information only and as an update on progress. No decision is being sought from the Committee other than to receive the report.

4.2 Financial considerations

Whaiwhakaaro puutea

There will inevitably be financial implications arising from the Mana Whenua Forums and from the various engagements that are undertaken. These are consequences of the engagements noted in this report and are not yet able to be determined.

4.3 Legal considerations

Whaiwhakaaro-aa-ture

There may be legal issues that arise as a consequence of discussions noted in the attachment to this report but the implications have not been determined yet.

4.4 Strategy and policy considerations

Whaiwhakaaro whakamaaherehere kaupapa here

The report and recommendation are consistent with and give effect to Council's vision of 'Liveable, thriving and connected communities – He noohanga aahura, he iwi whai ora, he haponi tuuhono tahi'.

4.5 Maaori and cultural considerations **Whaiwhakaaro Maaori me oona tikanga**

Mana whenua are a key part of our engagement with Maaori. Many council projects require engagement with mana whenua and this may well define whether a project proceeds or not and if the project does proceed, how it proceeds. Examples are the wastewater treatment plant upgrades in Te Kauwhata, Raglan and Huntly. There is also engagement about policy, consents, and other planning matters as well.

4.6 Climate response and resilience considerations **Whaiwhakaaro-aa-taiao**

The matters referred to in this report and the examples cited will impact on climate action now or in the future. In some cases, the focus of the projects is on emissions reduction and involving mana whenua in that conversation.

4.7 Risks **Tuuraru**

As this report seeks to provide a general update only, it is anticipated that the risk level is low.

5. Significance and engagement assessment **Aromatawai paahekoheko**

5.1 Significance **Te Hiranga**

The matters covered in this report may be assessed as of high significance, in accordance with the Council's Significance and Engagement Policy.

5.2 Engagement **Te Whakatuutakitaki**

We continue to work to build enduring relationships with mana whenua. Our efforts have been restricted as we worked through the recruitment of our Executive Manager Maaori Partnerships position. Mana whenua input has been used to inform the development of a housing strategy for Council.

6. Next steps

Ahu whakamua

An update will be provided on progress in six months' time.

7. Attachments

Ngaa taapirihanga

Attachment 1 – Mana Whenua Engagement

Attachment One		
Engagement	Mana Whenua	Outcome
Te Kauwhata Wastewater Treatment Plant	Nгаа Muka, Te Riu of Waikato	Support for upgrade of the treatment plant and working towards a disposal option.
Engagement regarding Papahua Block partnership	Nгаа Uri o Maahanga	Consultation regarding a partnership regarding governance of the Papahua Block. Constructive conversation in line with council direction.
Stormwater issues	Nгаа Muka	Mana whenua feel listened to and an issue has been identified and worked through.
Land ownership issues.	Nгааti Karewa, Nгааti Tahinga Trust	Report will come to council about land issues and stormwater issues are being investigated. Both of these are long standing issues.
Discussion regarding gardens, traffic management and sports events	Tuurangawaewae Maori Trust Board	Relationship re-established which has helped in other discussions.
Papakainga Housing	Waahi Paa Marae	Initial conversations held. Follow up conversation planned for March.

To	Performance and Strategy Committee
Report title	Resident Satisfaction Survey - Quarter Two 23/24 Analysis
Date:	5 February 2024
Report Author:	Reece Turner, Customer Experience Manager
Authorised by:	Roger MacCulloch, General Manager Customer Support

1. Purpose of the report

Te Take moo te puurongo

The purpose of this report is to provide the Performance and Strategy Committee (P&S) with a high-level update of the insights gained from the data collected from the Quarter Two Resident Satisfaction Survey for October – December 2023. The report also provides the Committee with the corrective actions that Council have in place to respond to the dissatisfaction to provide better community outcomes.

2. Executive summary

Whakaraapopototanga matua

The Resident Satisfaction Survey is undertaken quarterly by Key Research.

The survey is reviewed by the Resident's Survey Action Team – which are a cross organisational group of business owners that receive data from this survey. This group analyses the data and looks to see if there are any drivers that are influencing the data and if there are actions that can be put in place to improve what we do to reduce negative feedback.

This report outlines the insights from the survey on:

- a) what we are doing well – areas of significant improvement and
 - b) what we need to work on – areas of significant decrease in resident satisfaction, and our plans for that.
 - c) End of year predictions
-

3. Staff recommendations

Tuutohu-aa-kaimahi

THAT the Resident Satisfaction Survey - Quarter Two 23/24 Analysis report be received.

Discussion

Matapaki

Perception Snapshot

Below is a snapshot of perception considering our resident perceptions from 2021 to date.

Area	Satisfaction
Waters	Stable
Waste	Stable
Roading	Decreasing
Public Toilets, halls and pools	Slow decline
Parks, reserves, halls, cemeteries	Stable
Litter, dumping and graffiti	Stable
Animal Management	Stable
Safety after dark	Decreasing
Leadership	Decreasing
Quality of services	Decreasing
Financial management	Decreasing
Value for Money	Decreasing
Communications	Slow decline
Customer Service	Slight increase

Key Predictions for 2024 and Beyond

Assets

Given the aging nature of some of our physical assets, including roads, footpaths, sporting facilities, toilets, community halls, pools, playgrounds, etc., a slow decline in satisfaction is anticipated due to the limited funding to upgrade assets to a level that align with the expectations of our diverse and vast communities.

Local issues, Outcome, Reputation, Value for money and Communication

A slow decline is expected to continue in the short/medium term until we realise the benefits of our Communication Strategy work. With the upcoming Long-Term Plan (LTP) and escalating costs, a decline in satisfaction is foreseen across these topic areas as residents believe they are paying more for less.

Three Waters

The past three years have seen stable customer satisfaction levels. It is predicted that this stability will continue in the coming years due to our obligations to maintain the National water standards.

Community Safety

There is a noticeable trend indicating that communities are increasingly feeling less safe at night. This poses a challenge that requires attention and further investigation by Council and it's Elected Members.

Waste Management

We anticipate a slow decline in customer satisfaction with a predicted rise in costs through the Long Term Plan (LTP). Survey feedback also suggests a growing demand for the implementation of rubbish bins across urban areas which is unlikely to be affordable or implemented.

Customer interactions

While there is potential to maintain or increase satisfaction within the interactions space, our perception across all the above indicators is likely to impact our success. Currently we have a strategic work programme in place to help improve overall customer satisfaction levels with Council.

4. Next steps **Ahu whakamua**

Council staff will continue to analyse the quarterly reporting dashboard and feedback to identify trends and concerns that require immediate attention.

Through the current LTP process, teams that have been affected by a decline in resident perceptions have submitted proposals to increase the level of services.

Additionally, Council is working on delivering its new Communication Strategy and implementing its Customer Experience work programme.

5. Attachments **Ngaa taapirihanga**

Waikato DC Dashboard 2023-2024 Q2 (found within your Team Channel) Please note: for full functionality, open the document in the desktop version of Excel.

To	Performance & Strategy Committee
Report title	Financial Performance Summary for the six months to 31 December 2023
Date:	19 February 2024
Report Author:	Colin Bailey – Finance Manager
Authorised by:	Alison Diaz - Chief Financial Officer

1. Purpose of the report

Te Take moo te puurongo

To inform the Performance & Strategy Committee on the financial performance against the Annual Plan 2023/2024 and those budgets carried forward from the 2022/23 financial year.

2. Executive summary

Whakaraapopotanga matua

The report provides a summary of revenue and expenses, capital expenditure and key reserves balances for the six months to 31 December 2023.

Key items to note are:

- **Financial Performance Summary**
 - The overall financial performance and the major reserve balances are as expected, apart from lower than planned Development and Financial Contributions income (dependent on developers work programmes), lower Subsidises and Grants due to lower than expected work activity levels and the timing of the vestment of assets to Council.
 - Council's deficit for the six months is \$6.5 million compared to the planned surplus of \$2.7 million, due to the delay in the vesting of assets (see above).
 - Subsidies and Grants are \$5.4 million less than planned due to lower than anticipated activity levels (work programme delays).
 - Finance Revenue (interest received) is \$0.9 million more than budget due to higher than planned interest rates on funds on deposit.
 - Personnel costs are \$1.4 million below plan due to delays in recruiting staff to fill vacant roles.
-

- Lower than planned activity levels resulted in Other Expenses being \$1.2 million less than budget.
- **Capital Expenditure**
 - Capital expenditure for the three months is \$53.2 million, compared to the planned expenditure of \$107.3 million (including carry forwards from 2022/2023). Actual expenditure is \$15.7 million more than the same period of the previous year. The plans underway to further increase capex spend are detailed in the Service Delivery reports to the Infrastructure Committee.

The financial statements, as appended to this report, show the current year actuals as at 31 December 2023 against the prior year's actuals (rather than comparing actuals to budget). Key variances are outlined below:

- **Statement of Comprehensive Revenue and Expense:**
 - Revenue is \$7.3 million higher than the prior year due to higher rates, subsidy and grants revenue plus higher interest earned, partially offset by lower development and financial contributions.
 - Depreciation and amortisation expense is \$3.2 million higher than the prior year due to higher asset values following the 2022/2023 year end revaluations.
 - Personnel costs are \$2.6 million higher than prior year due to the higher headcount and market movement increases, partially offset by savings from vacancies.
 - Other expenses are \$8.1 million higher than last year due to higher activity costs in the Roding and Three Waters areas, and consultancy costs to cover staff and skills shortages.
 - **Statement of Financial Position:**
 - Current assets are \$6.7 million higher than prior year due to rates increases and growth in the district as well as higher outstanding rates and water-by-meter overdue balances and an increase in other current assets due to gain on derivative financial instruments (prior year this was reflected as a liability).
 - Non-current assets are \$153 million higher than prior year due to increases in fixed assets, investments and Intangible assets.
 - Creditors and Other Liabilities are \$12 million higher than prior year due to higher payables for capital expenditure.
 - **Debt**
 - Actual year-end debt is \$165.3 million, compared to \$114 million in the prior year. The increase was required to fund capital expenditure and is broken down between loans from the Local Government Financing Authority (LGFA) (\$155 million) and Housing Infrastructure Fund (HIF) \$10.3 million). The HIF debt is the loan facility in place to support Water and Wastewater infrastructure expenditure in Te Kauwhata and is interest free. This benefit is passed onto developers through development and financial contributions.
-

- As capital expenditure ramps up so does debt. Council has sufficient headroom to the debt cap for the expected capital expenditure carry forward budgeted and planned expenditure for 2023/2024.

3. Staff recommendations

Tuutohu-aa-kaimahi

THAT the Performance & Strategy Committee receives the report.

4. Attachments

Ngaa taapirihanga

Attachment 1 – Financial Performance Summary for the six months to 31 December 2023

Attachment 2 – Statement of Comprehensive Revenue and Expense (Profit & Loss) and Notes for the six months ended 31 December 2023

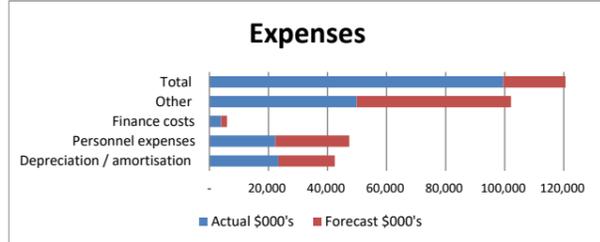
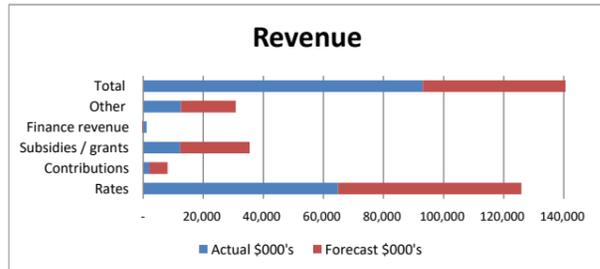
Attachment 3a, 3b and 3c – Statement of Financial Position (Balance Sheet) and Notes as at 31 December 2023

AT A GLANCE

Operating expenses exceed year to date revenue due mainly to delayed receipt of the Development and Financial Contributions and lower than budget Subsidies (delayed work programmes), slightly offset by below budget expenditure on personnel and other expenses. Capital expenditure YTD is \$53.2 million, ahead of last year but less than budget and carried forward projects.

