

WAIKATO PLAN JOINT COMMITTEE

Notice is hereby given of a meeting of the Waikato Plan Joint Committee to be held at the Gate 2, Mystery Creek Events Centre, 125 Mystery Creek Road, Hamilton on Monday, 16 February 2015 at 9.30am.

VRJ Payne
Chief Executive Officer
Waikato Regional Council

RECOMMENDATIONS contained in reports are NOT to be construed as Joint Committee decisions. Matters requiring a DECISION (where the Joint Committee does not have power to act) will be reported to the member Councils for RESOLUTION.

MEMBERS: Ten (10) local government members from the following constituent local authorities within the Waikato region

Hamilton City Council,
Mayor J Hardaker, alternate Cr M Gallagher
Hauraki District Council,
Deputy Mayor B Gordon, alternate Cr J Bubb
Matamata-Piako District Council,
Cr L Tisch, alternate Cr J Thomas
Otorohanga District Council,
Mayor M Baxter, alternate Cr R Klos
South Waikato District Council,
Mayor N Sinclair, alternate Cr H van Rooijen
Taupo District Council,
Cr R Jollands, alternate Cr A Park
Waikato District Council,
Cr W Hayes, alternate Deputy Mayor D Fulton
Waikato Regional Council,
Cr RM Simcock, alternate Cr TS Mahuta
Waipa District Council,
Mayor J Mylchreest, alternate Cr C St Pierre
Waitomo District Council
Cr A Goddard, alternate tba

Five (5) non-local government members
M Devlin
B Gatenby
M Spaans
M Wilson
One (1) x vacancy (yet to be appointed)

OBSERVERS: **Rotorua District Council, and
Thames-Coromandel District Council**

**ADVISORS/
STAFF:** Project Manager (J Bevan, Latitude Planning), Communications Advisor (E Hughes), Democracy Advisor (Gaylyn Cannon, Waikato Regional Council)

APOLOGIES:

	<u>Pages</u>
1 Confirmation of Agenda (Item 1)	
2 Disclosures of Interest (Item 2)	
<i>Any disclosures of interest relating to the agenda items for this meeting.</i>	

SECTION A: (UNDER DELEGATION FOR THE INFORMATION OF COUNCIL)

3 Confirmation of Previous Minutes File: 03 04 32 (Doc # 3221911) (Item 3)	4-14
<i>Minutes of the Waikato Plan Joint Committee meeting of 24 November 2014 (Doc # 3221911) to be received for confirmation as a true and correct record.</i>	
4 Waikato Plan – Amendments to Project Scope File: 03 04 32 (Doc # 3282629) (Item 4)	15-19
<i>This report advises the Committee about the revised milestones for the Waikato Plan project, the approach to community engagement and the recommended remuneration for non-local government members to participating Councils.</i>	
5 Waikato Plan Project Report File: 03 04 32 (Doc # 3282633) (Item 5)	20-27
<i>This report advises the Committee on the recommended budget to complete the plan and each Council's contribution to the revised budget.</i>	
6 Waikato Plan – Project Directors Report File: 03 04 32 (Doc # 3282739) (Item 6)	28-37
<i>This report advises the Committee of the key action points that have been completed since the Committee meeting held on 24 November 2014, the project risks and communication actions.</i>	

The next meeting of this Committee will be held on **13 March 2015** at **Waipa District Council** at **9.30am**.

Doc # 3282521

WAIKATO SPATIAL PLAN JOINT COMMITTEE

Minutes of the Waikato Spatial Plan Joint Committee held in the Council Chamber, Waipa District Council offices, 101 Bank Street, Te Awamutu at 12 noon on Monday, 24 November 2014

Waipa District Council Chief Executive Officer, G Dyet in the Chair until completion of Item 4 – Election of Chair

MEMBERS PRESENT:

Hamilton City Council
Mayor J Hardaker (from 12.04pm)

Hauraki District Council
Deputy Mayor B Gordon

Matamata-Piako District Council
Cr L Tisch

Otorohanga District Council
Cr R Klos

Taupo District Council
Cr R Jollands

Waikato District Council
Cr W Hayes

Waikato Regional Council
Cr RM Simcock

Waipa District Council
Mayor J Mylchreest

Waitomo District Council
Cr A Goddard

Non-local government appointees
M Devlin
B Gatenby
M Spaans
S Wilson

IN ATTENDANCE Cr M Gallagher (Hamilton City Council alternate), Mayor A Sanson (Waikato District Council),

ADVISORS/ STAFF: Project Manager (J Bevan, Latitude Planning), Communications Advisor (E Hughes), Committee Administrator (ME Poole, Waikato Regional Council)

APOLOGIES: Mayor J Hardaker (for lateness), Mayor M Baxter (Otorohanga District Council), Cr A Park (Taupo District Council alternate), Cr J Bubb (Hauraki District Council alternate)

Accepted

Confirmation of Agenda

(Agenda item 1)

RESOLVED THAT the agenda of the Waikato Spatial Plan Joint Committee of Monday, 24 November 2014 be confirmed as the business for the meeting.

Moved Cr W Hayes/seconded Cr RM Simcock

The motion was put and carried (WSP14/01)

Arrive Mayor J Hardaker 12.04pm

Welcome and introductions

(Agenda item 2)

The four non-local government members (M Devlin, B Gatenby, M Spaans and S Wilson) were welcomed to the meeting and all members introduced themselves.

Disclosures of Interest

(Agenda item 3)

On behalf of the four non-local government members M Devlin noted that there was a potential conflict of interest with respect to the topic of non-local government member remuneration (Item 5 – Completion of Joint Committee establishment, section 8).

Election of Chairperson

File: 03 04 32, (Agenda item 4) Doc #3220290

RESOLVED THAT the report “Election of Waikato Spatial Plan Joint Committee Chairperson” (Doc #3220290 dated 17 November 2014) be received, and

RESOLVED THAT pursuant to Clause 25 of Schedule 7 of the Local Government Act 2002, the Waikato Spatial Plan Joint Committee adopt System B as the voting method for the election of the Chairperson, and if appropriate a Deputy Chairperson, of the Joint Committee.

Moved Cr RM Simcock/seconded B Gatenby

The motion was put and carried (WSP14/02)

In accordance with Clause 30(9)(c) of Schedule 7 of the Local Government Act 2001, Chief Executive Officer G Dyet called for nominations for Chairperson of the Waikato Spatial Plan Joint Committee.

Margaret Devlin was nominated as Chairperson of the Waikato Spatial Plan Joint Committee by Mayor J Hardaker and seconded by Mayor J Mylchreest.

There being no further nominations, Margaret Devlin was declared elected as Chairperson of the Waikato Spatial Plan Joint Committee. (WSP14/02.1)

CEO G Dyet vacated the Chair

Margaret Devlin took the Chair at 12.08pm.

Completion of Joint Committee establishment

File: 03 04 32, (Agenda item 5) Doc #3220293

The Joint Committee received the report "Completion of Joint Committee establishment (Doc #3220293 dated 17 November 2014 – pages 7-19) and considered the following matters identified as required to complete the establishment of Joint Committee:

Deputy Chairperson

It was noted that the Joint Committee Terms of Reference provide for a Deputy Chairperson to be appointed from either the local government or non-local government membership. Two perspectives were presented that:

- a non-local government member would provide independence;
- a local government member could support the independent Chair to navigate through local government processes.

