

Waikato Plan

Implementation Programme

October 2017



THE
**WAIKATO
PLAN**

Waikato : he reo kotahi
Waikato : one voice



Waikato Plan Implementation Programme

Foreword

We are pleased to present the first implementation programme of the Waikato Plan.

The Waikato Plan was adopted by the partner councils in July/August 2017. It has been a great example of collaboration in action that will serve the region well into the future. Our challenge going forward is to maintain the momentum we gained through the development phase as we move into implementation.

The Waikato Plan Leadership Group has been established to implement the Waikato Plan.

The Waikato Plan's aim for the region is "to build champion communities together". The collective challenge now of all parties to the Plan's development is to ensure we implement it as efficiently as possible to gain the greatest regional benefit.

Margaret Devlin, Independent Chair

October 2017



The development of the implementation programme was overseen by the Waikato Plan Leadership Group. The Waikato Plan Leadership Group is a Joint Committee comprised of local government (elected members), tāngata whenua representatives, business and community representatives and government agencies.

Membership of the Waikato Plan Leadership Group as appointed by 16 October:

- ❖ Independent Chair Margaret Devlin*
- ❖ Regional Chair Alan Livingston – Waikato Regional Council*
- ❖ Mayor Andrew King – Hamilton City Council*
- ❖ Deputy Mayor Toby Adams – Eastern sub-region*
- ❖ Mayor Alan Sanson – FutureProof sub-region*
- ❖ Mayor Brian Hanna – Southern sub-region*
- ❖ Bev Gatenby – Community*
- ❖ Dallas Fisher – Waikato Means Business*
- ❖ Eric Souchen – Community/Business*
- ❖ Lale Ieremia – Agenda Waikato*
- ❖ Bob Simcock – Waikato District Health Board*
- ❖ Parekawhia McLean – New Zealand Transport Agency*



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Executive Summary

This document presents the priorities for action and investment identified in the Waikato Plan 2017–47. The Waikato Plan is designed to be a catalyst for a step change in regional social and economic performance, enabling councils, business, community funders and others to speak with one voice on key issues in discussions with central Government and other entities.

The Waikato Plan Joint Committee identified five regional priorities as the most important issues facing the region, with the greatest opportunity to make demonstrable, positive change.

1. People - Planning for population change
2. Connections - Connecting our region through targeted investment
3. Iwi/ Māori - Partnering with iwi/Māori
4. Environment - Addressing water allocation and quality
5. Economic - Advancing regional economic development.

The five regional priorities will be implemented by 10 key actions along with another 30 + supporting actions that are outlined in the Waikato Plan.

The implementation joint committee, the Waikato Plan Leadership Group, will be responsible for overseeing all the actions in the Waikato Plan. However the Leadership Group won't be the lead agency on all actions. The Leadership Group will lead actions where there is a gap in current provision, or where multiple organisations must work on the issue collaboratively.

The Leadership Group will also advocate for and support actions in the Waikato Plan that others are implementing which relate to key regional issues and initiatives. This document outlines:

- **Part 1** - actions that the Waikato Plan Leadership Group will lead.
- **Part 2** - a status update on the actions that other agencies will be leading and the Waikato Plan Leadership Group will support and advocate for.
- **Part 3** - the implementation support framework.

Implementation will be focused on achieving the key actions first. Given that the Waikato Plan has a 30 year horizon and we can't do everything at once, we need to rank the actions. The actions in Part 1 that the Leadership Group will lead have been prioritised between:

- **Short-term actions** that can be delivered or should be started in the first two years of the Plan.
- **Medium term actions** that require further planning or development and are recommended for years 3 to 6.
- **Long term actions** that provide valuable opportunities to support our aspirations as funding becomes available and are recommended for years 7 to 10.



This document primarily focuses on the first two years of implementation. The programme of work for the Leadership Group for the first two years covers:

Priority 1: People - Planning for population change

- Key action 1 (1.1.1) Produce a Regional Development Strategy (2017-2019)
- Key action 2 (1.1.2) Identify the regional priorities for service and technical infrastructure (2017-2019)
- Key action 3 (1.2.1) Identify how Central Government Services can be provided to match community needs (2017-2019)
- Action 1.3.1 Development of Community Plans (2018-2019)

Priority 2: Connections - Connecting our region through targeted investment

- Action 2.3.1 Collaboration with Future Proof (2017 - ongoing)
- Action 2.3.2 Central Government Partnerships and Collaboration (2017 – ongoing)

Priority 3: Iwi/ Māori - Partnering with iwi/Māori

- Action 3.1.3 Iwi collaboration on top priorities (2017 – ongoing)

Implementation

- Action 6.1.14 Develop a shared regional evidence base (Delivered through Waikato Local Authority Shared Services but driven by the Leadership Group) (2017 – ongoing)

Our Waikato context is likely to change over the next decade with new opportunities emerging that we want to be able to harness. Consequently the Waikato Plan is not set in stone but will change as needed. Both the Waikato Plan and the Implementation programme will be updated every three years to take advantage of our changing region.



Introduction

This implementation programme accompanies the Waikato Plan. It recommends a timeline to implement Waikato Plan Leadership Group led actions contained in the Waikato Plan. It also provides a status update on all actions in the Waikato Plan that are led by others. It is intended that implementation will be carried out through voluntary and collaborative partnerships across all relevant sectors; local government, iwi, government agencies, business and community. The Waikato Plan Leadership Group will be responsible for overseeing all of the actions in the plan.

This implementation programme provides:

- Clarity to partners about what is to be delivered, by when and what resources are required
- Clarity for Government, industry and the wider public about who is responsible for implementation and when they can expect to see progress
- Knowledge to inform more effective Government policy for service delivery in the Waikato
- A base against which to measure progress and to determine whether changes in course are required.

Structure

The first pages of this document provide the context for the structure of the work programme outlined in Part 1-3.

Part 1 presents the actions that the Waikato Plan Leadership Group will lead. These are broken down into tranches of work. Some actions are not yet scheduled. These are outlined at the end of Part 1.

Part 2 presents the actions that other agencies will be leading and the Waikato Plan Leadership Group will support and advocate for. A small number of actions are not scheduled.

Part 3 presents the implementation support framework.



The role of the Waikato Plan

The Waikato Plan provides a forum for coordinating and guiding integrated decision making on complex regional scale issues that cross statutory boundaries.

The Waikato Plan provides:

- 'One Voice' on regional priorities
- Clarity about the long term direction for the region
- A forum for multiple groups to have 'hard' conversations
- A conduit for leveraging central government funding, philanthropic and private sector resourcing
- A way to target investment to where it is most needed
- A forum for developing and maintaining enduring and collaborative relationships across regional priorities.



Plan priorities

The Waikato Plan has identified five regional priorities.

1. People - Planning for population change
2. Connections - Connecting our region through targeted investment
3. Iwi/ Māori - Partnering with iwi/Māori
4. Environment - Addressing water allocation and quality
5. Economic - Advancing regional economic development.

These five issues have been identified during the development of the plan by the Waikato Plan Joint Committee as the most important priorities facing the region, with the greatest opportunity to make demonstrable, positive change. In order to be addressed, they will require a collective, regional response.

Figure 1 shows which agencies are leading the 10 key actions within the 5 priority areas.

The 10 key actions are supported by a further 30 + actions in the Waikato Plan under each priority area. This implementation programme primarily focuses on the actions that have been listed in the Waikato Plan as being led by the Leadership Group.



Figure 1: Waikato Plan priorities, 10 key actions and lead agencies





The role of the Waikato Plan Leadership Group

The implementation committee, the Waikato Plan Leadership Group, won't be the lead agency on all actions in the Waikato Plan.