	Dec-23	Open Bal
	\$000's	\$000's
Reserve Balances Summary		
Restricted reserves	941	810
Council reserves	18,199	23,016
Development contributions	(44,784)	(31,934)
Replacement funds	35,254	32,810
Targeted rate reserves	(27,340)	(20,621)
Total	(17,730)	4,081

	Dec-23	Open Bal
	\$000's	\$000's
Key reserves (included in balances above)		
Disaster recovery	1,782	1,980
Hamilton East Property proceeds	2,308	2,308
Structure plan non-growth reserve	2,151	2,106
Northgate development area	(5,710)	(5,536)
Pokeno Structure plan	(15,323)	(13,990)
Tamahere Structure plan	(1,995)	(1,975)
DW water targeted rate	(20,996)	(17,281)
DW wastewater targeted rate	(5,837)	(4,464)
Total	(43,620)	(36,852)



FINANCIAL PERFORMANCE SUMMARY

For the period ending 31 December 2023

	Actual \$000's	FY Forecast \$000's	% usage	YTD Variance \$000's	Ref.
Revenue					
Rates	64,893	125,905	52%	(1,940)	1
Development and financial contributions	2,111	8,134	26%	1,956	2
Subsidies and grants	12,342	35,412	35%	5,364	3
Finance revenue	1,125	340	331%	(955)	4
Other revenue	12,549	30,836	41%	2,869	5
Total revenue	93,019	200,628	46%	7,295	
Expense					
Depreciation and amortisation expense	23,359	42,500	55%	(2,110)	6
Personnel expenses	22,296	47,330	47%	1,369	7
Finance costs	3,968	5,950	67%	(992)	8
Other expenses	49,866	102,140	49%	1,204	9
Total operating expenses	99,489	197,920	50%	(529)	
Surplus (deficit) before tax	(6,470)	2,707	-239%	7,823	

The net operating deficit of \$6.5 million is \$7.8 million behind year to date expectations in overall terms.

Items to note are as follows:

Income

- Above budget - Rates income affected by higher than estimated capital values. The surplus has been committed to fund unexpected leaky building claims.
- Below budget - Development and financial contribution income is impacted by the relative timing of the development cycle.
- Below budget - Subsidies are linked to progress of physical work programmes that are tracking behind plan.
- Above budget - Interest rates on deposits are higher than budget, plus funds on deposit are higher than budget.
- Below budget - Vested assets are mostly recorded at the end of the financial year as part of the asset revaluation process.

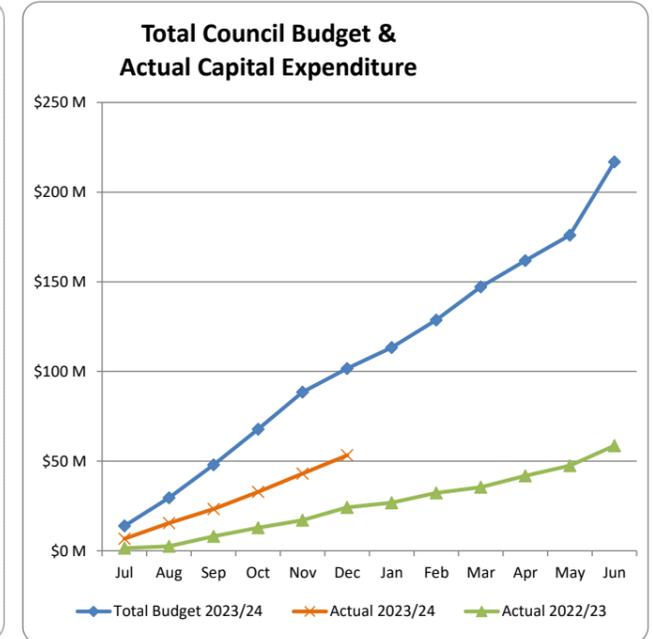
Expense

- Above budget - Higher than anticipated year end asset valuations resulted in depreciation being higher than budget.
- Below budget - Staff vacancies in many areas of the organisation.
- Above budget - Higher than budget due to interest payments made out of phase with the budget as a result of interest rate reset dates.
- Below budget - work programmes are tracking behind plan.

Net Operating Surplus (Deficit) Breakdown	Actual \$000's	FY Forecast \$000's	Variance \$000's	Favourable (F) / Unfavourable (U)
Roading	562	13,748	6,312	U - Timing of vested asset revenue
Water	(3,438)	(967)	2,954	U - Activity levels above expectations
Wastewater	(524)	6,261	3,655	U - Activity levels above expectations
Stormwater	(51)	(1,138)	(518)	F - Activity levels below expectations
Sustainable Communities	(1,703)	(5,229)	(911)	F - Fees and charges and cost recoveries higher than budget
Sustainable Environment	(3,287)	(6,217)	178	U - Activity expenditure higher than budget
Governance	(17)	(279)	(123)	F - Tracking ahead of forecast deficit due to unfilled vacancies and low activity expenditure.
Organisational Support	(197)	(3,470)	(1,538)	F - Activity levels below expectations
Total Group of Activities	(8,655)	2,707	10,009	
General rate usage	2,186	-	(2,186)	F - The general rate income recognised currently exceeds the amount of general rate used. This number adjusts throughout the year relative to activity expenditure.
Surplus (deficit)	(6,470)	2,707	7,823	

Capital expenditure	Actual \$000's	FY Budget \$000's	Variance
Organisational Support	2.6	11.5	-8.9
Roading	14.1	59.7	-45.5
Stormwater	0.5	9.3	-8.8
Sustainable Communities	11.9	46.0	-34.1
Sustainable Environment	0.4	3.5	-3.1
Wastewater	15.7	65.0	-49.2
Water Supply	8.1	21.9	-13.9
Total Group of Activities	53.2	216.9	-163.6

The "FY Budget" shown above relates to the third year of the LTP, includes projects undertaken by developers on behalf of council plus any carry forward works from 2022/23.



Current Working Capital

Current Assets	\$111,612,127
Cash & cash equivalents	\$11,946,352
Debtors & other receivables	\$92,810,813
Prepayments	\$2,521,177
Other current assets	\$4,333,784

Current Liabilities

Current Liabilities	\$89,458,302
Accounts Payable	\$69,065,855
Deposits & Bonds	\$250,273
Accrued expenses	\$15,674,356
Rates in advance	\$4,467,818

Working capital	\$22,153,825
Current ratio	1.25

Limit on Total Debt

Limit on Total Debt	\$287,511,000
Current Borrowing	\$155,275,357
Plan Debt 23/24	\$186,443,183

54% of limit; 83% of budget
\$31.2M headroom ; 65% of limit

STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE
for the month ended 31 December 2023

Note	31-Dec-23 Actual	31-Dec-22 Actual
Revenue		
1		
Rates	64,892,899	58,328,864
Development & financial contributions	2,110,878	6,152,965
Subsidies and grants	12,341,957	9,472,197
Finance revenue	1,124,873	356,856
Other revenue	12,548,649	11,428,581
Total revenue	93,019,257	85,739,463
Expenses		
2		
Employee costs	22,296,203	19,614,076
Depreciation and amortisation expense	23,359,456	20,124,257
3		
Finance costs	3,967,666	2,244,393
4		
Other expenses and losses	49,865,762	41,751,155
Total expenses	99,489,086	83,733,880
Operating surplus (deficit) before tax	(6,469,829)	2,005,582

Notes - Statement of comprehensive revenue and expense as at 31 December 2023

Note I: Rates revenue

General rates	36,305,768	33,185,301
Uniform annual general charge	6,772,222	6,141,904
Total general rates revenue	43,077,990	39,327,205
<i>Targeted rates</i>		
Community boards	140,672	137,424
Community centres and facilities	513,401	433,435
Refuse & waste management	3,189,271	2,687,377
Stormwater	1,511,423	1,281,354
Wastewater	8,639,945	7,676,405
Metered water supply	3,481,269	3,197,481
Other water rates	3,426,784	2,798,346
Total targeted rates	20,902,765	18,211,822
plus: Penalties revenue	1,301,639	1,188,007
Total rates revenue	65,282,394	58,727,034
less: Rate remissions	(389,495)	(398,171)
Total net rates revenue	64,892,899	58,328,863

Note 2: Employee costs

Salaries and wages	21,410,747	18,895,386
Kiwisaver contributions	583,939	500,593
ACC Levies	50,602	53,881
Fringe benefit tax	94,160	89,226
Mileage reimbursements	67,220	42,932
Other personnel expenses	89,535	32,058
Total employee costs	22,296,203	19,614,076

Note 3: Finance costs

External Interest Expense	3,967,000	2,243,797
Interest on reserves	666	596
Total finance costs	3,967,666	2,244,393

Note 4: Other expenses and losses

Audit fees	263,278	108,877
Asset adjustments	102	(31,462)
Bad debt written off	(31,210)	5,284
Rates penalty write-offs	247,230	237,554
Activity expenditure	49,325,426	41,417,807
Treasury administration	60,936	13,095
Property, plant and equipment - losses on disposal	-	-
Total other expenditure	49,865,762	41,751,155

Waikato District Council
Statement of financial position as at
31 December 2023

Note	31 Dec 2023	31 Dec 2022
ASSETS		
Current assets		
	Cash & cash equivalents	11,946,352
1	Debtors & other receivables	92,810,813
	Prepayments	2,521,177
2	Other current assets	9,755,947
	Total current assets	117,034,289
Non-current assets		
3	Investments in other entities	43,741,079
	Investment property	635,000
	Intangible assets	4,039,430
4	Property plant & equipment	2,332,157,119
	Total non-current assets	2,380,572,628
	TOTAL ASSETS	2,497,606,917
LIABILITIES		
5	Creditors & other payables	89,458,302
6	Other liabilities	7,725,842
7	Borrowing	165,275,357
	TOTAL LIABILITIES	262,459,500
	NET ASSETS	2,235,147,417
EQUITY		
	Accumulated funds	1,270,452,688
	Year to date surplus (deficit)	(6,752,785)
8	Year to date reserve transfers	40,675,717
	Council reserves	(713,400)
	Restricted reserves	941,182
	Replacement funds	35,253,987
	Targeted rate reserves	(27,339,639)
	Development contributions	(44,784,060)
	Revaluation reserves	933,489,721
	Fair value through other comprehensive revenue & expense	33,924,006
	TOTAL EQUITY	2,235,147,417

Waikato District Council
Notes to the financial statements as at
31 December 2023

	<u>31 Dec 2023</u>	<u>31 Dec 2022</u>
1 Debtors & other receivables		
Accruals	5,643,550	4,847,792
Rates receivable	84,211,467	74,613,597
Sundry debtors	6,651,242	7,932,861
GST refund due (payable)	(3,005,015)	(3,566,273)
	93,501,243	83,827,978
Provision for doubtful debts	(690,430)	(633,685)
Net debtors & other receivables	92,810,813	83,194,294
2 Other current assets		
Cattle	10,887	2,855
Non-current assets held for sale	5,422,163	6,546,897
Derivative financial instruments - assets	4,322,898	-
Total other current assets	9,755,947	6,549,752
3 Investments in other entities		
Community loans	1,091,375	874,495
Strada Corporation Ltd	700,000	700,000
NZ Local Government Insurance Corp Ltd	38,348	42,085
Waikato Regional Airport Ltd	36,540,178	32,944,611
BNZ - Term deposit	1,372,523	861,886
Local Authority Shared Services Ltd		
LASS shares		
Waikato Regional Transport Model	112,500	112,500
Shared Valuation Database Service	106,674	106,674
LGFA borrower notes	3,779,481	2,154,481
Total investments	43,741,079	37,796,732