In accordance with Clause 30(9)(c) of Schedule 7 of the Local Government Act 2001, the Chairperson called for nominations for Deputy Chair of the Waikato Spatial Plan Joint Committee.

Mayor Jim Mylchreest, Waipa District Council was nominated as Deputy Chair of the Waikato Spatial Plan Joint Committee by Cr RM Simcock and seconded by Cr L Tisch.

There being no further nominations, Mayor Jim Mylchreest was declared elected as Deputy Chair of the Waikato Spatial Plan Joint Committee.
(WSP14/03.1).

Observer status – Thames-Coromandel and Rotorua District Councils

The Joint Committee Terms of Reference provide for invited observer status at meetings for Thames-Coromandel and Rotorua District Councils at the discretion of, and subject to any limitations set by, the Joint Committee.

Arising out of questions and discussion, it was noted that:

- the meeting agenda papers are publicly available and anyone can attend and observe the proceedings.
- Thames-Coromandel is wholly within the Waikato region and will be part of the spatial planning considerations and decision-making. There are potential risks to the integrity of the Plan if Thames-Coromandel District Council is not 'at the table'. Need to have relationships at both a technical/planning and governance level. An invitation to participate (nominate one member with speaking rights, but no voting rights) should be extended to Thames-Coromandel District Council and regular attendance encouraged.
- Rotorua is only partly within the Waikato region (for watershed reasons) and is part of the Bay of Plenty spatial planning process already underway. As potential exists for the two Spatial Plans to be in conflict (risk factor), there are strong economic drivers for the two regions to liaise/work together at both technical and governance levels to achieve alignment. The Bay of Plenty spatial planning governance structure is different than the Waikato model – seek to share and exchange information and ideas. Options – seek reciprocal 'observer' attendance at each region's governance meetings, and/or build on existing governance relationships to support plan alignment – note that this is already happening at a technical level.
- Taupo and South Waikato District Council have also been engaging with the Bay of Plenty process.

RESOLVED THAT:

- a) Thames-Coromandel District Council be invited (in writing) to nominate an observer to attend the Waikato Spatial Plan meetings and participate with speaking rights, but no voting rights.
- b) A letter be sent to Rotorua District Council informing them of the Waikato Spatial Plan project and the intention to work with Rotorua District through the *Invest BOP* project.

Moved B Gatenby/seconded Mayor J Hardaker
Carried (WSP14/03.2)

Proposed minor change to Terms of Reference

Recommended to the participating Councils that the wording in the Waikato Spatial Plan Joint Committee Terms of Reference within the non-local government members section in respect of the interests of Maori be changed from:

“at least one of the five non-Local Government Members must be a suitable person to represent the interests of Maori” to

“at least one of the give non-Local Government Members must be a suitable person to provide a perspective on the interests of Maori”

Moved Cr RM Simcock/Cr A Goddard
Carried (WSP14/03.3)

Appointment of fifth non-Local Government Member

The Joint Committee Terms of Reference provide for five (5) non-Local Government Members to be appointed. Four appointments have been approved by the participating Councils and further nominations have resulted in one potential candidate being identified.

Arising out of questions and discussion it was noted that there were two issues, being a) the number of non-Local Government members on the Joint Committee, and b) the preferred skill sets and expertise of the nominee(s)/member.

- one option was to recommend that the participating Councils amend the Terms of Reference to change the non-Local Government Membership of the Joint Committee from five to four.
- the preference was for a person with specific spatial planning skills. Could this input be provided via advice and/or presentations by a suitably experienced expert/consultant? If yes then a change from five to four non-Local Government members might be an option.
- Mark Ingle (WEL Trust Chairman) has been proposed/nominated for the vacant fifth non-Local Government member on the Joint Committee. It was requested that a current CV be obtained/circulated.

Recommended that the participating Councils:

- i) **consider the nomination of Mark Ingle to fill the vacant fifth non-Local Government Member position on the Waikato Spatial Plan Joint Committee, and should this nomination not be approved, to**
- ii) **consider an amendment to the Joint Committee Terms of Reference to change the non-Local Government membership from five to four members.**

Moved Cr RM Simcock/Cr A Goddard
Carried (WSP14/03.4)

Non-Local Government Member Remuneration

M Devlin (Chair), B Gatenby, M Spaans and S Wilson declared interest and left the room at 12.37pm.

Deputy Chair Mayor J Mylchreest in the Chair for this item.

Arising out of questions and discussion it was noted that:

- this item/issue is relevant to the discussion (yet to be had) on section 6.5 – Project Budget in Item 7 – Waikato Spatial Plan Project Scope.
- elected member representatives on the Mayoral Forum are mostly different people than the elected member representatives on the Joint Committee.
- clarification was sought on the role and decision-making responsibilities of the Mayoral Forum in relation to the Waikato Spatial Plan project and how this meshed with the Joint Committee's Terms of Reference and reporting/recommendation pathway to the participating Waikato region Councils.
- the Mayoral Forum does not have the power to commit individual Councils to budgets/expenditure.
- concern was expressed that a number of remuneration and expenses related issues for the non-local government members have only now been identified, post the appointments being made by the participating Councils. Feedback from pre-recommendation phase discussions with individuals did not “flag” the range and quantum of remuneration and expenses that has now been outlined.
- the members on the Joint Committee have a governance role; whereas the remuneration referred to is for a consultancy arrangement. Concern was also expressed about the remuneration disparity and inequity that would result between the non-local government members, who all bring their own individual skills, knowledge, networks and expertise to the role.
- considerable effort has been required to identify potentially suitable people, who were both interested and available to fill the non-local government member positions and in particular the requirement that at least one member must be a suitable person to “provide a perspective on” the interests of Maori.
- the information provided did not include any reference to financial recognition for undertaking the role of Chairperson – had this matter been addressed?

To progress the remuneration issues raised it was requested that the Deputy Chair, Mayor Mylchreest meet with Mr Wilson to discuss the situation and report back to the Joint Committee once this has taken place.

The project budget currently contains a figure of \$70,000 as “support for project governance”. Once the above actions have been completed and clarifications provided, a recommendation in respect of non-local government members’ remuneration and expenses would be considered at the next meeting and forwarded to the participating Councils for determination.

M Devlin, B Gatenby, M Spaans and S Wilson returned to meeting at 1pm
Deputy Chair Mayor J Mylchreest vacated the Chair
Chair M Devlin resumed the Chair.

Project Governance Risk Management

File: 03 04 32, (Agenda item 6) Doc #3220298

Arising out of questions and discussion it was noted that:

- the high risk rating assessed for “culture” is around the newness of this multi-Council approach to planning and the potential for different or conflicting political responses when ten different local authorities need to make decisions to progress the Spatial Plan.
- the Risk Register is a “live” document that can and will change in response to internal and external factors, for example if Local Government reform within the Waikato ‘activates’ and spatial plan alignment issues with not only neighbouring regions, but government departments/agencies as well.
- the biggest risks to the project were considered to be a lack of real progress/action and a failure to deliver the project on time and within budget.
- the Risk Register will need to be updated on an ongoing basis with any ‘recasting reported at each Joint Committee meeting.