The Leadership Group will:

- **Lead** actions either because there is a gap in current provision, or because multiple organisations must work on the issue collaboratively.
- **Advocate for and support** actions that others are implementing that relate to key regional issues and initiatives. The Leadership Group may:
 - Secure funding
 - Enable discussions and decision making
 - Provide advice
 - Provide reports on key issues

In addition the Leadership Group will:

- **Collaborate and coordinate** with other key partners to make progress in key strategic areas that are important to the ongoing development and strength of the Waikato Region.



Part 1: Waikato Plan Leadership Group - Lead

Overview

Implementation will be focused on achieving the key actions first however some of the supporting actions are critical for the success of key actions. The Waikato Plan has a 30 year horizon and we can't do everything at once. The key actions and supporting actions in the Waikato Plan that will be led by the Leadership Group have been prioritised between short-term (years 1-2), medium-term (years 3-6) and long-term (7-10 years) tranches.

There are a number of actions that are not scheduled into the following tranches as more information is required before these are able to be timed appropriately. For more information on unscheduled actions see Part 1 Leadership Group led actions not assigned page 28.

Tranche 1 – short term (1-2 years)

Actions are recommended for short-term implementation (first two years of the Plan) either because:

- they are important to achieve the outcomes of the Waikato Plan
- they are ready to proceed
- they are a precursor to other works or need to be in conjunction with other works
- they are essential actions that will be underway for the lifetime of the Waikato Plan.

Tranche 2 and 3 – medium term (3-6 years)

Actions that are recommended for delivery in years 3 to 6 are classed as a high priority as these actions will make an important contribution towards achieving the outcomes of the plan.

These actions are recommended for implementation in the medium-term either because:

- they require some planning work before they can be delivered or
- they are reliant on other work taking place first, or
- they are less critical to delivering the outcomes sought through the Waikato Plan and can be delayed.

Tranche 4 and 5 – longer term (7-10 years)

Planning for the future is a challenge. Unexpected events, changes in immigration and other factors can cause us to change our course of action. Actions to be developed and delivered in years 7 - 10 will provide valuable opportunities to support our aspirations as funding becomes available.

Some actions have already been started by Waikato Plan partners. The Waikato Plan is a living, collaborative document and as such, will not necessarily progress as stated in the Plan. We will work with the entities that are best placed to deliver the outcomes of the Plan.



Already underway:

Action 1.5.1 Top priorities for regional facilities

- Regional Facilities Funding Framework project
- Implementation of the Sport Waikato Recreational Facilities Plan

Action 2.1.1 Advocate on behalf of regional transport priorities

Both the Waikato Plan and the Implementation Programme will be updated every three years. This allows for new opportunities that emerge since the Waikato Plan was adopted in August 2017 to be incorporated. It also provides an opportunity to refine or re-prioritise the projects that fall under the medium- and long-term categories.

Leadership Group led action timeline

Table 1 shows the proposed sequencing of all Leadership Group led actions for the next 10 years.



Table 1: Waikato Plan Leadership Group – lead: timeline for first 10 years

Where there is no colour associated with the action these actions have not yet been scheduled.

Action	Tranche 1		Tranche 2		Tranche 3		Tranche 4		Tranche 5	
	2017-2018 Year 1	2018-2019 Year 2	2019-2020 Year 3	2020-2021 Year 4	2021-2022 Year 5	2022-2023 Year 6	2023-2024 Year 7	2024-2025 Year 8	2025-2026 Year 9	2026-2027 Year 10
1.0 People										
Key action 1 (1.1.1) Produce a Regional Development Strategy										
Key action 2 (1.1.2) Identify the regional priorities for service and technical infrastructure										
Key action 3 (1.2.1) Identify how Central Government Services can be provided to match community needs										
1.4.1 Housing needs assessment										
1.4.2 Innovative building practices										
1.5.1 Top priorities for regional facilities										
2.0 Connections										
Key action 4 (2.1.1) Advocate on behalf of regional transport priorities										
Key action 6 (2.2.2) Establish a freight and logistics action group										
2.3.1 Collaboration with Future Proof										
2.3.2 Central Government Partnerships and Collaboration										
3.0 Iwi										
3.1.2 Implement Aligned Planning - that relate to Iwi/Māori outcomes										
3.1.3 Iwi collaboration on high priorities										
3.1.4 Improve environmental partnerships										
3.1.5 Address water quality and allocation										
3.1.6 Investigate inclusions of Mātāwaka Māori										
3.2.2 Development of Iwi land										
3.2.4 Support Iwi to develop, conserve, and restore marae										
3.2.1 Papakāinga Housing										
3.2.3 Develop a digital connection strategy for marae and papakāinga housing										



4.0 Environment										
4.2.2 Sustainable agriculture										
5.0 Economy										
5.1.1 Implement the 'Waikato Plan Aligned Planning' project										
6.0 Implementation										
6.1.14 Develop a shared regional evidence base										

Key: Implementing Research Beginning in 2017 and will continue for the lifetime of the plan Already underway



Tranche 1: Leadership Group—Lead

This section outlines the actions that are recommended for delivery in the first two years of the Plan (tranche 1) from the Leadership Group led actions. These actions are recommended for short-term implementation either because:

- they are important to achieve the outcomes of the Waikato Plan
- they are ready to proceed
- they are a precursor to other works or need to be in conjunction with other works
- they are essential actions that will be underway for the lifetime of the Waikato Plan.

Figure 2 shows how the actions within Tranche 1 interconnect and will influence each other. All of the actions are dependent on the Central Government Partnerships and Collaboration engagement strategy. However this strategy will also be informed by the progress of the rest of the actions.

The four main actions in Figure 2 will be run in conjunction and inform each other. The dark blue boxes are the end state expected for each action.

Collaboration actions are listed on the side of the figure as they will need to be ongoing throughout the tranche and will not have a specific end state.