4 Property, plant & equipment (PP&E)

	<u>31 Dec 2023</u>			<u>31 Dec 2022</u>		
	Cost / Val'n	Accum dep'n	Book value	Cost / Val'n	Accum dep'n	Book value
Bridges	310,337,705	-	310,337,705	303,784,645	(3,321,933)	300,462,712
Buildings	77,008,434	(4,702,069)	72,306,365	74,839,349	(1,522,509)	73,316,841
Computers	3,250,044	(2,482,196)	767,848	3,199,511	(2,085,637)	1,113,874
Drainage	4,895,575	(27,611)	4,867,964	2,756,176	(17,655)	2,738,521
Furniture	1,906,659	(1,552,696)	353,963	1,906,659	(1,446,131)	460,528
Land	207,129,281	-	207,129,281	201,343,900	-	201,343,900
Land under roads	110,268,123	-	110,268,123	110,268,123	-	110,268,123
Library books	7,663,022	(6,194,685)	1,468,338	7,213,673	(5,764,669)	1,449,004
Office equipment	1,418,220	(1,319,342)	98,878	1,404,420	(1,297,429)	106,991
Parks and reserves	81,512,452	(2,368,247)	79,144,205	75,576,332	(2,084,268)	73,492,065
Plant	6,248,172	(3,319,865)	2,928,307	5,841,909	(3,751,711)	2,090,198
Roading	943,970,507	(11,964,718)	932,005,789	921,296,786	(7,853,569)	913,443,217
Stormwater	105,594,756	(688,267)	104,906,490	94,108,638	(610,921)	93,497,717
Transfer stations	3,406,141	(57,750)	3,348,391	2,978,484	(51,704)	2,926,780
Wastewater	179,582,785	(3,172,395)	176,410,389	169,297,909	(1,834,200)	167,463,709
Water	191,345,551	(2,549,250)	188,796,301	171,603,222	(1,857,565)	169,745,656
Work in progress	137,031,953	-	137,031,953	73,893,789	-	73,893,789
Total PP&E	2,372,569,380	(40,399,091)	2,332,170,289	2,221,313,525	(33,499,901)	2,187,813,625

Waikato District Council
Notes to the financial statements as at
31 December 2023

Note	31 Dec 2023	31 Dec 2022	
5 Creditors & other payables			
Trade payables	69,065,855	61,889,740	
Deposits & bonds	250,273	240,970	
Accrued expenses	15,674,356	15,393,444	
Rates in advance	4,467,818	(7,457)	
Total creditors & other payables	89,458,302	77,516,697	
6 Other liabilities			
Employee entitlements	5,669,748	5,182,645	
Provisions	2,056,094	2,208,114	
Derivative financial instruments	-	(1,551,128)	
Total other liabilities	7,725,842	5,839,631	
7 Borrowings			
Non current portion of borrowing	154,275,357	93,033,000	
Current portion of borrowing	11,000,000	21,000,000	
Total borrowings	165,275,357	114,033,000	
8 Reserve movements	Balance as at	Movements	Opening
	31 Dec 2023		balance
Council reserves	713,400	(23,683,237)	(22,970,717)
Restricted reserves	(941,182)	131,552	(809,630)
Replacement funds	(35,253,987)	2,444,399	(32,809,588)
Targeted rate reserves	27,339,639	(6,718,745)	20,620,895
Development contributions	44,784,060	(12,849,686)	31,934,374
per Reserve balance report	36,641,930	(40,675,717)	(4,034,666)
Revaluation reserves	(933,489,721)	-	(933,489,721)
Fair value through other comprehensive revenue and expense	(33,924,006)	-	(33,924,006)
Total other reserves	(930,771,797)	(40,675,717)	(971,448,393)

To	Performance & Strategy Committee
Report title	Treasury Risk Management Policy – Compliance Report at 31 December 2023
Date:	19 February 2024
Report Author:	Colin Bailey, Finance Manager
Authorised by:	Alison Diaz, Chief Financial Officer

1. Purpose of the report

Te Take moo te puurongo

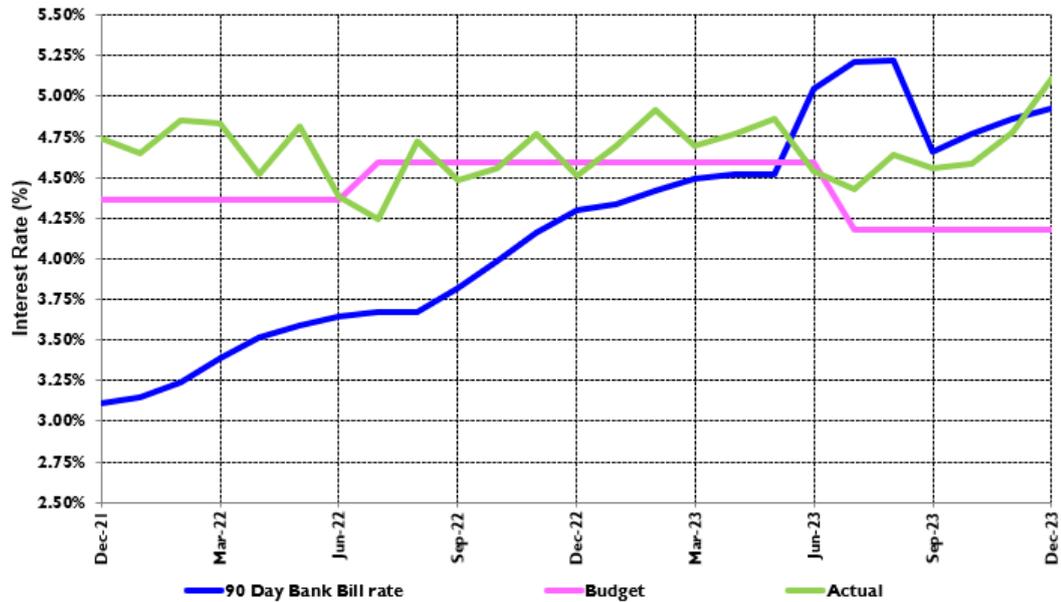
The purpose of this report is to inform the Performance and Strategy Committee of compliance with the Treasury Risk Management Policy.

2. Executive summary

Whakaraapopototanga matua

All areas of the treasury risk management are within policy limits except for:

- (# 6): Actual borrowing costs for the quarter ending December 2023 are \$320K higher than the year-to-date budget. The interest rate benchmark chart below explains this variance. The 2023/24 budget was based on the Price Waterhouse Coopers (PWC) annual forecast of 4.2%, lower than the current LGFA rate of 6.1% which after taking interest rate swaps into account results in an actual interest rate cost of 4.8%.
-



- (# 12): Balanced budget benchmark (revenue / expenses: The benchmark requires Revenue (excluding development contributions) to be equal to or more than Expenses at the 31 December balance date. For the quarter ending 31 December 2023, Revenue is \$8.9m less than Expenses, or 91% of Expenses. This is largely due to Subsidies and Grants \$5.4m below budget and Depreciation \$2.1m above budget due to higher than expected infrastructure asset values. Meeting this benchmark at 30 June 2024 is dependent on higher than planned Subsidies and Grants in the second half of the year.

3. Staff recommendations Tuutohu-aa-kaimahi

THAT the Performance & Strategy Committee receive the report.

4. Attachments Ngaa taapirihanga

Attachment 1 – Treasury Risk Management Policy Compliance Report at 31 December 2023

Waikato District Council
Treasury risk management policy - Compliance report
As at 31 December 2023

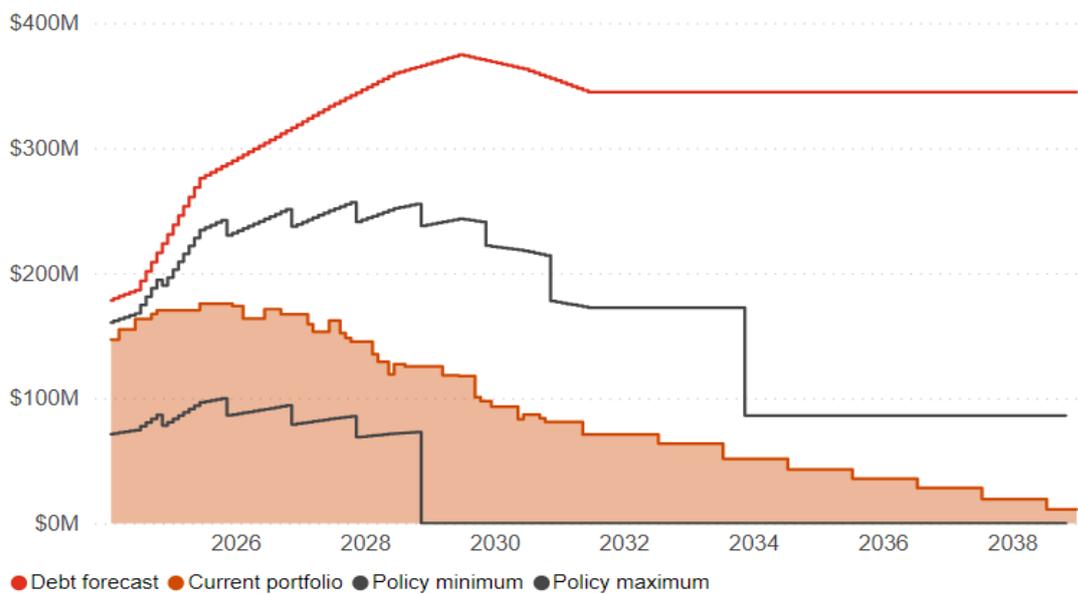
	Policy criteria	Policy limit	Actual	Within policy?																																																																																																								
1	The percentage of net external debt to annual revenue Net external debt = Total annual revenue =	<175%	87.4%	✓																																																																																																								
Net external debt is defined as total external debt less liquid financial assets/investments																																																																																																												
Total annual revenue is defined as earnings from rates, grants and subsidies, user charges, interest, dividends, financial and other revenue and excludes non-government capital contributions (e.g. developer contributions and vested assets).																																																																																																												
2	Net interest expense on net external debt as a percentage of total annual revenue Net interest expense =	<20%	4.4%	✓																																																																																																								
total interest and financing costs less interest income																																																																																																												
3	Net interest expense on net external debt as a percentage of planned annual rates	<25%	6.3%	✓																																																																																																								
4	Liquidity ratio Liquidity =	>110%	118.0%	✓																																																																																																								
Liquidity is defined as external debt plus available committed bank facilities plus liquid investments divided by current external debt																																																																																																												
5	Interest rate benchmark chart Comparison of actual monthly and year-to-date interest payable, including the cost of swaps in place vs borrowing the total debt amount at the combined average of the 90-day bill rate and the five-year investor swap rate over the last two years.																																																																																																											
<table border="1" data-bbox="188 981 1528 1686"> <caption>Estimated Interest Rate Data (%)</caption> <thead> <tr> <th>Month</th> <th>90 Day Bank Bill rate</th> <th>Budget</th> <th>Actual</th> </tr> </thead> <tbody> <tr><td>Dec-21</td><td>3.10</td><td>4.35</td><td>4.75</td></tr> <tr><td>Jan-22</td><td>3.15</td><td>4.35</td><td>4.65</td></tr> <tr><td>Feb-22</td><td>3.25</td><td>4.35</td><td>4.85</td></tr> <tr><td>Mar-22</td><td>3.40</td><td>4.35</td><td>4.85</td></tr> <tr><td>Apr-22</td><td>3.50</td><td>4.35</td><td>4.55</td></tr> <tr><td>May-22</td><td>3.55</td><td>4.35</td><td>4.85</td></tr> <tr><td>Jun-22</td><td>3.60</td><td>4.35</td><td>4.40</td></tr> <tr><td>Jul-22</td><td>3.65</td><td>4.35</td><td>4.25</td></tr> <tr><td>Aug-22</td><td>3.65</td><td>4.35</td><td>4.60</td></tr> <tr><td>Sep-22</td><td>3.80</td><td>4.35</td><td>4.50</td></tr> <tr><td>Oct-22</td><td>3.95</td><td>4.35</td><td>4.60</td></tr> <tr><td>Nov-22</td><td>4.10</td><td>4.35</td><td>4.75</td></tr> <tr><td>Dec-22</td><td>4.25</td><td>4.35</td><td>4.55</td></tr> <tr><td>Jan-23</td><td>4.30</td><td>4.35</td><td>4.65</td></tr> <tr><td>Feb-23</td><td>4.40</td><td>4.35</td><td>4.90</td></tr> <tr><td>Mar-23</td><td>4.45</td><td>4.35</td><td>4.70</td></tr> <tr><td>Apr-23</td><td>4.50</td><td>4.35</td><td>4.85</td></tr> <tr><td>May-23</td><td>4.50</td><td>4.35</td><td>4.85</td></tr> <tr><td>Jun-23</td><td>5.05</td><td>4.35</td><td>4.55</td></tr> <tr><td>Jul-23</td><td>5.20</td><td>4.20</td><td>4.45</td></tr> <tr><td>Aug-23</td><td>5.20</td><td>4.20</td><td>4.65</td></tr> <tr><td>Sep-23</td><td>4.65</td><td>4.20</td><td>4.55</td></tr> <tr><td>Oct-23</td><td>4.75</td><td>4.20</td><td>4.60</td></tr> <tr><td>Nov-23</td><td>4.85</td><td>4.20</td><td>4.95</td></tr> <tr><td>Dec-23</td><td>4.90</td><td>4.20</td><td>5.10</td></tr> </tbody> </table>					Month	90 Day Bank Bill rate	Budget	Actual	Dec-21	3.10	4.35	4.75	Jan-22	3.15	4.35	4.65	Feb-22	3.25	4.35	4.85	Mar-22	3.40	4.35	4.85	Apr-22	3.50	4.35	4.55	May-22	3.55	4.35	4.85	Jun-22	3.60	4.35	4.40	Jul-22	3.65	4.35	4.25	Aug-22	3.65	4.35	4.60	Sep-22	3.80	4.35	4.50	Oct-22	3.95	4.35	4.60	Nov-22	4.10	4.35	4.75	Dec-22	4.25	4.35	4.55	Jan-23	4.30	4.35	4.65	Feb-23	4.40	4.35	4.90	Mar-23	4.45	4.35	4.70	Apr-23	4.50	4.35	4.85	May-23	4.50	4.35	4.85	Jun-23	5.05	4.35	4.55	Jul-23	5.20	4.20	4.45	Aug-23	5.20	4.20	4.65	Sep-23	4.65	4.20	4.55	Oct-23	4.75	4.20	4.60	Nov-23	4.85	4.20	4.95	Dec-23	4.90	4.20	5.10
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6	Actual borrowing costs are <= budgeted borrowing costs Current month Year to date	<u>Budget</u> \$495,833 \$2,975,000	<u>Actual</u> \$815,625 \$3,967,000	 ✘ ✘																																																																																																								