RESOLVED THAT the report “Project Governance Risk Management” (Doc #3220298 dated 17 November 2014) be received, and

RESOLVED THAT the Waikato Spatial Plan Project Manager be directed to:

- a) **Maintain a project risk register and report on projects risks to the Joint Committee at each meeting, and**
- b) **Advise the Chairperson should specific risk management issues arise between meetings.**

**Moved Chairperson/seconded Mayor J Hardaker
Carried (WSP14/04)**

Waikato Spatial Plan Project Scope

File: 03 04 32, (Agenda item 7) Doc #3220316 & 3220321

Arising out of questions and discussion, it was:

- noted that the Auckland Council legislation and spatial planning model are the only New Zealand guidance available. Concern was expressed that this might lead to invalid comparisons between the Auckland and Waikato situations. The Auckland legislation and model provide a framework for discussion only. The Waikato discussions will be evidence based on matters that the Waikato needs to address on a region scale – refer the summary of high priority strengths, challenges and opportunities in section 2 of the report.
- queried whether section 79 was going to be replicated for all other local authorities via an amendment to the Local Government Act. Unknown at this stage, but a watching brief is in place.
- noted that Workshop Focus Groups have been proposed as the method/opportunity for community input into the options
- advised that Section 1 Background of the Waikato Spatial Plan: Project Scope document – the final key point also needs to include appropriate reference to the Ngati Tuwharetoa, Raukawa and Te Arawa River Iwi settlement legislation and the Maniapoto Iwi settlement legislation.
- noted that the key matters/tasks outlined in section 3.2 – Central Government Engagement need to be included in the project scope.

- queried what other strategic partner group linkages need to be strengthened? It is important that strategic partners can voice their perspectives. Identifying and utilising opportunities for sharing knowledge, views and exchanging information are essential.
- queried whether the same evidence is being used by government departments and the Waikato process and even if yes, is the same 'story' emerging/being told. Are there any obvious gaps and/or conflicting messages/conclusions?
- noted that it is intended that the development of the Waikato Spatial Plan will follow the business case approach adopted by central government and used as the basis for implementing the Auckland Plan (outlined in the Diagram in section 4 of the Report). The 'simple' version being to 'ensure that the Waikato Spatial Plan is delivered on time' is the objective for the Joint Committee.
- considered that the timeline for completion of the strategic objectives needs to be reviewed/tightened up to provide sufficient time for the Joint Committee to discuss/finalise these objectives.
- it was agreed that setting the strategic objectives as soon as practicable is critical. We have the evidence base, the analysis has been completed and the key issues identified. Work will be ongoing to identify gaps, incorporate new material/findings and achieve alignment. Two concerns – taking too long to deliver a completed Plan will reinforce negative public/community views about local government process and compressing the timeframes too much may compromise community engagement/support and confidence in the robustness of the Plan.
- requested that the project milestones be recast and circulated to members. It may be helpful to circulate updates and draft papers to members between agendas/meetings.
- noted that further work was required to resolve a number of outstanding availability issues and constraints so that the schedule of meeting dates for 2015 can be finalised and entered in members' diaries as soon as possible.
- Hamilton City Council offered to host all future meetings of the Joint Committee and noted that a consistent meeting start time and location were helpful.
- noted that the most significant component of the project budget (as presented) relates to project communications and engagement. The project scope has been founded on the basis of the total project budget. It was proposed that any decisions on the budget be "parked" until the agenda item on the communications strategy and communication actions, including engagement have been discussed.

RESOLVED THAT the recommendations in respect of Item 7 – Project Scope for the Waikato Spatial Plan lie on the table until completion of Item 8 – Communications Strategy and Plan, in particular relating to clarification of the project budget status.

**Moved Chairperson/Seconded Cr RM Simcock
Carried (WSP14/05)**

Communications Strategy and Plan

File: 03 04 32, (Agenda item 8) Doc #3220301

The Committee members questioned and sought clarification on the proposed communication actions for the Waikato Spatial Plan, noting concerns that there was not a clear communications message including:

- who the message recipients were intended to be;
- whether the messaging at this stage was between the partner Councils only; the partner Councils and government agencies, or targeting an external audience;
- the timing and value of messages as there is currently nothing to deliver;
- how and when the proposed stakeholder and public focus groups would be informed and engaged;
- how will the key stakeholders be identified and communicated with re their participation – it may be necessary for one to one communication for some stakeholders rather than group opportunities. Building relationships with these parties and the ‘right’ people will be critical – who will be responsible for that;
- when and how will the Joint Committee members view the stakeholder lists to provide feedback on any gaps and opportunities;
- how will the key/critical stakeholders be distinguished from other stakeholder and/or interested groups;
- what tools and messages will the Joint Committee members have to respond to questions and enquiries - should this be a reactive process or are members expected/encouraged to be proactively informing and engaging within their respective networks;
- who is the ‘voice’ of the Joint Committee, the partner Councils, the Waikato Spatial Plan – how will the ‘one message’ alignment be achieved;
- that the issues that will be addressed via the Spatial Plan are not yet generally understood within the Waikato community.

Arising out of discussion it was noted that:

- the one voice message and branding is an important first step. Work has and is being done within each of the partner Councils to identify stakeholders, this will be integrated to inform the consistent messaging and engagement proposals.
- the baseline data and evidence is available and once the strategic objectives have been finalised this will feed into the messaging.
- the development of the website will be an essential ‘one stop shop’ for access and use at different levels – eg. all partners and the Joint Committee; stakeholders, interested members and sectors of the community for all information in/out and relating to the Plan.
- initially the website would not be ‘marketed’ to the public, but anyone searching could view all the publicly available material and messages, agendas and minutes, etc and there would be password only access for the partner Councils for other ‘working’ sections.
- as an interim measure the Joint Committee’s meeting papers are being uploaded to Waikato Regional Council’s website and the web link details emailed to members and partner Council staff for access/downloading.
- one intended communication action is to provide all the partner Councils with a statement/message for inclusion in their Long Term Plans (generally out in the public arena around the period February to May 2015).
- the next meeting of the partner Councils’ Communications Managers is scheduled for Wednesday 26 November 2014.
- the communication objectives of the communication strategy have been outlined in Appendix one. Consistent messaging critical.

- tangata whenua will want to have a voice – how will that be build into/provide for in the communication actions.
- there will need to be clarity as to how the Waikato's challenges for the future are going to be addressed collaboratively and how will the four local government 'well-beings' be integrated into that.
- the local news media (Waikato Times) is interested and keen to talk now. How should that opportunity be best used – the timing and messages for the public are critical.

Depart from meeting B Gatenby 2.37pm

- "spatial" is not a word generally understood by the public – keep it simple.
- at this stage the messages are at a high (overview) level around one plan, one voice for the Waikato region based on sound evidence. The branding needs to support that, but avoid the "glossy" approach – Option 1 preferred.
- a 'one pager' (or less) of key bullet point messages needs to be prepared as soon as practicable for use by all members.
- proposed that a standard pro-forma base media release be provided to all the partner Councils, the key messages would not change, but each Council could 'tailor' the release to fit.
- the usual communication protocol is that only the Chairperson makes media comment. How will that be managed in this situation with multiple Council partners, the Mayoral Forum (a local government partners process) and the Joint Committee including a number of non-local government members?

