Waikato
REGIONAL COUNCIL
Te Kaunihera ā Rohe o Waikato

AGENDA

Ordinary Council Meeting

Date:	**Thursday, 30 July 2026**
Time:	**9.30am**
Location:	**Council Chambers** **Waikato Regional Council** **Level 1, 160 Ward Street, Hamilton**
Members:	Cr Warren Maher – Chair Cr Mich'eal Downard – Deputy Chair Cr Robert Cookson Cr Ben Dunbar-Smith Cr Kataraina Hodge Cr Keith Holmes Cr Chris Hughes Cr Tipa Mahuta Cr Gary McGuire Cr Jennifer Nickel Cr Garry Reymer Cr Noel Smith Cr Liz Stolwyk Cr Angela Strange

Kaunihera | **Council**

Ngā Tikanga Whakahaere | **Terms of Reference**

1. *Mana ā-Ture* | **Status**
Council is the governing body of Waikato Regional Council, a statutory corporation created by *section 41 of the Local Government Act 2002*.

2. *Ngā Kawenga* | **Responsibilities**
Council is responsible for meeting its legal obligations set out in statute and the common law.

3. *Ngā Apatono* | **Powers**
Council holds all powers provided by law necessary to perform its responsibilities, whether delegated or not, except for the following powers which cannot be delegated under the Local Government Act 2002:
   a. To make a rate
   b. To make a bylaw
   c. To borrow money, or purchase or dispose of assets, other than in accordance with the long-term plan
   d. To adopt a long-term plan, annual plan, or annual report
   e. To appoint a Chief Executive
   f. To adopt policies required to be adopted and consulted on under this Act in association with the long-term plan or developed for the purpose of the local governance statement
   g. to adopt a remuneration and employment policy

4. *Ngā Tūranga* | **Membership**
All councillors are members of Council.

5. *Tokamatua* | ***Quorum***
Half the members including vacancies (*seven*). *Refer to clause 23 of Schedule 7 of the Local Government Act 2002*.

6. *Ngā Tikanga Pōti* | **Voting**
   a. Decisions are made by majority vote of members present and voting.
   b. In the case of a tie, the Chair has a deliberative and casting vote.

   *Refer **clause 24** of Schedule 7 of the Local Government Act and Standing Orders.*

7. *Hautūtanga Āhuarangi* | **Climate Leadership**
Climate leadership is a priority. All discretionary committees of Council are tasked with the following responsibilities:
   a. Set mitigation and adaptation objectives to decarbonise committee activities and ensure business resilience.
   b. Ensure climate change evidence and guidance informs committee work programmes, and that decisions include explicit consideration of climate change impacts.
   c. Use environmental, social, cultural, and economic research and capabilities to assess and mitigate climate risks, including transition risks.
   d. Monitor and report annually on progress toward emissions mitigation and climate adaptation objectives.
   e. Promote consistent and effective leadership, advocacy, communication, and engagement on climate change issues.

8. *Ngā Hui i te Tau* | **Frequency of Meetings**
Monthly or as required.

Order Of Business

1 KARAKIA TIMATANGA

Whakataka te hau ki te uru	**Cease o winds from the west**
Whakataka te hau ki te tonga	**Cease o winds from the south**
Kia mākinakina ki uta	**Bring calm breezes over the land**
Kia mātaratara ki tai	**Bring calm breezes over the sea**
E hī ake ana te atakura	**And let the red-tipped dawn come**
He tio	**With a touch of frost**
He Huka	**A sharpened air**
He hau hū	**And promise of a glorious day**
Tīhei mauri ora!	**Behold we live**

2 PRELIMINARY ITEMS

2.1 WAIKATO REGIONAL COUNCIL PRIZE IN WATER SCIENCE

Rā | Date: **24 June 2026**

Kaituhi | Author: **Wilma van Orsouw, Team Leader - Business Support (SPI)**

Kaituku | Authoriser: **Chris McLay, Chief Executive**

TE ARONGA | PURPOSE

1. To award the Waikato Regional Council Prize in Water Science.
2. This years' recipient is Alexandria White who recently graduated from the University of Waikato with a Bachelor of Science with a double major in Ecology & Biodiversity, and Earth Science.

HOROPAKI | BACKGROUND

3. The Waikato Regional Council Prize in Water Science was established in 1989 by the Waikato Regional Council and is awarded annually to a student enrolled at the University of Waikato who has shown outstanding ability in water science papers (3rd Year) taught in the School of Science.
4. The Water Science Prize comprises $750 in book vouchers and is awarded by the School of Science on the recommendation of the Dean.
5. A little bit about Alexandria from her Linkedin profile (Alexandria White | LinkedIn):

   "I am passionate about the environment particularly freshwater ecosystems and botany. I received the Waikato Regional Council award for water science and I am hoping to work in this domain.

   I grew up in Hawera, Taranaki. Being a small town I was always outside, I spent lots of time in streams catching (and releasing) eels, or swimming. At high school a small group of us did a field trip up the mountain to investigate water quality changes from source to sea. Before this I had no idea that there was so much interesting life in our streams, this was the start of my love for stream invertebrates and water quality. I then was lucky enough to be a part of Blake Inspire in 2022 where we learnt about riparian planting and did more work on stream invertebrates.

6. *It had always been my dream to study at University and I found that Waikato had the best opportunities for me with great freshwater courses and research opportunities. At the end of my second year I was lucky to be taken on by Dr Frank Burdon as a summer research student. In this project I looked at the changes of carbon decomposition in different land uses in streams. This led into another opportunity where I was investigating a set of lakes in Waiuku to see the effects of rudd on the food webs.*

Having done these amazing projects and graduating with my degree I am looking to work in the freshwater domain to help protect these important ecosystems. I am also planning to complete a masters degree in the near future but I am keeping my options open."

ĀPITIHANGA | ATTACHMENTS

Nil

3 APOLOGIES

4 CONFIRMATION OF AGENDA

5 DISCLOSURES OF INTEREST

Members are reminded of the need to be aware of maintaining a clear separation between personal interests and duties and their role as an elected member.

If any member has an interest that creates an actual, or could be perceived to create, a conflict in relation to any item on the agenda, it is recommended that this be disclosed.

6 MINUTES FOR CONFIRMATION OR RECEIPT

Ordinary Council Meeting – 25 June 2026

MINUTES

Ordinary Council Meeting

Thursday, 25 June 2026

Order Of Business

Waikato Regional Council

Ordinary Council Meeting

OPEN MINUTES

Date: **Thursday 25 June 2026, 9.31am**

Location: **Council Chambers**
Waikato Regional Council
Level 1, 160 Ward Street, Hamilton

Members Present:

Cr Warren Maher –Chair
Cr Mich'eal Downard – Deputy-Chair
Cr Robert Cookson (until 10.36, back at 10.42am)
Cr Ben Dunbar-Smith
Cr Keith Holmes
Cr Chris Hughes (until 10.50am, back at 10.56am)
Cr Tipa Mahuta (virtually via Teams until 10.00am)
Cr Gary McGuire
Cr Jennifer Nickel
Cr Garry Reymer
Cr Noel Smith
Cr Angela Strange

Staff Present:

Chris McLay – Chief Executive
Janine Becker – Director, Customer and Corporate Services (virtually via Teams)
Phil King – Director, Regional Transport Connections (virtually via Teams)
Tracey May – Director, Science, Policy and Information
Greg Ryan – Director, Integrated Catchment Management
Mali Ahipene – Pou Tuhono, Waikato Regional Council
Karen Bennett – Executive Manager, Chief Executives Office
Stuart Brown – Executive Manager, People and Capability
Brooke Roebeck – Democracy Advisor
Dave Doggart – Team Lead, Democracy

The contents of these minutes meet all legal requirements and include a full set of decisions.

An audio-visual recording of the open session of the meeting is available on Waikato Regional Council's public website.

Recording	Document ID #	YouTube Link
Open Recording 1	37066612	https://youtu.be/Rcsds7xFPnM
Open Recording 2	37067238	https://youtu.be/xd6_pNfjglY

1 KARAKIA TIMATANGA

Item commenced in open recording 1, at 20 seconds.

The Chief Executive (Chris McLay) opened the meeting with a karakia.

2 PRELIMINARY ITEMS

Item commenced in open recording 1, at 43 seconds.

2.1 WAIKATO REGIONAL COUNCIL PRIZE IN WATER SCIENCE

The item was deferred to a subsequent Council meeting to enable the recipient to be present.

- TAITUARĀ EXCELLENCE AWARDS APPLICATION

Item commenced in open recording 1, at 1 minute 5 seconds.

Waikato Regional Council was named the *Supreme Winner* at the Taituarā Local Government Excellence Awards. The Council also received the *GHD Award for Excellence in Environmental Leadership* for its *Pathways to the Sea (Ngā Rerenga ki te Moana)* strategy.

The award recognised initiatives that delivered measurable environmental benefits and demonstrated leadership in sustainability and responsible environmental management. The *Pathways to the Sea* project focused on improving safe fish passage through flood infrastructure, particularly for native tuna. The initiative was underpinned by six years of research and strong partnership with iwi, achieving up to 100 per cent safe passage in trials. The approach had been embedded as business-as-usual and had potential for application nationwide.

It was further noted that this was the first time any council had received the Supreme Award on more than one occasion.

For further information, refer to: https://youtu.be/l4elKganCQU?si=MUlpaKhF09nCBOs4

3 APOLOGIES

Item commenced in open recording 1, at 11 minutes 45 seconds.

RESOLUTION WRC26/70

Moved: Cr Jennifer Nickel
Seconded: Cr Noel Smith

That the apologies of Cr Liz Stolwyk for absence be accepted.

CARRIED

4 CONFIRMATION OF AGENDA

Item commenced in open recording 1, at 12 minutes 7 seconds.

RESOLUTION WRC26/71

Moved: Cr Garry Reymer
Seconded: Cr Chris Hughes

1. **That the agenda of the Ordinary Council Meeting of 25 June 2026, as circulated, be confirmed as the business of the meeting.**
2. **That item *2.1 – Water Science Prize* has been deferred to a subsequent meeting of Council.**
3. **That the order of items follows the order set out in the minutes.**
4. **That the meeting may sit longer than two hours continuously and continue longer than six hours including adjournments.**

CARRIED

5 DISCLOSURES OF INTEREST

Item commenced in open recording 1, at 12 minutes 31 seconds.