7	Current interest rate swaps (including forward starts)		
	Amount \$	Effective date	Termination date
	Fixed rate		
	Live swaps		
	2,000,000	22-Jun-17	23-Jun-25 3.52%
	2,000,000	25-Sep-17	25-Feb-27 3.67%
	6,000,000	31-Oct-17	31-Jan-27 3.67%
	10,000,000	28-Feb-18	28-Feb-28 3.33%
	10,000,000	28-Aug-18	30-Aug-27 3.37%
	10,000,000	28-Feb-19	27-Feb-26 3.33%
	2,000,000	1-Mar-19	1-Dec-25 3.85%
	2,000,000	19-Jun-19	19-Mar-28 3.10%
	2,000,000	19-Jun-19	19-Mar-27 3.28%
	10,000,000	30-Sep-19	28-Sep-29 3.55%
	5,000,000	30-Jun-20	29-Jun-29 3.63%
	3,000,000	20-Apr-22	21-Oct-30 4.06%
	3,000,000	20-Apr-22	23-Oct-29 4.08%
	2,000,000	21-Jun-22	21-Aug-28 4.09%
	4,000,000	22-Jun-22	24-Sep-29 3.99%
	3,000,000	22-Jun-22	24-Sep-29 4.05%
	3,000,000	23-Jun-22	23-Sep-30 3.92%
	4,500,000	23-Jun-22	21-Dec-29 3.97%
	4,000,000	23-Jun-22	23-Mar-29 3.97%
	3,000,000	23-Jun-22	23-Mar-29 3.97%
	4,000,000	23-Jun-22	23-Mar-28 4.06%
	3,000,000	22-Mar-23	22-Jun-29 4.20%
	97,500,000 Total "live" swaps		Average interest rate of live swaps 3.67%
	Forward starting Swaps		
	4,000,000	25-Mar-24	25-Sep-26 4.21%
	4,000,000	25-Mar-24	25-Mar-27 4.21%
	4,000,000	23-Sep-24	23-Sep-27 4.26%
	3,000,000	21-Oct-24	21-Oct-27 4.27%
	112,500,000 Total swaps		Average interest rate of total swaps 4.12%
8	Forward start period to be no more than 24 months <u>unless</u> there is a match with the expiry date of an existing swap of the same notional amount		4 swaps with start periods > 24 months forward all are matched with existing swaps
9	Counterparty credit risk - swaps		
	NZ registered banks (each)	\$30m	
	- ANZ / National		\$0m ✓
	- ASB		\$0m ✓
	- BNZ		\$14.58m ✓
	- HSBC		\$0m ✓
	- Westpac		\$0m ✓

10 Council's net external debt should be within the following fixed/floating interest rate risk control limits.:

Debt period ending	Debt Forecast \$m	Policy criteria	Actual	Within policy
Current	192	40% - 90%	82.9%	✓
Year 1	266	40% - 90%	65.4%	✓
Year 2	303	35% - 85%	55.5%	✓
Year 3	332	30% - 80%	47.0%	✓
Year 4	357	25% - 75%	36.4%	✓
Year 5	371	20% - 70%	31.0%	✓
Year 6	363	0% - 65%	24.2%	✓
Year 7	347	0% - 60%	21.6%	✓
Year 8	345	0% - 50%	19.7%	✓
Year 9	345	0% - 50%	17.0%	✓
Year 10	345	0% - 50%	13.9%	✓

Interest rate risk timeline

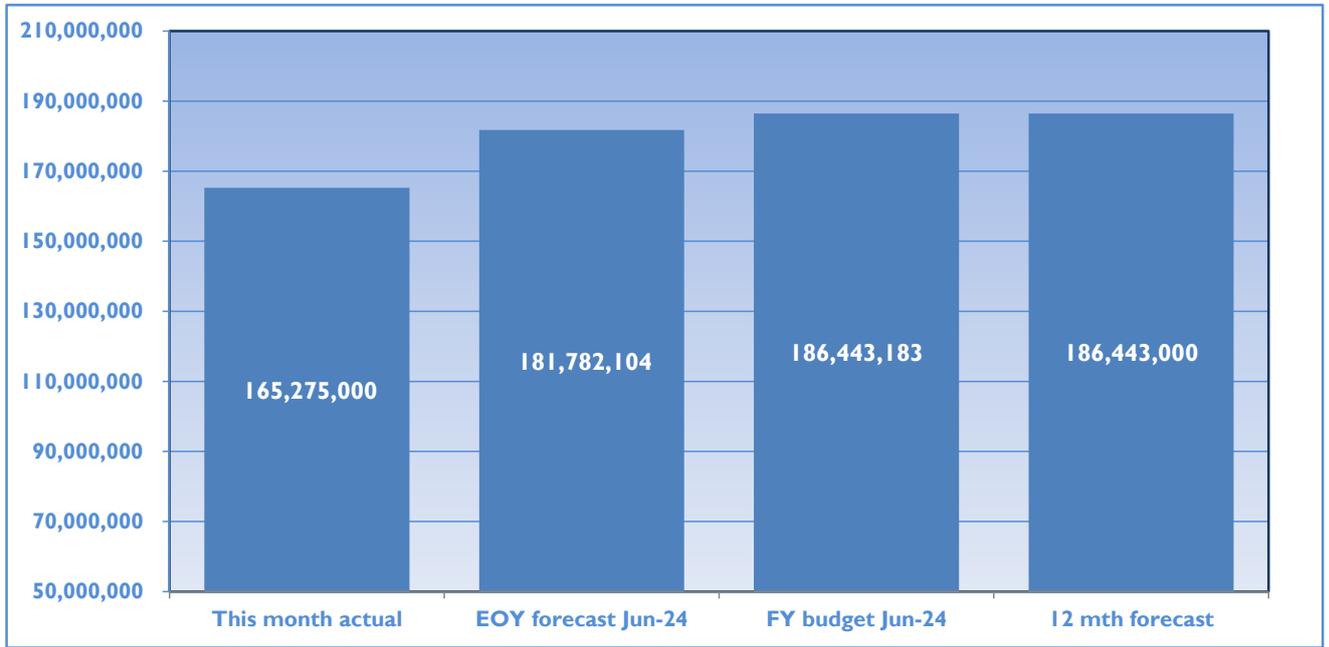


	Policy criteria	Policy limit	Actual	Within policy?
11	Debt affordability benchmark - limit on debt (actual debt <= limit on debt)	<= \$287.5m	\$165m	✓
12	Balanced budget benchmark (revenue / expenses)	>=100%	91%	✗
13	Essential services benchmark (CAPEX / dep'n - infrastructure)	>=100%	575%	✓
14	Debt servicing benchmark (borrowing costs / revenue) borrowing costs =	<15%	4.4%	✓

finance expenses per statement of comprehensive revenue and expense

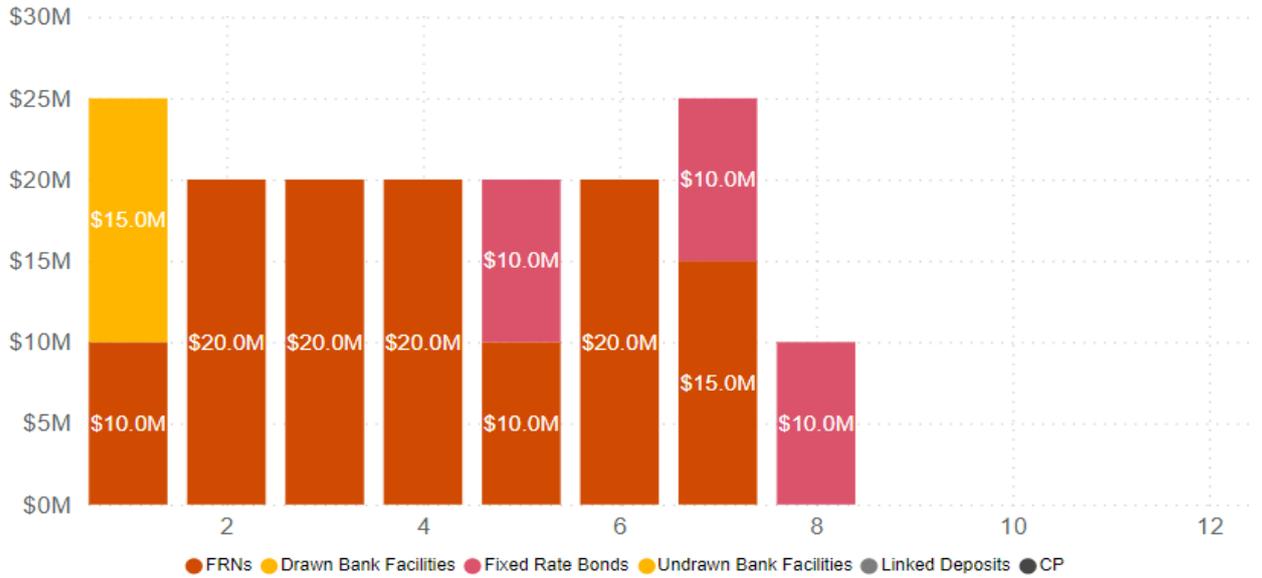
15 Borrowing at December 2023

This graph depicts actual borrowing - LGFA plus bank (BNZ).



16	Actual monthly (gross) borrowing is within end-of-year budget	\$186,443,183	\$165,275,000	✓
17	The maturity profile of the total committed funding in respect of all loans and committed facilities			
	0 to 3 years	15% - 60%	41%	✓
	3 to 7 years	25% - 85%	53%	✓
	7 years plus	0% - 60%	6%	✓

Funding maturity profile



To	Performance and Strategy Committee
Report title	Approved Counterparty Review February 2024
Date:	19 February 2024
Report Author:	Colin Bailey, Finance Manager
Authorised by:	Alison Diaz, Chief Financial Officer

1. Purpose of the report

Te Take moo te puurongo

The purpose of this report is to inform the Performance and Strategy Committee of approved Treasury Risk Management Policy counterparty credit ratings.

2. Executive summary

Whakaraapopototanga matua

Treasury related transactions (borrowing and/or investing) can only be entered into with organisations specifically allowed for under Council’s Treasury Risk Management Policy.

Credit ratings quantify the ability of these organisations to meet their financial obligations. Counterparty limits are approved on the basis of long-term and short-term credit ratings of A- and above and A2 or above respectively.

Specific financial limits are in place for each Counterparty to appropriately manage credit exposure. Adherence to Counterparty limits is reported quarterly, while credit ratings are reviewed on an ongoing basis with any material credit downgrades dealt with immediately. The Standard & Poors ratings are reported to the Committee every six months and any changes noted.

The current credit ratings are shown in the table below:

	Long Term		Short Term		Within Policy?
	S&P	Policy	S&P	Policy	
ANZ Bank	AA-	A-	A-1+	A2	✓
ASB Bank	AA-	A-	A-1+	A2	✓
Bank of New Zealand	AA-	A-	A-1+	A2	✓
HSBC	AA-	A-	A-1+	A2	✓

Westpac	AA-	A-	A-1+	A2	✓
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3. Staff recommendations Tuutohu-aa-kaimahi

THAT the Performance and Strategy Committee receives the report.

