

Notice of Meeting:

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

Date: Thursday 27 July 2017
Time: 9.30am
Meeting Room: Council Chamber
Venue: Municipal Building, Garden Place, Hamilton

Richard Briggs
Chief Executive

Council OPEN LATE AGENDA

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 P Yeung

Quorum: A majority of members (including vacancies)

Meeting Frequency: Monthly – or as required

Lee-Ann Jordan
Governance Manager

24 July 2017

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Council Report

Item 15

Committee: Council

Date: 27 July 2017

Author: Rachael McMillan

Authoriser: Blair Bowcott

Position: Waikato Plan Advisor

Position: Executive Director Special Projects

Report Name: Waikato Plan Adoption

Report Status	<i>Open</i>
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Purpose

1. To seek approval from Council to adopt the Waikato Plan.
2. To approve the establishment of the Waikato Plan Leadership Group (a Joint Committee of Councils) and to approve the appointment of a representative on the Leadership Group.

Staff Recommendation

3. That Council:
 - a) receives the report;
 - b) adopts the Waikato Plan and summary;
 - c) approves, in accordance with Clauses 30 and 30A, Schedule 7 of the Local Government Act 2002, establishment of the Waikato Plan Leadership Group as a Joint Committee of Hamilton City Council, Hauraki District Council, Matamata-Piako District Council, Otorohanga District Council, South Waikato District Council, Taupo District Council, Thames-Coromandel District Council, Waikato District Council, Waikato Regional Council, Waipa District Council, Waitomo District Council, tāngata whenua, with additional representation from business and the wider community as well as government agencies and that the Leadership Group have the terms of reference and membership as outlined in Attachment 3;
 - d) delegates authority to the Waikato Plan Leadership Group to implement the Waikato Plan in accordance with the delegated functions set out in the Agreement and Terms of Reference as outlined in Attachment 3;
 - e) approves that the Waikato Plan Leadership Group will endure and will not be discharged at the point of the next election period in line with Clause 30(7) of Schedule 7 of the Local Government Act 2002;
 - f) approves that the Leadership Group will be chaired by an independent chairperson (non-elected member) to be appointed by the Leadership Group;
 - g) approves that a deputy chairperson will also be appointed by the Leadership Group, who may be an elected member and a committee member;
 - h) notes that the membership of the Leadership Group will be reviewed within 12 months of the adoption of the Waikato Plan, with the aim of reducing the number of members to 12; and

- i) approves the appointment of **[Elected Member]** as per the agreed appointment process as Council's representative on the Waikato Plan Leadership Group.

Item 15

Executive Summary

4. The final Waikato Plan was approved by the Joint Committee on 19 June 2017 and recommended to partner councils for adoption.
5. Staff seek a decision from Council to adopt the Waikato Plan as a key partner council.
6. Staff seek a decision from Council to establish the Waikato Plan Leadership Group.
7. Staff seek a decision from Council to appoint **[an Elected Member]** as the Hamilton representative on the Leadership Group.
8. Staff consider the decisions in this report have low significance and that the recommendations comply with the Council's legal requirements.
9. The Waikato Plan FINAL for adoption – June 2017 v6.0 can be found here: http://www.waikatoplan.co.nz/PageFiles/366/Waikato%20Plan_FINAL%20-%20June%202017%20-%20v6.0.pdf
10. The Waikato Plan Summary FINAL June 2017 and the Waikato Plan Leadership Group Agreement and Terms of Reference FINAL are attachments 1 and 2 of this report.

Background

11. The Mayoral Forum endorsed the development of a Waikato Plan in 2013. The development of the Waikato Plan has gone through the following stages over the last four years:
 - Evidence base development
 - Stage 1: Project scope, priorities and strategic direction
 - Stage 2: Wider plan structure and agreement of the strategic direction
 - Stage 3: Plan development and adoption of strategic direction and drafting of full plan and summary document.
12. The draft Waikato Plan was prepared and adopted by the Waikato Plan Joint Committee on 27 February 2017 for public consultation under the Special Consultative Procedure of the Local Government Act 2002. It followed extensive discussions between councils, government agencies, iwi and other stakeholders.
13. The draft Waikato Plan was publicly notified on 10 March 2017. HCC provided a submission on the plan. The HCC submission was approved by elected members on the [28 March 2017 at the Growth and Infrastructure Committee](#). The submission supported the role and functions of the Draft Waikato Plan and stated that the Council is satisfied that the Plan now addresses changes requested by HCC. HCC stated that the Plan should remain collaborative and voluntary and that each council should retain its autonomy with regard to implementation of Plan actions.
14. Hearings were held at the Waikato Regional Council on 21 April 2017. A total of 31 submissions were received to the draft Plan.
15. The Waikato Plan was amended in accordance with the recommendations of the Joint Committee. The Waikato Plan Joint Committee deliberated on staff recommended changes in response to submissions on 30 May 2017. The recommendations were approved subject to a number of minor changes. The final Plan was approved by the Joint Committee on 19 June 2017.
16. The Joint Committee has recommended to the partner Councils (all the councils in the Waikato Region) that the amended Waikato Plan be adopted.

17. The focus will then move to implementation of the Plan. In order to establish the Waikato Plan Leadership Group as a joint committee of the partner councils, tāngata whenua, the business / community sector and government, a resolution of each of the partner councils is required.