Figure 2: Dependency Map – Tranche 1

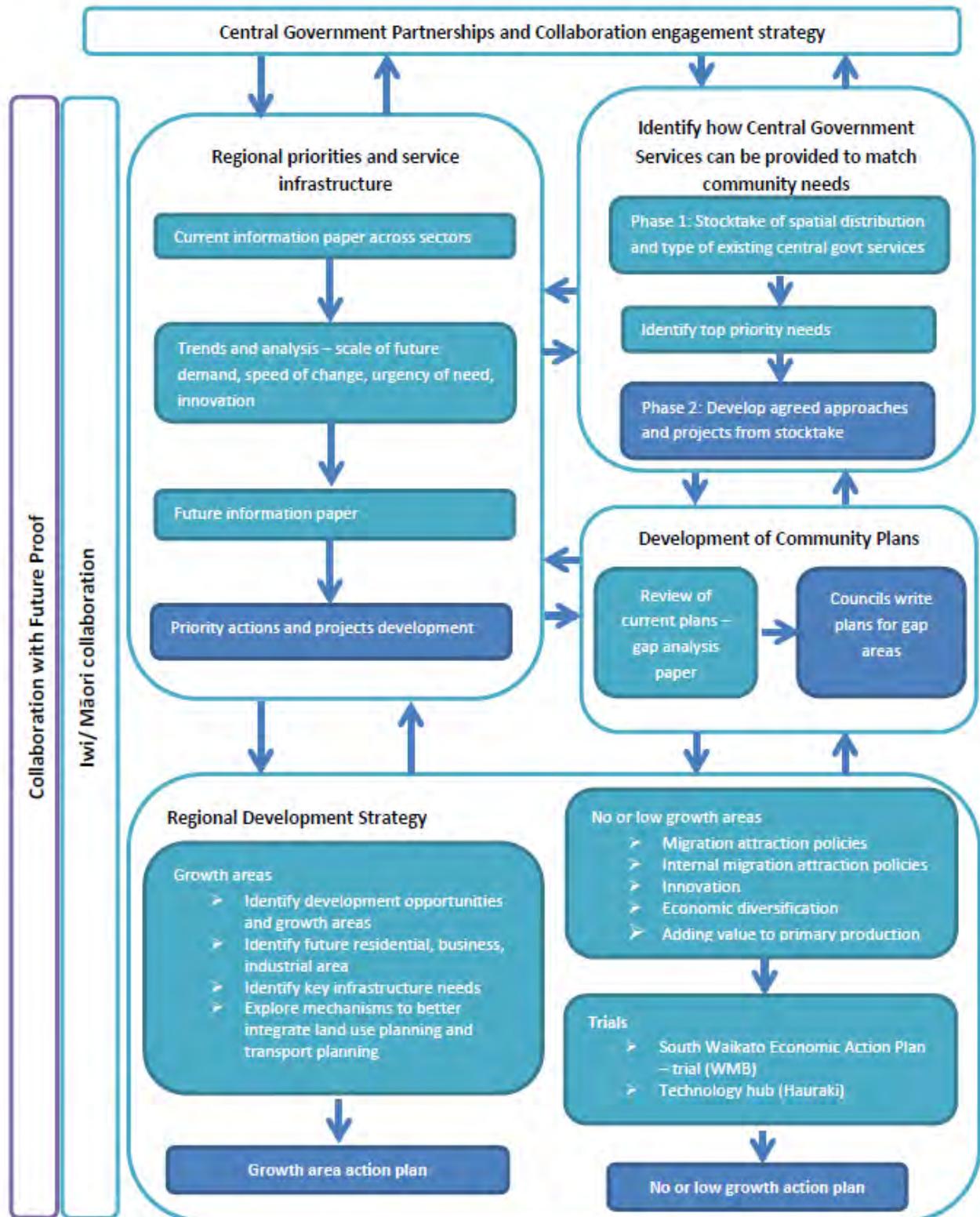




Table 2: Leadership Group led actions - Tranche 1

Action	Timing	Leadership Group role	Importance	Details	KPIs – June 2018
1.0 PEOPLE					
<p>Key action 1 (1.1.1) Produce a Regional Development Strategy: This action is to develop a high level regional development strategy which reflects the aspirations of the Waikato Plan and draws together all existing community plans, growth management and spatial development strategies and closes the gaps for areas without plans in place.</p> <p>Additional work that may support the strategy are:</p> <ul style="list-style-type: none"> • A linked flagship project is a trial of a technology hub in Paeroa to test the need for local, free, online access to services. • The Southern Waikato Economic Development Action Plan is a sub-regional trial and will be used as a model for how to develop low or no growth population areas within the larger project of the Regional Development Strategy. This project has both economic and social benefits. Waikato Means Business has had MBIE funding approved in May 2017. A contractor has been engaged to begin work. 	Commence Oct 2017 – will run in conjunction with the other actions in tranche 1 as there will be an iterative process between the actions.	Lead, secure funding, support and enable	<p>This action is the number one priority action for the Waikato Plan and addresses a range of growth and non-growth issues experienced across the Waikato Region.</p> <p>All the other actions in this tranche will feed into this strategy. This strategy will identify land use and the top priorities for rural and urban development. Opportunities to enhance areas of strong growth will be identified and utilised.</p> <p>Growth areas will be proactively planned for, ensuring a range of housing options, transport options, business opportunities and places for learning, recreation and leisure.</p> <p>Areas experiencing population change will be supported so that they can continue to contribute to the region. Innovative ideas are used to develop greater economic and social strength in areas of low growth.</p>	<p>Growth areas tasks:</p> <ul style="list-style-type: none"> • Identify development opportunities and growth areas • Identify future residential, business, industrial area • Identify key infrastructure needs • Explore mechanisms to better integrate land use planning and transport planning <p>Outcome: Growth area action plan</p> <p>Growth area tasks – will be informed by Future Proof NPS-UDC analysis.</p> <p>No or low growth areas tasks – identify appropriate:</p> <ul style="list-style-type: none"> • Migration attraction policies • Internal migration attraction policies • Innovation • Economic diversification • Adding value to primary production <p>Outcome: No or low growth area action plan</p> <p>No or low growth area tasks will be informed by the Southern Waikato Economic Development Action Plan.</p>	No or low growth area research is scoped and underway.



Action	Timing	Leadership Group role	Importance	Details	KPIs – June 2018
<p>Key action 2 (1.1.2) Identify the regional priorities for service and technical infrastructure: Identify regionally significant priorities, and in relation to those priorities, carry out a stocktake of the efficiency, effectiveness and future affordability of local infrastructure delivery as set out in infrastructure strategies (including transport, wastewater, water, stormwater, energy, communications, waste, libraries, education, parks and open spaces, emergency services, health care, state sector infrastructure and others).</p>	Commence Oct 2017 – will run in conjunction with the other actions in tranche 1 as there will be an iterative process between the actions.	Find funding, enabling discussions and decision making	This action will sit alongside the Regional Development Strategy and explore how to deal with the above issues in a Waikato Region context. Information from this action will feed into the Regional Development Strategy and Community Plans.	<p>Tasks:</p> <ul style="list-style-type: none"> • Current information paper across sectors. Information will need to be sourced from non-local government sectors. • Trends and analysis – scale of future demand, speed of change, urgency of need, innovation • Future information paper <p>Outcome: Priority actions and projects development</p>	Current information paper across all sectors is complete.
<p>Key action 3 (1.2.1) Identify how Central Government Services can be provided to match community needs: Identify how central government services can be provided to match community needs.</p> <p>This will make communities more resilient, and make the services as effective and efficient as they can be.</p>	Commence Oct 2017 – will run in conjunction with the other actions in tranche 1 as there will be an iterative process between the actions.	Find funding, enabling discussions and decision making, provide reports and advice	<p>Currently more than 90 per cent of public expenditure in New Zealand is centralised and undertaken in urban centres like Hamilton. This withdrawal of government services from provincial towns means the most marginalised people in the region have the least access to government public services.</p> <p>This action will explore how this can change to meet the needs of towns in the context of an ageing population.</p>	<p>Tasks:</p> <ul style="list-style-type: none"> • Phase 1: Stocktake of spatial distribution and type of existing central government services. • Identify top priority needs • Phase 2: Develop agreed approaches and projects from stocktake. <p>Outcome: Agreed approaches and projects have been developed.</p>	A collaborative stocktake of the existing situation is scoped.



Action	Timing	Leadership Group role	Importance	Details	KPIs – June 2018
1.3.1 Development of Community Plans: Identify outcomes for each community that build community resilience by representing community priorities.	Commence Feb 2018	Enable discussion and decision making; obtain funding through advocacy	This will also be used to inform the Regional Development Strategy.	Tasks: <ul style="list-style-type: none"> • Stocktake of current plans • Develop a framework for community plans • Gap analysis paper produced Outcome: Individual councils will develop community plans were needed based on local area advantages.	Stocktake of community plans will be completed.
2.0 CONNECTIONS					
2.3.1 Collaboration with Future Proof: Establish a formal engagement process between the Waikato Plan and Future Proof to determine the linkages between and future roles of the two projects.	Commenced Oct 2017 and will be present during the lifetime of the Plan.	Lead	This action is about improving efficiencies of resources and information sharing. Both Future Proof and Waikato Plan have background evidence and research that can be used for supporting various actions.	This action is underway. The first stage is to find linkages in the management of the strategies. Combined some meeting structures will commence in Nov 2017.	Formal combining of meeting structures will be completed. Data will be shared.
2.3.2 Central Government Partnerships and Collaboration: Promote links between the Waikato Plan actions and Central Government outcome areas: <ol style="list-style-type: none"> Develop a regional engagement model to advocate to Central Government with one voice Identify shared areas of interest and targets, and how to monitor progress towards targets Agree evidence base for co-investment with Central Government. 	Commenced Oct 2017 and will be present during the lifetime of the Plan.	Lead the development of an engagement model to advocate for the region	There is no overarching mechanism to link existing Central Government investment with the aspirations and plans of local government, the private sector and community organisations. This action is a key role of the Waikato Plan. This action is about collaborating with central government and local government to leverage better outcomes for communities.	This action is underway. The Central Government Engagement Strategy has been completed. A Central Government briefing paper has also been completed.	Funding is secured from Central Government. Relationships have been established with key central government partners.