4. Attachments Ngaa taapirihanga

Nil

To	Performance and Strategy Committee
Report title	2023/24 Q2 Non-financial Performance Results
Date:	19 February 2024
Report Author:	Nicole Hubbard, Corporate Planning Manager
Authorised by:	Tony Whittaker, Chief Operating Officer

1. Purpose of the Report

Te Take moo te puurongo

To inform the Performance and Strategy Committee of the non-financial performance results for the second quarter (Q2) (July to December 2023) of 2023/24.

2. Executive summary

Whakaraapopototanga matua

There are 62 performance measures in Council's 2021-2031 Long Term Plan. 11 of the measures are measured annually and will therefore be reported on at the end of quarter four.

Results for the remaining 51 measures are as follows:

- a) 28 are on track (55%)
- b) 13 are to be monitored (25%)
- c) nine are off-track (18%)
- d) one is not achieved (2%).

The full results are attached to this Report.

Results are reported on every quarter to the Performance and Strategy Committee and are used to inform the Annual Report.

3. Staff recommendations Tuutohu-aa-kaimahi

THAT the Performance and Strategy Committee receives the 2023/24 Q2 Non-financial Performance Report.

4. Background Koorero whaimaarama

This Report includes the non-financial performance results through the 2023/24 second quarter (1 July 2023 to 31 December 2023).

This report compares actual performance with the intended level of performance as set out in the 2021-2031 Long Term Plan. The performance results are presented by activity using traffic light reporting.

Results are reported on every quarter to the Performance and Strategy Committee and are used to inform the Annual Report.

5. Discussion Matapaki

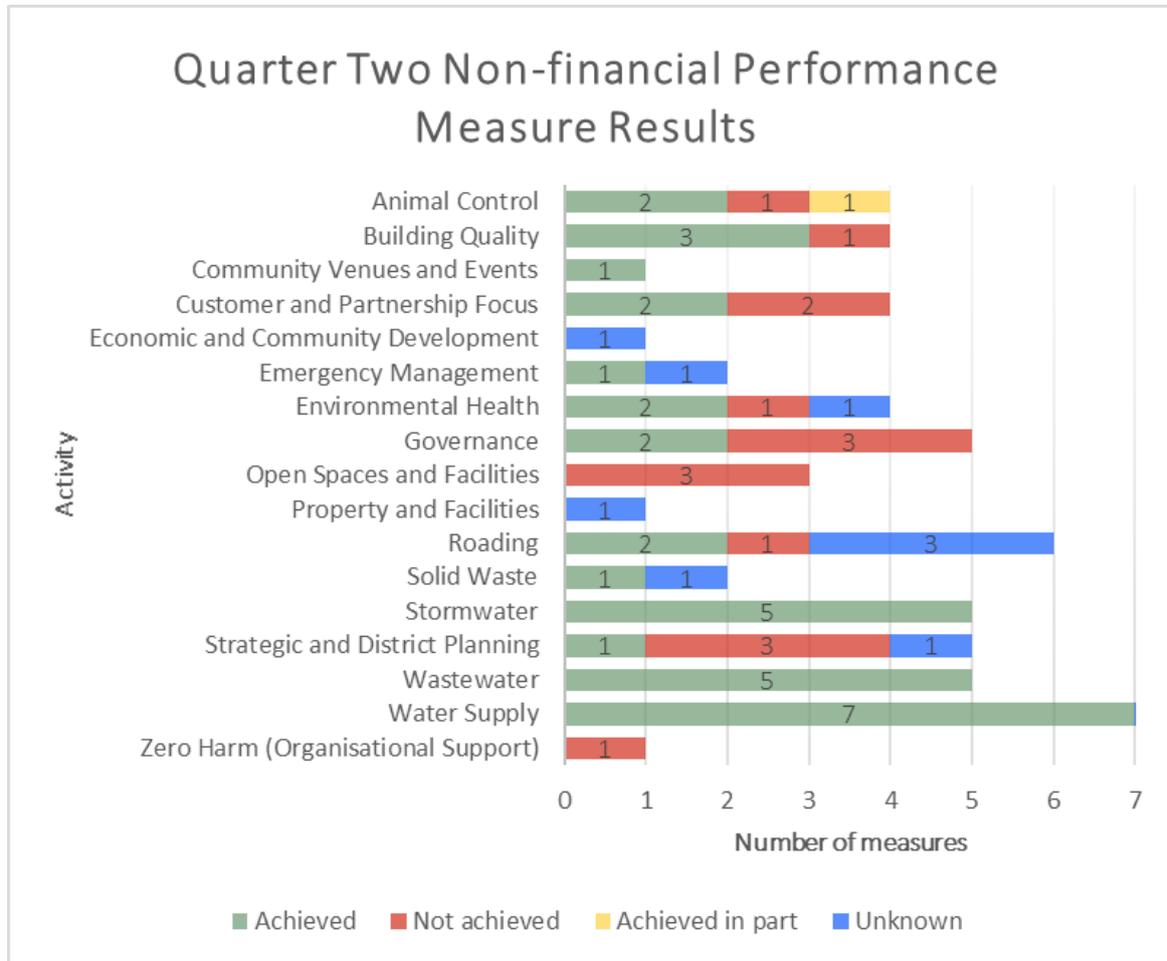
Overall Results

There are 62 performance measures in Council's 2021-2031 Long Term Plan. 11 of these measures are measures annually and will therefore be reported on at the end of quarter four.

The results for the remaining 51 measures are as follows:

- a) 28 are on track (55%)
- b) 13 are to be monitored (25%)
- c) nine are off-track (18%)
- d) one is not achieved (2%).

The graph below shows the year-to-date results grouped by activity:



Measures that are off-track / not achieved

The following measures are off-track. Explanatory commentary for these measures can be found in the attachment.

- a) The percentage of existing buildings with building WoFs that are monitored and audited for compliance annually.
- b) Percentage of excessive noise complaints responded to within agreed timeframes.
- c) Percentage of customers satisfied with the availability of their councillor.
- d) Percentage of customers satisfied that Council engages with the community regarding the right issues.
- e) Percentage of customers satisfied with the ease of access and clarity of information regarding key community issues.
- f) Percentage of customers who are satisfied in the annual satisfaction survey (Public Toilets).
- g) The percentage of resource consent applications which are processed within statutory timeframes.
- h) The percentage of current land use consents that are older than 2 years which have been monitored in the last 2 years.

- i) The percentage of bylaws and policies, that are required by legislation, are reviewed within their statutory timeframes.
- j) The number of total recordable injuries (TRI) at Waikato District Council.

Measures that are to be monitored

The measures that have been reported as monitor are listed below. Explanatory commentary for these measures can be found in the attachment.

- a) Complete engagement and education visits throughout the district.
- b) The percentage of known dogs currently registered.
- c) The percentage of buildings that provide sleeping care or paid accommodation that are audited for compliance annually.
- d) The percentage of swimming pools that are inspected for compliance annually.
- e) The percentage of building consent applications that are processed within 20 working days.
- f) The percentage of customers satisfied with the overall service received when contacting the Council.
- g) Average level of effort to conduct business with Council. (On a scale of 1 – 5 (5 being high effort) how much effort did it take to conduct your business with Council?).
- h) Level of customer satisfaction that the quality of libraries resources meets their needs – as measured in a bi-annual in-house customer survey.
- i) The percentage of food operations that are required to be verified annually that are verified.
- j) Percentage of customers who are satisfied with parks and reserves, including sports fields and playgrounds.
- k) Percentage of customers who are satisfied with the presentation of Waikato District Council cemeteries.
- l) The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number*.
- m) Where the Council attends to sewerage overflows resulting from a blockage or other fault in the Council's sewerage system, median response. Attendance time: from the time that the Council receives notification to the time that service personnel reach the site*.

6. Attachments

Ngaa taapirihanga

Attachment 1 – 2023-24 Q2 Non-financial Performance Measure Results. Attachment P&S. 19 Feb.

WAIKATO DISTRICT COUNCIL NON-FINANCIAL PERFORMANCE MEASURE RESULTS

2021-2031 Long Term Plan

Reporting Period: 1 July 2023 to 31 December 2023



ACTIVITY: ANIMAL CONTROL

KPI	2023/24 Target	Q1	Q2	Status	Commentary	EOY Forecast
1 - The percentage of aggressive dog behaviour complaints, where immediate risk to public safety is present, that has Council personnel on site within 1 hour.	95%	100%	100%	On track		
2 - The percentage of complaints regarding straying stock that have Council personnel on site within 1 hour.	95%	97.40%	97.48%	On track		
3 - Complete engagement and education visits throughout the district.	120 per annum / 10 per month	39	66	Monitor	On track to meet the annual target, the monthly target will not always be met.	Achieved in part
4 - The percentage of known dogs currently registered.	95%	78.35%	84.20%	Monitor	The reminder notices sent in November saw a reasonable response for registrations and dog updates. From February home visits and cold calling owners of unregistered dogs will start.	

ACTIVITY: BUILDING QUALITY

KPI	2023/24 Target	Q1	Q2	Status	Commentary	EOY Forecast
5 - The percentage of existing buildings with building WoFs that are monitored and audited for compliance annually.	33%	2.83%	9.01%	Off track	Results are continuing to increase. It is expected that this measure will be met by year end.	
6 - The percentage of buildings that provide sleeping care or paid accommodation that are audited for compliance annually.	100%	37%	46.12%	Monitor	Results are continuing to increase. It is expected that this measure will be met by year end.	
7 - The percentage of swimming pools that are inspected for compliance annually.	33%	2.71%	13.98%	Monitor	Results are continuing to increase. It is expected that this measure will be met by year end.	

KPI	2023/24 Target	Q1	Q2	Status	Commentary	EOY Forecast
8 - The percentage of building consent applications that are processed within 20 working days.	98%	83.15%	83%	Monitor	Staff are still completing competency training which can take 6-12 months. Results are expected to improve over time, but we are unlikely to meet this years' target.	

ACTIVITY: COMMUNITY VENUES AND EVENTS

KPI	2023/24 Target	Q1	Q2	Status	Commentary	EOY Forecast
9 - The number of events workshops held each year to support event organisers.	2	1	2	On track	First workshop in Q1 was for internal staff regarding Soundsplash process for the 2024 event. Second workshop in Q2 was with Zero Harm about events processes and improvements for internal and external customers.	

ACTIVITY: CUSTOMER AND PARTNERSHIP FOCUS

KPI	2023/24 Target	Q1	Q2	Status	Commentary	EOY Forecast
10 - The percentage of customers satisfied with the overall service received when contacting the Council.	72%	50%	53%	Monitor	The result remains reasonably consistent. Customers don't seem to be providing a lot of insight around their reasoning for their rating. As a business we are committed to identifying opportunities for improvement. Our focus is on refining processes, enhancing efficiency, and utilising technology to position ourselves for sustained success.	
11 - Average level of effort to conduct business with Council. (On a scale of 1 - 5 (5 being high effort) how much effort did it take to conduct your business with Council?).	< 2.5	2.5	2.6	Monitor	This result remains reasonably consistent. From October our Customer Service team have completed some consistency and systems training and improved visibility of productivity with a new reporting dashboard, as well as a new automatic email notification system. We are continuing to implement the service request project and are optimistic that we will meet this target by year end.	
12 - Net Promoter Score (level of likelihood that library users will recommend to friends and family their library as a place to go) - as	90%	N/A	99%	On track		

measured in a bi-annual in-house customer survey.						
13 – Level of customer satisfaction that the quality of libraries resources meets their needs – as measured in a bi-annual in-house customer survey.	90%	N/A	72.25%	Monitor	Of the services used the level of customer satisfaction is high, however, due to low scores in underutilised digital services, the score has been reduced to 72.25%. Staff will review survey questions and response options at the end of the year to see if any changes are needed to give a more accurate reflection of people's satisfaction with the services they engage with.	