Discussion

18. The Waikato Plan has five priority areas and 10 key actions which are outlined in the diagram below:

FIVE CORE AREAS >> 5 Waikato Plan Priorities >> 10 key actions



19. Value proposition of the Waikato Plan
20. The Waikato Plan allows the Waikato to have the 'regional conversations' about large scale issues and opportunities and 'talk' with one voice to our key audiences - central government, key decision makers and funders. This is the first time this has been achieved in the Waikato; it is a milestone agreement.
21. The Government is the single largest investment partner involved in delivering our community outcomes, where for every \$1 local government invests in the Waikato Region, central government invests \$9. There is strength in the collective advocacy for the Region – the government has stated clearly that if we are not talking collaboratively, they won't listen. The Waikato Plan provides the region with one strong united voice to central government and other key funders to leverage central government spend, guide targeted investment and ensure appropriate funding to agreed priority areas.
22. The Waikato Plan allows the Region to:
- Effectively engage with central government
 - Emphasise growing the regional economy to assist with the implementation of the Government's Business Growth agenda
 - Address effective delivery of rural social services to support population retention and ongoing economic Development.
 - Potentially align the Waikato Plan needs with Government's budget priorities.
23. Value proposition of the Waikato Plan for Hamilton

24. The Waikato Plan acknowledges Hamilton's role as the region's central hub well. The city is the Waikato's centre for innovation, tertiary education, employment, sporting facilities, key services, tertiary health services, knowledge hubs, governance, logistics and specialised manufacturing. These services support the whole region and provide mutually beneficial economic and social relationships in the region's towns and communities.
25. Hamilton has a strong and mutually beneficial relationship with the rest of the Waikato. Services, amenities and facilities in the city act as key attractors for rural populations and businesses. At the same time rural areas are significant suppliers of economic opportunities through primary production. Primary production, in turn, supports the professional and technical services in the city. Hamilton can offer the skills, expertise and connections that support primary production to connect with international markets. The Waikato Plan further reinforces the role of key institutions and presence in Hamilton on behalf of the Waikato Region.
26. Thus the priorities and actions in the Waikato Plan provide significant opportunities to enhance and capitalise on Hamilton's role as the regional centre to benefit the entire region through the Waikato Plan. The 'one voice' supports central government confidence to spend in Hamilton supporting the whole region, and any funding that is sourced for implementing actions in the rest of the region will also benefit Hamilton.
27. The Waikato Plan directly supports a number of the Hamilton Plan's aspirations, such as:
- Providing outstanding infrastructure
 - The third city economy in New Zealand
 - Access to affordable housing
 - Waikato is the capital of high performance sport
28. The Waikato Plan also has an advocacy role in protecting key corridors of economic activity in terms of freight, primary production and tourism. The Waikato Plan's advocacy for the Southern Links project and Waikato Expressway Extension to Pairere, and for Passenger Rail services between Hamilton and Auckland, is of key importance for improving connectivity and logistics flow in the Waikato. These linkages are essential for the growth of the city and the health of the regional economy.
29. Adoption Process
30. The project timeline requires all partner Councils to consider the final Waikato Plan for adoption by August 2017.
31. When adopting the Plan, if there are particular areas which a partner council would like reviewed, partner councils may wish to recommend matters for the new Leadership Group to consider when drawing up the implementation plan. Changes cannot be made to the current Plan without these being referred back to the Joint Committee.
32. Following adoption, the Plan will be launched in August/September 2017.
33. Implementation
34. A seamless transition from Plan development to Plan implementation will be a key success factor. As such, provision for an implementation project structure has been made. The structure will constitute a Waikato Plan Leadership Group (Joint Committee), comprising local government, business / community, iwi, and government agencies. This will be supported by a Chief Executives' steering group, a Strategic Partners' Forum and a technical reference group.
35. The Waikato Plan is seeking to ensure that all parts of the region are as successful as they can be. Through collaboration across government, local government, private sector, the region can achieve great results. Understanding regional needs and ensuring their provision, whether centrally but with good transport connections throughout the region, or in a more dispersed model, will ensure everyone continues to have access to essential services, whilst reducing duplication.

36. Waikato Plan actions will be implemented through various avenues such as:
- Waikato Plan Leadership Group
 - Mayoral Forum programme of work
 - Waikato Means Business programme of work
 - Other key partners programmes of work
37. There are a number of core actions already in progress:
- Waikato Hospital Medical School – awaiting Government approval.
 - Transport-Commuter Rail – Transport Corridor - consideration of a strategic business case for passenger rail from Hamilton to Auckland.
 - Waikato Expressway extension (Cambridge to Piarere) with improved connections to the Bay of Plenty.
 - Southern Links roading network implementation.
 - Aligned planning – The aligned planning project will prepare the Waikato councils well for the RMA changes with the aim of streamlining planning processes.
 - Economic development – proposed southern Waikato Economic Action Plan.
 - Regional Facilities Funding Framework project.
 - Partnering with iwi, especially through more collaborative partnerships.
38. A detailed implementation plan for the first 18 months will be one of the first tasks for the new Leadership Group.
39. Constitution of the Waikato Plan Leadership Group
40. An agreement and associated terms of reference have been prepared in order to establish the Joint Committee that will oversee implementation of the Waikato Plan. This Agreement, and the associated Terms of Reference, is a requirement of Clause 30A, Schedule 7 of the Local Government Act 2002.
41. The purpose of the Agreement is to provide for a Joint Committee of the partner councils (noting that some are still to confirm whether they wish to participate in implementation), tāngata whenua, business and the wider community and government agencies to implement the Waikato Plan. This joint committee will be known as the ‘Waikato Plan Leadership Group’.
42. The membership structure is outlined in Attachment 3. HCC is entitled to appoint one member.
43. The membership of the Leadership Group will be reviewed following one year of implementation post adoption of the Plan, with a view to reducing the total number of members to 12.
44. The existing Waikato Plan Joint Committee has approved the final Leadership Group Agreement and terms of reference, and has referred this to the partner Councils to establish the Leadership Group as a Joint Committee under the Local Government Act 2002.
45. Delegations to the Waikato Plan Leadership Group
46. The Waikato Plan Leadership Group would be delegated the functions set out in section 5 of the Agreement (refer Attachment 3), to oversee the implementation of the Waikato Plan. The role of the Leadership Group would be to govern, lead and resource the implementation of the Waikato Plan and any reviews or updates to the Plan. Any reviews or updates would need to be referred back to the partner Councils for adoption.
47. Administration Agency
48. The Waikato Local Authority Shared Services is the administration agency for the Waikato Plan. The Waikato Regional Council Chief Executive has indicated that the Council will provide other administrative support for the Waikato Plan until October 2019 when it would be reviewed.

