

Notice of Meeting:

I hereby give notice that an ordinary Meeting of the Council will be held on:

Date: Thursday 7 February 2019
Time: 9.30am
Meeting Room: Council Chamber
Venue: Municipal Building, Garden Place, Hamilton

Richard Briggs
Chief Executive

Council OPEN LATE AGENDA

Item 19: Review of Future Proof and Hamilton to Auckland Corridor Plan Governance Arrangements

Membership

Chairperson	Mayor A King
Deputy Chairperson	Deputy Mayor M Gallagher
Members	Cr M Bunting
	Cr J R Casson
	Cr S Henry
	Cr D Macpherson
	Cr G Mallett
	Cr A O'Leary
	Cr R Pascoe
	Cr P Southgate
	Cr G Taylor
	Cr L Tooman
	Cr R Hamilton

Quorum: A majority of members (including vacancies)

Meeting Frequency: Monthly – or as required

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5 February 2019
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Council Report

Item 19

Committee: Council
Author: Blair Bowcott
Position: Executive Director Special Projects
Report Name: Review of Future Proof and Hamilton to Auckland Corridor Plan Governance Arrangements

Date: 07 February 2019
Authoriser: Blair Bowcott
Position: Executive Director Special Projects

Report Status	<i>Open</i>
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Purpose

1. To seek the Council's approval of the governance arrangements for the Hamilton to Auckland Corridor Plan.

Staff Recommendation

2. That the Council:
 - a) receives the report;
 - b) approves the Future Proof growth management partnership to be repurposed to respond to the Hamilton to Auckland Corridor Plan as described in section 3 and recommendations 4(a) – 4(i) in Attachment 1 to this report:
 - i. Use the Future Proof governance, management and technical model, and invite Auckland partners and central government representation, to respond to the Hamilton to Auckland Corridor Plan;
 - ii. Invite central government and Auckland Council (and other Auckland partners where appropriate) to have representation on Future Proof structures at all levels;
 - iii. Convene more regular Future Proof Implementation Committee meetings on a bimonthly basis, with informal workshops in the "off" months;
 - iv. Chief Executive Advisory Group members to report/present at Future Proof Implementation Committee meetings on the direction/strategic matters;
 - v. Hold six monthly partnership stocktake meetings with Chief Executive Advisory Group members;
 - vi. Retain the independent chair model;
 - vii. Include standing items on the Chief Executive Advisory Group and Future Proof Implementation Committee agendas in relation to project check-ins;
 - viii. Report a summary of Future Proof Implementation Committee meetings to partner council Committee/Council meetings;
 - ix. Review the number of representatives from each organization on Future Proof Implementation Committee post local government elections in October 2019.

- c) notes that Council's approval of 2b) above is subject to the following conditions and requests the Chief Executive negotiate these further changes with the other growth management partnership representatives:
- i. a new name for the partnership to reflect its new focus and participants;
 - ii. the primary focus of the new partnership is to:
 - respond and deliver on the Government Urban Growth Agenda with respect to the Hamilton to Auckland corridor;
 - to respond and deliver the Hamilton to Auckland Corridor Plan and growth planning for the sub-region;
 - to guide the development of the Hamilton-Waikato Metropolitan Spatial Plan;
 - the revision of the draft Future Development Strategy (required by the National Policy Statement on Urban Development Capacity), growth strategies and other planning processes (such as working with the Urban Development Authority) for the sub-region;
 - iii. the Memorandum of Understanding, Joint Committee Agreement and Terms of Reference for the governance, management and technical model are reviewed to reflect the new focus and participants;
 - iv. the Terms of Reference for the independent chair are reviewed and subject to appropriate procurement processes, noting the current contract expires at 30 June 2019;
 - v. the external resourcing needed by the partnership is reviewed and subject to appropriate procurement processes, noting the current contract expires 30 June 2019.
- d) requests the Chief Executive negotiate with the other growth management partnership representatives to withdraw the existing Future Proof resolution to invite Matamata-Piako District Council to join the partnership, and instead seek that Matamata-Piako District Council are engaged as a key stakeholder to the Hamilton to Auckland Corridor Plan and the Metropolitan Spatial Plan; and
- e) notes that the Hamilton to Auckland Corridor Plan governance arrangements will be considered by the Governance Group of Ministers, Mayors and Chairs on 15 February 2019 and the Future Proof Implementation Committee on 20 February 2019, with Hamilton City Council represented by the Mayor and Councillor Macpherson; and
- f) notes that the Hamilton to Auckland Corridor Plan, will be reported to the Growth and Infrastructure Committee on 26 March 2019.