ACTIVITY: EMERGENCY MANAGEMENT

KPI	2023/24 Target	Q1	Q2	Status	Commentary	EOY Forecast
16 – Council maintains a minimum number of trained staff to intermediate level, to fulfil core Emergency Operations Centre roles.	50	72	88	On track		

ACTIVITY: ENVIRONMENTAL HEALTH

KPI	2023/24 Target	Q1	Q2	Status	Commentary	EOY Forecast
17 – The percentage of food operations that are required to be verified annually that are verified.	95%	66%	87%	Monitor	Some food operators requested to reschedule verifications until the New Year due to December being such a busy period. This has impacted KPI results, however these have increased significantly since Q1.	
19 – Percentage of excessive noise complaints responded to within agreed timeframes.	85%	55%	59%	Off track	An IT update has impacted communications between Council and the contractor. IT are continuing to work with the contractor's IT team on a solution to the current electronic communication issues. A manual work around has been implemented by the contractor while a solution is designed and tested.	
20 – The percentage of hazardous land use information (HAIL) reports that will be completed within 10 working days.	90%	100%	100%	On track		

ACTIVITY: GOVERNANCE

KPI	2023/24 Target	Q1	Q2	Status	Commentary	EOY Forecast
21 – Percentage of customers satisfied with the availability of their councillor.	80%	44%	40%	Off track	All councillors remain committed to being available to those in their local communities. Measure will be reviewed in the next LTP.	
22 – Percentage of customers satisfied that Council engages with the community regarding the right issues.	50%	32%	25%	Off track	Residents feel that they are not consulted enough on matters such as roading, change of speed zones, waste-related issues. Our community want more information so they can understand what is happening or planned for their communities so they can participate.	
23 – Percentage of customers satisfied with the ease of access and clarity of information regarding key community issues.	50%	37%	35%	Off track	Council has a draft communications and engagement strategy currently under review. The key issues identified in this measure are addressed in the new strategy which will support Council to improve in this area.	
24 - Percentage of agendas and minutes of all open meetings that are made publicly available via the Council's website within legislative timeframes.	98%	98%	98%	On track		
25 – Number of formal hui held with iwi, mana whenua and hapu groups.	9	8	13	On track		

ACTIVITY: OPEN SPACES AND FACILITIES

KPI	2023/24 Target	Q1	Q2	Status	Commentary	EOY Forecast
26 – Percentage of customers who are satisfied in the annual satisfaction survey (Public Toilets).	75%	46%	40%	Off track	Staff will identify and prioritise high need areas that require new toilets. Continue to work with contractors to fix broken toilets around the district in a timely manner and regularly maintain the cleanliness of toilets.	
27 – Percentage of customers who are satisfied with parks and reserves, including sports fields and playgrounds.	85%	73%	68%	Monitor	Over the last six months there has been an increase in the dumping of household rubbish in and around park bins. Some bins have been removed and a 'carry in, carry out' approach has been promoted to discourage this type of activity. Some feedback mentioned the lack of bins for doggy bags. Bins have been relocated to the exterior of dog parks to address health and safety issues raised by	

KPI	2023/24 Target	Q1	Q2	Status	Commentary	EOY Forecast
					contractors who service the bins, as they were experiencing aggressive dog behaviours when entering the parks.	
28 – Percentage of customers who are satisfied with the presentation of Waikato District Council cemeteries.	85%	77%	75%	Monitor	Written feedback mentions that toilet facilities in cemeteries is needed. Open Spaces will continue to work with Facilities to identify areas that require toilets.	

ACTIVITY: ROADING

KPI	2023/24 Target	Q1	Q2	Status	Commentary	EOY Forecast
31 – The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number*.	Reduction by 2 on the previous year	N/A	-18	Monitor	Last year there were a total of 53 crashes. Our target for this year is 51. In the first six-months of this year there have been 33 crashes, up by 12 crashes compared to the same period last year. Two roads with the greatest increase in crashes are: <ul style="list-style-type: none"> Great South Road (Ngaaruawahia) – steps taken to address crashes. Buckland Road – crashes have no commonalities. 	
32 - The percentage of customer service requests relating to footpaths responded to within the time frame specified in the LTP*.	95%	100%	96.19%	On track		
33 - The percentage of customer service requests relating to roads responded to within the time frame specified in the LTP*.	95%	98.63%	97.08%	On track		

Commented [SM1]: 18 below the target of 51 = 33

ACTIVITY: SOLID WASTE

KPI	2023/24 Target	Q1	Q2	Status	Commentary	EOY Forecast
36 – Customer satisfaction with Waste Collection services.	75%	81%	81%	On track		

ACTIVITY: STORMWATER

KPI	2023/24 Target	Q1	Q2	Status	Commentary	EOY Forecast
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38 – The number of flood events that occur in the territorial authority district*.	< 5 events per annum	0	0	On track	
39 – For each flooding event, the number of habitable floors affected (expressed per 1,000 properties connected to the Council's stormwater system)*.	0.3 affected per 1,000 properties per event	0	0	On track	
40 – The median response time to attend a flooding event, measured from the time that the Council receives notification to the time that service personnel reach the site*.	< 2 hours	0	0	On track	
41 – The total number of complaints received by the territorial authority about the performance of its stormwater system (expressed per 1,000 properties connected to the Council's stormwater system)*.	< 4 per 1,000 properties per year	0.48	0.88	On track	
42 – Compliance with the Council's resource consents for discharge from its stormwater system, measured by the number of abatement notices, infringement notices, enforcement orders, and successful prosecutions received by the Council in relation to those resource consents*.	< 2	0	0	On track	

ACTIVITY: STRATEGIC AND DISTRICT PLANNING

KPI	2023/24 Target	Q1	Q2	Status	Commentary	EOY Forecast
43 - The percentage of resource consent applications which are processed within statutory timeframes.	98%	94.27%	94.80%	Off track	For period ending 31 December 2023, 363 out of 383 were within statutory timeframes. Applications processed outside timeframes are reviewed on a case-by-case basis to mitigate similar issues in future.	
44 - The percentage of current land use consents that are older than 2 years which have been monitored in the last 2 years.	80%	40%	47%	Off track	Additional resourcing has been acquired to increase performance in this area. From February figures should start to improve.	
45 - The number of parking patrols which are carried out in individual communities under the Public Places Bylaw.	168	45	89	On track		
46 – The percentage of bylaws and policies, that are required by legislation, are reviewed within their statutory timeframes.	95%	N/A	92%	Off track	Council currently has 14 policies enabled and/or required by legislation and 11 bylaws, none of which	

KPI	2023/24 Target	Q1	Q2	Status	Commentary	EOY Forecast
					are required by legislation. The following two policies were not updated within their statutory timeframes:	
					<ul style="list-style-type: none"> Code of Conduct Standing Orders. 	

ACTIVITY: WASTEWATER

KPI	2023/24 Target	Q1	Q2	Status	Commentary	EOY Forecast
48 – Number of dry weather sewerage overflows from the Council's sewerage system (expressed per 1,000 sewerage connections to the sewerage system)*.	<3 per 1,000 connections	0.55	0.73	On track		
49 – Where the Council attends to sewerage overflows resulting from a blockage or other fault in the Council's sewerage system, median response. Attendance time: from the time that the Council receives notification to the time that service personnel reach the site*.	< 1 hour (60 minutes)	61	61	Monitor	This is being monitored and is expected to improve by Q3.	
50 – Where the Council attends to sewerage overflows resulting from a blockage or other fault in the Council's sewerage system, median response. Resolution time: from the time that the Council receives a notification to the time that service personnel confirm resolution of the blockage or other fault*.	< 4 hours (240 minutes)	205	137	On track		
51 – The total number of complaints received by Council about sewerage odour, sewerage system faults, sewerage blockages, and the Council's response to issues with its sewerage system (expressed per 1,000 connections to the Council's sewerage system)*.	< 10 per 1,000 connections	1.33	1.94	On track		
52 – Compliance with the Council's resource consents for discharge from its sewerage system measured by the number of convictions received by the Council in relation to those resource consents*.	0	0	0	On track		

ACTIVITY: WATER SUPPLY

KPI	2023/24 Target	Q1	Q2	Status	Commentary	EOY Forecast
53 – The extent to which Councils drinking water supply (zones) complies with Part 4 of the drinking water standards (bacteria compliance criteria)*.	18 (number of zones that comply out of 18)	18	18	On track		
54 – The extent to which Councils drinking water supply complies with part 5 of the drinking-water standards (protozoal compliance criteria)*.	15 (number of zones that comply out of 15)	15	15	On track		
55 – The median on site attendance time for a non-urgent call-out, where Council attends a call-out in response to a fault or unplanned interruption to its networked reticulation system*.	< 5 days	1	1	On track		
56 – The median on site attendance time for an urgent call-out where Council attends a call-out in response to a fault or unplanned interruption to its networked reticulation system*.	< 60 minutes	20	27	On track		
57 – The median resolution time for non-urgent call-out where Council attends a call-out in response to a fault or unplanned interruption to its networked reticulation system*.	< 5 days	2	2	On track		
58 – The median resolution time for an urgent call-out where Council attends a call-out in response to a fault or unplanned interruption to its network reticulation system*.	< 240 minutes	82	84	On track		
59 – The total number of complaints received by Council about drinking water clarity, taste, odour, water pressure or flow, continuity of supply, and response to any of these issues (expressed per 1,000 connections to the water system)*.	< 25 per 1,000 connections	2.52	5.61	On track		

ACTIVITY: ZERO HARM

KPI	2023/24 Target	Q1	Q2	Status	Commentary	EOY Forecast
62 - The number of total recordable injuries (TRI) at Waikato District Council.	2	1	3	Not achieved	One TRI occurred in September and two TRIs in October.	

*Indicates mandatory measures.

To	Performance & Strategy Committee
Report title	Chief Executive’s Business Plan
Date:	19 February 2024
Report Authoriser:	Gavin Ion, Chief Executive
Report Author:	Tony Whittaker, Chief Operating Officer

1. Purpose of the report

Te Take moo te puurongo

To update/inform the Committee for the first time on progress covering 2023/2024 business plan items.

2. Executive summary

Whakaraapopotanga matua

The Chief Executive’s Business Plan is a summary of progress on priority issues agreed by Councillors. Some of the items are still to be scoped and hence no progress made at this time.

3. Staff recommendations

Tuutohu-aa-kaimahi

THAT the Performance & Strategy Committee receives the update on the Chief Executive’s Plan.

4. Background

Koorero whaimaarama

The Plan is a summary of progress on specific issues. It enables staff and Councillors to focus on the big issues and ensures that attention is given to those things of strategic importance.

The Plan is in line with the Chief Executive’s Performance Agreement which was updated and confirmed by Council in advance of this financial year.

5. Discussion and analysis

Taataritanga me ngaa tohutohu

The report contains the strategic issues that Council is focussed on. The Chief Executive's Business Plan is aligned to the Chief Executive's Performance Agreement. The underpinning criteria is the council vision of 'liveable, thriving and connected communities.'

5.1 Options

Ngaa koowhiringa

This report is for information only and as an update on progress. No decision is being sought from the Committee other than to receive the report.

5.2 Financial considerations

Whaiwhakaaro puutea

This report covers the strategic goals set for the Chief Executive for the year. There will be financial implications as the various projects and initiatives are worked through. There are no immediate concerns at the time of this report.

5.3 Legal considerations

Whaiwhakaaro-aa-ture

There are potential legal issues that arise through the implementation of this work plan and these will be discussed with council if and when these come to light.

5.4 Strategy and policy considerations

Whaiwhakaaro whakamaaherehere kaupapa here

The report and recommendations are consistent with and give effect to Council's vision of *'Liveable, thriving and connected communities – He noohanga aahuru, he iwi whai ora, he hapori tuuhono tahi.'*

5.5 Maaori and cultural considerations

Whaiwhakaaro Maaori me oona tikanga

Iwi and Tangata Whenua have been or will be consulted on at least some of the key projects or initiatives referred to in the report. Iwi are involved as a strategic partner of Council through our Joint Management Agreements and projects such as Raglan, Huntly and Te Kauwhata Wastewater Treatment plant upgrades and consent processes.

The Mana Whenua Forum will be a key engagement mechanism once formally established.

5.6 Climate response and resilience considerations

Whaiwhakaaro-aa-taiao

The matters in this report will impact on climate action but it is unclear what this will be until further progress on individual projects is made. A specific measure however is included in the Chief Executive performance measures regarding emission reduction.

5.7 Risks

Tuuraru

As this report seeks to provide a general update only, it is anticipated that the risk level is low.

6. Significance and engagement assessment

Aromatawai paahekoheko

6.1 Significance

Te Hiranga

The matters covered in this report may be assessed as of high significance, in accordance with the Council's Significant and Engagement Policy.