49. Reporting / Monitoring
50. A key aspect of the implementation arrangements will be the Waikato Plan Leadership Group reporting to partners on a regular basis. This will involve regular reporting to the Mayoral Forum and Councils, Chief Executives, Strategic Partners Forum and technical staff. This will be a critical success factor. Reporting is to be based on formal reporting against KPI's that are outlined in the final Waikato Plan.

Importance of adoption

51. If the recommendations are not approved it is very likely that the Waikato Plan will not be able to be implemented as HCC has been integral in leading the development of the Plan and this leadership will be required into the implementation phase. For further details see the risk section.

Links to HCC strategy/plans

52. The Waikato Plan supports the Hamilton Plan, FutureProof and Waikato Regional Economic Development Strategy (Waikato Means Business) in that it supports building a stronger economy, access to affordable housing, regional sporting facilities, and infrastructure provision including significant roading infrastructure. This includes Southern Links, the Waikato Expressway Extension to Pairere and advocacy for passenger rail which will further support Hamilton's economic outcomes.

Options

53. No options are available for Council to consider because the only available choices are to either adopt or not adopt the Waikato Plan.

Financial Considerations

54. Plan development budget
55. The total project budget for the Plan (from 2013 – 2017) is \$1.345 million and was fully expended at the 30 June 2017, coinciding with the plan adoption. The total cost is apportioned across the partner Councils. The HCC contribution to the total budget was \$164,904.
56. Implementation budget
57. A three year implementation budget has been agreed with funding identified for the 2017/18 financial year. The budget will support an initial work programme including seed funding for action implementation.
58. The total budget for the 2017/18 financial year is \$466,672. The HCC share of the implementation budget is \$99,000 comprising existing staff resources (\$58,000) and cash contribution (\$41,000). The staffing and cash contribution is budgeted in the 2017/18 Annual Plan.
59. The intention is that local government contributions to the Plan implementation budget will reduce from the 2018 Long Term Plan as business, community, government and other funder's contributions increase. It is intended in the second year (2018/19) 25% of the budget would come from external sources. This will increase to 50% in year three (2019/20).

Legal and Policy Considerations

60. Staff confirm that adopting the Waikato Plan complies with the Council's legal and policy requirements. The Plan is a high level strategic document focusing on big picture thinking and collaboration to influence the improvement of the four well-beings in the Waikato rather than being legislative and prescriptive. The plan was developed as a collaborative initiative under

the LGA rather than RMA and is an enabling document rather than a prescriptive one. The Plan is a living document that will be reviewed and changed over time.

61. It is possible that in future, in order to be effective in implementing some actions in the Plan, there may be recommendations to change or align statutory planning documents but the Plan doesn't require us to do so – this would be the subject of future decision-making.

Cultural Considerations

62. Iwi have been part of the development of the Waikato Plan and will be a member of the implementation joint committee – Waikato Plan Leadership Group. Maaori interests are an integral part of the Plan with a full chapter dedicated to the furthering of Iwi/Maaori outcomes.

Sustainability Considerations

63. The Waikato Plan addresses a range of HCC's Sustainability Principles. A number of actions cover sustainability matters as one of the many focuses of the Waikato Plan.

Risks

64. The Waikato Plan has been developed with the full support of HCC. The Plan has been a significant collaboration between multiple stakeholders and with awareness from central government. The Waikato Plan is being viewed positively by many entities in the region and nationally, including the DHB, the National Infrastructure Unit (Treasury), MBIE, and NZTA. These groups provide significant investment into the Waikato and are looking at using the Plan as a basis for their investment conversations.
65. If HCC does not continue to support the plan and with the level of leadership and resource that the city council has supplied to facilitate the plan there is a risk that the Plan would not be able to be implemented. This would make the development of the plan redundant and disrupt meaningful collaboration between key stakeholders and traction that has been gained over the last few years.

Significance & Engagement Policy

Significance

66. Having regard to the decision making provisions in the LGA 2002 and Council's Significance Policy, a decision in accordance with the recommendations is not considered to have a high degree of significance.

Engagement

67. Community views and preferences are already known to the Council through engagement undertaken by the Waikato Plan Project team through the Special Consultative Procedure and presented to the Waikato Plan Joint Committee.
68. Staff recommend that no further engagement on this matter is required because the necessary engagement has already been completed.

Attachments

Attachment 1 - Waikato Plan Summary FINAL June 2017

Attachment 2 - Waikato Plan Leadership Group Agreement and Terms of Reference FINAL

Attachment 1

Item 15





mahia te mahi

The mighty Waikato region is a place of powerful possibilities. Forged by a proud history and shared excitement about the future, we grow and celebrate world-changers, local innovators and inspiring champions. They embrace our guiding philosophy of **mahia te mahi** – to get the job done. In a world hungry for new technology and pure produce, we hold prime position.