Action	Timing	Leadership Group role	Importance	Details	KPIs – June 2018
3.0 IWI/MĀORI					
3.1.3 Iwi collaboration on high priorities: Increase iwi collaboration on shared social, cultural, environmental and economic outcomes, by creating partnerships with organisations like Te Humeke - Waikato Māori Business Network, Federation of Māori Authorities (FOMA), Te Puni Kokiri, Te Tumu Paeroa, Iwi Authorities (including their commercial entities) and Te Riu O Waikato (TROW).	Will begin in Tranche 1 – Dec 2017 and will be present during the lifetime of the Plan.	Support and enable	It is important to increase iwi collaboration and partnerships to ensure that social, cultural, environmental, and economic actions have an iwi/Māori lens and that opportunities are not missed.	Opportunities to collaborate with iwi will be taken.	<p>There will be Iwi membership on the Leadership Group.</p> <p>Iwi technical officers will be part of the technical level of implementing the Waikato Plan.</p>
6.0 IMPLEMENTATION					
6.1.14 Develop a shared regional evidence base: Develop and maintain shared regional trends and modelling resources (with supporting GIS spatial data) to understand what is happening with regional trends and how this will change over time. Reflect this information in future reviews of the Waikato Plan.	Will begin in Tranche 1 – Feb 2018 and will be present during the lifetime of the Plan.	Support and fund, gathering and sharing of information, lead, find funding, advocate.	<p>This action has been included in tranche 1 as it supports the other actions in Tranche 1. This action will provide some of the information sources needed for the regional development strategy and the service and technical infrastructure action and support integration going forward.</p> <p>Although this evidence base would be delivered through the Waikato Local Authority Shared Services it would be instigated by the Leadership Group and Waikato Councils.</p>	<p>Tasks:</p> <ul style="list-style-type: none"> • Develop processes, tools, and platforms for shared information / data and modelling. • Develop a joint process for tracking current and emerging issues facing the region and its districts, and for use of integrated spatial models to support future scenario analysis. • Information on the key economic inter-relationships across the region, and advise on how these can be improved. • Formulate an agreed position on natural resource and ecosystem service values, contributions and constraints to development. 	<p>A stocktake of what is available and the gap analysis between this and what's needed will be completed.</p>



Estimated cost of Tranche 1

Table 3: Estimated cost of Tranche 1

Total estimated cost of tranche 1	\$500,00-600,000
Government funding sought	\$290,000 requested from MBIE through regional growth programme. This is in addition to funding from MBIE for the WMB led Southern Waikato Economic Development Action Plan.
Waikato Plan funding	Funding is covered by existing Waikato Plan budget and projected budget for 2018/19 – internal resourcing.



Tranche 2 – 5: Leadership Group—Lead

Medium-term projects – Tranche 2 and 3 (year 3-6)

We can't start everything at once. This section covers the projects that are recommended for delivery in years 3 to 6. These projects are classed as Priority 2— still a high priority as will make an important contribution towards achieving the outcomes of the plan.

These projects are recommended for implementation in the medium-term either because:

- they require some planning work before they can be delivered or
- they are reliant on other work taking place first, or
- they are less critical to delivering the outcomes sought through the Waikato Plan than other projects and can be delayed.

These projects are less well-defined than the shorter term ones and therefore, less detailed information is provided.



Table 4: Leadership Group led actions - Tranche 2 and 3

Action	Timing	Leadership Group role	Details
2.0 CONNECTIONS			
Key action 4 (2.2.2) Establish a freight and logistics action group: Establish a freight and logistics action group to provide cross-boundary commercial leadership and identify issues and solutions, carry out operational plans and advocate on behalf of the freight sector. This action will occur in collaboration with UNISA, the Bay of Plenty FLAG, the Bay of Connections and BoP Regional Strategy.	Year 4 – 2020-2021	Waikato Plan Leadership Group in conjunction with Waikato Means Business	This was a key action identified by the Joint Committee. As we cannot start all key actions in Tranche 1 this action was considered through analysis that this action could be scheduled in Tranche 2. This action has been included in regional growth programme. Exploration of leveraging off BoP FLAG will be explored as resources allow.
3.0 IWI/MĀORI			
3.1.2 Implement Aligned Planning - that relate to Iwi/Māori outcomes: Implement the relevant actions from the Aligned Planning.	Year 5 – 8 2021-2025	Waikato councils (confirmed) Iwi Trust Boards (to be confirmed) through Waikato Plan Leadership Group (to be confirmed).	The Mana Whakahono a Rohe (Iwi participation arrangements) under s 58(0) of the RMA will be relevant here and maybe overtake some of the matters in this action. This action will take place alongside Stage 2 of the aligned planning action.
3.2.1 Papakāinga Housing: Initiative (including use of a papakāinga toolkit) to enable greater papakāinga development, as well as a coordinated response to papakāinga housing needs and aspirations.	Year 3 – 4 2019-2021	Waikato Plan Leadership Group, Future Proof partners (including Nga Karu Atua o te Waka) (confirmed), Iwi Trust Boards (to be confirmed).	This action is likely to be progressed earlier by Future Proof. If a sub-regional toolkit can be developed this could then be used across the region.
3.2.3 Develop a digital connection strategy for marae and papakāinga housing.	Year 4 – 2020-2021	Waikato councils (confirmed) Iwi Trust Boards, (to be confirmed) through Waikato Plan Leadership Group (to be confirmed).	This action could be progressed alongside WMB digital connections strategy and the Waikato Māori Economic Action Plan.



4.0 AGRICULTURE			
<p>4.2.2 Sustainable agriculture</p>	<p>Year 5 – 2021-2023</p>	<p>Waikato Plan Leadership Group for the option exploration phase. A lead agency would be identified should a further phase of work be undertaken.</p>	<p>Explore options around how to improve the sustainability of agricultural practices. The concept could be to establish a framework to:</p> <ul style="list-style-type: none"> • Improve the use of science and the provision of technical advice and decision making tools to farmers and growers; • Develop innovative, effective means of delivering business and technical advice to farmers and growers that motivates and enables them to adopt improved practices; • Enhance partnerships and networks to stimulate uptake and adoption of innovative and beneficial practices. • Explore the use of technology to improve agricultural productivity in a way that mitigates risk to the environment. <p>As part of the exploration of options, consider the development of a Waikato-focussed agricultural centre of excellence for sustainability.</p>
5.0 ECONOMY			
<p>5.1.1 Implement the ‘Waikato Plan Aligned Planning’ project – Phase 2</p> <p>The second phase will look at wider alignment opportunities in relation to Resource Management Act planning tools. The recent Resource Law amendments, including the proposed Planning standards, will provide a tool-kit for this second phase of work. An applied case study in relation to papakāinga will be considered as part of the second phase.</p> <p>The concept of a planning 'Centre of Excellence' will be explored as a discrete project. Investment Logic Mapping and analysis of the costs and benefits of options for all aligned planning projects will be a key consideration.</p>	<p>Year 3 – 2019-2020 start developing Year 5 – 8 2021-2025 implement</p>	<p>Phase 1: Resource consent processes: Waikato LASS, Waikato Planning Managers Group</p> <p>Phase 2: Wider alignment opportunities: Waikato Plan Leadership Group.</p>	<p>This action will incorporate implementing relevant actions that relate to Iwi/ Māori outcomes.</p>



Long-term projects – Tranche 4 and 5 (years 7 - 10) Waikato Plan Leadership Group lead

Planning for the future is a challenge. Unexpected events, changes in immigration and other factors can cause us to change our course of action.