No interests were disclosed pertaining to items on the agenda or interests not already recorded on a relevant register.

6 MINUTES FOR CONFIRMATION OR RECEIPT

ORDINARY COUNCIL MEETING – 28 MAY 2026

Item commenced in open recording 1, at 12 minutes 44 seconds.

RESOLUTION WRC26/72

Moved: Cr Kataraina Hodge
Seconded: Cr Ben Dunbar-Smith

That the minutes of the Ordinary Council Meeting held on 28 May 2026 be confirmed as a correct record, noting that Cr Kataraina Hodge was in attendance at the meeting.

CARRIED

6.1 MINUTES OF THE FINANCE AND PERFORMANCE COMMITTEE MEETING HELD ON 13 MAY 2026

Item commenced in open recording 1, at 13 minutes 25 seconds.

RESOLUTION WRC26/73

Moved: Cr Chris Hughes
Seconded: Cr Keith Holmes

That the minutes of the Finance and Performance Committee meeting held on 13 May 2026 be confirmed as a correct record.

CARRIED

6.2 MINUTES OF THE TE NEHENEHENUI CO-GOVERNANCE FORUM MEETING HELD ON 18 MAY 2026

RESOLUTION WRC26/74

Moved: Cr Chris Hughes
Seconded: Cr Keith Holmes

That the minutes of the Te Nehenehenui Co-Governance Forum meeting held on 18 May 2026 be received.

CARRIED

6.3 MINUTES OF THE RISK AND ASSURANCE COMMITTEE MEETING HELD ON 3 JUNE 2026

RESOLUTION WRC26/75

Moved: Cr Chris Hughes
Seconded: Cr Keith Holmes

That the minutes of the Risk and Assurance Committee meeting held on 3 June 2026 be received.

CARRIED

6 MINUTES FOR CONFIRMATION OR RECEIPT (RECOMMENDATIONS FOR CONSIDERATION)

6.1 MINUTES OF THE FINANCE AND PERFORMANCE COMMITTEE MEETING HELD ON 13 MAY 2026

Item commenced in open recording 1, at 14 minutes 10 seconds.

Presented by the Chair, Finance and Performance Committee (Cr Chris Hughes).

RESOLUTION WRC26/76

Moved: Cr Chris Hughes
Seconded: Cr Keith Holmes

1. That on the recommendation of the Finance and Performance Committee, Council approves the forecast budget adjustments, resulting in:

(a) A net increase in operating revenue of $1.148 million

(b) A net decrease in operating costs of $4.301 million

(c) An increase in reserve balances of $3.007 million, including $1.639 million of funding to be carried over to 2026/27

(d) A reduction in forecast borrowing of $902,000

(e) Proposed operating expenditure carryovers of $70,000 identified through the third quarter forecast

(f) Proposed capital expenditure carry overs of $3.331 million identified through the third quarter forecast

CARRIED

6.3 MINUTES OF THE RISK AND ASSURANCE COMMITTEE MEETING HELD ON 3 JUNE 2026

Item commenced in open recording 1, at 17 minutes 38 seconds.

Presented by the Deputy-Chair, Risk and Assurance Committee (Cr Chris Hughes).

RESOLUTION WRC26/77

Moved: Cr Chris Hughes
Seconded: Cr Robert Cookson

That on the recommendation of the Risk and Assurance Committee, Council approves the refreshed strategic risks and updated risk appetite statements (Risk and Assurance Committee Open Agenda, 3 June 2026 at pages 53-75).

CARRIED

7 GENERAL ITEMS

7.1 HEALTH AND SAFETY REPORT - MAY 2026

Item commenced in open recording 1, at 19 minutes 54 seconds.

Presented by the Executive Manager, People and Capability (Stuart Brown) who requested the report be taken as read.

RESOLUTION WRC26/78

Moved: Cr Kataraina Hodge
Seconded: Cr Robert Cookson

That the *Health and Safety Report - May 2026* (Council, 25 June 2026) be received

CARRIED

7.2 ADOPTION OF THE 2026/27 ANNUAL PLAN

Item commenced in open recording 1, at 27 seconds.

Presented by the Manager, Corporate Planning (Jane Apperley) and the Director, Customer and Corporate Services (Janine Becker).

10.00am – Cr Tipa Mahuta left the meeting.

RESOLUTION WRC26/79

Moved: Cr Warren Maher
Seconded: Cr Chris Hughes

1. **That the report *Adoption of the 2026/27 Annual Plan* (Council, 25 June 2026) be received.**
2. **That Council adopt, pursuant to section 95 of the Local Government Act 2002, the *2026/27 Annual Plan* (Council Agenda, 25 June 2026 at page 71), subject to any minor proofing and design changes.**

CARRIED

7.3 RATES SETTING REPORT - 2026/27

Item commenced in open recording 1, at 37 minutes 55 seconds.

Presented by the Manager, Corporate Planning (Jane Apperley).

RESOLUTION WRC26/80

Moved: Cr Chris Hughes
Seconded: Cr Noel Smith

1. **That the report *Rates Setting Report - 2026/27* (Council, 25 June 2026) be received.**
2. **That Council adopts the rating resolutions detailed in the report (Council Agenda, 25 June 2026 at page 183).**

CARRIED

7.4 MAKING OPERATIVE - WAIKATO REGIONAL POLICY STATEMENT CHANGE 1 - NATIONAL POLICY STATEMENT ON URBAN DEVELOPMENT AND FUTURE PROOF

Item commenced in open recording 1, at 39 minutes 36 seconds.

Presented by the Team Leader, Strategic and Spatial Planning (Miffy Foley).

RESOLUTION WRC26/81

Moved: Cr Angela Strange
Seconded: Cr Ben Dunbar-Smith

1. **That the report *Making operative - Waikato Regional Policy Statement Change 1 - National Policy Statement on Urban Development and Future Proof* (Council, 25 June 2026) be received.**
2. **That pursuant to clause 20 of Schedule 1 of the Resource Management Act 1991 the Council approves *Waikato Regional Policy Statement Change 1 - National Policy***

***Statement on Urban Development and Future Proof* (Council Agenda, 25 June 2026 at page 215) to become operative on Wednesday 15 July 2026.**

CARRIED

7.5 REVIEW OF FUNDING FOR FLOOD MANAGEMENT AND DRAINAGE SERVICES

Item commenced in open recording 1, at 42 minutes 56 seconds.

Presented by the Principal Economist (Blair Keenan).

RESOLUTION WRC26/82

Moved: Cr Robert Cookson
Seconded: Cr Noel Smith

1. **That the report *Review of Funding for Flood Management and Drainage Services* (Council, 25 June 2026) be received.**
2. **That council approves the principles for the review of funding for flood management and drainage services as noted in this report (Council Agenda, 25 June 2026 at page 290).**

CARRIED

7.6 WAIKATO REGIONAL ECONOMIC DEVELOPMENT STRATEGY 2026/27-2029/30

Item commenced in open recording 1, at 1 hour 4 minutes 7 seconds.

Presented by the Regional Economic Development Lead (Tariq Ashraf). Refer Document # 37060877 for the PowerPoint presentation or on the public website.

10.36am – Cr Robert Cookson left the meeting.

10.42am – Cr Robert Cookson returned to the meeting.

10.50am – Cr Chris Hughes left the meeting.

10.56am – Cr Chris Hughes entered the meeting.

RESOLUTION WRC26/83

Moved: Cr Keith Holmes
Seconded: Cr Ben Dunbar-Smith

1. **That the report *Waikato Regional Economic Development Strategy 2026/27-2029/30* (Council, 25 June 2026) be received.**
2. **That the *Waikato Regional Economic Development Strategy* (Council Agenda, 25 June 2026 at page 363) be adopted, subject to any amendments identified during discussion at the Council meeting, noting that it is a living document regularly reviewed.**

CARRIED

10.56am – The meeting adjourned.

11.11am – The meeting reconvened.

7.7 LOCAL GOVERNMENT NEW ZEALAND (LGNZ) REMITS AND ANNUAL GENERAL MEETING (AGM)

Item commenced in open recording 2, at 20 seconds.

Presented by the Chair of Council (Cr Warren Maher). The report was taken as read.

RESOLUTION WRC26/84

Moved: Cr Warren Maher
Seconded: Cr Robert Cookson

1. **That the report *Local Government New Zealand (LGNZ) Remits and Annual General Meeting (AGM)* (Council, 25 June 2026) be received.**
2. **That Council adopts the following position on each remit:**
   (a) **Remit 1. Priorities for Dog Control Act reform (support)**
   (b) **Remit 2. Improved regulation of vape retailers (support)**
   (c) **Remit 3. Financial support for government reform implementation costs (support)**
   (d) **Remit 4. Removal of Representation Review requirements during Simplifying Local Government reform (support)**
   (e) **Remit 5. Devolution of place-naming authority to Territorial Authorities (oppose)**
   (f) **Remit 6. Enhanced role for government in supporting subnational diplomacy (oppose)**
   (g) **Remit 7. Bulk funding of transport activities (support)**
   (h) **Remit 8. Improving Long Term Plan (LTP) audit requirements (support)**
   (i) **Remit 9. A fairer approach to uneconomic transport infrastructure funding (support)**
3. **That the Council's priority order of remits be determined as (7, 4, 3, 8); or that the presiding delegate or their alternate may determine the priority order based on discussion at the meeting.**
4. **That Council opposes the proposed rule change to allow Young Elected Members (YEM) and Te Maruata to submit remits at future AGMs.**

CARRIED

7.8 LOCAL GOVERNMENT NEW ZEALAND (LGNZ) ACTIVITY UPDATE

Item commenced in open recording 2, at 30 minutes.

Presented by the Chair of Council (Cr Warren Maher), who provided a verbal update.

RESOLUTION WRC26/85

Moved: Cr Warren Maher
Seconded: Cr Mich'eal Downard

That the report *Local Government New Zealand (LGNZ) Activity Update* (Council, 25 June 2026) be received.

CARRIED

8 KARAKIA WHAKAMUTUNGA

Item commenced in open recording 3, at 41 minutes 41 seconds.

The Chief Executive (Chris McLay) closed the meeting with a karakia.

11.53am – The meeting closed.