Our smart, fast-growing city and vibrant rural towns are connected in a diverse landscape that is fertile and ripe for discovery. Waikato is our turangawaewae; the place where we stand. Here, family is nurtured. Friends are welcomed with open hearts, and life can be easily enjoyed to the full.

This is our place. This is your place. Welcome to Waikato, the beating heart of New Zealand.

The Waikato Story, 2016

This booklet is a summary of the Waikato Plan, a milestone document. The Plan will set our region's course for the next 30 years.

It speaks with one voice about the issues and opportunities our region faces. It will help us leverage additional resourcing because the actions we collectively take will ensure our region and our people prosper.

The Waikato Plan is based on two principles:

- That together, we are stronger and,
- That to succeed as a region, all parts of the Waikato must be as successful as they can be.

The Waikato Plan has been built on partnerships and will be successful because of those partnerships. It has support from local government, Iwi/Māori, central government, the private sector, the community sector and Waikato people.

We will implement the Waikato Plan and build champion communities, together.

The full draft Waikato Plan is available at www.waikatoplan.co.nz

Our aspirations

We want a stronger, resilient Waikato region which is responsive to the changing needs of our people and our communities.

We want a region with the right infrastructure in the right place, at the right time, to enable us to succeed and prosper.

We want Iwi to have a powerful voice so that Māori aspirations are expressed and integrated through successful joint initiatives.

We want our land, water and natural environment and heritage places to be recognised as precious and finite.

We want the Waikato to be nationally and internationally connected so we can continue to contribute to New Zealand and the world.

1 voice Kia kotahi te reo



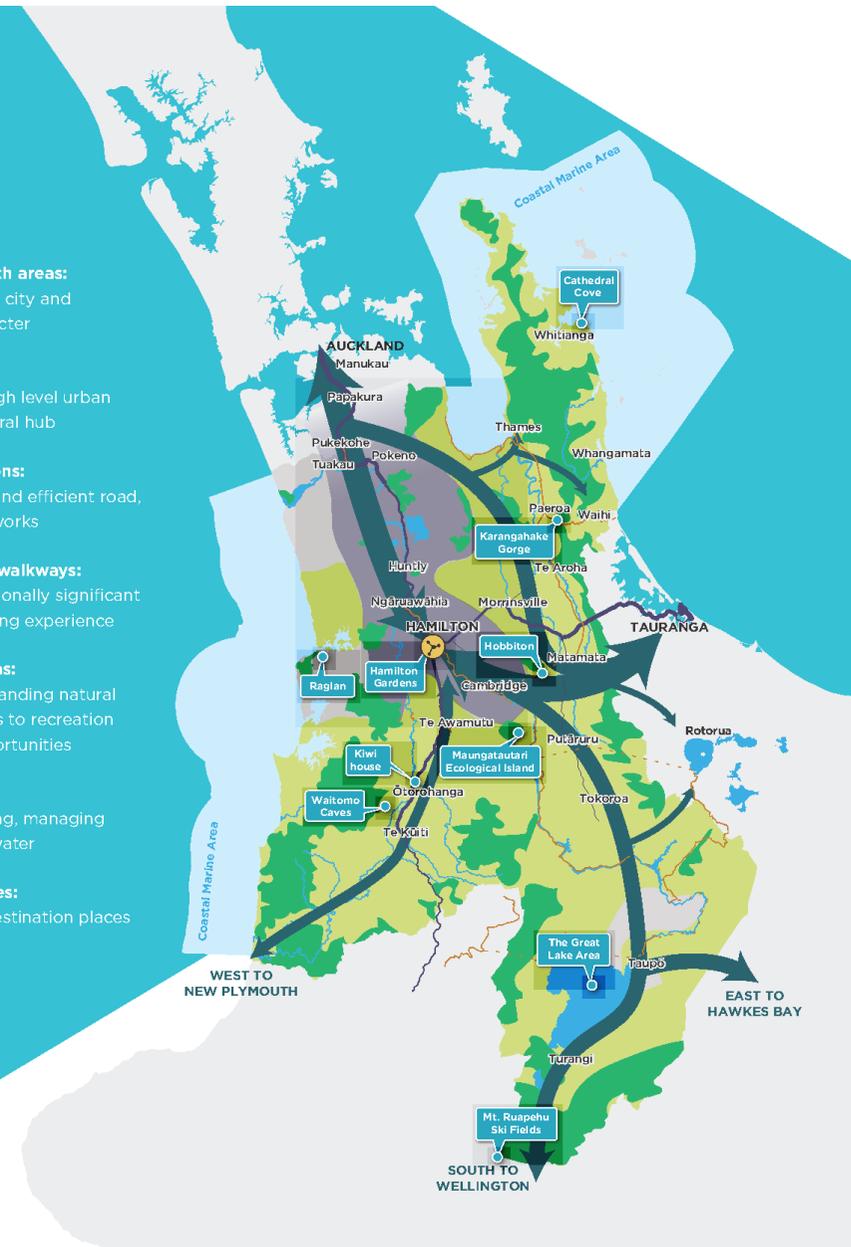
Our place. Your place.

Nōu te ao. Nō tātou te ao

The Waikato Plan supports the integrated future development of the region.