6.2 Engagement

Te Whakatuutakitaki

Engagement on the contents of this report has been low and internal. However specific items encompass engagement with key external stakeholders.

The following areas are priorities in the communications and engagement approach:

- Keeping councillors informed of progress;
- Ensuring the development of strategic partnerships and relationships.

Highest level of engagement	Inform <input type="checkbox"/>	Consult <input type="checkbox"/>	Involve <input type="checkbox"/>	Collaborate <input checked="" type="checkbox"/>	Empower <input type="checkbox"/>
<i>Tick the appropriate box/boxes and specify what it involves by providing a brief explanation of the tools which will be used to engage (refer to the project engagement plan if applicable).</i>	Staff have worked collaboratively with our iwi/hapuu to maximise engagement on a range of activities and actions. Similarly, there has been consistent communication with a range of strategic partners and organisations.				

State below which external stakeholders have been or will be engaged with:

Planned	In Progress	Complete	
✓	✓	<input type="checkbox"/>	Internal
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Community Boards/Community Committees
<input type="checkbox"/>	✓	<input type="checkbox"/>	Waikato-Tainui/Local iwi and hapuu
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Affected Communities
<input type="checkbox"/>	✓	<input type="checkbox"/>	Affected Businesses
<input type="checkbox"/>	✓	<input type="checkbox"/>	Other (Please Specify)

7. Next steps Ahu whakamua

Regular updates will be provided on progress with delivery of the business plan.

8. Confirmation of statutory compliance Te Whakatuuturutanga aa-ture

As required by the Local Government Act 2002, staff confirm the following:

The report fits with Council's role and Terms of Reference and Delegations. Confirmed

The report contains sufficient information about all reasonably practicable options identified and assessed in terms of their advantages and disadvantages (*Section 5.1*). Confirmed

Staff assessment of the level of significance of the issues in the report after consideration of the Council's Significance and Engagement Policy (*Section 6.1*). Low

The report contains adequate consideration of the views and preferences of affected and interested persons taking account of any proposed or previous community engagement and assessed level of significance (*Section 6.2*). Confirmed

The report considers impact on Maaori (<i>Section 5.5</i>)	Confirmed
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The report and recommendations are consistent with Council's plans and policies (<i>Section 5.4</i>).	Confirmed
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The report and recommendations comply with Council's legal duties and responsibilities (<i>Section 5.3</i>).	Confirmed
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9. Attachments

Nga taapirihanga

Attachment 1 – Chief Executive's KPI worksheet

Chief Executive's KPIs – 2023/2024

Overarching Council Vision: "Liveable, Thriving and Connected Communities"

Staff & Wellbeing Vision: "Work Safe, Home Safe"

Key project/priority	Key deliverables/KPIs	Update & Delivery Comments	RAG Status	
1. Consistent delivery of Core Services. (Council will focus on reliable and essential services that keep our community safe and resilient)	1.1	<p>The 2023/2024 Annual Plan is delivered within the agreed budget, financial strategy, legislative compliance, and in accordance with variations approved by Council. Provide regular updates to the Performance & Strategy Committee on progress, with recommended remedial actions for any actual/potential impacts on agreed delivery.</p>	<p>The 2023/24 Annual Plan has been adopted by Council.</p> <p>The December 2023 quarter two report is included in this agenda.</p> <p>No remedial actions identified for this quarter.</p>	
	1.2	<p>Capital Works are delivered within the agreed budget and in accordance with variations approved by Council. Provide regular updates on progress, with recommendations for remedial actions to be undertaken where there are any barriers to the delivery of the projects, with a focus on the following key areas of work:</p>	<p>Delivery is progressing well. All known projects in the pipeline (proposal phase) have a procurement, contract and delivery approach identified.</p> <p>The December infrastructure committee received a detailed and visual representation of the capex portfolio. This included forecasting indicating an approximate 90% completion rate. Work continues to increase this forecast.</p> <p>Several significant projects have been completed over this period including toilets, carparks and sport park lighting upgrades.</p> <p>Communication to stakeholders using multiple channels including site signage and timely project updates on our website continues to be the current improvement focus for project managers.</p>	
	a)	<p>Three Waters (projects managed and delivered via Watercare).</p>	<p>Year-to-date expenditure is \$26.8 million against a forecast of \$48 million.</p> <p>Maramarua WWTP dispersal bed replacement was completed in December.</p>	

			<p>The Te Kauwhata wastewater treatment plant was commissioned in December. A plant opening with Community Stakeholders is being planned for March 2024.</p> <p>The construction of Te Kauwhata Reservoir One is complete and will be commissioned in February 2024. The preload will be removed, and Reservoir Two construction will commence with earthworks.</p> <p>Council has approved an additional \$12.05 million towards Whaingaroa Raglan WWTP upgrade and the tender has been awarded. Treated effluent disposal options are still being considered with land-based disposal and harbour outfall disposal being evaluated.</p>	
		<p>b) Roothing (projects predominantly delivered through the Waikato District Alliance)</p>	<p>YTD capital spend is \$14.319M.</p> <p>Several projects are currently in physical construction, while a few are in the finalization stages of design.</p> <p>Physical works are currently in progress for the River Road and Lake Road Roundabout projects, physical works on Horotiu has commenced 30th January 2024. Stormwater works for Festival Way commenced in December. The tender evaluation for Festival Way Roothing is ongoing. The tender for the Munro Road Project has closed, with the project set to commence in February 2024. Physical works have begun for the Pokeno Main Street project, with site establishment already completed. Progress on all Road to Zero Projects remains on track within the Alliance. The level of delivery is increasing as we are progressing through construction season.</p>	
		<p>c) Sustainable communities (including community aspirational projects, blueprints, economic development incorporating social & community related projects).</p>	<p>Delivery of capital projects in Open Spaces and Community Facilities (formerly Community Connections) are well in flight with current YTD expenditure at \$9,061,090.</p> <p><u>Open Spaces</u> Delivery of Open Spaces capital projects is progressing with \$6,861,294 YTD.</p> <p>With several major projects inflight such as Raglan wharf, Pookeno Sports Ground and Onewhero & Doctor John Lightbody carpark upgrades underway, expenditure will increase significantly before year end.</p> <p>Major projects completed so far this year include Northern Wi Neera</p>	

		<p>seawall, major lighting renewals across Patterson Park and Huntly West domain and several carpark and hard court renewals across the district.</p> <p>It is anticipated that forecast annual expenditure will reach \$15m before the end of the year.</p> <p><u>Community Facilities</u> Delivery of capital projects in the Community Facilities area is progressing well with \$2,199,796.70 spent year to date.</p> <p>Major projects completed so far this year include Tamahere Toilet block, Sunset Toilet block refurbishment completed. Construction of Pookeno and Te Kowhai toilet block complete with installation and site works due to be completed before financial year end. Huntly boiler has had many challenges but will be completed by financial year end. Raglan Beacon project was completed. Ngaruawahia Council Office projects are in flight and due to be completed before financial year end. Brownlee Ave carpark renewal is completed and the wash bay project is underway. Raglan Arts Centre carpark was completed outside of the LTP due to severe subsidence. Various smaller renewal projects are still to be prioritised.</p> <p><u>Community & Economic Growth</u> A Hikoi hosted by Ngaati Naho for the Community Growth group took place in November. The Hikoi was the next phase of the economic and community led development partnership work with Ngaati Naho for Te Pai Na (Mercer).</p> <p>Two major business events were hosted by the Economic Development Team this quarter. In partnership with Amotai (a Maaori and Pacifica business mentor programme), Council hosted 130 Maaori and Pacifica business owners. Six businesses were linked with the Council's Projects, Assets, and Infrastructure teams for future potential work contracts.</p> <p>A second event, in partnership with Hampton Downs was held for existing Waikato District business owners at Hampton Downs raceway, where 58 business owners were introduced to business support agencies. The Council's Strategic Planning team and the Growth and Analytics team presented to the business owners.</p>	
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			<p>A role to support Community Boards and Committees has been established within the Economic and Community Led Development team. The purpose of this role is to support Community Boards and Committees to develop their own plans and to refocus their activities to lead on community outcomes.</p> <p>The Waste Assessment draft was sent to the Officer of Health before Christmas. We are still tracking in good time get this to Council before the MfE (Ministry for the Environment) deadline for compliance with the timeline to review the Waste Minimisation and Management Plan (31st of May 2024 is the date MfE need us to present this Waste Assessment to Council and decide to review/or not the WMMP).</p> <p><u>Tuakau resource recovery centre:</u> Project underway. Consultants are currently working on the operational model; we are also undertaking a review of the current concept to identify savings in the capital cost and develop a staging plan. A meeting has been held with MfE to discuss funding.</p>	
		d) Solid waste – complete agreed implementation plan by 30 June 2024.	<p><u>Capital works:</u></p> <p>There is further work to be done at the Raglan site around barrier protection around the rubbish skips to stop any cars accidentally backing right off, this will be a more complex and costly fix, so we are working with them on this and has been included in the LTP discussions.</p>	
	1.3	The 2024-2034 LTP document is complete by 30 June 2024.	<p>The LTP timeframes have been revised as a result of the budgeting process taking longer than anticipated with a new financial system, however overall we still anticipate delivering the project by 30 June 2024.</p> <p>Workshops are planned with Council in January and February to discuss the detailed budgets and for Elected Members to provide decisions for staff to implement Updates are provided to each Performance & Strategy meeting and Community Boards and Committees, including risk assessment.</p>	
2. Council Responsiveness (Council will improve its responsiveness and communication to	2.1	a) Complete the review of the Service Request system by 31 December 2023 (all service requests logged in property and rating).	<p>Work largely completed on the 'Ways of Working' changes across all teams to ensure all Service Requests are accurately tracked within TechOne Property & Rating. 31-Dec date was missed for a small number of requests. A remediation plan is in place to address these by 29-Feb.</p>	

communities and customers).		b) Complete priority improvements (partner two way and automated email or text to customer) by 31 March 2024.	Antenno, Automated Email to customers on receipt of request, & Alert Notifications to staff implemented. Integration in place with Watercare. Semi-automated Status update emails implemented. Notification emails when work completed due in March-24. Amourguard & Citycare integration due Mar-24 & Jul-24 respectively.	
		c) System fully operational (including training) by 30 June 2024.	On schedule to have system fully operational by 30-June-24, with exception of Citycare integration which will be one month later.	
	2.2	a) Review and update the strategic communications plan. The revised plan to be approved by council by 31 March 2024.	The review of the Communication Strategy has commenced and a draft is now complete. This has been informed by stakeholder engagement and an action plan and resourcing plan is in progress. Workshop held with Council late November. A survey of key stakeholders (including Council) has been completed to provide a benchmark of current performance.	
		b) Implement the agreed plan and report on progress quarterly.	An action plan is being prepared as part of the Strategy, including resourcing, processes, and systems. This includes a change management plan given the need for different ways of working.	
3. Building Community Resilience & Connectivity We will prioritise the wellbeing of our district by building and supporting strong and resilient communities. Our district is easy to explore, and communities are connected and well informed).	3.1	a) Amend and update priority existing community response plans by 30 June 2024.	Work is continuing to support the Community Response Planning. We are still experiencing a high level of participation in the process with 17 plans active at various levels of completion. Te Kauwhata is completed and has moved into sustainability activity. Raglan and Onewhero are expected to be complete before the end of February with Tuakau and Port Waikato completed by April. Gordonton has now officially begun the mapping and planning process and we have a further 12 communities in various stages of development. We are supporting these groups with recovery funding from DIA which is providing initial resources to support plan development.	
		b) Develop priority marae, community and business continuity plans following relevant community engagement by 30 June 2024.	We continue to work toward a pilot MOU with Mangatangi Marae. This is in the final stages and details of the signing and implementation are being discussed. To get to this point the process has been about trust, maintaining The MOU will be an acknowledgement of the need for a relationship that is established <u>prior</u> to an emergency. This is important for emergency management because we need marae to have an existing relationship with us, so that if we need to ask them to support their community in a	