With respect to the project budget for communications and engagement it was noted that:

- there have already been revisions and a request for an increased amount reported to the Mayoral Forum - what was the justification for that? At this time not all partner Councils have signed off on the proposed budgetary changes (increases). The Mayoral Forum established a proportionality formula between each of the partner Councils for financial contributions to the project. The original budget (as approved) is \$660,000 and expenditure to date is in the order of \$80,000.
- this project needs to operate within its budget - the communications and engagement strategy is an area with considerable "flex" as to what work is undertaken and the associated costs.
- one approach may be to 'cap' amounts and maintain contingencies for 'flexing'. The financial reporting on expenditure authorised, contingency balances held and the overall budget status would need to be reported at each meeting.
- an update on the budget status be reported to the February meeting – total budget, status of any increases sought (via the Mayoral Forum) that need the partner Council's signoff, expenditure, any variances and commitments to date.
- the budget is monitored by the partner Council's Executive team for this Project and reported back to the Joint Committee.
- until there is more certainty around the budget, not appropriate to lock into the scale of engagement. The project tender may have to be prepared based on a higher level statement around this activity.

RESOLVED THAT the report "Communications actions for Waikato Spatial Plan" (Doc #3220301 dated 17 November 2014) be received, and

RESOLVED THAT the Waikato Spatial Plan Joint Committee:

1. Endorse the Waikato Spatial Plan Communication Strategy with agreed amendments – comprising the use of Option 1 for Branding; deletion of the word “Spatial” in all external communications with all references to be to the “Waikato Plan”
2. Note the Community Engagement Implementation Plan and defer making final decisions on the schedule of actions outlined in Appendix 2 until the budget status information requested is reported to the February 2015 meeting, noting that development of the Waikato Plan website was underway.
3. Endorse the key messages in Appendix 3 for use in all communications about the Waikato Plan.
4. Agree the branding to be further developed to represent the Waikato Plan in all communication collateral including via the general news media.

**Moved Cr RM Simcock/Seconded Cr R Jollands
Carried (WSP14/06)**

The Joint Committee returned to Item 7 – Waikato Spatial Plan Project Scope to consider the recommendations previously left to ‘lie on the table’ until after completion of Item 8 – Communication Strategy and Plan.

Waikato Spatial Plan Project Scope cont

File: 03 04 32, (Agenda item 7) Doc #3220316 & 3220321

RESOLVED THAT the report “Project Scope for the Waikato Spatial Plan” (Doc #3220316 dated 17 November 2014) and the “Waikato Spatial Plan 2015-2050 Draft Project Scope Document” (Doc #3220321) be received, and

RESOLVED THAT the Joint Committee:

1. Confirm section 79 of the Local Government Auckland Council Act be used as a basis for the Waikato Plan, with amendments shown in Appendix A to reflect the Waikato context.
2. Confirm that the outcomes sought from Central Government agencies (outlined in section 3.2 of the report) be included in the scope of the spatial plan.
3. Endorse the use of the Better Business Case process as the approach for delivering the Waikato Plan project.
4. Confirm the seven major milestones in section 4.1.1 on the basis that the proposed completion date for setting the strategic objectives be recast which will inform the decision on the Waikato Plan preferred delivery option.

5. Note the draft meeting schedule (contained in Appendix C) and that further work to resolve outstanding non-availability issues be completed as soon as practicable so the schedule of meeting dates for 2015 can be finalised/entered in members' diaries .

**Moved Cr L Tisch/seconded Deputy Mayor B Gordon
Carried (WSP14/07)**

Demographic Forecasts

File: 03 04 32, (Agenda item 9) Doc #3221087, #3220306 & 3220309

RESOLVED THAT the reports “Baseline Demographic Projections” (Doc #3221087 dated 17 November 2014) and “Baseline and Stochastic Population Projections for the Territorial Authorities of the Waikato Region for the period 2013-2063 – Executive Summary (Doc #3220306 & 3220309) be received, and

THAT the Waikato Spatial Plan Joint Committee endorse the baseline demographic projections as a foundation piece of evidence for the Waikato Spatial Plan.

**Moved Cr W Hayes/Seconded Cr L Tisch
Carried (WSP14/08)**

General business

(Agenda item 10)

(Item/s for information only)

There were no items to be noted/reported under this heading.

Meeting closed 3.15pm



TO: Waikato Plan Joint Committee

FROM: Waikato Plan Project Director

DATE: 6th February, 2015

FILE REFERENCE: 051302

SUBJECT: Item 4: Waikato Plan - Amendments to Project Scope

DECISIONS REQUIRED:

That the Joint Committee:

1. Receive the report entitled *Waikato Plan - Amendments to Project Scope* dated 6th February 2015
2. Approves the revised project milestones described in section 2 of this report
3. Approves the approach to community engagement described in section 3 of this report
4. Report the community engagement approach to Councils for information
5. Recommends a budget of \$70k for non-local government members' remuneration to each participating Council.

PURPOSE

The purpose of this paper to advise the Joint Committee on:

1. The revised milestones for Waikato Plan project.
2. The approach to community engagement and provide the approach to Councils for their information in accordance with the Joint Committees terms of reference.
3. The recommended remuneration for non-local government members to participating Councils.

Impact of Decision

The decision of the Joint Committee on this report will establish the approach to community engagement for the project, and seek Councils approval for the non-local government members remuneration.

Budget Implications

The project resources and budget are matched to achieving the recommended milestones. Altering either scope, budget or timeframe will have a consequential impact on other elements of the project.

Risk Profile

Medium: Failing to confirm the project milestones and the approach to considering community engagement will have an adverse effect the following project risks:

- Lack of progress and action
- Lack of engagement

1 BACKGROUND

The Joint Committee meeting on 24th November received three papers;

1. The Waikato Plan Project Scope
2. The Waikato Plan Communications Strategy and Plan
3. Completion of Joint Committee Establishment

The Joint Committee requested a number of actions be undertaken prior to confirming the Waikato Plan project budget and scope. These actions are summarised below along with key decisions required from the Joint Committee.

2 THE WAIKATO PLAN PROJECT SCOPE

The Joint Committee confirmed the key aspects of the Waikato Plan project scope, but deferred final endorsement of the Waikato Plan project scope until February 2015 pending:

- a) Recasting project milestones on the basis that the completion date for setting strategic objectives will inform the decision on the Waikato Plan preferred delivery process.
- b) Confirming the project budget in respect of the Communications Plan.

Recasting project milestones

The Joint Committee sought to advance the project milestones for setting strategic objectives. The revised milestones are set out below.

The project milestones are based upon the project programme first developed in May 2014 which anticipated an 18 month process to complete the Waikato Plan from project commencement in June 2014.

Commencing the project in June 2014 would have enabled Plan completion by December 2015. Following a delay of six months in the project establishment phase, retaining the original completion date of December 2015 will have two broad trade-offs:

1. A higher level document that focuses more on definition and acceptance of issues and opportunities facing the region and high level objectives to be achieved. The options and actions would be worked through in more detail in the implementation phase. This approach would not deliver on Crown Agency expectations adopted in the project scope, and transfer more significant decisions to future processes resulting in higher Plan implementation costs.
2. The reduced depth of engagement on key issues with stakeholders and community. This will result in a greater number of submissions to be addressed.

Retaining a December 2015 delivery date would reduce the effectiveness of the document and result in a Plan that does not achieve its overall purpose. The revised milestones set out below are therefore recommended to the Joint Committee.