6.1 MINUTES OF THE REGIONAL TRANSPORT COMMITTEE MEETING HELD ON 8 JUNE 2026

Rā | Date: **15 June 2026**

Kaituhi | Author: **Jess Hood, Democracy Advisor**

Kaituku | Authoriser: **Dave Doggart, Team Lead, Democracy**

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

That the minutes of the Regional Transport Committee meeting held on 8 June 2026 be received.

KŌRERO WHAKATAKI | EXECUTIVE SUMMARY

1. This summary sets out decisions made at the meeting in table format, except for the following procedural items:
   (a) Apologies
   (b) Confirmation of agenda
   (c) Confirmation (or receipt of) minutes
   (d) Receipt of reports
   (e) Resolutions to enter and/or leave public excluded sessions
   (f) Procedural motions pertaining to meeting process.
2. This extract is a solely a reference tool for those readers who find it helpful. It does not replace the minutes which are the official record of the meeting.
3. Key:
   (a) **Delegated Authority:** The decision made falls within the delegated authority of the committee.
   (b) **Recommendation:** The decision is a recommendation for council (or other body) to consider. These recommendations may be included with the minutes for consideration, or by a separate report.
   (c) **Recorded Action:** These are not resolved decisions, but rather administrative requests made informally during the meeting.

Title / Description	Delegated Authority	Recommendation	Recorded Action
7.2. REGIONAL LAND TRANSPORT PLAN 2027 UPDATE			

Title / Description	Delegated Authority	Recommendation	Recorded Action
COMMITTEE RESOLUTION RTC26/14 2. That the Committee confirms the Investment Logic Mapping (ILM) summary report following the ILM workshops. 3. That the Committee confirm the emerging strategic policy framework, significance policy, and the method for prioritising significant transport activities.	✓		
7.4. RTC SUBMISSION TO MOT TIME OF USE CHARGING REGULATIONS			
COMMITTEE RESOLUTION RTC26/16 2. That the Regional Transport Committee delegates to the Committee Chair (Cr Liz Stolwyk) and the Director, Regional Transport Connections (Phil King) the approval for lodgement of the proposed RTC submission to MoT Time of use Charging Regulations submission subject to amendments identified in discussion at the committee meeting.	✓		

ĀPITIHANGA | ATTACHMENTS

1. Minutes of the Regional Transport Committee meeting held on 8 June 2026

Waikato
REGIONAL COUNCIL
Te Kaunihera ā Rohe o Waikato

MINUTES

Regional Transport Committee Meeting

Monday, 8 June 2026

Order Of Business

Waikato Regional Council

Regional Transport Committee Meeting

OPEN MINUTES

Date:	**Monday 8 June 2026, 9.30am**
Location:	**Council Chambers** **Waikato Regional Council** **Level 1, 160 Ward Street, Hamilton**
Members Present:	Cr Liz Stolwyk – Committee Chair- Waikato Regional Council Cr Angela Strange – Committee Deputy-Chair – Waikato Regional Council Cr Ray Broad – Hauraki District Council Cr Duncan Campbell – Taupō District Council Andrew Corkill – Waka Kotahi NZ Transport Agency Cr Mike Keir – Waikato District Council Cr Sue Moroney – Hamilton City Council Cr Janette Osborne – Waitomo District Council Mayor Mike Pettit – Waipā District Council Mayor Ash Tanner – Matamata Piako District Council Cr Elvis van der Leden – South Waikato District Council Anthony Curl – Access and Mobility Advisor (non-voting) Lisa De Coek – KiwiRail (non-voting) (from 11.03am)
In Attendance:	Cr Mesh Macdonald – Hamilton City Council Cr Garry Reymer – Waikato Regional Council (from 10.06am)
Staff Present:	Phil King – Director, Regional Transport Connections Jess Hood – Democracy Advisor

The contents of these minutes meet all legal requirements and include a full set of decisions.

An audio-visual recording of the open session of the meeting is available on Waikato Regional Council's public website.

Recording	Document ID #	YouTube Link
Recording 1	36318727	https://youtu.be/BDA6NMhO9lA
Recording 2	36318221	https://youtu.be/KsvY0GMzGpk

1 KARAKIA TIMATANGA

Item commenced in recording 1, at 17 seconds.

The Director, Regional Transport Connections (Phil King) opened the meeting with a karakia.

2 APOLOGIES

Item commenced in recording 1, at 41 seconds.

APOLOGY

COMMITTEE RESOLUTION RTC26/10

Moved: Cr Elvisa van der Leden
Seconded: Mayor Ash Tanner

That the apologies received from Cr Rodney Dow for absence and Mayor Peter Revell and Cr Andrew Barker for lateness be accepted.

CARRIED

3 CONFIRMATION OF AGENDA

Item commenced in recording 1, at 1 minute 6 seconds.

COMMITTEE RESOLUTION RTC26/11

Moved: Mayor Mike Pettitt
Seconded: Cr Ray Broad

1. **That the agenda of the Regional Transport Committee Meeting of 8 June 2026, as circulated, be confirmed as the business of the meeting.**
2. **That the order of items follows the order set out in the minutes.**
3. **That the meeting may sit longer than two hours continuously and continue longer than six hours including adjournments.**

CARRIED

4 DISCLOSURES OF INTEREST

Item commenced in recording 1, at 1 minute 18 seconds.

No interests were disclosed pertaining to items on the agenda or interests not already recorded on a relevant register.

5 PRELIMINARY ITEMS

Item commenced in recording 1, at 1 minute 28 seconds.

5.1 PUBLIC FORUM

The following member(s) of the public spoke on the subjects identified below:

1. **Natasha Tanner:**
   State Highway 28 and Leslie Road Intersection. Refer Document # 36322515 for the PowerPoint presentation or on the public website.
2. **Graham Singers (Chair Tīrau Community Board):**
   State Highway 1 and Tīrau.

6 MINUTES FOR CONFIRMATION OR RECEIPT

REGIONAL TRANSPORT COMMITTEE MEETING – 9 MARCH 2026

Item commenced in recording 1, at 16 minutes 10 seconds.

COMMITTEE RESOLUTION RTC26/12

Moved: Cr Janette Osborne
Seconded: Cr Elvisa van der Leden

That the minutes of the Regional Transport Committee Meeting held on 9 March 2026 be confirmed as a correct record.

CARRIED

7 GENERAL ITEMS

7.1 DIRECTOR'S REPORT

Item commenced in recording 1, at 16 minutes 24 seconds.

Presented by the Manager, Transport Strategy and Delivery (Lorraine Cheyne).

COMMITTEE RESOLUTION RTC26/13

Moved: Cr Janette Osborne
Seconded: Mayor Ash Tanner

That the *Director's Report* (Regional Transport Committee, 8 June 2026) be received.

CARRIED

7.2 REGIONAL LAND TRANSPORT PLAN 2027 UPDATE

Item commenced in recording 1, at 35 minutes 12 seconds

Presented by the Team Leader, Transport Planning (Katherine Simpson) and Manager, Transport Strategy and Delivery (Lorraine Cheyne).

10.06am – Cr Garry Reymer (Waikato Regional Council) entered the meeting.

COMMITTEE RESOLUTION RTC26/14

Moved: Mayor Ash Tanner
Seconded: Cr Elvisa van der Leden

1. **That the report *Regional Land Transport Plan 2027 Update* (Regional Transport Committee, 8 June 2026) be received.**
2. **That the Committee confirms the Investment Logic Mapping (ILM) summary report following the ILM workshops.**
3. **That the Committee confirm the emerging strategic policy framework, significance policy, and the method for prioritising significant transport activities.**

CARRIED

7.3 REGIONAL LAND TRANSPORT PLAN 2024 MID-TERM MONITORING UPDATE

Item commenced in recording 1, at 1 hour, 14 minutes 30 seconds.

Presented by the Senior Transport Analyst (Kana Sakai).

COMMITTEE RESOLUTION RTC26/15

Moved: Cr Sue Moroney
Seconded: Cr Ray Broad

That the report *Regional Land Transport Plan 2024 Mid-Term Monitoring Update* (Regional Transport Committee, 8 June 2026) be received.

CARRIED

7.4 RTC SUBMISSION TO MOT TIME OF USE CHARGING REGULATIONS

Item commenced in recording 1, at 1 hour, 24 minutes 1 second.

Presented by the Team Leader, Transport Planning (Katherine Simpson).

COMMITTEE RESOLUTION RTC26/16

Moved: Cr Angela Strange
Seconded: Cr Janette Osborne

1. **That the report *RTC Submission to MoT Time of use Charging Regulations* (Regional Transport Committee, 8 June 2026) be received.**
2. **That the Regional Transport Committee delegates to the Committee Chair (Cr Liz Stolwyk) and the Director, Regional Transport Connections (Phil King) the approval for lodgement of the proposed *RTC submission to MoT Time of use Charging Regulations* submission subject to amendments identified in discussion at the committee meeting.**

CARRIED

7.5 SH3 AWAKINO GORGE AND WORKING GROUP UPDATE

Item commenced in recording 1, at 1 hour, 28 minutes 48 seconds.

Presented by the Manager, Transport Strategy and Delivery (Lorraine Cheyne).

11.03am – Lisa DeCoek entered the meeting.

COMMITTEE RESOLUTION RTC26/17

Moved: Mayor Ash Tanner
Seconded: Cr Janette Osborne

That the report *SH3 Awakino Gorge and Working Group Update* (Regional Transport Committee, 8 June 2026) be received.

CARRIED

7.6 UPDATE FROM KIWIRAIL

Item commenced in recording 1, at 1 hour, 38 minutes 20 seconds.

Presented by the Group Manager, Government Engagement, Policy and Funding, KiwiRail (Lisa De Coek). Refer Document # 36317721 for the PowerPoint presentation or on the public website.

COMMITTEE RESOLUTION RTC26/18

Moved: Cr Angela Strange
Seconded: Mayor Mike Pettitt

That the report *Update from KiwiRail* (Regional Transport Committee, 8 June 2026) be received.

CARRIED

7.7 REGIONAL NEW ZEALAND TRANSPORT AGENCY WAKA KOTAHI UPDATE

Item commenced in recording 1, at 2 hours, 2 minutes 28 seconds.

Presented by the Director, Regional Relationships – Waikato/BoP, NZTA Waka Kotahi (Andrew Corkill), Principal Advisor, Tolling, NZTA Waka Kotahi (Angela Mortlock) and Principal Transport Planner, NZTA Waka Kotahi (David Mitchell).