Executive Summary

3. The Hamilton to Auckland Corridor Plan development has been progressing during 2018.
4. The Corridor Plan recognises the importance of the Hamilton-Waikato metropolitan area and its links to the Auckland metropolitan area.
5. The Corridor Plan outlines a series of initiatives to pursue in 2019 that are closely aligned with the intent of the Greater Hamilton Growth Strategy Council report of 11 October 2018, including the development of a Hamilton-Waikato Metropolitan Spatial Plan as a priority initiative.
6. A Governance Group meeting will be held on 15 February 2019 to endorse the draft Corridor Plan and make a series of recommendations to each Council to consider and for the Minister of Housing and Urban Development, and Transport to report to Cabinet.

7. Partnerships and collaboration are critical success elements for the future delivery of the Corridor Plan. Repurposing existing structures is also key to making fast progress. With this in mind, the existing Future Proof Growth Management Partnership is proposed to be updated with a new governance and executive/technical structure to become the primary delivery mechanism for the Corridor Plan from 2019.
8. The proposal that will be considered is that Future Proof is expanded with an invitation to include Central Government representation (Government Ministers) and Auckland Council at both Governance and executive/technical levels. The current resourcing would be reviewed to ensure it is appropriate to deliver on the relevant key transformational initiatives. The summary of changes proposed to Future Proof are outlined in Attachment 1.
9. Staff consider that in addition to these changes already proposed to the Future Proof Growth Management Partnership, that Hamilton City Council request these additional changes:
 - a new name for the partnership to reflect its new focus and participants
 - the primary focus of the new partnership is to:
 - respond and deliver on the Government Urban Growth Agenda with respect to the Hamilton to Auckland corridor;
 - to respond and deliver the Hamilton to Auckland Corridor Plan and growth planning for the sub-region;
 - to guide the development of the Hamilton-Waikato Metropolitan Spatial Plan;
 - the revision of the draft Future Development Strategy (required by the National Policy Statement on Urban Development Capacity), growth strategies and other planning processes (such as working with the Urban Development Authority) for the sub-region;
 - the Memorandum of Understanding, Joint Committee Agreement and Terms of Reference for the governance, management and technical model are reviewed to reflect the new focus and participants;
 - the Terms of Reference for the independent chair are reviewed and subject to appropriate procurement processes, noting the current contract expires at 30 June 2019;
 - the external resourcing needed by the partnership is reviewed and subject to appropriate procurement processes, noting the current contract expires 30 June 2019;
 - requests the Chief Executive negotiates with the other growth management partnership representatives to withdraw the existing Future Proof resolution to invite Matamata-Piako District Council to join the partnership, and instead seek that Matamata-Piako District Council are engaged as a key stakeholder to the Hamilton to Auckland Corridor Plan and the Metropolitan Spatial Plan.
10. Government officials have advised that amending the Future Proof Growth Management Partnership in the manner described above to provide the new partnerships arrangements for the Hamilton to Auckland Corridor Plan is supported by the Minister of Housing and Urban Development, and Transport.
11. The Future Proof Implementation Committee will consider the proposed changes to its structure on 20 February 2019.
12. The key findings and recommendations from the Governance Group meeting and Future Proof Implementation Committee will be reported to the Growth and Infrastructure Committee on 26 March 2019.

13. Staff consider the matters in this report have low significance and that the recommendations comply with the Council's legal requirements.

Background

14. An update was provided on the Hamilton to Auckland Corridor Plan at the Growth and Infrastructure Committee on 6 December 2018. That report can be viewed [here](#).
15. As part of the Government's Urban Growth Agenda and focus on spatial planning, the Hamilton to Auckland Corridor Plan has been developed through a partnership between Central Government, Local Government and Iwi.
16. The Corridor Plan is a transformational piece of work to plan for growth over the long term. The Plan aims to better support growth and increase connectivity within the Hamilton to Auckland corridor while improving housing affordability and choices, improving access to employment, services and amenities, and creating new employment opportunities. The Corridor Plan builds on the thinking and planning of the Future Proof Growth Management Partnership, Hamilton Urban Growth Strategy, Auckland Development Strategy, Government Urban Growth Agenda and other Crown-local authority partnerships and programmes.
17. Its purpose is to develop an integrated spatial plan, and to establish ongoing growth management partnerships for the transport corridor between Hamilton and Auckland, by:
- Identifying and accelerating transformational opportunities;
 - Outlining key housing, employment, social, environmental and network infrastructure priorities for the corridor over the long term to successfully accommodate growth and address levels of service, remedial or renewal needs;
 - Identifying planning, development, infrastructure, mitigation and restoration works required, and funding and legislative projects partners may take over the short, medium and long-term.
18. The Corridor Plan and its associated key projects will require an enduring partnership to govern and manage the work programme.
19. There is Governance Group meeting on 15 February 2019 that will consider the draft Spatial Plan for the Hamilton to Auckland Corridor, the partnership model to govern the Corridor Plan and the Terms of Reference for a Hamilton-Waikato metro Spatial Plan.
20. This report relates to the partnership arrangements for the Corridor Plan.