With this in mind, this section provides an overview of the projects we can expect to see developed and delivered 7 - 10 years.

These projects rank lower against the criteria but provide valuable opportunity to support our aspirations as funding becomes available.

Priority 3— provide valuable opportunity to support our aspirations as funding becomes available

Action 1.4.1 Housing needs assessment

The need for this work is likely to be overtaken by the analysis required by the Development Capacity Assessments being undertaken during 2017/18 to meet Government requirements (NPS-UDC). Future Proof is undertaking work relating to housing for the higher growth areas of Hamilton City, Waikato District and Waipa District. The information from this analysis will be able to be used for the rest of the region once the demand data is available.

Action 1.4.2 Innovate building practices

There is a lot of change in this area and there are many different entities working in this space. The Waikato Plan seeks to not duplicate the work of others and therefore this action is scheduled to be undertaken at a later tranche.



Leadership Group led actions – timing not assigned

There are a number of actions that are not scheduled into the tranches as more information is required before these are able to be timed appropriately. The actions listed in Table 11 will be assigned after further discussions with iwi/ Māori.

Table 5: Leadership Group led actions – timing not assigned yet

Action	Lead	LG role	Details
3.0 IWI/MĀORI			
3.1.4 Improve environmental partnerships: As part of action 4.3.1, develop partnerships between iwi, local government and other relevant organisations to explore sustainable use and enhancement of biodiversity.	Waikato Councils, Iwi Trust Boards, through Leadership Group	Support and enable	Not assigned. This action will be assigned after further discussions with iwi/Māori and the lead role may be assigned to another agency.
3.1.5 Address water quality and allocation: Ensure that opportunities to recognise potential iwi allocation and development rights to water are taken. This includes being part of the national conversation on this issue.	Waikato Councils, Iwi Trust Boards, through Leadership Group	Advocacy and support	Not assigned. This action will be assigned after further discussions with iwi/Māori and the lead role may be assigned to another agency.
3.1.6 Investigate inclusion of Mātāwaka Māori: Investigate mātāwaka inclusion in Waikato Plan implementation.	Leadership Group	Lead	Not assigned. This action will be assigned after further discussions with iwi/Māori and the lead role may be assigned to another agency.
3.2.3 Develop a digital connection strategy for marae and papakāinga housing: This will include advocacy to get the broadband in place, prioritising both installation and support mechanisms for marae and papakāinga for Ultra-Fast Broadband.	Waikato councils, Iwi Trust Boards, through Leadership Group.	Joint leadership with Councils and Iwi Trust Boards	Not assigned. This action will be assigned after further discussions with iwi/Māori and the lead role may be assigned to another agency.
3.2.4 Support iwi to develop, conserve, and restore marae: To include working with iwi to develop funding plans and applications for marae enhancements.	Waikato Councils, Iwi Trust Boards, through Leadership Group.	Support and enable	Not assigned. This action will be assigned after further discussions with iwi/Māori and the lead role may be assigned to another agency.



Part 2: Other Agency led actions - Leadership Group advocate and support

Overview

This section outlines actions that the Waikato Plan Leadership Group will not be leading but will provide advocacy and enable collaboration. The Leadership Group will may:

- Secure funding
- Enable discussions and decision making
- Provide advice
- Provide reports on key issues

These actions will be implemented through various avenues such as:

- Mayoral Forum programme of work
- Waikato Means Business programme of work
- Other key partners programmes of work
- Regional Chief Executive and Waikato LASS work-streams

When it comes to implementing these initiatives the Waikato Plan provides a good means of engaging with key stakeholders.



Other Agency led action tables - Leadership Group advocate and support

The following tables outline the actions that others are leading grouped by the five regional priority core themes in the Waikato Plan.

The status key shows:

Green – actions that are already in progress.

Orange – actions that are in the process of being developed or funding is requested but have not been progressed further.

Red – actions that have not yet been scheduled.



Table 6: Other agency led actions under 1.0 People priority

Action	Lead	Role of WP Leadership Group	Status	Detail
1.3.1 Development of Community Plans: Identify outcomes for each community that build community resilience by representing community priorities.	Individual Councils	Enable discussion and decision making; obtain funding through advocacy		Scheduled for Tranche 1 – Waikato Plan Leadership Group will undertake: a stocktake of community plans in the Waikato, develop a framework for a consistent approach and undertake a gap analysis. This will be used to inform the Regional Development Strategy.
1.6.1 Waikato medical school: Support the proposal for a third medical school in the Waikato.	DHB, Waikato Uni	Advocate, support and enable collaboration		<p>The University, in partnership with the Waikato District Health Board, has submitted a business case to the New Zealand Government proposing the establishment of a new Community-Engaged Graduate Entry Medical School at the University of Waikato, the third medical school in New Zealand.</p> <p>Business cases were also received from Auckland and Otago Universities.</p> <p>Funding provision in the regional growth programme: Regional contribution: \$35m Request from govt agencies: \$313m (over 10 years) <i>(Regional contribution comprised of \$20m in philanthropic donations and \$15k from DHB (DHB contribution will need approval from Ministry of Health)).</i></p> <p>The Government will run a contestable business case process to consider the options. The successful applicant should be known in 2018 with the new school operating by 2020.</p>
1.6.2 Māori health: Achieve a radical improvement in Māori health outcomes by eliminating health inequities for Māori.	DHB	Advocate, support and enable collaboration		Virtual Health Strategy roll out of SmartHealth which connects patients with free online healthcare services through digital devices – the take up by Māori has been far greater than expected. Development of a Waikato Māori Strategic Health Plan is being undertaken.
1.6.3 Rural health: Achieve a radical improvement in rural health outcomes by eliminating health inequities for people in rural communities.	DHB	Advocate, support and enable collaboration		Virtual Health Strategy roll out will support this action. The DHB will provide status reports on this action. Development of a Waikato Rural Health Plan is being undertaken.
1.6.4 Enable a healthy Waikato: Identify and enact strategies to ensure that where we live, work and play promotes health.	DHB	Advocate, support and enable collaboration		Virtual Health Strategy roll out will support this action. The DHB will provide status reports on this action.