COMMITTEE RESOLUTION RTC26/19

Moved: Cr Elvisa van der Leden
Seconded: Cr Duncan Campbell

That the report *Regional New Zealand Transport Agency Waka Kotahi Update* (Regional Transport Committee, 8 June 2026) be received.

CARRIED

12.09pm – The meeting adjourned.

12.19pm – The meeting reconvened.

7.8 SPECIAL TOPIC - TECHNOLOGY & INNOVATIONS

Item commenced in recording 2, at start.

Presented by Cr Duncan Campbell in his capacity as Principal Traffic Engineer, Traffessionals and Cr Clare St Pierre in her personal capacity. Refer Documents # 36320456 and # 36319479 respectively for the PowerPoint presentations or on the public website.

12.29pm – Mayor Ash Tanner entered the meeting.

COMMITTEE RESOLUTION RTC26/20

Moved: Cr Sue Moroney
Seconded: Mayor Mike Pettitt

That the report *Special Topic - Technology & Innovations* (Regional Transport Committee, 8 June 2026) be received.

CARRIED

8 KARAKIA WHAKAMUTUNGA

Item commenced in recording 2, at 25 minutes 36 seconds.

The Democracy Advisor (Jess Hood) closed the meeting with a karakia.

12.45pm – The meeting closed.

6.2 MINUTES OF THE RTC PUBLIC TRANSPORT SUBCOMMITTEE MEETING HELD ON 8 JUNE 2026

Rā | Date: **8 July 2026**

Kaituhi | Author: **Jordan Metz, Democracy Advisor**

Kaituku | Authoriser: **Dave Doggart, Team Lead, Democracy**

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

That the minutes of the RTC Public Transport Subcommittee meeting held on 8 June 2026 be received.

KŌRERO WHAKATAKI | EXECUTIVE SUMMARY

1. This summary sets out decisions made at the meeting in table format, except for the following procedural items:
   (a) Apologies
   (b) Confirmation of agenda
   (c) Confirmation (or receipt of) minutes
   (d) Receipt of reports
   (e) Resolutions to enter and/or leave public excluded sessions
   (f) Procedural motions pertaining to meeting process.
2. This extract is a solely a reference tool for those readers who find it helpful. It does not replace the minutes which are the official record of the meeting.
3. Key:
   (a) **Delegated Authority:** The decision made falls within the delegated authority of the committee.
   (b) **Recommendation:** The decision is a recommendation for council (or other body) to consider. These recommendations may be included with the minutes for consideration, or by a separate report.
   (c) **Recorded Action:** These are not resolved decisions, but rather administrative requests made informally during the meeting.

Title / Description	Delegated Authority	Recommendation	Recorded Action
7.4 CONNECT2TAUPŌ UPDATE			
COMMITTEE RESOLUTION RTCPTS26/14	✓		

Title / Description	Delegated Authority	Recommendation	Recorded Action
2. That the RTC Public Transport Subcommittee endorses the Connect2Taupō service changes (RTC Public Transport Committee Agenda, 8 June 2026 at page 84), for implementation from September 2026.			

ĀPITIHANGA | ATTACHMENTS

1. Minutes of the RTC Public Transport Subcommittee meeting held on 8 June 2026

MINUTES

RTC Public Transport Subcommittee Meeting

Monday, 8 June 2026

Order Of Business

Waikato Regional Council

RTC Public Transport Subcommittee Meeting

OPEN MINUTES

Date:	**Monday 8 June 2026, 1.16pm**
Location:	**Council Chambers** **Waikato Regional Council** **Level 1, 160 Ward Street, Hamilton**
Members Present:	Cr Liz Stolwyk – Committee Chair – Waikato Regional Council Cr Angela Strange – Committee Deputy-Chair – Waikato Regional Council Cr Ray Broad – Hauraki District Council Cr Duncan Campbell – Taupō District Council Cr Roger Gordon – Waipā District Council Cr Mike Keir – Waikato District Council Cr Mesh Macdonald – Hamilton City Council Cr Sue Moroney – Hamilton City Council Cr Janette Osborne – Waitomo District Council Mayor Ash Tanner – Matamata-Piako District Council) Cr Elvisa van der Leden – South Waikato District Council
In Attendance:	Cr Sarah Thomson – Hamilton City Council (virtually via Teams)
Staff Present:	Chris McLay – Chief Executive Phil King – Director, Regional Transport Connections Trudi Knight – Manager, Public Transport Operations Lorraine Cheyne – Manager, Transport Strategy and Delivery Jordan Metz – Democracy Advisor

The contents of these minutes meet all legal requirements and include a full set of decisions.

An audio-visual recording of the open session of the meeting is available on Waikato Regional Council's public website.

Recording	Document ID #	YouTube Link
Meeting Recording	36318109	https://youtu.be/OfDzHE0XlRM

1 KARAKIA TIMATANGA

Item commenced in recording, at start.

The Director, Regional Transport Connections (Phil King) opened the meeting with a Karakia.

2 PRELIMINARY ITEMS

Item commenced in recording, at 47 seconds.

2.1 PUBLIC FORUM

The following member(s) of the public spoke on the subjects identified below:

1. Margaret Whitmore:

   Margaret Whitmore presented a petition (Document # 36317947) and spoke on proposed changes to the Orbiter bus route. She outlined how the revised routing would improve accessibility and connectivity for several surrounding communities. In particular, she highlighted the anticipated benefits for residents of the Linda Jones Retirement Village.

2. Heidi Hughes (Wednesday Challenge):

   Heidi Hughes provided an overview of the initiative, explaining its purpose and key activities. The Wednesday Challenge was described as a community-focused programme aimed at encouraging participation, connection, and wellbeing among its members.

3 APOLOGIES

Item commenced in recording, at 20 minutes 17 seconds.

Nil

4 CONFIRMATION OF AGENDA

Item commenced in recording, at 20 minutes 25 seconds.

COMMITTEE RESOLUTION RTCPTS26/09

Moved: Cr Roger Gordon
Seconded: Mayor Ash Tanner

1. **That the agenda of the RTC Public Transport Subcommittee Meeting of 8 June 2026, as circulated, be confirmed as the business of the meeting.**
2. **That the order of items follows the order set out in the minutes.**
3. **That the meeting may sit longer than two hours continuously and continue longer than six hours including adjournments.**

CARRIED

5 DISCLOSURES OF INTEREST

Item commenced in recording, at 20 minutes 40 seconds.

No interests were disclosed pertaining to items on the agenda or interests not already recorded on a relevant register.

6 MINUTES FOR CONFIRMATION OR RECEIPT

Item commenced in recording, at 20 minutes 44 seconds.

RTC PUBLIC TRANSPORT SUBCOMMITTEE MEETING – 9 MARCH 2026

COMMITTEE RESOLUTION RTCPTS26/10

Moved: Cr Elvisa van der Leden
Seconded: Cr Sue Moroney

That the minutes of the RTC Public Transport Subcommittee Meeting held on 9 March 2026 be confirmed as a correct record.

CARRIED

7 GENERAL ITEMS

7.1 DIRECTOR'S REPORT

Item commenced in recording, at 21 minutes 3 seconds.

Presented by the Manager, Transport Strategy and Delivery (Lorraine Cheyne).

COMMITTEE RESOLUTION RTCPTS26/11

Moved: Cr Janette Osborne
Seconded: Cr Mesh Macdonald

That the *Director's Report* (RTC Public Transport Subcommittee, 8 June 2026) be received.

CARRIED

7.2 WAIKATO REGIONAL COUNCIL RESPONSE TO STRENGTHENING TOTAL MOBILITY

Item commenced in recording, at 42 minutes 36 seconds.

Presented by the Accessible Transport Lead (Maurice Flynn) and the Team Leader, Portfolio Delivery (Tofeeq Ahmed).

COMMITTEE RESOLUTION RTCPTS26/12

Moved: Cr Mike Keir
Seconded: Cr Ray Broad

That the report *Waikato Regional Council response to strengthening Total Mobility* (RTC Public Transport Subcommittee, 8 June 2026) be received.

CARRIED

7.3 COMMUNITY TRANSPORT FUNDING POLICY

Item commenced in recording, at 55 minutes 46 seconds.

Presented by the Team Leader, Portfolio Delivery (Tofeeq Ahmed).

COMMITTEE RESOLUTION RTCPTS26/13

Moved: Cr Janette Osborne
Seconded: Cr Angela Strange

That the report *Community Transport Funding Policy* (RTC Public Transport Subcommittee, 8 June 2026) be received.

CARRIED

7.4 CONNECT2TAUPŌ UPDATE

Item commenced in recording, at 1 hour 12 minutes 6 seconds.

Presented by the Team Leader, Transport Planning (Katherine Simpson).

COMMITTEE RESOLUTION RTCPTS26/14

Moved: Cr Elvisa van der Leden
Seconded: Cr Duncan Campbell

1. **That the report *Connect2Taupō Update* (RTC Public Transport Subcommittee, 8 June 2026) be received.**
2. **That the RTC Public Transport Subcommittee endorses the Connect2Taupō service changes (RTC Public Transport Committee Agenda, 8 June 2026 at page 84), for implementation from September 2026.**

CARRIED

7.5 PUBLIC TRANSPORT OPERATIONS UPDATE

Item commenced in recording, at 1 hour 21 minutes 24 seconds.

Presented by the Network Monitoring Analyst (Melissa Smith) and Team Leader, Contract and Insights (Vincent Kuo).

COMMITTEE RESOLUTION RTCPTS26/15

Moved: Cr Sue Moroney
Seconded: Cr Elvisa van der Leden

That the report *Public Transport Operations Update* (RTC Public Transport Subcommittee, 8 June 2026) be received.

CARRIED

8 KARAKIA WHAKAMUTUNGA

Item commenced in recording, at 1 hour 55 minutes 1 second.

The Democracy Advisor (Jordan Metz) closed the meeting with a Karakia.

3.11pm – The meeting closed.

6.3 MINUTES OF THE ENVIRONMENTAL PERFORMANCE COMMITTEE MEETING HELD ON 9 JUNE 2026

Rā | Date: **8 July 2026**

Kaituhi | Author: **Jordan Metz, Democracy Advisor**

Kaituku | Authoriser: **Dave Doggart, Team Lead, Democracy**

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

That the minutes of the Environmental Performance Committee meeting held on 9 June 2026 be confirmed as a correct record.