Project Milestone	Meeting Date	Meeting Outcomes
1 Direction setting	16 Feb 2015 (JC Meeting)	<ul style="list-style-type: none"> – Budget, scope and milestones confirmed – Engagement approach reported to Councils for information – Confirm expectations and benefits sought from the Waikato Plan – Focus areas for further analysis communicated to the project team
2 Draft strategic objectives and benefits	13 March 2015 (JC Meeting)	<ul style="list-style-type: none"> – Options considered – Draft strategic objectives and benefits sought developed by JC
3 Strategic objectives and engagement processes confirmed	13 April 2015 (JC Meeting)	<ul style="list-style-type: none"> – Confirm strategic objectives and benefits – Scope of change described at high level – Draft engagement document approved for engagement – Confirmed engagement approach
4 Report back on engagement	15 June 2015	<ul style="list-style-type: none"> – 1st round of targeted engagement complete – Refine and update strategic objectives.
5 Option Development and Analysis	August 2015	<ul style="list-style-type: none"> – Alternative strategic options have been evaluated. – Preferred strategic option adopted by the Joint Committee
6 Draft Waikato Plan	August – November 2015	<ul style="list-style-type: none"> – Draft spatial plan is prepared and considered by the Joint Committee – Draft recommended to Council for approval for statutory consultation – Hearings committee appointed

7 Draft Waikato Plan to Councils for Approval for Consultation	December 2015	– All participating Councils approve the Draft Waikato Plan
8 Statutory process	January – March 2016	– Statutory consultation through special consultative procedure – Hearings and submissions received by hearings committee – Deliberations and changes approved
9 Hearings committee reports to Joint Committee	April 2016	– Joint Committee approve the amended Waikato Plan – Joint Committee recommendation the Plan to Councils for adoption
10 Final Waikato Plan to Councils for adoption	June 2016	– All Councils adopt the Waikato Plan

3 THE WAIKATO PLAN COMMUNICATIONS STRATEGY AND PLAN

The Joint Committee endorsed the Waikato Plan Communications Strategy which covered; the key messages for use in all communications, and selected a branding option to be further developed to represent the Waikato Plan.

The Joint Committee deferred making a decision on the Community Engagement Plan pending budget decisions to be made at the 16 February 2015 meeting.

In November 2014 the Joint Committee received a communications plan that offered two approaches; targeted or broad community engagement. The Joint Committee preferred the more targeted approach with key stakeholders who will be identified following the development of the Waikato Plan strategic direction by the Joint Committee.

International and national practise in spatial planning would prefer a broader approach to stakeholder and community engagement, and this is the preferred approach communicated by Crown agencies.

It is recommended the Joint Committee adopt a flexible approach to community engagement pending the strategic direction set by the Committee over the next three months. To enable this flexible approach, the Project Team will:

- 1 Collate a broad stakeholder contact database from each local authority including crown agencies, Iwi and key stakeholder and community contacts.
- 2 Assist the Joint Committee to refine their strategic objectives and confirm a draft strategic direction for the Waikato by April 2015. These will be encapsulated in the Waikato Plan discussion document.
- 3 Seek guidance from the Joint Committee about the engagement approach to be adopted for the stakeholder engagement at the April 2015 meeting.

- 4 Undertake the agreed engagement process and report back findings to the June 2015 Joint Committee meeting.

To enable this approach the Joint Committee has been asked to agree a budget of \$200k in the budget paper considered earlier by the Committee.

4 NON-LG REMUNERATION

The Joint Committee Terms of Reference requires that the remuneration of non-local government members of the Joint Committee be determined and approved by the Councils.

The Joint Committee considered the remuneration of non-local government members in November 2015 and the following actions were identified:

1. Deputy Chair Mayor Mylchreest was to meet with Mr Wilson and report back to the Joint Committee.
2. Once the above action has been completed a recommendation in respect of the non-local government members remuneration and expenses be considered at the next Joint Committee meeting.

Mayor Mylchreest reports that Mr Wilson will undertake his committee membership role on the same basis as other non-local government members. Any specific tasks requested by the Joint Committee in relation to consultation/communication with Māori would be undertaken at a discounted consultancy rate. This has been confirmed by Mr Wilson.

A budget allocation of \$70k was proposed at the November 2015 meeting of the Joint Committee. This budget provides for:

- Meeting fees of \$750 per meeting for non-LG members (assuming 12 meetings)
- Travel and expenses for non-LG members (Total of \$2k)
- Meeting venues and refreshments (total of \$4k)
- Consulting arrangements to support Steven Wilson's appointment (sum of \$19k)

It is recommended that the Joint Committee recommend the budget allocation of \$70,000 for non-local government remuneration to Councils for approval.

5 RECOMMENDATIONS

That the Joint Committee:

- 1 Receive the report entitled *Waikato Plan - Amendments to Project Scope* dated 6th February 2015
- 2 Approves the revised project milestones described in section 2 of this report
- 3 Approves the approach to community engagement described in section 3 of this report
- 4 Report the community engagement approach to Councils for information
- 5 Recommends a budget of \$70k for non-local government members' remuneration to each participating Council.



Waikato : he reo kotahi

Waikato : one voice

TO: Waikato Plan Joint Committee
FROM: Waikato Plan Project Director
DATE: 6th February, 2015
FILE REFERENCE: 051302
SUBJECT: Item 5: Waikato Plan Project Report

DECISIONS REQUIRED:

That the Joint Committee:

1. Receive the report entitled *Waikato Plan Project Budget Report* dated 6th February 2015
2. Approve a revised project budget of \$1.195k described in section 4 of this report
3. Retain \$200k of the revised project budget as a contingency sum pending a review of the engagement approach at the April Joint Committee meeting.

PURPOSE

The purpose of this paper is to advise the Joint Committee on:

1. The recommended project budget to complete the Waikato Plan.
2. Each Councils contribution to the revised budget.

Impact of Decision

The decision of the Joint Committee on this report will set the scope, budget and engagement approach for the project.

Budget Implications

The project resources and budget are matched to achieving the recommended milestones. Altering either scope, budget or timeframe will have a consequential impact on other elements of the project.

Risk Profile

Medium:

- Failure to confirm the project budget will have an adverse effect on the following project risks:
 - Lack of progress and action

1 BACKGROUND

This paper has been revised to incorporate feedback received from Joint Committee members in January. Feedback was received from seven Joint Committee members. The feedback received indicated:

- A broad desire to enable wider community engagement, and for this to inform strategic objectives.
- Ensuring Iwi / Maori are appropriately engaged and are enabled to engage.
- The desire to ensure the project is properly resourced.
- Concern about risks in going back to Councils to confirm revised budget.

These points raised have been addressed in this report.

Project Budget – November 2012

The Waikato Plan project budget first established in November 2012 with a budget range of \$870k - \$1.2M. This was subsequently reduced to \$876k following Thames Coromandel (TCDC) and Rotorua District Council (RDC) not being involved in Plan development. At this time the budget remained at \$876k as it was acknowledged that the budget was within the estimated range and that the budget would be rescoped once Phase One of the project was completed.