Legend:

-  **Significant growth areas:**
Growing a strong city and towns with character
-  **Hamilton:**
Strengthening high level urban services in a central hub
-  **Future connections:**
Integrating safe and efficient road, rail and port networks
-  **Cycle paths and walkways:**
Developing a nationally significant cycling and walking experience
-  **Core natural areas:**
Linking our outstanding natural and cultural areas to recreation and tourism opportunities
-  **Rivers and lakes:**
Valuing, protecting, managing and conserving water
-  **Destination places:**
Enhancing our destination places



5

Core areas

Ngā wāhanga matua e rima

The Waikato Plan focuses on five core areas.



People
Tāngata



Connections
Tūhonotanga



Iwi/Māori



Economy
Ōhanga



Environment
Taiao

5

Waikato Plan priorities *Ngā kaupapa matua e rima o te mahere*

Five priorities have been identified as critically important for our region.

People

Priority 1:

Planning for population change

While some parts of the Waikato are experiencing *significant* growth (particularly Hamilton, Waikato and Waipa), other areas are growing only slowly. Others are stable or experiencing population decline. The Waikato Plan will proactively manage the population changes projected for our communities so together, our region will be stronger.

Connections

Priority 2:

Connecting our communities through targeted investment

To maximise our resources and access what we need, we must be able to connect with others quickly, safely and efficiently. Whether by road, rail, air or via new technology, the Waikato Plan will ensure we have the right infrastructure in the right place, at the right time so our people and economy can succeed and prosper.

Iwi/Māori

Priority 3:

Partnering with Iwi/Māori

Iwi/Māori are critical to our region — culturally, economically and by all other measures. The Waikato Plan will support and encourage Iwi/Māori to have a powerful voice in the future of our region. We will work collaboratively to develop and encourage enduring partnerships that allow Iwi/Māori aspirations to be expressed and achieved.

Environment

Priority 4:

Addressing water allocation and quality

Fresh water is fundamental to the wellbeing of the Waikato. But it is a precious, finite resource. The Waikato Plan prioritises the improved management of fresh water so there is enough water, of the right quality, to support the Waikato region, and New Zealand, well into the future.

Economy

Priority 5:

Advancing regional economic development

Our region is already an economic engine room, full of powerful possibilities. But our full commercial and economic potential has yet to be realised. The Waikato Plan strongly supports the regional economic strategy already in place to help our region, our people and our communities get the best possible economic and lifestyle outcomes.

FIVE CORE AREAS >> 5 Waikato Plan Priorities >> 10 key actions





10

Key Actions Ngā tukanga ngahuru

We will focus on 10 key actions to address the Waikato Plan priorities.

Other projects are also underway. But together we have agreed these are the most important actions to do first for our region and our people.

Lead agencies from local government, Iwi/Māori, central government, the private sector and the community sector have committed to ensuring these 10 actions are delivered within agreed timeframes and budgets. Those implementation details, including timing and costs, are fully outlined in the full Waikato Plan technical document at www.waikatoplan.co.nz.

mahia te mahi – to get the job done

1. Collaborate on a Regional Development Strategy

We will have a shared understanding of population drivers and trends; will understand community aspirations; will have a strategy in place to address development priorities and will have agreed how land in the region should be used. This will involve:

- Identifying development opportunities and growth areas
- Identifying future residential, employment and industrial areas as well as key infrastructure needs
- Exploring ways to better integrate land use planning and transport planning
- Identifying the top priority development actions for rural areas.



2. Identify the regional priorities for service and technical infrastructure

We will clearly understand what infrastructure assets exist, what further infrastructure will be needed in the future (and where) and what will be affordable.

This will involve:

- Assessing what infrastructure is needed to make communities successful
- Understanding communities' ability to pay
- Identifying the urgency and scale of what's needed
- Identifying the top priority infrastructure investments needed.





Our most vulnerable people should be cared for through initiatives to build local social support, cohesion and inclusion.

Waikato Plan



FACT

The Waikato economic development strategy – Waikato Means Business – is already in place and driving positive economic change.

3. Identify how central government services can be provided to match community needs

We will know exactly what government services are needed – and where – so provision is prioritised to meet the needs of our communities. This will mean:

- Undertaking a stocktake of the spatial distribution and nature of existing services (noting issues like community resilience, economic vulnerability, isolation, population change and youth issues)
- Agreeing ways to address the top priorities

4. Advocate on behalf of regional transport priorities

Our 2018-2048 Regional Transport Plan will include agreed transport priorities for our region. This will involve:

- Working closely with the NZ Transport Agency on State Highway projects
- Investigating public transport options
- Exploring how to better integrate land use planning and transport planning
- Investigating sub-regional or inter-regional public transport services



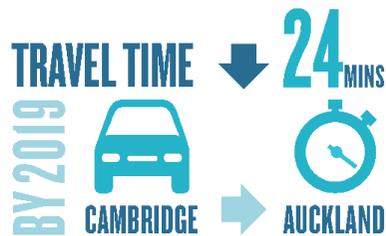
Transport Infrastructure Snapshot



5. Integrate Auckland and Waikato transport networks

Waikato and Auckland transport networks will be well planned and well integrated. We will focus on:

- Joined-up thinking on long-term infrastructure development
- Improved access from the Waikato to key Auckland facilities
- Ensuring integrated development of North Waikato and South Auckland
- Considering extending the rail network



6. Encourage development of a nationally significant cycling and walking experience

Waikato's cycleways and walkways will be integrated and there will be an agreed framework for development and funding in place. We will:

- Support the implementation of a region-wide cycling and walking framework
- Promote the creation of a network of cycling and walking trails of national significance
- Develop links with other areas beyond the region
- Promote more and safer cycling and walking infrastructure
- Consider using trails to highlight the region's cultural heritage and significant natural areas

The most popular activities are
**RECREATIONAL
IN NATURE**





To remain prosperous and healthy the Waikato needs continued access to a healthy environment.