KŌRERO WHAKATAKI | EXECUTIVE SUMMARY

Aside from procedural items, there were no recommendations or decisions made under delegated authority.

ĀPITIHANGA | ATTACHMENTS

1. **Minutes of the Environmental Performance Committee meeting held on 9 June 2026**

Waikato
REGIONAL COUNCIL
Te Kaunihera ā Rohe o Waikato

MINUTES

Environmental Performance Committee Meeting

Tuesday, 9 June 2026

Order Of Business

Waikato Regional Council

Environmental Performance Committee Meeting

OPEN MINUTES

Date:	**Tuesday 9 June 2026, 9.30am**
Location:	**Council Chambers** **Waikato Regional Council** **Level 1, 160 Ward Street, Hamilton**
Members Present:	Cr Gary McGuire – Deputy-Chair Cr Robert Cookson Cr Ben Dunbar-Smith Cr Keith Holmes Cr Warren Maher (from 12.12pm) Cr Jennifer Nickel (until 12.00pm) Cr Liz Stolwyk (until 10.52am)
In Attendance:	Cr Garry Reymer (virtually via Teams)
Staff Present:	Brent Sinclair, Director, Resource Use AnaMaria d'Aubert, Manager, Regional Consents Mike Scarsbrook, Manager, Environmental Science Tracey Nelson, Manager, Primary Sector Engagement Jordan Metz, Democracy Advisor

The contents of these minutes meet all legal requirements and include a full set of decisions.

An audio-visual recording of the open session of the meeting is available on Waikato Regional Council's public website.

Recording	Document ID #	YouTube Link
Open Recording #1	36255416	https://youtu.be/ybUbv9ZWLm8
Public Excluded Recording	36319466	-
Open Recording #2	36319465	https://youtu.be/3qSMnBwfHOM
Open Recording #3	36314450	https://youtu.be/P4R3spb6HVE

1 KARAKIA TIMATANGA

Item commenced in recording 1, at start.

The Director, Resource Use (Brent Sinclair) opened the meeting with a Karakia.

2 APOLOGIES

Item commenced in recording 1, at 19 seconds.

COMMITTEE RESOLUTION EPC26/06

Moved: Cr Ben Dunbar-Smith
Seconded: Cr Robert Cookson

That the apologies of Cr Kataraina Hodge and Cr Warren Maher for absence, and Cr Liz Stolwyk for early departure be accepted.

CARRIED

3 CONFIRMATION OF AGENDA

Item commenced in recording 1, at 47 seconds.

COMMITTEE RESOLUTION EPC26/07

Moved: Cr Liz Stolwyk
Seconded: Cr Ben Dunbar-Smith

1. **That the agenda of the Environmental Performance Committee Meeting of 9 June 2026, as circulated, be confirmed as the business of the meeting.**
2. **That the order of items follows the order set out in the minutes.**
3. **That the meeting may sit longer than two hours continuously and continue longer than six hours including adjournments.**

CARRIED

4 DISCLOSURES OF INTEREST

Item commenced in recording 1, at 1 minute 7 seconds.

No interests were disclosed pertaining to items on the agenda or interests not already recorded on a relevant register.

5 MINUTES FOR CONFIRMATION OR RECEIPT

Nil

6 GENERAL ITEMS

6.1 RESOURCE USE DIRECTORATE - COST OF ACTIVITIES

Item commenced in recording 1, at 1 minute 16 seconds.

Presented by the Director Resource Use (Brent Sinclair). Refer Document # 36269114 for the PowerPoint presentation or on the public website.

COMMITTEE RESOLUTION EPC26/08

Moved: Cr Jennifer Nickel
Seconded: Cr Keith Holmes

That the report *Resource Use Directorate - Cost of Activities* (Environmental Performance Committee, 9 June 2026) be received.

CARRIED

6.2 MARITIME SERVICES UPDATE

Item commenced in recording 1, at 50 minutes 7 seconds.

Presented by the Regional Harbourmaster (Chris Bredenbeck). Refer Document # 36267607 for the PowerPoint presentation or on the public website.

COMMITTEE RESOLUTION EPC26/09

Moved: Cr Keith Holmes
Seconded: Cr Ben Dunbar-Smith

That the report *Maritime Services Update* (Environmental Performance Committee, 9 June 2026) be received.

CARRIED

10.52am – Cr Liz Stolwyk left the meeting.

6.3 FARM PLAN IMPLEMENTATION

Item commenced in recording 1, at 1 hour 25 minutes.

Presented by the Manager, Primary Sector Engagement (Tracy Nelson). Refer Document # 36286881 for the PowerPoint presentation or on the public website.

COMMITTEE RESOLUTION EPC26/10

Moved: Cr Keith Holmes
Seconded: Cr Ben Dunbar-Smith

That the report *Farm Plan Implementation* (Environmental Performance Committee, 9 June 2026) be received.

CARRIED

6.4 REGIONAL CONSENTS UPDATE

Item commenced in recording 1, at 1 hour 45 minutes 42 seconds.

Presented by the Manager, Regional Consents (AnaMaria d'Aubert).

COMMITTEE RESOLUTION EPC26/11

Moved: Cr Jennifer Nickel
Seconded: Cr Keith Holmes

That the report *Regional Consents Update* (Environmental Performance Committee, 9 June 2026) be received.

CARRIED

6.5 REGIONAL PATTERNS IN HUMAN HEALTH RISKS

Item commenced in recording 1 at 1 hour 53 minutes 16 seconds.

Presented by the Manager, Environmental Science (Mike Scarsbrook).

COMMITTEE RESOLUTION EPC26/12

Moved: Cr Jennifer Nickel
Seconded: Cr Keith Holmes

That the report *Regional Patterns in Human Health Risks* (Environmental Performance Committee, 9 June 2026) be received.

CARRIED

12.00pm – Cr Jennifer Nickel left the meeting.

6.6 MUNICIPAL WASTEWATER COMPLIANCE UPDATE

Item commenced in recording 2, at start.

Presented by the Team Leader Consents Monitoring (Alexia Saint-Macary) and Manager Regional Compliance (Patrick Lynch). Refer Document # 36286181 for the PowerPoint presentation or on the public website.

COMMITTEE RESOLUTION EPC26/13

Moved: Cr Ben Dunbar-Smith
Seconded: Cr Keith Holmes

That the report *Municipal Wastewater Compliance Update* (Environmental Performance Committee, 9 June 2026) be received.

CARRIED

12.12pm – Cr Warren Maher entered the meeting.

7 PUBLIC EXCLUDED ITEMS

Item commenced in recording 2, at 20 minutes 44 seconds.

RESOLUTION TO EXCLUDE THE PUBLIC

COMMITTEE RESOLUTION EPC26/14

Moved: Cr Keith Holmes
Seconded: Cr Robert Cookson

That in accordance with section 48(1) of the *Local Government Official Information and Meetings Act 1987* (Act) and the interests protected by section 6 or 7 of that Act, the public is excluded from the following parts of this meeting. The general subject of the matters to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds for excluding the public are set out below:

Meeting item no. and subject	Grounds for excluding the public	Reason for excluding the public
7.1 - Update on Prosecutions - June 2026	s6(c) of the Act - To avoid prejudice the maintenance of the law, including the prevention, investigation, and detection of offences, and the right to a fair trial s7(2)(a) of the Act - To protect the privacy of natural persons, including that of deceased natural persons	section 48(1)(a)(i) of the Act - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7

CARRIED

12.30pm – The meeting moved into public excluded session.

7.1 UPDATE ON PROSECUTIONS - JUNE 2026

Item commenced in public excluded recording, at start.

Presented by the Manager, Regional Compliance (Patrick Lynch).

COMMITTEE RESOLUTION EPC26/15

Moved: Cr Keith Holmes
Seconded: Cr Warren Maher

That the report *Update on Prosecutions - June 2026* (Environmental Performance Committee, 9 June 2026) be received.

CARRIED

Item commenced in public excluded recording, at 19 minutes 29 seconds.

COMMITTEE RESOLUTION EPC26/16

Moved: Cr Warren Maher
Seconded: Cr Keith Holmes

That the meeting return to the open session.

CARRIED

12.49pm – The meeting moved back to open session.

8 KARAKIA WHAKAMUTUNGA

Item commenced in recording 3, at start.

The Director, Resource Use (Brent Sinclair) closed the meeting with a Karakia.

12.51pm – The meeting closed.

6.4 MINUTES OF THE TE ARAWA RIVER IWI TRUST AND WAIKATO REGIONAL COUNCIL CO-GOVERNANCE COMMITTEE MEETING HELD ON 15 JUNE 2026

Rā | Date: **23 June 2026**

Kaituhi | Author: **Brooke Roebeck, Democracy Advisor**

Kaituku | Authoriser: **Mali Ahipene, Pou Tuhono**

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

That the minutes of the Te Arawa River Iwi Trust and Waikato Regional Council Co-Governance Committee meeting held on 15 June 2026 be received.

KŌRERO WHAKATAKI | EXECUTIVE SUMMARY

1. This summary sets out decisions made at the meeting in table format, except for the following procedural items:
   (a) Apologies
   (b) Confirmation of agenda
   (c) Confirmation (or receipt of) minutes
   (d) Receipt of reports
   (e) Resolutions to enter and/or leave public excluded sessions
   (f) Procedural motions pertaining to meeting process.
2. This extract is a solely a reference tool for those readers who find it helpful. It does not replace the minutes which are the official record of the meeting.
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   (b) **Recommendation:** The decision is a recommendation for council (or other body) to consider. These recommendations may be included with the minutes for consideration, or by a separate report.
   (c) **Recorded Action:** These are not resolved decisions, but rather administrative requests made informally during the meeting.