The assumptions for the initial budget were:

- Project technical resources would largely be drawn from within the participating local authorities
- No detailed procurement processes will be undertaken
- The Waikato Plan will be developed from available data. No additional research was planned beyond demographic and industry forecasts.
- The Waikato plan will deal with strategic responses and, where there is not broad consensus on a preferred strategic approach, will focus on options for further consideration.
- Councils will cover the costs of meeting venues, elected representative time and travel.
- Councils will provide project communications support for any engagement processes.

Budgeted Project Deliverables

Between November 2012 and 31 May 2014, a total of \$207,000 was spent on the following items.

Phase One Items	Budget	Actual	Timeframe
Phase one - Project scoping, plan and approval from participating Councils	\$20,000	\$19,900	Complete April 13
Phase One: <ul style="list-style-type: none"> • Waikato Plan Summary Report • Economic, social, cultural and environmental wellbeing reports • Baseline demographic report • Stocktake of critical infrastructure • Council workshop series and report • Contribution to Waikato Regional Sport Facilities Plan • Discussion document – options for governance approach to the Waikato Plan¹ 	\$150,000	\$175,000	March 14
Establishing Governance Framework <ul style="list-style-type: none"> • Findings of Phase One through Mayoral Forum and participating Councils • Legal services drafting Terms of Reference for Joint Committee 	Unbudgeted	\$12,100	May 14

The Phase One budget was exceeded by \$37k due to a combination of additional cost and unbudgeted items not identified in the original project scope.

As at 31 May 2014, the project budget remaining was \$669k to draft the Plan, undertake engagement and take the Plan through participating Councils and the special consultative procedure process under the Local Government Act.

2 BUDGET CHANGES AND IMPACT OF CHANGES

Since May 2014, the following budget changes have resulted from changes in assumed project costs and delivery timetable.

Budget Changes	Impacts
Extended establishment period (additional 6 months) for the Joint Committee on top of the assumption of 2 months establishment	<ul style="list-style-type: none"> • Ongoing reporting to client reps, CEOs and Mayoral Forum • Project timeframe extended by 6 months until June 2016

¹ All documents are available on the Waikato Mayoral Forum website . <http://mpdc.govt.nz/councillors-mayor/waikato-mayoral-forum> to be transferred to the Waikato Plan website once it is operational.

	Financial impact of \$15k
Staff resources for key roles were unable to be provided by participating local authorities due to intensive Long Term Plan processes. Key roles were filled in December 2014.	<ul style="list-style-type: none"> • Additional project tasks in this period covered by project director including: <ul style="list-style-type: none"> ○ Central Govt. engagement ○ Management and coordination of technical resources Financial impact of \$23k
A higher degree of technical detail and engagement requested from participating Crown agencies.	<ul style="list-style-type: none"> • Opportunity to influence crown investment into the region • Deeper level of technical investigation required for levels of service. Financial Impact of \$40k.
\$70k has been agreed for non-LG members represented on the Joint Committee from a budget assumption of \$6k	<ul style="list-style-type: none"> • Additional cost not budgeted for. Financial Impact of \$64k

Additional project costs not included within the original budget amount to:

1. Additional expenses from Phase One:	\$37k
2. Additional fees for non LG members	\$64k
3. Additional establishment costs	\$15k
4. Additional costs of staff cover	\$23k
TOTAL additional costs	\$139k

3 CURRENT BUDGET, ADDITIONAL COSTS AND RISKS

The project budget, expenses to 31st January 2015 and forecast cost to complete is set out below.

Budget Item	Budget	To date	Forecast	Status
Phase One	\$170,000	\$207,000	\$207,000	Complete
Support for Project Governance	\$6,000	\$3,750	\$70,000	Plus non-LG member costs
Project director	\$120,000	\$87,295	\$158,000	Includes \$38k in establishment costs and resource cover
Expert Advisor (Prof. Iain White)	\$15,000	\$0	\$15,000	Budget to be confirmed
Demographics and technical support	\$80,000	\$42,500	\$80,000	Spatial modelling to be completed (\$38k)
Branding / Website and maintenance	\$15,000	\$13,100	\$15,000	Committed
Support for Iwi engagement	\$0	\$0	\$0	To be resourced from Council staff
Independent facilitator	\$15,000	\$2,663.37	\$15,000	Committed
Strategy engagement	\$160,000	\$0	\$100,000	Targeted at key stakeholders / crown agencies
Strategy drafting and graphics	\$220,000	\$0	\$220,000	Plan drafting, visuals, graphics and publication etc
Comms and special consultative procedure	\$75,000	\$17,600	\$75,000	External and staff resource
PROJECT BUDGET	\$876,000	\$373,908	\$955,000	
Additional Technical Budget			\$40,000	Paper on LOS response to demographic change
Additional Engagement Budget			\$200,000	To be reviewed in April following strategic objective workshops
PROJECT BUDGET + ENGAGEMENT			\$1,195,000	

The updated forecast takes into account the agreed additional expenses from Phase 1 of \$37.1k and the agreed additional costs in respect of the non LG member costs of \$64k. Further costs have been incurred following changes to the original budget assumptions in respect of staff resources of \$38k. Total additional agreed project costs to date of \$139.1k

The November 2012 budget for stakeholder engagement was \$160k. This has been reduced to \$100k to reflect the targeted stakeholder engagement approach scoped by the Communications Advisor and presented to the Joint Committee in November 2014.

To cover the above costs and undertake targeted engagement will require an additional \$79.1k.

The original project budget of \$876k plus the net agreed costs produces a revised budget of \$955.1k.

Project Risks

The primary risks associated with proceeding with the status quo are broadly grouped into project effectiveness risks and budget risks:

Project Effectiveness Risks

These risks are about the effectiveness of the project to deliver outcomes for the region.

1. Strategic objectives will be set by the Joint Committee without the benefit of engaging widely with key stakeholders / Crown agencies about their own objectives. The Joint Committee will therefore be presenting a draft strategic approach rather than co-producing it with key partners responsible for the majority of the investment the Waikato Plan is trying to influence.

Proposed Mitigation: Progress as proposed, but publish the strategic objectives as 'draft' for engagement with key stakeholders / Crown agencies.

2. The 'targeted' level of engagement proposed by the Joint Committee may not provide sufficient opportunity / incentive for key stakeholders and crown agencies to support the outcomes sought from the project.

Proposed Mitigation: Establish a budget that enables more extensive engagement and review the targeted approach following the April meeting.

3. There is no budget allocated to support Joint Committee members at individual Council meetings. Support will be provided to each member by a staff representative on the Technical Reference Group support person.

Proposed Mitigation: Each Joint Committee member to monitor the support being received and request increase staff assistance on an as-needed basis.

Budget Risks

1. The project is at an early stage, and there is significant potential for additional project scope / technical detail to be identified through the strategic objectives process or engagement with key stakeholders / crown agencies.

2. The demographics and technical support budget is allocated to existing or identified future tasks and provides limited flexibility to respond to additional technical detail required to develop and confirm the preferred strategy.

Proposed Mitigation: Establish a more flexible project budget that enables the Joint Committee and project team to respond to the setting of strategic objectives and technical details as they emerge from engagement with key stakeholders. This approach has been canvassed with the local authority CEOs and has been agreed in principle.

4 REVISED BUDGET RECOMMENDED

A revised project cost of \$955.1k has been established as a result of changing assumptions to the project budget. The key areas for consideration are:

- Additional technical investigation to meeting Crown expectations on addressing levels of service in changing demographic circumstances (\$40k).
- Establishing a sum to enable broader community engagement should this be desirable following the establishment of strategic objectives in April (\$200k).