Discussion

21. Strong and enduring partnerships for managing growth are essential to successfully deliver on the Corridor Plan.
22. The Hamilton to Auckland Corridor Plan Governance Group and the Future Proof Implementation Committee will consider changes to the Future Proof partnership to incorporate the Corridor Plan. The changes are intended to refocus and refresh Future Proof and expand its membership. This is an outcome that Hamilton has advocated for.
23. Changing the Future Proof Growth Management Partnership has emerged from the recognition that the Corridor Plan requires a collaborative and enduring framework, and that it is easier to repurpose and build on an existing partnership than start again, especially with the extensive and highly valued Iwi relationships that are part of the Future Proof structure.

24. The proposal that will be considered is that Future Proof is expanded with an invitation to include Central Government representation (Government Ministers) and Auckland Council at both Governance and executive/technical levels. The current resourcing would be reviewed to ensure it is appropriate to deliver on the relevant key transformational initiatives. This proposal has been considered by the Future Proof Implementation Committee in December 2018 (refer report in Attachment 1) but no decision was made pending further discussion by Hamilton City Council, and the other partner councils.
25. Council has discussed the review of Future Proof and the proposed governance arrangements for the Hamilton to Auckland Corridor Plan at two briefings (13 December 2018 and 31 January 2019). The direction from these briefings is that the repurposing of the Future Proof Growth Management Partnership is supported, subject to additional changes described as follows:
- a new name for the partnership to reflect its new focus and participants
 - the primary focus of the new partnership is to:
 - respond and deliver on the Government Urban Growth Agenda with respect to the Hamilton to Auckland corridor;
 - to respond and deliver the Hamilton to Auckland Corridor Plan and growth planning for the sub-region;
 - to guide the development of the Hamilton-Waikato Metropolitan Spatial Plan;
 - the revision of the draft Future Development Strategy (required by the National Policy Statement on Urban Development Capacity), growth strategies and other planning processes (such as working with the Urban Development Authority) for the sub-region;
 - the Memorandum of Understanding, Joint Committee Agreement and Terms of Reference for the governance, management and technical model are reviewed to reflect the new focus and participants;
 - the Terms of Reference for the independent chair are reviewed and subject to appropriate procurement processes, noting the current contract expires at 30 June 2019;
 - the external resourcing needed by the partnership is reviewed and subject to appropriate procurement processes, noting the current contract expires 30 June 2019;
 - requests the Chief Executive negotiates with the other growth management partnership representatives to withdraw the existing Future Proof resolution to invite Matamata-Piako District Council to join the partnership, and instead seek that Matamata-Piako District Council are engaged as a key stakeholder to the Hamilton to Auckland Corridor Plan and the Metropolitan Spatial Plan.
26. There would be no change to the Hamilton representation on the Future Proof Implementation Committee.

Financial Considerations

27. There are no direct financial matters related to this particular decision, but HCC does make an annual financial contribution to Future Proof. It is envisaged this same contribution will continue under the new partnership.

Legal and Policy Considerations

28. There are not considered to be any legal or policy implications at this stage.

Cultural Considerations

29. Iwi are project partners are represented on both the H2A Governance and Steering Groups. This includes Waikato Tainui and other Iwi with an interest in the North Waikato and South Auckland area, and their interests have been reflected in the proposed partnership arrangements.

Sustainability Considerations

30. The Corridor Plan is underpinned by a number of principles which relate to sustainability, including, that future urban development should:
- contribute to the restoration and protection of the Waikato and Waipa Rivers and indigenous biodiversity within the corridor;
 - recognise resource management issues that are of national significance;
 - protect high quality soils for growing food;
 - anticipate the transition to a low-carbon future, build climate resilience, and avoid increasing the impacts and residual risks of natural hazards;
 - be more transit and public transport-oriented.