			<p>crisis, they are well prepared, they understand the system and how it works, and we are already working together.</p> <p>In the process of developing the document, our team have worked to demonstrate Mangatangi Marae the opportunities that are available to support their development, what resilience is and the opportunities that exist to support resilience building. A few examples of the work that the team are doing:</p> <ul style="list-style-type: none"> • Supporting funding applications – Mangatangi Marae have had funding approved for a new Wharenuui, and the team have supported their application with a letter of support, however in the future the MOU can be provided as proof that they are working with CDEM to build resilience. • Assisting with some consenting administration. • Working with Fire and Emergency New Zealand (FENZ) to potentially install more water tanks that can be utilised in response by FENZ and by the marae to increase their potable water storage. • Assisting the marae to work with FENZ and TPK on the installation and funding of fire systems for their new buildings. • Facilitating between the marae and WRC about response to climate adaptation and improve river stabilisation restoration works along Mangatangi stream. • Planning to implement capacity building workshop to 11 Marae (including Mangatangi) in collaboration with the Agency Roopu (16 agencies including DIA, NGOs and Iwi) and our emergency management team. • Waikato-Tainui, TPK, DIA, FENZ and St John have provided a high level of support and engagement to benefit the marae through the teams' engagements. The agencies have been very responsive and are working collaboratively to support resilience with Marae and working with our team. • CDEM AKL have been engaging with Ngaati Tamaoho (including Mangatangi Marae) to provide spatial information for all their Marae from AKL CDEM. The team facilitated the collaboration. 	
	3.2	Achieve an emission reduction target of 16% relative to 2023 emissions for the year ended 30 June 2024.	The achievement of this target is reliant on the replacement of the Huntly aquatic centre gas boiler which was planned for December 2023. Due to delays, we have applied to EECA for an extension which will likely be granted and confirmed in February 2024. Although the Government has	

			<p>ceased funding in this area, our contract extension with EECA is unlikely to be impacted.</p> <p>We expect in excess of a 14% reduction in Co2e emissions from the gas boiler. Other emission reductions are expected to come from transition to hybrids and EV in fleet and LED office light replacement. These targets will not be realised until 2025.</p> <p>Council's operational Greenhouse Gas Inventory has been released and we have achieved a 5% emission reduction in the 2022/2023 year. This has been primarily due to our fleet transitioning to hybrid/EV (away from diesel) and the emission factors for electricity being updated by MfE. In addition, we have expanded some of our 'scopes' to include further reporting.</p> <p>Electricity, natural gas, cattle and fleet fuels make up 92% of Council's operational emissions. Travel, LPG, waste to landfill, and working from home make up the remaining 8%.</p> <p>There is a small but steady decline in emissions each year. In addition, our new Climate Response and Resilience Strategy has been approved and resources and support will be provided to key units to upskill and assist in identifying emission reductions. Our operational Climate Action Plan and community Climate Action Plan will be a key focus this year, delivering on the Climate Response and Resilience Strategy.</p>	
	3.3	Develop a community connectivity plan by 31 March 2024, and commence implementing agreed actions.	Planning is underway for the preparation of the document. This brings together different workstreams within council.	
4. Building relationships (We are focused on building our cultural competence and responsiveness by improving our relationships. We will uphold Te Tiriti	4.1	a) Provide evidence of outcomes achieved through initiatives, collaboration, and engagement with mana whenua (including mana whenua forums) on a half yearly basis to the Performance & Strategy	We continue to work to build enduring relationships with mana whenua. Our efforts have been restricted as we work through the recruitment of our Executive Manager Maaori Partnerships position. Mana whenua input has been used to inform the development of a housing strategy for Council.	

o Waitangi and weave Te Reo Maaori into our work).		Committee		
		b)	Demonstrate progress on delivering at least three of the strategic initiatives of the Waikato-Tainui JMA workplan.	<p>The workplan was confirmed and adopted at the September JMA meeting. Components of the Work Programme have been superseded by the change of government. For example, 3 waters reform and RMA reform. Waikato District Council and Waikato-Tainui are active members of the Mayor & Iwi Chairs Forum which is focusing on the ability for local government and Iwi to work together for the best community outcome for 3 waters.</p> <p>Specific areas that have progressed during the year are:</p> <ul style="list-style-type: none"> • Toituu resiliency • Better off funding projects • Structure Planning • Waikato Proposed District Plan appeals
	4.2	a)	Central Government – Provide quarterly evidence of the key outcomes achieved by the Chief Executive through building relationships with central government that are related to Council's future strategies and delivery aspirations.	<p>The government has indicated that it will repeal 3 waters and RMA legislation. Work programmes are being adjusted to reflect this.</p> <p>Early engagement has been held with Minister Potaka in line with government work programmes.</p> <p>We continue to work with Department of Internal Affairs, MBIE, Kainga Ora, Ministry of Housing & Urban Development and Waka Kotahi.</p>
	b)	Focus should be on the crown agencies and associated Ministers identified by a Central Government Advocacy Action Plan to be adopted by Council by 31 December.	<p>An advocacy approach with central government was provided in a recent council briefing. This largely involves utilising staff and supplementing this when needed by external advisers.</p> <p>Briefings for Incoming Ministers (BIMs) were sent to the following ministers and their respective chief executives on 19 January 2024:</p> <ul style="list-style-type: none"> • Hon Simeon Brown, Minister of Transportation and Local Government • Hon Chris Bishop, Minister of Housing, RMA and Infrastructure • Hon Mark Mitchell, Minister for Emergency Management 	

	4.3	a) Design and implement a Developers Forum focused on building relationships and improvements in customer service by 30 June 2024.	Customer Support and Community Growth to co-lead. General Managers met with the Mayor to clarify expectations. Initial Developer engagement (which may be virtual or email) this calendar year to scope up. Staff met with Mayor Jacqui to clarify the purpose of the Developers Forum. During this meeting, it was noted that there are already a number of engagement initiatives underway and a review of them is needed to identify any gaps before new initiatives are started. This was due to occur in a Councillor workshop. However as workshop time was limited at the end of last year, this will now be programmed ASAP this year.	
	4.4	a) Develop and implement a Rural Economic Advisory Panel (REAP) incorporating key representatives from the rural sector.	The Economic Development Advisor, appointed to manage REAP commenced their role on January 15, 2024.	
		b) Establish the forum and commence meetings by 31 December 2023.	The next REAP meeting in March will work towards a work programme to support primary industries.	
5. Sustainable Growth (We plan for growth in a sustainable and responsible way, ensuring we embrace our local heritage and sense of community)	5.1	a) Develop a sustainable growth funding strategy by 31 March 2024.	Refer to separate agenda paper.	
		b) Implement the approved plan and demonstrate agreed targeted benefits by 30 June 2024.		
		a) Demonstrate progress in making the Proposed District Plan operable: (i) Make the uncontested parts of the Proposed District Plan operative by 31 December 2023.	(i) The breadth of outstanding appeals (some refer broadly to the General Rural Zone) means many chapters cannot be treated as operative. We continue to assess, and when appropriate will collate several chapters to make operative, rather than a piecemeal approach. This could realistically occur in third quarter of 2024.	

		(ii) Prepare an action plan to advance the appeals by 31 December 2023.	(ii) The decision on V3, application of MDRS, impacts on the delivery of an Operative Plan. The implications and interaction with appeal resolution is being assessed. The delivery of a 'partially' Operative plan is still proposed to occur in the third quarter, with fully Operative occurring on resolution of all appeals and the decision of V3.	
		(iii) Report regularly on progress with outstanding appeals.	(iii) The Action Plan is effective and appeals continue to be resolved. Twelve consent orders are currently being drafted or are with the Courts to approve. Reports on the progress of appeal resolution occurs at approx six-week intervals through the PDP Sub Committee Process. Updates to the Full Council are provided as milestones are met.	
6. Staff and Culture (including leadership, engagement, and retention)	6.1	a) Outline what initiatives have been undertaken to strengthen the internal culture and leadership of the organisation and provide staff survey results to indicate whether these have been successful or not.	<p>Gateway for 2024's Takitaki cohort attracted an impressive 77 applications to interview, consider and offer places too. The 2024 cohort of 30 participants will begin their leadership journey in February.</p> <p>End of year celebration's recognised and rewarded the years achievements and also in response to the staff survey, allowed personal connection opportunity. All offices closed for half a day to enable participation of all staff. We have three new General Managers and the group celebrations enabled their closer connection into their wider teams.</p> <p>Work safe home safe, our annual return to work safety initiative is planned for February 2024 and also this year we bring in a new concept of connection into our staff values with a focus on 'do it RIGHT' months. This means our staff are aware of the things they need to know and do to keep themselves safe e.g., policies and processes like bullying and harassment, protected disclosures etc. This is also in responses to our staff survey feedback where we want to improve staff's knowledge in these areas.</p> <p>A full staff 'Team up" is planned for post Easter 2024. The theme/purpose/key messages are currently being confirmed but will include key messaging from the launch of Our Plan our internal strategy document, themes and priorities for the year, our values and the opportunity to mix and get to know staff from across the organisation.</p>	

		<p>b) Provide evidence on recruitment strategies being used to attract new talent, and retention strategies in place, including an assessment of effectiveness (retention rate, staff turnover, open jobs).</p>	<p>Our new Talent Acquisition Business Partner is focusing on a consistent and quality induction for new starters and has started as part of our recruitment strategy to upskill people leaders/focus on our Employee Value Proposition.</p> <p>While roles in some cases are taking longer to fill, we are attracting strong applicants.</p> <p>Internal promotions and succession planning is in place and evident e.g., GM Customer Support, GM Community Growth & GM Service Delivery which will have flow on internal opportunities and appointments.</p> <p>Current open roles: 24 (various stages of the process) 13 new hires started last month and 8 employee exits. Labour turnover (LTO) 18.66%</p>	
	6.2	<p>Develop and implement a diversity strategy, starting with a Te Tiriti strategy which will uphold the principles of Te Tiriti o Waitangi.</p>	<p>Our Executive Manager Maaori Partnerships started on 31 January and will play a key role in internal capability building around Maaori cultural competency as we develop and deliver our work programme.</p> <p>Te Tiriti training and Te Reo learning will continue with the goal of all staff completing the training.</p> <p>Key support partner "Diversity Works" in place and supporting learning through Takitaki and strategy development support.</p> <p>Capability Team Leader is in place and uplifts capacity in the Capability team to deliver on Our Plan strategy.</p> <p>The Staff engagement group (The Pulse) is now up and running with representation from across the organisation. The group has come together with a new brand in conjunction with our unions with the purpose being a key communication channel to ELT (voice of staff), policy feedback, solution finding for issues etc.</p>	
7. Zero Harm (Work Safe, Home Safe)	7.1	<p>Complete the Strategic Plan work for 2023/2024 by 30 June 2024.</p>	<p>The focus on the management of our critical risks continues. Work continues to progress on the review of existing risk control plans for workplace violence, working on the road or roadside and on road driving. The security risk review reports have been received for each office/library site and action plans to address any improvement opportunities are being developed. The delivery of our annual Work Safe Home Safe event is currently taking priority with the support of a project team and the People</p>	

			& Capability Teams. We are also in the process of recruiting for a new Zero Harm Advisor to replace one of our advisors who is leaving after 9 years of service. We continue to progress the implementation of our ZHSMS and the improvement opportunities identified in the ISO45001 external audit.	
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Footnote:

1. The Chief Executive has agreed to deliver KPIs, subject to any changes due to Council's change of direction on any of the KPIs, in which case such changes would be considered. Delivery will also be subject to factors within the control of the Chief Executive.
2. Each deliverable including subcategories (e.g. (a), (b) etc.) will be assessed and scored.

To	Performance & Strategy Committee
Report title	Exclusion of the Public
Date:	Monday, 19 February 2024
Report Author:	Thomas Rowland, Democracy Advisor
Authorised by:	Gaylene Kanawa, Democracy Manager

1. **Staff recommendations** **Tuutohu-aa-kaimahi**

THAT the public be excluded from the following parts of the proceedings of this meeting.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
Item PEX 2 Minutes from meeting held on Monday, 4 December 2023	Good reason to withhold exists under Section 6 or Section 7 Local Government Official Information and Meetings Act 1987	Section 48(1)(a)
Item PEX 3.1 Unregistered Dog Fees Write Off 2023		
Item PEX 3.2 Growth Funding Approach		

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public, as follows:

Item No.	Section	Interest
Item PEX 2 Minutes from meeting held on Monday, 4 December 2023	Refer to the previous Public Excluded reason in the agenda for this meeting.	
Item PEX 3.1 Unregistered Dog Fees Write Off 2023	7(2)(g)	To protect legally privileged information
Item PEX 3.2 Growth Funding Approach	7(2)(b)(ii)	To protect information that would otherwise unreasonably prejudice a person's commercial position

2. Attachments

Ngaa taapirihanga

There are no attachments for this report.