Waikato Plan



FACT

Waikato earns 8.1 per cent of New Zealand's total GDP. Hamilton city alone, contributes around 39 per cent of the region's earnings.

7. Establish a freight and logistics action group

A Waikato freight and logistics action group will provide cross-boundary commercial leadership and will advocate on behalf of the freight sector. The group will:

- Identify freight and logistics issues and solutions
- Carry out operational plans
- Collaborate with UNISA*, the Bay of Plenty Freight and Logistics Action Group and Bay of Connections



*Upper North Island Strategic Alliance

8. Work collaboratively to develop and encourage enduring partnerships that enable Iwi/Māori aspirations to be achieved

The Waikato has some great examples of collaboration which we will build on. We will focus on creating enduring partnerships to look at a wide variety of matters including:

- Resource management and natural resources
- Supporting cultural heritage
- Developing social initiatives
- Driving economic development



9. Develop the Waikato as a Waters Centre of Excellence

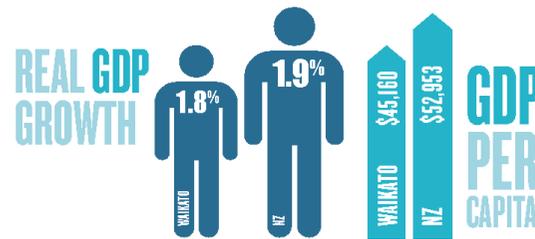
The region will be recognised as a Waters Centre of Excellence through the establishment of a Freshwater Research Initiative, as well as through addressing water issues related to population growth, rural intensification, industrial growth, community engagement, meeting cultural expectations, developing resilience and compliance management.



10. Assist in implementing the Waikato Economic Development Strategy (Waikato Means Business)

The implementation of Waikato Means Business will be actively supported by the Waikato Plan and its partners. Specifically we will:

- Review and identify opportunities in the innovation sector
- Develop a plan for greater regional economic development capacity
- Support the Regional Labour Market Strategy
- Consider green growth initiatives
- Support the Waikato Regional Māori Economic Development Action Plan





3

Success Factors

Ngā wāhanga momoho e toru

The emphasis of the Waikato Plan is on implementation.

Action plans have been developed to ensure Waikato Plan priorities identified here are addressed. Detailed action plans are included in the full Waikato Plan at www.waikatoplan.co.nz.

Implementation and support structures have been developed so there is alignment between those who have developed the Plan, and those who will implement it.

Local government partners in the Waikato have developed implementation and funding plans and plan to gain wider support for Plan implementation in the future. Implementation details are outlined in the full document at www.waikatoplan.co.nz.

FACT

Iwi/Māori contribute \$1.4 billion to the Waikato economy and have an asset base of \$6.2 billion

1. Implementation

The Plan has been developed as a partnership between local government, Iwi/Māori, the private sector, central government agencies and the community sector. These strong partnerships will continue as the Waikato Plan is implemented.

Clear action plans have been developed, and implementation support structures and forums have been proposed to ensure action happens. Full details of these are outlined in the full plan at www.waikatoplan.co.nz.

2. Monitoring and Reporting

A monitoring framework, as well as key performance indicators, will be developed to assess progress on the Waikato Plan. This framework is outlined in the full Waikato Plan at www.waikatoplan.co.nz.

There will be annual reporting to the Waikato Plan Leadership Group on Plan implementation. The report will

advise progress on actions, related initiatives and the effectiveness of the Waikato Plan partnerships.

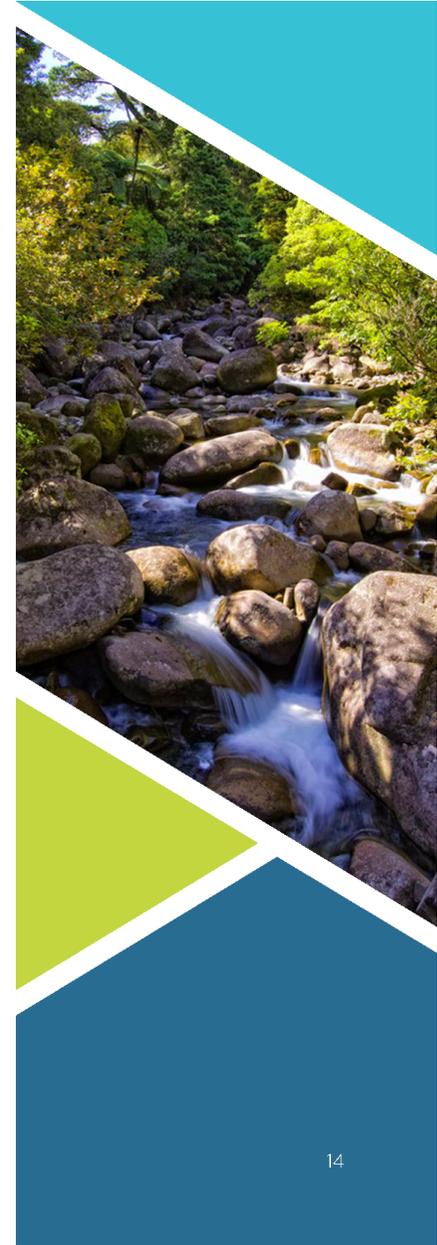
3. Reviewing

Every year there will be an implementation update and actions will be reprioritised as work is completed. A review of the Plan will be completed every three years in collaboration with Plan partners (to align with the long-term planning cycles of local councils).