Risks

31. The Corridor Plan has benefited from strong Minister and Government agency support to date. Maintaining that support and commitment through the enduring partnership model (proposed as the repurposed Future Proof Growth Management Partnership) is important, especially as the initiatives from the Corridor Plan are pursued in 2019. This support is also critical as we pilot and seek to utilise new planning, funding and financing tools to advance high quality, urban development.
32. Resourcing for implementation is anticipated to be through existing budgets and staff, however there are still unknowns as to what will be required and by whom.
33. The implementation of the Corridor Plan is reliant on new planning, funding and financing tools becoming available.
34. The Corridor Plan is a non-statutory document and requires the alignment of multiple parties to deliver on its outcomes. Consultation may occur in 2019 on elements of the Corridor Plan which will give it a higher level of weighting. Consideration will also need to be given as to whether initiatives are referenced in existing statutory planning documents.
35. The potential for a change in Government in 2020 means that the Corridor Plan and the long-term growth initiatives it outlines needs to be enduring.

Significance & Engagement Policy

Significance

36. Having considered the Significance and Engagement Policy, staff have assessed that the matters in the report have low significance, however the implementation of the Corridor Plan key initiatives may have higher significance should they progress.

Engagement

- 37. Community views and preferences are already known to the Council through existing planning documents and processes, and this has been fed into the development of the Corridor Plan.
- 38. It is likely there will be specific consultation and engagement undertaken on a project-by-project basis as the key Corridor Plan initiatives are implemented.

Attachments

Attachment 1 - Future Proof Looking Forward 5 December 2018



TO: Future Proof Implementation Committee
FROM: Future Proof Chief Executive's Advisory Group
DATE: 5 December 2018
SUBJECT: Future Proof Looking Forward

1. PURPOSE

The purpose of this report is to provide the Future Proof Implementation Committee ("FPIC") with a set of key messages and proposals on the Future Proof partnership, recommended by the Future Proof Chief Executive's Advisory Group ("CEAG").

2. BACKGROUND

The Future Proof Chief Executive's Advisory Group participated in a series of dedicated workshops on the Future Proof partnership to:

- Explore and affirm what the partnership means and the value that it adds.
- Identify any issues for the partnership and outline how the parties will continue to work together.

The workshops were facilitated by Dr Helen Ritchie and took place in November 2018.

The CEAG has identified a set of key messages and proposals, outlined below, for FPIC on the Future Proof partnership moving forward.

3. KEY MESSAGES AND PROPOSALS

Responding to the Hamilton to Auckland Corridor Plan

The Hamilton to Auckland Corridor Plan (Corridor Plan) Steering Group met on 28 November 2018. It supported the CEAG observations and agreed to recommend an expanded Future Proof governance, advisory and technical model to oversee Corridor Plan outputs and implementation, with representation to include central government and Auckland Council (plus other Auckland partners, where appropriate). The expanded representation model reflects the joint partnership approach and membership that has been used to great success in developing the Corridor Plan this year. The changes are intended to refocus and refresh Future Proof.

The expanded Future Proof partnership has emerged from the recognition that the Corridor Plan requires a collaborative and enduring framework, and that it is easier to repurpose and build on an existing partnership than start again, especially with the extensive and highly valued iwi relationships that are part of the Future Proof structure.

The concept will be developed in greater detail following the forthcoming Ministerial and Waikato leaders briefing on 14 December 2018. It will also need to reflect input from senior government officials and any outputs from Cabinet discussions which probably won't be available until March or April 2019. The Future Proof partnership will also need to assess any suggested government arrangements from its perspective. The current Future Proof resourcing would be reviewed in due course to ensure it is appropriate to deliver on the relevant key transformational initiatives in the Corridor Plan and wider Future Proof implementation.

KEY MESSAGES

- The Hamilton to Auckland Corridor Plan, which includes the Hamilton-Waikato Metro Spatial Plan, is a key strategic opportunity to make stronger connections with central government and Auckland partners, and to get runs on the board for the sub-region.
- One of the keys to growth management for the future is working closely with government on the new planning, funding and financing tools to deliver solutions; the Corridor Plan has identified this as a key initiative.
- Future Proof provides a point of entry into the Waikato growth sub-region for central government.
- The Future Proof partnership is already well established. The Corridor Plan can use the Future Proof model to get momentum and make progress and to deliver on project priorities.
- The Corridor Plan provides an opportunity to get central government and Auckland partners around the Future Proof table.
- From an iwi perspective, Future Proof is and will continue to be the anchor.