1.7.1 Access to education: Provide more virtual access and public transport opportunities to support access to tertiary education so people can remain in their communities while studying and find work in their communities when they complete their studies.	TBC	Advocacy and enablement		Not assigned – need info from education institutes
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Table 7: Other agency led actions under 2.0 Connections priority

Action	Lead	Leadership Group role	Status	Detail
<p>2.1.2 Transport funding: Encourage the Regional Transport Committee to implement their action on alternative funding mechanisms for implementing agreed transport priority projects.</p>	Regional Transport Committee	Assist investigation into potential alternatives and advocate to central government		<p>On 4 Sept 2017 the Regional Transport Committee, a multi-agency committee hosted by the Waikato Regional Council, agreed to look at the region's transport needs. That includes a passenger rail service between Auckland and Hamilton. Development of a strategic business case will begin in Oct 2017.</p> <p>Implement the Southern Links package of work to enable urban development in South Hamilton and improve connections from SH1 to the western side of Hamilton City. The region is providing \$230m and \$450 is requested from central govt agencies.</p> <p>NZTA is investing \$400-600m in the extension of Waikato Expressway to Piarere/SH 29 intersection and associated safety works.</p>
<p>Key action 6 (2.1.3) Encourage development of a nationally significant cycling and walking experience: Support implementation of a region-wide cycling and walking framework and collaboration.</p>	WRC	Identify agreed regional priorities and advocate, enable and support them		<p>a) The Waikato Regional Cycle Network is working together to plan and prioritise connections between 5 major cycle trails within and connecting into the Waikato region. The Network has established priorities for trail development and are working together to support economic development and increase visitor numbers. The cycle trails are all treated as shared facilities for walking and cycling.</p> <p>b) The Waikato Regional Cycling Steering group is being established and a working group is in the early stages of scoping a stocktake of safe and appropriate cycle facilities to help inform RCA's. The Regional Advisory Group is kept up to date with progress.</p> <p>c) The Waikato Regional Cycle Network is also working with Waikato Means Business to agree the scope of work to support cycle trails to grow economic benefits locally and regionally. Requests for funding have been included in the Regional Growth Programme.</p> <p>d) The Waikato Regional Cycle Network has identified the benefits of working together on this and further work on this is being planned.</p> <p>e) The Waikato Regional Cycle Network have established relationships with the WRC biodiversity advisor and a number of trails have had discussions on how they can increase their role in this area.</p> <p>f) Most trails already highlight cultural and environmental heritage, and there have been discussions within the network on how to increase this. Future workshops are planned on this.</p>
<p>2.1.4 Improving regional digital connections: Advocate for better digital connections.</p>	WRC	Support investigation		<p>WMB has requested \$20,000 through the Regional Growth Programme to undertake a regional digital stocktake. The regional contribution will provide another \$20,000.</p>



Key action 5 (2.2.1) Integrate Waikato and Auckland transport networks: Work with Auckland Council and Auckland Transport on cross boundary issues to ensure integration of the Waikato and Auckland networks.	WRC, NZTA	Enable discussions and advocate a position		Waikato Plan has already been advocating for development of passenger rail into the Waikato from Auckland. A total of \$50,000 has been provided by the Regional Council to develop a strategic business case for Hamilton to Auckland passenger rail connection.
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Table 8: Other agency led actions under 3.0 Iwi/Māori priority

Action	Lead	Role of WP Leadership Group	Status	Detail
Key action 8 (3.1.1) Work collaboratively with Iwi/Māori: This may be through actively pursuing and supporting partnerships to look at: a) Resource management and natural resources b) Supporting cultural heritage c) Developing social initiatives d) Driving economic development.	Waikato Councils, Iwi Trust Boards, Central Govt	Support and enable		The Waikato Plan framework will support and help facilitate this action where necessary to drive forward this action.
3.2.2 Development of Iwi land: Identify iwi aspirations for the use of land in their rohe, and how this development could be facilitated.	Waikato DC, Iwi Trust Boards	Support and enable		Not assigned, have requested info from Waikato DC



Table 9: Other agency led actions under 4.0 Environment priority

Action	Lead	Role of LG	Status	Details
<p>Key action 9 (4.1.1) Develop the Waikato as a Waters Centre of Excellence: Establish the Waikato Region as a National Waters Centre of Excellence:</p> <p>Phase 1: Support the University of Waikato and NIWA's Freshwater Institute and its focus on research</p> <p>Phase 2: Enhance the Waikato Region's role as a waters centre of excellence</p>	WRC in partnership with the proposed WaiOra Freshwater Institute	Support and enable collaboration, advocate for funding		<p>WRC supports Phase 1 by funding the Rivers Chair of the Freshwater Institute and will have a position on the Institute's Advisory Board (the chair starts on 1 October).</p> <p>WRC has completed the Waikato Freshwater Strategy and is implementing all the strands of this strategy (including significant advocacy work and budgeting for changes within WRC through the LTP to deliver on the other strands).</p>
<p>4.2.1 Establish a regional or sub-regional approach to resource recovery centres: Investigate the costs and benefits of a regional agreement on resource recovery centres.</p>	TBC	Support, advocate		<p>One of the key focus areas of WRC's Regional Waste Resource strategy is to "increase resource efficiency and beneficial reuse" which includes a specific focus on 'increasing resource recovery'.</p> <p>A number of TAs in the region have highlighted the need to develop resource recovery centres in their Waste Management and Minimisation plans. A Resource Recovery workshop at Wintec in July showed there is a real appetite for resource recovery in the region. WRC is exploring considering developing an action plan.</p>
<p>4.3.1 Develop a regional strategic framework for biodiversity assets: Identify the network of Waikato's indigenous biodiversity assets and develop a strategic framework and map for increasing biodiversity and improving ecological connections.</p>	WRC	Advocate, find funding		<p>Work underway includes:</p> <p>Potential Ecosystems, Biodiversity Inventory and accompanying Zonation Analysis maps that will provide a basis for identifying the network of Waikato's indigenous terrestrial biodiversity assets.</p> <p>LIBS pilot projects (Waihou-Piako and Hamilton City) that support building the strategic framework necessary to manage our biodiversity assets. These sub-regional projects will be able to be scaled up to regional level over time.</p> <p>Work on impact investment and supporting/aligning community conservation work funded by Trust Waikato. A range of other work is also underway including the Waikato Restoration Story and assessing the condition of lowland kahikatea forest remnants.</p>



<p>4.4.1 Addressing the impacts of climate change: Examine the potential impacts of climate change on the location and design of the region’s current and future infrastructure and develop and implement a plan for the changes needed.</p>	<p>WRC with local councils</p>	<p>Recognise importance of action, provide support</p>		<p>Work underway includes:</p> <p>Beginning development of a WRC Climate Change Roadmap which may:</p> <ul style="list-style-type: none"> • Bring together existing activities – fill gaps realign and relaunch initiatives • Quantify liabilities and opportunities • Understand future climate change projections • Corporate modelling of best practice emissions reductions • Ensure climate change implications (+ve and / or –ve) are considered in all WRC decision making • Increased community awareness and engagement with reduction of risk and increasing resilience • Leverage the increasing price of carbon to achieve land uses with co-benefits for biodiversity, water quality, and catchment security. <p>Production of a Climate Change Guideline (CCG) for WRC integrated catchment management (ICM). The CCG includes:</p> <ul style="list-style-type: none"> • A set of guidelines (in line with statutory requirements) that ICM will adopt and apply in addressing the challenge of climate change adaptation. • A summary of key national and regional policy guidance to assist staff when planning for adaptation. • A summary of the projected effects of climate change on the Waikato Region and the key areas of impact in relation to ICM activities, as guide to key planning considerations. • Adopted numerical values and thresholds to inform modelling and scenario analysis. • An assessment framework, consistent with national guidance, to support staff decision making in reference to climate change adaptation. • A programme of actions for the Directorate over the next 3 years to embed climate change adaptation planning into business as usual.
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Table 10: Other agency led actions under 5.0 Economy priority