“ We speak with one voice on important issues, collaborating on matters regionally and working together locally. ”
Waikato Plan

FACT

Freight between Waikato, Auckland and the Bay of Plenty represents more than half of New Zealand's freight movements.





For more information on the Waikato Plan
www.waikatoplan.co.nz

Item 15

Attachment 1

Attachment C — Waikato Plan Leadership Group Agreement and Terms of Reference¹

1. Purpose

This Agreement is made pursuant to Clause 30A, Schedule 7 of the Local Government Act 2002. The purpose is to provide for a Joint Committee of Hamilton City Council, Hauraki District Council, Matamata-Piako District Council, Otorohanga District Council, South Waikato District Council, Taupo District Council, Thames-Coromandel District Council, Waikato District Council, Waikato Regional Council, Waipa District Council, Waitomo District Council and tāngata whenua with additional representation from business and the wider community as well as government agencies to implement the Waikato Plan. This joint committee is known as the 'Waikato Plan Leadership Group'.

Note: It is still to be confirmed whether all of the partner councils named above wish to be part of Waikato Plan implementation.

There will be a sub-regional approach to Local Government representation with five members being appointed in total. One member will represent each of the following:

- Future Proof Group (Hamilton City Council, Waipa District Council, Waikato District Council)
- Eastern Waikato Group (Hauraki District Council, Matamata-Piako District Council, Thames-Coromandel District Council)
- Southern Waikato Group (Otorohanga District Council, South Waikato District Council, Taupo District Council, Waitomo District Council)
- Waikato Regional Council
- Hamilton City Council

The Leadership Group will remain a Joint Committee of all of the participating councils as listed above.

The Waikato Plan Leadership Group has been established to implement the Waikato Plan in accordance with the functions as set out in the Terms of Reference attached to this Agreement as **Appendix 1**.

The Leadership Group is a formal joint committee pursuant to the Local Government Act 2002 (Clauses 30 and 30A, Schedule 7). The Leadership Group, as an entity, will not be discharged at the point of the next election period (in line with Clause 30(7) of Schedule 7).

2. Membership

The Waikato Plan Leadership Group is to be comprised of local government, tāngata whenua

¹ 20 June 2017

representatives, independent non local government members (representing business and the community) and non-voting members (government agencies).

The membership shall be comprised as follows:

- Independent Chairperson (non-elected member)
- Local Government – five representatives
- Tāngata whenua – up to six representatives
- Business / Community – up to four representatives
- Government Agencies – up to four representatives (non-voting)

An Independent Chairperson (non-elected member) is to be appointed by the Leadership Group to chair the Committee. The Independent Chair may be appointed from the business / community members or as a separate appointment outside of any committee membership. The Independent Chairperson has speaking rights and voting capacity. A Deputy Chairperson is also to be appointed by the Leadership Group, who may be an elected member and a committee member.

There will be five members representing Local Government. Each group of councils will elect one member as follows:

- Future Proof Group (Hamilton City Council, Waipa District Council, Waikato District Council)
- Eastern Waikato Group (Hauraki District Council, Matamata-Piako District Council, Thames-Coromandel District Council)
- Southern Waikato Group (Otorohanga District Council, South Waikato District Council, Taupo District Council, Waitomo District Council)

Waikato Regional Council and Hamilton City Council will appoint one representative each.

The (up to) six voting tāngata whenua representatives are to be selected in a manner determined by Iwi.

The (up to) four voting business / community members will be appointed by the Leadership Group, in accord with a process agreed by the Leadership Group..

There will be (up to) four members appointed to represent Government agencies. Two of these members will be the New Zealand Transport Agency and the Waikato District Health Board to be represented through the Regional Director (or nominee) and the Chair (or nominee). The other two members will come from other Government agencies. These four representatives will be non-voting members but with speaking rights.

The standing membership of the Committee shall be limited to 20 members (including the Independent Chairperson), but with the power to co-opt up to a maximum of 2 additional non-voting members where required to ensure the effective implementation of any part or parts of the plan.

No provision has been made for the use of alternates.

In accordance with Clause 30A of Schedule 7 to the Local Government Act 2002, the quorum at a meeting of the Leadership Group shall be half of the voting members if the number of members is an even number; or a majority of members if the number of members is an odd number.

Other representatives of voting and non-voting organisations are permitted to attend meetings of the Leadership Group; however attendance at any public excluded session shall only be permitted with the prior approval of the Chairperson. Likewise, speaking rights of other representatives at Committee meetings (whether in public session or not) shall only be granted with the prior approval of the Chairperson.

The membership of the Leadership Group will be reviewed within 12 months of the adoption of the Waikato Plan, with the aim of reducing the number of members to 12.

3. Term of Appointment

All members of the Leadership Group shall be appointed for terms that expire on the date of each Local Government triennial election.

Members shall be appointed in accordance with the process set out above as soon as possible after each Local Government triennial election, and for a term that expires on the date of the next Local Government triennial election.

4. Meeting Frequency

Bi-monthly, or as necessary and determined by the Independent Chairperson.

Notification of meetings and the publication of agendas and reports shall be conducted in accordance with the requirements of Part 7 of the Local Government Official Information and Meetings Act 1987, and will be undertaken by the administration authority for the Waikato Plan Leadership Group.

5. Delegations

The Leadership Group is delegated the following functions in support of its overall purpose:

Implementation and Monitoring

- Provide regional leadership on the strategic direction and top priorities identified in the Waikato Plan.
- Oversee the implementation of the Waikato Plan, in particular the actions, and any changes to the Plan.
- Recommend to Council partners any finalised plan changes or amendments for adoption.
- Take responsibility for progressing those actions specifically allocated to the “Waikato Plan Leadership Group” in the Plan.
- Champion integration through partner strategies, programmes, plans and policy instruments (including National Policy Statements, the Regional Policy Statement,

Regional and District Plans, Long Term Plans (LTPs), Annual Plans, transport plans and triennial agreements) and through partnerships with other sectors such as health, education and business.