Agreement to these two additional items would provide a project budget of \$1.195k, which is within the budget estimate range established in November 2012, \$870k-\$1.2m.

It is recommended that the Joint Committee approve a revised budget of \$1.195k retaining \$200 of the recommended budget as a contingency sum pending a review of the engagement approach at the April Joint Committee meeting.

Council contributions

The contribution from each Council is outlined in the table below. The contributions are based upon the agreed funding shares established in November 2012 by the Waikato Mayoral Forum. In this circumstance Hamilton City's contribution is being met in kind through additional staffing resources (4 FTEs) and hosting of the Waikato Plan project office.

Waikato Plan Split for Additional Funding			
	79.1	240	Total
Waikato RC	32.06	97.27	129.33
Hamilton	0.00	0.00	0.00
Hauraki	3.29	9.99	13.29
Matamata-Piako	6.64	20.15	26.80
Otorohanga	2.49	7.54	10.03
South Waikato	3.22	9.76	12.98
Taupo	8.43	25.58	34.01
Thames-Coromandel	0.00	0.00	0.00
Waikato DC	12.22	37.09	49.31
Waipa	8.72	26.47	35.19
Waitomo	2.02	6.14	8.16
Rotorua	0.00	0.00	0.00
Total	79.10	240.00	319.10

This recommended budget and its allocation were canvassed with local authority CEOs in October and again December 2014 following the November Joint Committee meeting, and have been accepted. The Waikato Mayoral Forum has agreed with this budget provision subject to a recommendation from the Joint Committee.

As Councils are progressing with Long Term Plans, many Councils have allowed for the contributions outlined above in anticipation of a decision by the Joint Committee. This process was needed as some draft LTPs were approved prior to the February 16th Joint Committee meeting. Should the Joint Committee confirm the recommended project budget, no further approval is required from Council. Alternatively, should the Joint Committee not confirm the budget then these contributions can be removed through staff submission.

5 RECOMMENDATIONS

That the Joint Committee:

1. Receive the report entitled *Waikato Plan Project Budget Report* dated 6th February 2015
2. Approve a revised project budget of \$1.195k described in section 4 of this report be recommended to the participating Councils for adoption.
3. Retain \$200k of the revised project budget as a contingency sum pending a review of the engagement approach at the April Joint Committee meeting.



Waikato : he reo kotahi

Waikato : one voice

TO: Waikato Plan Joint Committee

FROM: Waikato Plan Project Director

DATE: 6th February, 2015

FILE REFERENCE: 051302

SUBJECT: Item 6: Waikato Plan – Project directors report.

DECISION REQUIRED: For information only

PURPOSE

The purpose of this paper is to:

1. Report on completion of key actions from the Joint Committee meeting held on 24th November; and
2. Report on project risks
3. Report on communication actions

Impact of Decision

No decisions are sought from this paper.

Budget Implications

There are no budget implications resulting from this paper.

Risk Profile

Low:

1 ACTION UPDATE

Attachment A of this report documents the agreed actions from the previous Joint Committee meeting, and notes progress against each action.

There are no actions outstanding.

2 PROJECT RISK UPDATE

The project governance risks reported to the Joint Committee in the project scope are provided in Attachment B.

Changes to project risks since the November 2014 meeting are:

- Reducing local government culture risk, as the Joint Committee committed to early consideration of strategic objectives.
- Reduction in the lack of progress risk, as the project scope has now been confirmed and the technical team is in place and housed in a central project office.

The primary ways the Joint Committee can help manage project risks are:

1. Ensuring project momentum through the strategic objectives workshops, and
2. Being consistent advocates for the project through internal and external communication.

3 PROJECT COMMUNICATIONS COMPLETED

Between November 2014 and January 2015, the following communications actions have been completed to implement the approved Waikato Plan Communications Strategy:

1. Project branding completed
2. Project website established and populated
3. Communications protocol drafted between Chair of Waikato Mayoral Forum and Chair of Waikato Plan Joint Committee
4. Database of internal key stakeholders has been completed with the assistance of Council communications managers.

Priority actions for February / March 2015 are:

- Monitor media commentary
- Monitor launch of the Waikato Plan website, and update with information following the Joint Committees completion of the discussion document
- Creation of monthly reports for the Joint Committee to share with colleagues and stakeholders

- Draft infographic for communication of Waikato Plan process and progress
- Compile external stakeholder contact lists in preparation for stakeholder engagement in April.

4 PROJECT BUDGET

The project budget is subject of a separate report. Once confirmed, this report will contain a regular report on project progress against budget.

5 RECOMMENDATIONS

- 1 That the Joint Committee receives the report *Waikato Plan – Project directors report* dated 6th February 2015.

ATTACHMENT A: Waikato Plan Joint Committee Meetings Action Points Schedule

Date / References	Decision/Action Point	Responsible	Target Date	Status
Minutes #3221911 P4 Res WSP14/03.2	<p><u>Observer status</u></p> <ol style="list-style-type: none"> Thames-Coromandel DC be invited (in writing) to nominate an observer to attend WSP Jt Com meetings & participate with speaking rights (but no voting rights). Letter be sent to Rotorua DC informing them of Waikato Spatial Plan project and intention to work with RDC through the Invest BOP project. 	<p>Project Director (To be signed by Jt Com Chair)</p> <p>Project Director (To be signed by Jt Com Chair)</p>	TDCDC and RDC February Council meetings	Action Complete. Letters sent to each Council
P4 WSP14/03.3	<p><u>Proposed minor change to Terms of Ref.</u></p> <p>Prepare report for all partner Councils with recommendation from Jt Com that the wording in the WSP Jt Com Terms of Reference within the non-LG members section in respect of the interests of Maori be changed to delete word represent and replaced by provide a perspective on.</p>	Project Director	February Council meetings	Action Complete. Paper will be on agendas for February Council meetings
P4 WSP14/03.4	<p><u>Appointment of 5th non-LG member</u></p> <p>Prepare report for all partner Councils with recommendation from Jt Com that Councils:</p> <ol style="list-style-type: none"> consider the nomination of Mark Ingle to fill the vacant 5th non-LG member position the on the Jt Com, and should this nomination not be approved, to: consider an amendment to the Jt Com Terms 	Project Director –to check that Mark Ingle happy for nomination to be recommendation to Councils – if yes to obtain and circulate a current	February Council meetings	Action Complete. Paper will be on agendas for February Council meetings