Action	Lead	Role of LG	Status	Detail
<p>Key action 10 (5.2.1) Assist in implementing the Waikato Economic Development Strategy (WMB): The current focus areas of the Strategy not mentioned elsewhere in the Waikato Plan (and supported by the Plan) are:</p> <p>a) Reviewing and identifying opportunities in the innovation sector/system. b) Developing a plan to achieve greater regional economic development capacity.</p> <p>Other interest areas for the Waikato Plan include: c) Supporting the Regional Labour Market Strategy (Future workforce demand mapping for key economic sectors). d) Developing a regional inward investment facilitation system. e) Demonstrating how to maximise value from primary production through innovation in agribusiness and growing the local value network. f) Consideration of socio-economic and sustainable business development (green growth) initiatives. g) Supporting the Waikato Regional Māori Economic Development Action Plan.</p>	WMB	Support, enable, secure funding and collaborate with WMB		<p>WMB commissioned a report on the economic development capacity and capability in the Waikato from Martin Jenkins. The draft report found that there is a significant lack of funding of economic development compared in the Waikato compared to other NZ regions. It also notes that there is a lack of resourcing and continuity of economic development.</p> <p>The report recommends that an independent business-led regional economic development agency (EDA) be set up. Current regional tourism and destination marketing would remain with RTOs but with clear linkages and alignment to the new regional EDA. A “hub and spoke” model should be developed to recognise different local ED factors, but with strong leadership from the centre. This would see services delivered locally through service centres in the north-east, south east and south-west of the region.</p> <p>There will be a need for regional leadership, public policy, monitoring/oversight functions to be delivered and WMB are working with the Waikato Regional Council and the Waikato Plan Leadership Group to ensure that there is a seamless and aligned process for this.</p> <p>Engagement with potential co-funders’ is being undertaken in conjunction with the Long Term Plan process. WMB is moving into the pre-establishment phase (Sep-Dec 2017) to set up a Waikato regional economic development agency.</p>
<p>5.2.2 Develop a Regional Investment Prospectus: Develop a regional investment prospectus to provide a focus for business and industry, to make informed decisions when planning for growth, and to ensure the availability of relevant regional information. Information will include infrastructure investment, availability of water, and planned investments.</p>	WMB	Support, advocate, assist with finding funding		<p>A regional investment coordination group has now been established by WMB and is being convened by HCC. Funding has been set aside by WMB and requested from MBIE for the regional growth programme. This action will support the Regional Development Strategy in Tranche 1.</p>
<p>5.3.1 Grow regional visitor numbers: Advocate for the region’s RTOs to work together to improve coordination and visitor / tourism support across the region.</p>	RTO's	Advocate, secure funding and support		<p>WMB and Hamilton Waikato Tourism (HWT), as part of the Tourism Opportunities Plan, are progressing several projects that will grow visitor numbers. Government co-funding has been requested through the regional growth programme and WMB has indicated general support for the work of Destination Coromandel and Destination Great Lake Tourism. The Waikato Story has a key role in this as well and HWT are undertaking work on the “visit Waikato” proposition as part of this.</p>



Table 11: Other agency led actions under Implementation chapter 6.0 of Waikato Plan

Action	Lead	Role of LG	Status	Detail
<p>6.1.13 Assisting Local Government leadership: Explore the skill sets Mayors, councillors and council Chief Executives want assistance with, and establish a mentoring project that joins up active but retired Chief Executives and directors in the region with governance leaders.</p>	Volunteering Waikato	Network to identify people who would want to volunteer.		Not assigned.
<p>6.1.15 Using trials as models: Once tested and proven, suitable projects could be adjusted for implementation across the region.</p> <p>Stage 1: Technology Hub: Trial a technology hub to support digital enablement. This would provide technology and space for business communication and support, community digital access and education, digital access to health services, and tertiary education.</p> <p>Stage 2: Other proposed trials: Trials for rural settlements, where innovative new projects are specifically designed to support the target area/s.</p> <p>Stage 3: Gather existing examples of trials that have worked well and have the potential to be models for other sectors and make them available online.</p>	Depends on the projects chosen	Enable and support; learn from existing examples. Enable and facilitate provision and collaboration.		<p>The South Waikato Economic Action Plan may be able to be used as an appropriate trial. This action is currently in the scoping phase.</p> <p>Funding is required for the Hauraki Technology Hub to advance this action. Once this action is underway it may be able to be used as an appropriate trial.</p>



Part 3: Implementation support framework

Funding

The current implementation funding covers:

- Plan administration
- Development of Leadership Group led priority actions
- Advocacy and support from the Leadership Group

The intention is for:

- 2017/18 to be fully funded by the partner Councils.
- 2018/19 to be funded by 75% Local Government contribution, 25% external
- 2019/20 to be funded will be 50% Local Government contribution, 50% external

Whilst initial funding for the first three year period will predominantly be provided by local government, it is essential that over time funding contributions occur from across all local government partners, government agencies, community and business.

The intention is for local government to fully fund plan implementation in year one. However the expected cost of the first tranche of projects is above the initial funding provided by local government. Further funds have been requested from external sources in the 2017/18 financial year. This is due to front ending a number of substantial key actions. No extra money is anticipated to be requested from partner Councils.

Councils will need to make provision in their Long Term Plans for their proportion of the implementation budget from their regional operation budgets for 2018/19 and 2019/20. No new money beyond the core funding should be required from Councils for implementing Leadership Group led individual actions. There may be requirements from actions led by other parties that will be scoped by those lead entities. Examples are transport funding, cycling and walking, resource recovery centres.

Where value propositions can be established, eg for government, the community or for business, specific cases will be made for funding support.



Principles

Every attempt will be made to source funding from external parties locally, regionally and nationally. A funding plan and Central Government engagement strategy will be developed to support this implementation programme. This funding plan will ensure councils and partners develop shared guiding principles for cross-boundary regional and sub-regional funding for the joint delivery initiatives, including:

1. The establishment of funding criteria and agreement on the priorities and timing of initiatives
2. Agreement on the pre-requisites and mechanisms to be used in transferring funds between agencies
3. The inclusion of funding provision in councils' LTPs and the funding documents of other agencies
4. Waikato Plan will explore external funding options for projects whenever possible
5. Any service change suggestions that come out of action plans that rise from any of the Waikato Plan actions will go into the next LTP process for sourcing partial funding for implementation. This funding will be used to leverage further funding from external sources where appropriate.



Reporting

It is important to establish on going reporting mechanisms to ensure Waikato Plan ‘successes’ are communicated. Timely reporting throughout implementation will be an important component in ensuring effective implementation and communication channels.

Annual Report

A publicly available annual report on progress will be provided to the Leadership Group, partners and stakeholders. This will include all implementation actions worked on during the preceding year, the progress achieved (both in terms of meeting the performance criteria and the state of the budgets/funding) and the next steps to be completed.

Waikato Plan partners are expected to contribute to the Annual Report on the implementation of their actions.

Implementation Update

Every year there will be an implementation update, and actions will be reprioritised as work is completed and new challenges emerge.

Plan Renewal Report

Every three years a renewal report on the Plan will be completed in collaboration with partners. The report will be timed to feed into the development of the councils’ Long Term Plans and will advise on:

- Any changes proposed to the top five priorities
- Emerging issues
- The actions which have been completed, and the actions still in progress
- Progress in the implementation of linked initiatives (linked and supported by the Plan but external to the Plan)
- The effectiveness of the Waikato Plan’s relationships with other partners and organisations
- The effectiveness of the Waikato Plan’s Leadership Group’s structure, membership and implementation arrangements will be reviewed within three years to ensure they are fit for purpose and are focused on leadership.

The first review of the Waikato Plan goals, key actions, and priorities will be undertaken October 2020 (prior to the setting of 2021 LTP budgets).



Risks and Issues Management

The management of the Risk and Issues associated with this programme is an essential element of Waikato Plan implementation.

With clear reporting and escalations through the appropriate governance we will ensure that the key risks and issues are adequately mitigated and ensure that key stakeholders are aware of the risks facing the programme.

It is proposed that the Project Advisors will report on project risks as part of the regular reporting to each Leadership Group meeting. Should specific risks be elevated from the project team or stakeholders to the Project Advisors, and they need immediate mitigation, the Project Advisor will work with the Chairperson to put in place immediate mitigation strategies.