Title / Description	Delegated Authority	Recommendation	Recorded Action
6.1 START OF TERM: COMMITTEE STRUCTURE AND MEMBERSHIP			
COMMITTEE RESOLUTION TACG26/01 2. That the Te Arawa River Iwi Trust and Waikato Regional Council Co-Governance Committee notes the following appointed members: (a) Te Arawa River Iwi Trust: (i) Trustee Evelyn Forrest (ii) Trustee Deliah Balle (iii) Trustee Danielle Marks (iv) Trustee Jenny Kaka-Scott (b) Waikato Regional Council: (i) Cr Robert Cookson (ii) Cr Keith Holmes (iii) Cr Tipa Mahuta (iv) Cr Liz Stolwyk 3. That the Te Arawa River Iwi Trust and Waikato Regional Council Co-Governance Committee notes the following alternate members: (a) Te Arawa River Iwi Trust: (i) Trustee Mana Newton (ii) Trustee Lana Ngawhika (b) Waikato Regional Council: (i) Cr Kataraina Hodge 4. That the Te Arawa River Iwi Trust and Waikato Regional Council Co-Governance Committee notes the following co-chairs: (a) Trustee Evelyn Forrest (Te Arawa River Iwi Trust) (b) Cr Tipa Mahuta (Waikato Regional Council) 5. That the Te Arawa River Iwi Trust and Waikato Regional Council Co-Governance Committee notes the deputy co-chairs: (a) Trustee Deliah Balle (Te Arawa River Iwi Trust)	✓		

ĀPITIHANGA | ATTACHMENTS

1. Minutes of the Te Arawa River Iwi Trust and Waikato Regional Council Co-Governance Committee meeting held on 15 June 2026

MINUTES

Te Arawa River Iwi Trust and Waikato Regional Council Co-Governance Committee Meeting

Monday, 15 June 2026

Order Of Business

Waikato Regional Council

Te Arawa River Iwi Trust and Waikato Regional Council Co-Governance Committee Meeting

OPEN MINUTES

Date:	**Monday 15 June 2026, 12.55pm**
Location:	**Te Arawa River Iwi Trust Boardroom** **1108 Fenton Street, Rotorua**
Members Present:	Trustee Evelyn Forrest – Committee Co-Chair – Te Arawa River Iwi Trust Cr Tipa Mahuta – Committee Co-Chair – Waikato Regional Council Trustee Deliah Balle – Committee Deputy Co-Chair – Te Arawa River Iwi Trust Trustee Danielle Marks – Te Arawa River Iwi Trust Trustee Mana Newton – Te Arawa River Iwi Trust Cr Robert Cookson – Waikato Regional Council Cr Keith Holmes – Waikato Regional Council Cr Liz Stolwyk - Waikato Regional Council
In Attendance:	Cr Warren Maher –Waikato Regional Council
Staff Present:	Chris McLay – Chief Executive, Waikato Regional Council Jo Ireland – Chief Executive, Te Arawa River Iwi Trust Mali Ahipene - Pou Tuhono, Waikato Regional Council Brooke Roebeck – Democracy Advisor

The contents of these minutes meet all legal requirements and include a full set of decisions.

An audio-visual recording of the open session of the meeting is available on Waikato Regional Council's public website.

Recording	Document ID #	YouTube Link
Recording 1	36508506	https://youtu.be/MMZ5OQkOGHg

1 KARAKIA TIMATANGA

Item commenced in recording 1, at start.

The Co-Chair (Evelyn Forrest) opened the meeting, followed by a whakawhanaungatanga.

2 APOLOGIES

Item commenced in recording 1, at 8 minutes 7 seconds.

COMMITTEE RESOLUTION TACG26/01

Moved: Cr Robert Cookson
Seconded: Trustee Deliah Balle

That the apologies of Trustee Jenny Kaka-Scott and Trustee Lana Ngawhika for absence be accepted.

CARRIED

3 CONFIRMATION OF AGENDA

Item commenced in recording 1, at 8 minutes 27 seconds.

COMMITTEE RESOLUTION TACG26/02

Moved: Cr Tipa Mahuta
Seconded: Cr Robert Cookson

1. **That the agenda of the Te Arawa River Iwi Trust and Waikato Regional Council Co-Governance Committee Meeting of 15 June 2026, as circulated, be confirmed as the business of the meeting.**
2. **That the order of items follows the order set out in the minutes.**

CARRIED

4 DISCLOSURES OF INTEREST

Item commenced in recording 1, at 9 minutes 30 seconds.

Cr Liz Stolwyk declared her involvement with the Ministry for Primary Industries on matters relating to Corbicula fluminea (gold clam) and Lake Karapiro in relation to item *6.3. Update on the Corbicula fluminea (gold clam)*.

5 MINUTES FOR CONFIRMATION OR RECEIPT

TE ARAWA RIVER IWI TRUST AND WAIKATO REGIONAL COUNCIL CO-GOVERNANCE COMMITTEE MEETING – SEPTEMBER 2025

Item commenced in recording 1, at 10 minutes.

COMMITTEE RESOLUTION TACG26/03

Moved: Trustee Evelyn Forrest
Seconded: Trustee Deliah Balle

That the minutes of the Te Arawa River Iwi Trust and Waikato Regional Council Co-Governance Committee Meeting held on 1 September 2025 be confirmed as a correct record.

CARRIED

6 GENERAL ITEMS

6.1 START OF TERM: COMMITTEE STRUCTURE AND MEMBERSHIP

Item commenced in recording 1, at 10 minutes 33 seconds.

Presented by the Pou Tuhono, Waikato Regional Council (Mali Ahipene).

COMMITTEE RESOLUTION TACG26/04

Moved: Cr Robert Cookson
Seconded: Cr Liz Stolwyk

1. **That the report *Membership and procedures* (Te Arawa River Iwi Trust and Waikato Regional Council Co-Governance Committee, 15 June 2026) be received.**
2. **That the Te Arawa River Iwi Trust and Waikato Regional Council Co-Governance Committee notes the following appointed members:**
   - **(a) Te Arawa River Iwi Trust:**
     - **(i) Trustee Evelyn Forrest**
     - **(ii) Trustee Deliah Balle**
     - **(iii) Trustee Danielle Marks**
     - **(iv) Trustee Jenny Kaka-Scott**
   - **(b) Waikato Regional Council:**
     - **(i) Cr Robert Cookson**
     - **(ii) Cr Keith Holmes**
     - **(iii) Cr Tipa Mahuta**
     - **(iv) Cr Liz Stolwyk**

3. That the Te Arawa River Iwi Trust and Waikato Regional Council Co-Governance Committee notes the following alternate members:

(a) Te Arawa River Iwi Trust:

(i) Trustee Mana Newton

(ii) Trustee Lana Ngawhika

(b) Waikato Regional Council:

(i) Cr Kataraina Hodge

4. That the Te Arawa River Iwi Trust and Waikato Regional Council Co-Governance Committee notes the following co-chairs:

(a) Trustee Evelyn Forrest (Te Arawa River Iwi Trust)

(b) Cr Tipa Mahuta (Waikato Regional Council)

5. That the Te Arawa River Iwi Trust and Waikato Regional Council Co-Governance Committee notes the deputy co-chairs:

(a) Trustee Deliah Balle (Te Arawa River Iwi Trust)

CARRIED

6.2 CONTEXT SETTING

Item commenced in recording 1, at 15 minutes 40 seconds .

Presented by the Chief Executive, Te Arawa River Iwi Trust (Jo Ireland).

The Manager, Resource Management Policy, Waikato Regional Council (Bruce McAuliffe) provided a verbal update on the process related to Plan Change 1 (18 minutes, 28 seconds). .

COMMITTEE RESOLUTION TACG26/05

Moved: Trustee Deliah Balle
Seconded: Trustee Danielle Marks

That the report *Context Setting* (Te Arawa River Iwi Trust and Waikato Regional Council Co-Governance Committee, 15 June 2026) be received.

CARRIED

6.3 UPDATE ON THE CORBICULA FLUMINEA (GOLD CLAM)

Item commenced in recording 1, at 36 minutes 47 seconds.

Presented by the Chief Executive, Te Arawa River Iwi Trust (Jo Ireland).

Acion:

COMMITTEE RESOLUTION TACG26/06

Moved: Cr Tipa Mahuta

Seconded: Cr Keith Holmes

That the report *Update on the Corbicula Fluminea (Gold Clam)* (Te Arawa River Iwi Trust and Waikato Regional Council Co-Governance Committee, 15 June 2026) be received.

CARRIED

6.4 STRATEGIC WORK PROGRAMME

Item commenced in recording 1, at 47 minutes 52 seconds.

Presented by the Kaiwhakarite, Waikato Regional Council (Ashley Eden). The report was taken as read.

COMMITTEE RESOLUTION TACG26/07

Moved: Cr Liz Stolwyk
Seconded: Cr Robert Cookson

That the report *Strategic Work Programme* (Te Arawa River Iwi Trust and Waikato Regional Council Co-Governance Committee, 15 June 2026) be received.

CARRIED

6.5 LOCAL GOVERNMENT REFORM

Item commenced in recording 1, at 1 hour 25 minutes and 18 seconds.

Presented by the Pou Tūhono, Waikato Regional Council (Mali Ahipene). Members received additional information (refer Document # 36948930 or on the public website).

COMMITTEE RESOLUTION TACG26/08

Moved: Cr Robert Cookson
Seconded: Trustee Deliah Balle

That the report *Local Government Reform* (Te Arawa River Iwi Trust and Waikato Regional Council Co-Governance Committee, 15 June 2026) be received.

CARRIED

7 KARAKIA WHAKAMUTUNGA

Item commenced in recording 1, at 1 hour 50 minutes and 20 seconds.

The Co-Chair (Cr Tipa Mahuta) closed the meeting with a karakia.

2.49pm – The meeting closed.

6.5 MINUTES OF THE STRATEGY AND POLICY COMMITTEE MEETING HELD ON 18 JUNE 2026

Rā | Date: **23 June 2026**

Kaituhi | Author: **Brooke Roebeck, Democracy Advisor**

Kaituku | Authoriser: **Tracey May, Director, Science, Policy and Information**

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

1. That the minutes of the Strategy and Policy Committee meeting held on 18 June 2026 be confirmed as a correct record.
2. That Council approves the Strategy and Policy Committee recommendation that the Chief Executive Key Performance Indicator (KPI) relating to the development of a Water Security Plan by 30 June 2026 be considered achieved. The (KPI) states:
   (a) "Develop a water security plan for approval by the appropriate committee by 30 June 2026. The plan will include a preferred pathway and programme using an adaptive planning approach, a monitoring framework to support implementation, identify specific actions, roles, and responsibilities and address information gaps and provide management options."