PROPOSALS

1. Use the Future Proof governance, management and technical model, and invite Auckland partners and central government representation, to respond to the Hamilton to Auckland Corridor Plan.
2. Invite central government to have representation (as appropriate to the project) on Future Proof structures at all levels:
 - Governance: Ministerial or Ministerial appointee
 - Executive/Management: Senior or Deputy Chief Executive or Deputy Secretary
 - Technical: Senior officials
3. Invite Auckland Council (and other Auckland partners, where appropriate) to have representation (as appropriate to the project) on Future Proof structures at all levels.

Strengthen the Leadership Model

KEY MESSAGES

- Clearly articulate the value proposition and back the partnership.
- Clear and consistent messaging is required from members of CEAG to FPIC.
- A high trust, unified and 'no surprises' approach is critical.
- A 'stable container' attracts government resources and investment.

Why is Future Proof worthwhile?

- The sub-region is the right scale for growth planning and to attract government attention and investment.
- An agreed land use and infrastructure pattern provides certainty and aids local planning.
- A 'stable container' and agreed growth planning attracts government resources and investment.
- We can achieve better outcomes by working together.
- Success attracts more success.
- Successes to date include a partnership with tāngata whenua, an agreed settlement pattern, built infrastructure (particularly the Waikato Expressway), and a strong evidence base.
- A joined-up delivery provides efficient and effective results.
- An agile way to respond to new opportunities and directions.
- A way to deliver on government aspirations at the sub-regional level, especially through the Hamilton-Waikato Metro Plan.
- Waikato has deep partnership collateral that has been built up over a number of years and in a number of forums; this authenticity is recognised as a strength by central government.

PROPOSALS

Short term:

1. Convene more regular FPIC meetings on a bimonthly basis, with informal workshops on the 'off' months with Chief Executives/Managers, Elected Members and Ministers/Officials.
2. CEAG members (including iwi, central and local government) to report/present at FPIC meetings on direction/strategic matters that are on agenda.
3. Retain the independent chair model for the following reasons: neutrality, process facilitator, consistent thread, independent voice, offline discussions and assist in resolution of any partner issues.
4. Include standing items on CEAG and FPIC agendas in relation to project check-ins.
5. Report a summary of FPIC meetings to partner council Committee/Council meetings.

Medium term:

6. Review the number of representatives from each organisation on FPIC (currently two) post local government elections in October 2019.
7. Hold six monthly partnership stocktake meetings with CEAG members.

RECOMMENDATIONS

That the Future Proof Chief Executive's Advisory Group recommend that the Future Proof Implementation Committee:

- 1. Receive this report*
- 2. Note the key messages outlined in Section 3.*
- 3. Note that the Future Proof Chief Executives have reviewed the currency and relevance of the existing Future Proof arrangements given related projects that are occurring.*
- 4. Agree to the proposals as outlined in Section 3 and summarised below:*
 - a. Use the Future Proof governance, management and technical model, and invite Auckland partners and central government representation, to respond to the Hamilton to Auckland Corridor Plan.*
 - b. Invite central government and Auckland Council (and other Auckland partners where appropriate) to have representation on Future Proof structures at all levels.*
 - c. Convene more regular FPIC meetings on a bimonthly basis, with informal workshops on the 'off' months.*
 - d. CEAG members to report/present at FPIC meetings on direction/strategic matters.*
 - e. Hold six monthly partnership stocktake meetings with CEAG members.*
 - f. Retain the independent chair model.*
 - g. Include standing items on CEAG and FPIC agendas in relation to project check-ins.*
 - h. Report a summary of FPIC meetings to partner council Committee/Council meetings.*
 - i. Review the number of representatives from each organisation on FPIC post local government elections in October 2019.*
- 5. Report back on further detail once the Ministerial and Waikato leaders Corridor Plan briefing has taken place on 14 December 2018 and the Corridor Plan has been further discussed by government officials and reported to Cabinet. The further detail to include the updated Future Proof governance, management and technical model from both a government and a Future Proof perspective as well as the resourcing necessary to deliver on the new arrangements.*
- 6. Seek approval from each partner organisation for the changes proposed to the Future Proof governance, management and technical model in response to the Hamilton to Auckland Corridor Plan once these have been agreed.*