The following risk register will be reported bi-monthly through the programme dashboard.

Table 12: Risk Register

Risks / Issues	Risk to project			Mitigation
	Low	Med	High	
Political engagement			High	Engagement Plan and ensure appropriate reporting
Ineffective engagement with key partners			High	Continue to report to key partners. Engage with others on relevant actions. Ongoing reporting and comms.
Ongoing resourcing requirements		Med		Sharing resources / tasks across the partners or provide additional resource if appropriate and agreed
Managing parallel workstreams			High	WPLG oversight Regular reporting and monitoring
Not achieving financial milestones required		Med		Develop funding plan
Not achieving aim and aspirations			High	Ensuring actions are progressed, funding is activated, partners are engaged and resourcing is sufficient
Benefits shown by June 2018		Med		Benefit mapping – selecting the right indicators to provide realistic progress
Iwi not being fully part of Plan implementation		Med	High	Ensure that iwi members are appointed on the Leadership Group. Ensure that iwi/Māori are engaged through an iwi/Māori forum.



Monitoring

A monitoring framework that includes the monitoring of actions and aligns this with progress towards the achievement of the Waikato Plan outcomes is being developed.

Three main types of monitoring and evaluation activity will be undertaken:

Table 13: Monitoring outline

Types of monitoring	What	How	Why
Monitoring of progress of actions	Progress of actions against milestones and short-term outcomes.	Success is when milestones are achieved as stated in the Plan.	These can clearly show that the actions are being achieved.
Implementation/process evaluation	Test the reach, relevance, quality and efficiency of the actions undertaken.	Medium-term changes in behaviours, practices and investments. Undertaken after 7 years and based on the likely improvements from relevant actions.	It is important to assess whether the actions are making any measurable changes where possible. Many actions will only feed into long term outcomes.
Impact evaluation	Focused on whether the Plan is effective and having the desired impact on long-term outcomes.	The Waikato Progress Indicators will also be used to track the region's progress. These identify trends across 32 key economic, environmental and social aspects.	Together, they provide a picture of the 'health' of the Waikato region and the wellbeing and quality of life of its people and communities.



Appendix 1: Governance and Management

Waikato Plan Leadership Group

The Waikato Plan is governed by a Joint Committee called the Waikato Plan Leadership Group. The Waikato Plan Leadership Group is a Joint Committee comprised of local government (elected members), tāngata whenua representatives, independent non local government members (representing business and the community) and non-voting members (government agencies). The Leadership Group will receive advice from the Strategic Partners Forum, Iwi/Māori Forum and the Chief Executives' Steering Group.

Strategic Partners' Forum

The Strategic Partners Forum is a body comprising of representatives of groups from the local business and community sectors to provide strategic advice to the Waikato Plan Leadership Group in relation to the implementation of the Waikato Plan.

Māori Forum

The Iwi/Māori Forum's role will be to provide implementation input, from a tāngata whenua perspective, to the Leadership Group.

Chief Executive Steering Group

The Chief Executives and senior managers from the partner councils and senior advisors from the New Zealand Transport Agency along with other partner organisations provide executive leadership for the Waikato Plan project.

Technical Reference Group

The Technical Reference Group supports the core Project Team on the implementation tasks from the Waikato Plan as well as other relevant matters. The membership will reflect the partnership approach of the Leadership Group.

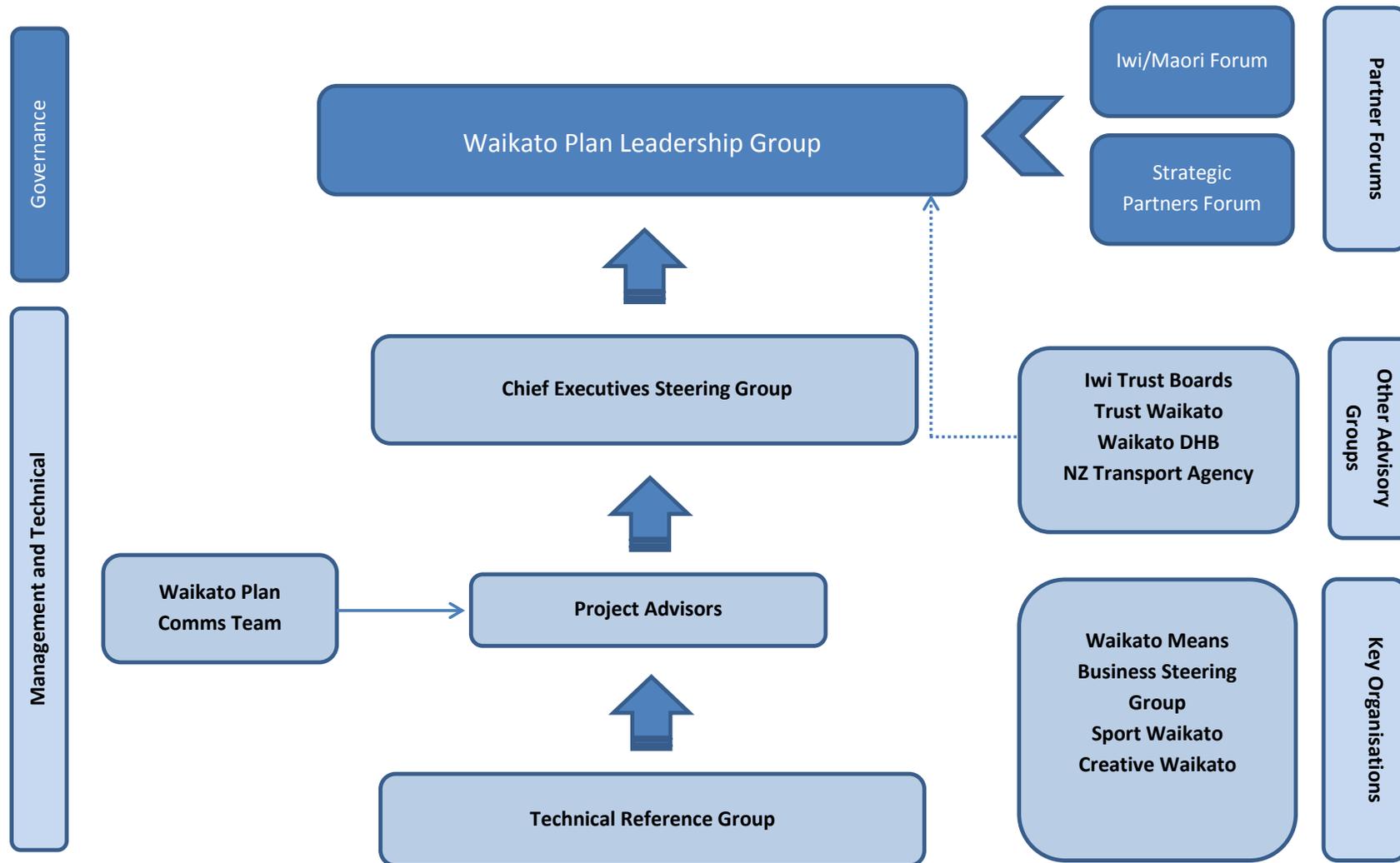
Project Team

The Waikato Plan has a core Project Team comprised of an Implementation Advisor, a Governance Advisor, and a Programme Manager, assisted by staff from partner council(s) and partner entities. Waikato Regional Council is the administration authority for the Waikato Plan.

The implementation advice arrangements, contracts and budget administration are run through Waikato Local Authority Shared Services Ltd.



Figure 3: Waikato Plan Structure





THE
**WAIKATO
PLAN**

Waikato : he reo kotahi
Waikato : one voice