KŌRERO WHAKATAKI | EXECUTIVE SUMMARY

1. This summary sets out decisions made at the meeting in table format, except for the following procedural items:
   (a) Apologies
   (b) Confirmation of agenda
   (c) Confirmation (or receipt of) minutes
   (d) Receipt of reports
   (e) Resolutions to enter and/or leave public excluded sessions
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   (a) **Delegated Authority:** The decision made falls within the delegated authority of the committee.
   (b) **Recommendation:** The decision is a recommendation for council (or other body) to consider. These recommendations may be included with the minutes for consideration, or by a separate report.
   (c) **Recorded Action:** These are not resolved decisions, but rather administrative requests made informally during the meeting.

Title / Description	Delegated Authority	Recommendation	Recorded Action
6.1 SUBMISSION ON THE CONSERVATION AMENDMENT BILL AND THE NATIONAL CONSERVATION POLICY STATEMENT PROPOSAL DOCUMENT			
COMMITTEE RESOLUTION SP26/38 2. That the Strategy and Policy Committee delegates to the Committee Chair (Cr Ben Dunbar-Smith) and the Director, Science, Policy and Information (Tracey May) approval for lodgement of the Waikato Regional Council submissions on the Conservation Amendment Bill and the National Conservation Policy Statement Proposal Document subject to amendments identified in discussion had at the committee meeting.	✓		
6.2 SUBMISSION ON THE HAZARDOUS SUBSTANCES AND NEW ORGANISMS AMENDMENT BILL			
Committee Resolution SP26/01 2. That the Strategy and Policy Committee delegates the Committee Chair (Cr Ben Dunbar-Smith) and the Director, Science, Policy and Information (Tracey May) the approval for lodgement of the proposed Waikato Regional Council submission to the *Hazardous Substances and New Organisms Amendment Bill submission* subject to amendments identified in discussion had at the committee meeting.	✓		
6.3 SUBMISSION ON THE REVIEW OF MEASURES FOR SHORE-BASED HARVESTING IN THE AUCKLAND COROMANDEL AREA			
COMMITTEE RESOLUTION SP26/40 2. That the Strategy and Policy Committee approves for lodgement the proposed Waikato Regional Council submission on the review of measures for shore-based shellfish harvesting in the Auckland Coromandel area; noting the point raised at the committee meeting.	✓		
6.4 WAIKATO WATER SECURITY ACTION PLAN			
COMMITTEE RESOLUTION SP26/02 2. That in endorsing the Draft Water Security Action Plan, the Chief Executive KPI *''Develop a water security plan for approval by the appropriate committee by 30 June 2026. The plan will include a preferred pathway and programme using an adaptive planning approach, a monitoring framework to support implementation, identify specific actions, roles, and responsibilities and address information gaps and provide management options"*, is considered achieved.		✓	
6.6 SIGNIFICANCE AND ENGAGEMENT POLICY REVIEW 2026			
COMMITTEE RESOLUTION SP26/03			✓

Title / Description	Delegated Authority	Recommendation	Recorded Action
2. That the Strategy and Policy Committee requests staff to look at further amendments in line with the discussion had and brings a further version of the Draft Waikato Regional Council Significance and Engagement Policy 2027 *(Attachment 1)* to the August Committee Meeting.			
6.9 RESOURCE MANAGEMENT POLICY WORK PROGRAMME REFOCUS 2026/27			
COMMITTEE RESOLUTION SP26/04 2. That the 'pause but be ready' approach to policy development within the context of resource management reform is supported. 3. That the Committee acknowledges the prioritised 6-month work programme is focused on work that retain value and contribution to future legislative direction.	✓		

ĀPITIHANGA | ATTACHMENTS

1. Minutes of the Strategy and Policy Committee meeting held on 18 June 2026

MINUTES

Strategy and Policy Committee Meeting

Thursday, 18 June 2026

Order Of Business

Waikato Regional Council

Strategy and Policy Committee Meeting

MINUTES

Date:	**Thursday 18 June 2026, 9.30am**
Location:	**Council Chambers** **Waikato Regional Council** **Level 1, 160 Ward Street, Hamilton**
Members Present:	Cr Ben Dunbar-Smith –Chair Cr Liz Stolwyk –Deputy-Chair Cr Robert Cookson (until 10.13am, back at 10.18am until 12.34pm, back at 12.38pm) Cr Kataraina Hodge (until 10.27, back at 10.34am) Cr Keith Holmes Cr Chris Hughes (until 10.55am, back at 11.01am) Cr Warren Maher Cr Tipa Mahuta (virtually via Teams from 9.36am until 10.07am, back at 10.53am) Cr Gary McGuire Cr Garry Reymer Cr Noel Smith Cr Angela Strange (virtually via Teams until 1.02pm)
Staff Present:	Tracey May – Director, Science, Policy and Information Brent Sinclair – Director, Resource Use Greg Ryan – Director, Integrated Catchment Management Brooke Roebeck – Democracy Advisor

The contents of these minutes meet all legal requirements and include a full set of decisions.

An audio-visual recording of the open session of the meeting is available on Waikato Regional Council's public website.

Recording	Document ID #	YouTube Link
Open Recording 1	36633926	https://youtu.be/EI9TL5eQqeA
Open Recording 2	36638198	https://youtu.be/QzdTipj7hRU
Public Excluded Recording	36635049	–
Open Recording 3	36635048	https://youtu.be/JfxO2d0L4t8

Please note that there were technical difficulties affecting the audio-visual in Open Recording 1, resulting in a loss of audio between 34 minutes 26 seconds and 1 hour 24 minutes 5 seconds.

1 KARAKIA TIMATANGA

Item commenced in open recording 1, at 5 seconds.

The Director, Science, Policy and Information (Tracey May) opened the meeting with a karakia.

2 APOLOGIES

Item commenced in open recording 1, at 28 seconds.

COMMITTEE RESOLUTION SP26/35

Moved: Cr Noel Smith
Seconded: Cr Robert Cookson

That the apologies of Cr Mich'eal Downard for absence and Cr Jennifer Nickel for lateness be accepted.

CARRIED

3 CONFIRMATION OF AGENDA

Item commenced in open recording 1, at 54 seconds.

COMMITTEE RESOLUTION SP26/36

Moved: Cr Gary McGuire
Seconded: Cr Robert Cookson

1. **That the agenda of the Strategy and Policy Committee Meeting of 18 June 2026, as circulated, be confirmed as the business of the meeting.**
2. **That Councillors will receive an informal briefing on progress in responding to the Environment Court directions on Plan Change One during the public excluded session of the meeting. The update is public excluded pursuant to section 7(2)(g) (to maintain legal professional privilege) of the Local Government and Official Information and Meetings Act 1987. There will be no decisions, actions or resolutions related to this update.**
3. **That the order of items follows the order set out in the minutes.**

CARRIED

4 DISCLOSURES OF INTEREST

Item commenced in open recording 1, at 2 minutes.

No interests were disclosed pertaining to items on the agenda or interests not already recorded on a relevant register.

5 MINUTES FOR CONFIRMATION OR RECEIPT

5.1 MINUTES OF THE SUBMISSIONS SUBCOMMITTEE MEETING HELD ON 24 APRIL 2026

Item commenced in open recording 1, at 2 minutes 14 seconds.

COMMITTEE RESOLUTION SP26/37

Moved: Cr Liz Stolwyk
Seconded: Cr Ben Dunbar-Smith

That the minutes of the Submissions Subcommittee meeting held on 24 April 2026 be confirmed as a correct record.

CARRIED

6 GENERAL ITEMS

6.1 SUBMISSION ON THE CONSERVATION AMENDMENT BILL AND THE NATIONAL CONSERVATION POLICY STATEMENT PROPOSAL DOCUMENT

Item commenced in open recording 1, at 2 minutes 37 seconds.
Audio is unavailable from 34 minutes 26 seconds due to technical difficulties.

Presented by the Specialist Policy Advisor (Judy van Rossem) and the Team Leader, Policy Implementation (Naomi Crawford). Refer Document # 36570121 for the PowerPoint presentation or on the public website at slides 3-5.

The item provided an overview of the submission on the Conservation Amendment Bill and the proposed National Conservation Policy Statement. It outlined the purpose of the proposals, which was to modernise conservation management and improve system efficiency, and noted key implementation considerations and alignment with existing frameworks.

9.36am – Cr Tipa Mahuta entered the meeting.

10.17am – Cr Tipa Mahuta left the meeting.

10.13am – Cr Robert Cookson left the meeting.

10.18am – Cr Robert Cookson entered the meeting.

COMMITTEE RESOLUTION SP26/38

Moved: Cr Warren Maher
Seconded: Cr Chris Hughes

1. **That the report *Submission on the Conservation Amendment Bill and the National Conservation Policy Statement proposal document* (Strategy and Policy Committee, 18 June 2026) be received.**
2. **That the Strategy and Policy Committee delegates to the Committee Chair (Cr Ben Dunbar-Smith) and the Director, Science, Policy and Information (Tracey May) approval for lodgement of the Waikato Regional Council submissions on the Conservation**

Amendment Bill and the National Conservation Policy Statement Proposal Document subject to amendments identified in discussion had at the committee meeting.

CARRIED

6.2 SUBMISSION ON THE HAZARDOUS SUBSTANCES AND NEW ORGANISMS AMENDMENT BILL

No audio was captured for this item due to technical difficulties.

Presented by the Team Leader, Policy Implementation (Naomi Crawford) and Policy Advisor (Brooke Swanson). Refer Document # 36570121 for the PowerPoint presentation or on the public website at slides 6-8.

The item outlined the submission on proposed amendments to improve regulatory efficiency, responsiveness, and national consistency in hazardous substances and biosecurity management. It also identified key considerations, including role clarity between agencies, alignment with regional frameworks, and effective information sharing and coordination.

10.27am – Cr Kataraina Hodge left the meeting

10.34am – Cr Kataraina Hodge entered the meeting.

COMMITTEE RESOLUTION SP26/39

Moved: Cr Chris Hughes
Seconded: Cr Keith Holmes

1. **That the report *Submission on the Hazardous Substances and New Organisms Amendment Bill* (Strategy and Policy Committee, 18 June 2026) be received.**
2. **That the Strategy and Policy Committee delegates the Committee Chair (Cr Ben Dunbar-Smith) and the Director, Science, Policy and Information (Tracey May) the approval for lodgement of the proposed Waikato Regional Council submission to the *Hazardous Substances and New Organisms Amendment Bill submission* subject to amendments identified in discussion had at the committee meeting.**

CARRIED

6.3 SUBMISSION ON THE REVIEW OF MEASURES FOR SHORE-BASED HARVESTING IN THE AUCKLAND COROMANDEL AREA

Due to technical difficulties, audio was not captured for the majority of this item. Audio resumed in Open Recording 1 at 1 hour 24 minutes 5 seconds.