Date / References	Decision/Action Point	Responsible	Target Date	Status
P5	<p>of Reference to change the non-LG membership from five to four members.</p> <p><u>Non-LG members' Remuneration</u></p> <p>a) Meet with S Wilson to discuss his fees/expenses and report back to Jt Com (next meeting).</p> <p>b) Report with recommendations re non-LG members' remuneration and expenses to February 2015 Jt Com mtg.</p>	<p>CV/profile.</p> <p>Deputy Chair Jim Mylchreest</p> <p>Project Director</p>	<p>30 Nov</p> <p>February meeting</p> <p>JC</p>	<p>No change to TOR proposed at this point.</p> <p>Action complete – Mayor Mylchreest to report back to JC.</p> <p>Paper to be included in February JC meeting</p>
P6 WSP14/04	<p><u>Project Governance Risk Management</u></p> <p>a) Maintain a project risk register and report on projects risks to the Jt Com each meeting</p> <p>b) Advise the Chairperson should specific risk management issues arise between meetings.</p>	<p>Project Director</p>	<p>Ongoing</p>	<p>Included in project directors report</p> <p>No significant additional risks emerged since November meeting</p>
P6	<p><u>Waikato Spatial Plan Project Scope</u></p> <p>S Wilson to provide wording in Section 1 Background to refer to the Ngati Tuwharetoa, Raukawa & Te Arawa River Iwi settlement legislation and the Maniapoto Iwi settlement legislation.</p>	<p>Project Director</p>	<p>30 Nov</p>	<p>Action complete – wording provided by Steven and incorporated into the project scope document.</p>
P6	<p><u>Waikato Spatial Plan Project Scope</u></p> <p>The key matters/tasks outlined in section 3.2 – Central Govt Engagement need to be included in the project scope.</p>	<p>Project Director</p>	<p>24th Nov</p>	<p>Action complete – matters included within project scope document</p>
P6	<p><u>Waikato Plan Project Scope</u></p> <p>Finalise schedule of 2015 meeting dates and notify to all members asap.</p>	<p>Gaylyn Cannon</p>	<p>23rd Dec</p>	<p>Meeting schedule confirmed with Joint Committee members</p>

Date / References	Decision/Action Point	Responsible	Target Date	Status
P8	<u>Communications Strategy and Plan</u> Joint Committee meeting papers be loaded to/accessed from the Waikato Plan website once it is 'live'	Gaylyn Cannon	February meeting JC	Completed: Website operational and functioning as a portal for JC agenda and minutes.
P10 WSP14/06	<u>Communications Strategy and Plan</u> 1. Use Option 1 Section 3(b) P95 for Branding. 2. Delete the word "spatial" in all external communications – all references to be to "the Waikato Plan". 3. Defer making final decisions on the schedule of actions outlined in Appendix 2 P102-106 until the budget status information requested is reported to the February 2015 meeting, but noting that the development of the Waikato Plan website is underway. 4. The key messages in Appendix 3 P107-108 were endorsed for use in all communications about the Waikato Plan. 5. That the branding be further developed to represent the Waikato Plan in all communication collateral including via the general news media.	Comms Advisor	Feb JC Meeting	Engagement Strategy confirmed. Communications Plan to be adapted to reflect decisions of the Joint Committee on project budget paper. Implementation actions to be reported at each JC meeting
P10-11 WSP14-07	<u>Waikato Plan Project Scope cont</u> 1. S79 of the Local Govt Auckland Council Act be used as a basis for the Waikato Plan – with the amendments in Appendix A to reflect the Waikato context	Project Director	16 February JC meeting	A draft project budget paper was circulated for comment on 10 th January.

Date / References	Decision/Action Point	Responsible	Target Date	Status
	<p>2. The outcomes sought from Central Govt agencies (outlined in section 3.2 of the report) be included in the scope of the spatial plan).</p> <p>3. The Better Business Case process be used as the approach for delivering the Waikato Plan project.</p> <p>4. The seven milestones in section 4.1.1 be confirmed on the basis that the proposed completion date for setting the strategic objectives be recast.</p> <p>5. Defer final endorsement of the Project Scope for the Waikato Plan until the February 2015 Joint Committee meeting when:</p> <p>(a) the recast completion date for setting the strategic objectives (see No. 4 above), and</p> <p>(b) the budget status information requested (refer part 2 resolution in Item 8 – Communication Strategy and Plan) are reported back to the Joint Committee.</p>			<p>Comments received from eight members and an alternate.</p> <p>Comments received have informed the budget paper included in the agenda</p> <p>Project scope report to Joint Committee advances programme for setting strategic objectives.</p>
P11	<p><u>Demographic Forecasts</u></p> <p>The baseline demographic projections were endorsed as a foundation piece of evidence for the Waikato Plan.</p>	Project Director	Sept 14	Report completed and provided to JC for their information.

Attachment B: Project Risk Register, as at 31st January 2015

Identified Risk	Probability	Impact	Reasons for rating	Mitigation Measures Adopted
<u>Local government reform becomes a primary driver for the project</u>	3	2	<ul style="list-style-type: none"> Local Government commissions work has a high profile at present 	<ul style="list-style-type: none"> JC acknowledges that a collective voice is more important. LG Reform is recognised as one of a number of potential options, but not a primary driver
<u>Implementation risk: that there is little commitment to implementation the spatial plan outcomes and the plan has no impact</u>	2	5	<ul style="list-style-type: none"> Not all Councils participating CEO's and Mayoral Forum committed to an implementation role and budget in the 2015-24 LTPs 	<ul style="list-style-type: none"> Implementation budgets identified in draft LTPs
<u>Local government culture: that business as usual boundaries approach has the potential to divert the region away from tackling the big picture strategic issues.</u>	5 4	4	<ul style="list-style-type: none"> Not all Councils participating New approach to tackling big issues with a newly formed Joint Committee Feedback from evidence base workshop with Crown agencies Desire to progress strategic objectives 	<ul style="list-style-type: none"> Independent Chairperson appointed Key messages agreed in Comms Plan Facilitated workshop sessions for strategic objectives
<u>Reputational risk: That the project is either poorly delivered, or has limited impact through implementation.</u>	3	4	<ul style="list-style-type: none"> CEO's and Mayoral Forum committed to additional project resources in the 2015-24 LTPs CEO's and Mayoral Forum committed to an implementation role and budget in the 2015-24 LTPs Media comms inconsistent with agreed key messages released 	<ul style="list-style-type: none"> Commitment to additional resources made by LG. Commitment to an implementation budget contained in Long Term Plans
<u>Lack of engagement: that key stakeholders including crown agencies do not / are not sufficiently engaged with the Plan resulting in lack of buy in for implementation</u>	3	4	<ul style="list-style-type: none"> Crown engagement positive to date. Lack of progress on project has meant engagement has stalled 	<ul style="list-style-type: none"> Crown agencies included in a strategic partners forum Stakeholder engagement plan establishes specific processes. Maori engagement processes being

Identified Risk	Probability	Impact	Reasons for rating	Mitigation Measures Adopted
Lack of progress and action: that the project becomes talk fest, gets bogged down in too much technical detail (paralysis by analysis) and / or gets delayed in local government process.	4 3	4	<ul style="list-style-type: none"> Time taken to establish project since Mayoral Forum approval in March 2014. Project scope now confirmed Technical team formed and progressing 	<p>explored by WRC.</p> <ul style="list-style-type: none"> Project plan and milestones established Project to be managed against programme and milestones Involvement of LG experts in the project team
Lack of focus on big picture: potential for the project to get drawn into detailed conversations that miss the big picture.	2	3	<ul style="list-style-type: none"> Phase one findings focused at the right level, and largely endorsed through evidence base workshop Keep project focused at higher level regional view, and the role of the Waikato in the NZ context. 	<ul style="list-style-type: none"> Sec.79 establishes framework Technical delivery in progress Project plan and milestones established Project to be managed against programme and milestones

Probability: 1 = low : 5 = exists now

Impact: 1 = low : 5 = severe

Where risk or impact is uncertain, no value has been ascribed and will be reviewed by Joint Committee.