- Establish protocols to ensure that strategy implementation, where necessary, is consistent, collaborative and/or coordinated to achieve optimal outcomes.
- Monitor and report progress against Waikato Plan actions and Key Performance Indicators.
- Ensure organisation systems and resources are in place to support plan implementation and any subsequent changes to it.
- Overview the management of identified risks.
- Formulate and adopt a funding plan to achieve support from non-local government agencies.

Advocacy, Engagement and Consultation

- Undertake advocacy in respect of plan implementation and facilitating engagement with relevant agencies and sectors.
- Engage with Central Government and other regions on matters relevant to the Waikato Plan.
- Make and approve submissions to local authorities, central government and other agencies on Waikato Plan related matters as required.
- Formulate, manage and have oversight of the running of any special consultative procedure or any other consultation, including those associated with any changes or amendments to the plan. This may involve adopting any draft plans or strategies for public consultation.
- Undertake early engagement with plan partners, the Waikato Mayoral Forum and other entities in respect of undertaking any changes or amendments to the adopted plan.
- Provide and maintain partner relationships and provide for the resolution of any conflict.
- Establish, maintain and engage with any Waikato Plan Partner Forums.

Leadership Group Operations

- Oversee the ongoing selection and appointment of representatives to the Waikato Plan Leadership Group.
- Select and appoint an Independent Chairperson and a Deputy Chairperson.
- Implement any Memorandum of Understanding agreed between the partners.
- Approve and implement the Agreement as adopted by the Leadership Group.

6. Standing Orders

The model Standing Orders apply.

7. Variation of this Agreement

This agreement may be varied from time to time, but only with the endorsement of the Leadership Group.

Appendix 1 to Attachment C: Terms of Reference for the Waikato Plan Leadership Group (Joint Committee)

Waikato Plan Leadership Group (Joint Committee)

Purpose: Pursuant to Clauses 30 and 30A, Schedule 7 of the Local Government Act 2002, to establish a joint Committee of Hamilton City Council, Hauraki District Council, Matamata-Piako District Council, Otorohanga District Council, South Waikato District Council, Taupo District Council, Thames-Coromandel District Council, Waikato District Council, Waikato Regional Council, Waipa District Council, Waitomo District Council and tāngata whenua with additional representation from business and the wider community as well as government agencies to implement the Waikato Plan. This joint committee is known as the 'Waikato Plan Leadership Group'.

Objectives: The Leadership Group has been established to govern, lead and resource the implementation of the Waikato Plan and any reviews or updates to the Plan.
The aim of the Waikato Plan is for the region to speak with 'one voice' on agreed top priorities, so that our messages are consistent and collectively shared.
The Waikato Plan's aim for the region is "to build champion communities together".

Membership: The membership shall be comprised as follows:

- Independent Chairperson (non-elected member)
- Local Government – five representatives
- Tāngata whenua – up to six representatives
- Business / Community – up to four representatives
- Government Agencies – up to four representatives

Delegations: The Leadership Group is delegated the following functions in support of its overall purpose:

Implementation and Monitoring

- Provide regional leadership on the strategic direction and top priorities identified in the Waikato Plan.
 - Oversee the implementation of the Waikato Plan, in particular the actions, and any changes to the Plan.
 - Recommend to Council partners any finalised plan changes or amendments for adoption.
 - Take responsibility for progressing those actions specifically allocated to the "Waikato Plan Leadership Group" in the Plan.
 - Champion integration through partner strategies, programmes, plans and policy instruments (including National Policy Statements, the Regional Policy Statement, Regional and District Plans, Long
-

Term Plans (LTPs), Annual Plans, transport plans and triennial agreements) and through partnerships with other sectors such as health, education and business.

- Establish protocols to ensure that strategy implementation, where necessary, is consistent, collaborative and/or coordinated to achieve optimal outcomes.
- Monitor and report progress against Waikato Plan actions and Key Performance Indicators.
- Ensure organisation systems and resources are in place to support plan implementation and any subsequent changes to it.
- Overview the management of identified risks.
- Formulate and adopt a funding plan to achieve support from non-local government agencies.

Advocacy, Engagement and Consultation

- Undertake advocacy in respect of plan implementation and facilitating engagement with relevant agencies and sectors.
- Engage with Central Government and other regions on matters relevant to the Waikato Plan.
- Make and approve submissions to local authorities, central government and other agencies on Waikato Plan related matters as required.
- Formulate, manage and have oversight of the running of any special consultative procedure or any other consultation, including those associated with any changes or amendments to the plan. This may involve adopting any draft plans or strategies for public consultation.
- Undertake early engagement with plan partners, the Waikato Mayoral Forum and other entities in respect of undertaking any changes or amendments to the adopted plan.
- Provide and maintain partner relationships and provide for the resolution of any conflict.
- Establish, maintain and engage with any Waikato Plan Partner Forums.

Leadership Group Operations

- Oversee the ongoing selection and appointment of representatives to the Waikato Plan Leadership Group.
- Select and appoint an Independent Chairperson and a Deputy Chairperson.
- Implement any Memorandum of Understanding agreed between the partners.
- Approve and implement the Agreement as adopted by the Leadership Group.

Meeting frequency: Bi-monthly or as necessary and determined by the Independent Chairperson.

Attachment 15

Item 15