Presented by the Team Leader, Policy Implementation (Naomi Crawford) and Team Leader, Coastal and Marine Science (Michael Townsend). Refer Document # 36570121 for the PowerPoint presentation or on the public website at slides 9-10.

The item outlined the submission on proposed measures for shore-based harvesting in the Auckland Coromandel area. It summarised the preferred regulatory options, key implementation considerations, and the broader environmental and management context for the review.

10.55am – Cr Chris Hughes left the meeting, Cr Tipa Mahuta entered the meeting.

COMMITTEE RESOLUTION SP26/40

Moved: Cr Warren Maher
Seconded: Cr Chris Hughes

1. **That the report *Submission on the review of measures for shore-based harvesting in the Auckland Coromandel area* (Strategy and Policy Committee, 18 June 2026) be received.**
2. **That the Strategy and Policy Committee approves for lodgement the proposed Waikato Regional Council submission on the review of measures for shore-based shellfish harvesting in the Auckland Coromandel area; noting the point raised at the committee meeting.**

CARRIED

6.4 WAIKATO WATER SECURITY ACTION PLAN

Item commenced in open recording 1, at 1 hour 25 minutes and 55 seconds.

Presented by the Team Leader, Hydrology and Groundwater (Thomas Wilding). Refer Document # 36570121 for the PowerPoint presentation or on the public website at slides 11-20.

11.01am – Cr Chris Hughes entered the meeting.

COMMITTEE RESOLUTION SP26/41

Moved: Cr Noel Smith
Seconded: Cr Liz Stolwyk

1. **That the report *Waikato Water Security Action Plan* (Strategy and Policy Committee, 18 June 2026) be received.**
2. **That in endorsing the Draft Water Security Action Plan, the Chief Executive KPI *''Develop a water security plan for approval by the appropriate committee by 30 June 2026. The plan will include a preferred pathway and programme using an adaptive planning approach, a monitoring framework to support implementation, identify specific actions, roles, and responsibilities and address information gaps and provide management options''*, is considered achieved.**

CARRIED

11.20am – The meeting adjourned.

11.30am – The meeting reconvened.

6.5 2027-2037 LONG TERM PLAN DEVELOPMENT

Item commenced in open recording 2, at start.

Presented by the Manager, Corporate Planning (Jane Apperley). Refer Document # 36570121 for the PowerPoint presentation or on the public website at slides 21-24.

COMMITTEE RESOLUTION SP26/42

Moved: Cr Warren Maher
Seconded: Cr Tipa Mahuta

That the report *2027-2037 Long Term Plan Development* (Strategy and Policy Committee, 18 June 2026) be received.

CARRIED

6.6 SIGNIFICANCE AND ENGAGEMENT POLICY REVIEW 2026

Item commenced in open recording 2, at 9 minutes 24 seconds.

Presented by the Manager, Corporate Planning (Jane Apperley). Refer Document # 36570121 for the PowerPoint presentation or on the public website at slides 25-28.

COMMITTEE RESOLUTION SP26/43

Moved: Cr Noel Smith
Seconded: Cr Warren Maher

1. **That the report *Significance and Engagement Policy Review 2026* (Strategy and Policy Committee, 18 June 2026) be received.**

CARRIED

COMMITTEE RESOLUTION SP26/44

Moved: Cr Warren Maher
Seconded: Cr Noel Smith

2. **That the Strategy and Policy Committee requests staff to look at further amendments in line with the discussion had and brings a further version of the Draft Waikato Regional Council Significance and Engagement Policy 2027 (Attachment 1) to the August Committee Meeting.**

CARRIED

6.7 UPDATE ON NATIONAL DIRECTION - NATURAL HAZARDS, INFRASTRUCTURE, MARINE AQUACULTURE, COMMERCIAL FORESTRY, PAPAKĀINGA, ELECTRICITY NETWORK ACTIVITIES AND TELECOMMUNICATION FACILITIES

Item commenced in open recording 2, at 29 minutes 15 seconds.

Presented by the Team Leader, Policy Implementation (Naomi Crawford). Refer Document # 36570121 for the PowerPoint presentation or on the public website at slides 29-32.

COMMITTEE RESOLUTION SP26/45

Moved: Cr Ben Dunbar-Smith
Seconded: Cr Chris Hughes

That the report *Update on National Direction - Natural Hazards, Infrastructure, Marine Aquaculture, Commercial Forestry, Papakāinga, Electricity Network Activities and Telecommunication Facilities* (Strategy and Policy Committee, 18 June 2026) be received.

CARRIED

6.8 STRATEGY AND POLICY COMMITTEE - COST OF ACTIVITIES

Item commenced in open recording 2, at 35 minutes 45 seconds.

Presented by the Director, Science, Policy and Information (Tracey May). Refer Document # 36570121 for the PowerPoint presentation or on the public website at pages 33-35.

COMMITTEE RESOLUTION SP26/46

Moved: Cr Chris Hughes
Seconded: Cr Dunbar-Smith

That the report *Strategy and Policy Committee - cost of activities* (Strategy and Policy Committee, 18 June 2026) be received.

CARRIED

6.9 RESOURCE MANAGEMENT POLICY WORK PROGRAMME REFOCUS 2026/27

Item commenced in open recording 2, at 1 hour 1 minute.

Presented by the Director, Science, Policy and Information (Tracey May) who requested the report be taken as read.

COMMITTEE RESOLUTION SP26/47

Moved: Cr Noel Smith
Seconded: Cr Chris Hughes

1. **That the report *Resource management policy Work Programme refocus 2026/27* (Strategy and Policy Committee, 18 June 2026) be received.**
2. **That the ‘pause but be ready’ approach to policy development within the context of resource management reform is supported.**
3. **That the Committee acknowledges the prioritised 6-month work programme is focused on work that retain value and contribution to future legislative direction.**

CARRIED

6.10 SUBMISSIONS SUMMARY REPORT - JUNE 2026

Item commenced in recording 2, at 1 hour, 3 minutes and 36 seconds.

Presented by the Team Leader, Strategic and Spatial Planning (Miffy Foley).

12.34pm – Cr Robert Cookson left the meeting.

COMMITTEE RESOLUTION SP26/48

Moved: Cr Noel Smith
Seconded: Cr Keith Holmes

That the *Submissions Summary Report - June 2026* (Strategy and Policy Committee, 18 June 2026) be received.

CARRIED

7 PUBLIC EXCLUDED ITEMS

Item commenced in open recording 2, at 1 hour 7 minutes and 5 seconds.

RESOLUTION TO EXCLUDE THE PUBLIC

COMMITTEE RESOLUTION SP26/49

Moved: Cr Keith Holmes
Seconded: Cr Chris Hughes

That in accordance with section 48(1) of the *Local Government Official Information and Meetings Act 1987* (Act) and the interests protected by section 6 or 7 of that Act, the public is excluded from the following parts of this meeting. The general subject of the matters to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds for excluding the public are set out below:

Meeting item no. and subject	Grounds for excluding the public	Reason for excluding the public
7.1 - Update on Proposed Waikato Regional Coastal Plan Appeals	s7(2)(g) of the Act - To maintain legal professional privilege	section 48(1)(a)(i) of the Act - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
Update on Plan Change One	s7(2)(g) of the Act - To maintain legal professional privilege	section 48(1)(a)(i) of the Act - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7

CARRIED

12.37am – The meeting moved into public excluded session.

7.1 UPDATE ON PROPOSED WAIKATO REGIONAL COASTAL PLAN APPEALS

Item commenced in public excluded recording, at start.

Presented by the Manager, Resource Management (Bruce McAullife).

12.38pm – Cr Robert Cookson entered the meeting.

COMMITTEE RESOLUTION SP26/50

Moved: Cr Warren Maher
Seconded: Cr Keith Holmes

1. **That the report *Update on Proposed Waikato Regional Coastal Plan Appeals* (Strategy and Policy Committee, 18 June 2026) be received.**
2. **That the decision be released into the open session of the meeting.**

CARRIED

- UPDATE ON PLAN CHANGE ONE

Item commenced in public excluded recording, at 5 minutes 45 seconds.

The Director, Science, Policy and Information (Tracey May) provided the members an update on Plan Change One. Supporting commentary was also provided by the Director, Resource Use (Brent Sinclair) and the Manager, Resource Management Policy (Bruce McAuliffe).

There were no actions, decisions or resolutions.

1.02pm – Cr Angela Strange left the meeting.

Item commenced in public excluded recording, at 28 minutes and 55 seconds.

COMMITTEE RESOLUTION SP26/51

Moved: Cr Warren Maher
Seconded: Cr Robert Cookson

That the meeting return to the open session.

CARRIED

1.07pm – The meeting moved back to open session.

8 KARAKIA WHAKAMUTUNGA

Item commenced in open recording 3, at 5 seconds.

The Director, Science, Policy and Information (Tracey May) closed the meeting with a karakia.

1.08pm – The meeting closed.

6.6 MINUTES OF THE EMERGENCY INTEGRATED CATCHMENT MANAGEMENT COMMITTEE MEETING HELD ON 18 JUNE 2026

Rā | Date: **7 July 2026**

Kaituhi | Author: **Jordan Metz, Democracy Advisor**

Kaituku | Authoriser: **Dave Doggart, Team Lead, Democracy**

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

That the minutes of the Emergency Integrated Catchment Management Committee meeting held on 18 June 2026 be confirmed as a correct record.

KŌRERO WHAKATAKI | EXECUTIVE SUMMARY

1. This summary sets out decisions made at the meeting in table format, except for the following procedural items:
   (a) Apologies
   (b) Confirmation of agenda
   (c) Confirmation (or receipt of) minutes
   (d) Receipt of reports
   (e) Resolutions to enter and/or leave public excluded sessions
   (f) Procedural motions pertaining to meeting process.
2. This extract is a solely a reference tool for those readers who find it helpful. It does not replace the minutes which are the official record of the meeting.
3. Key:
   (a) **Delegated Authority:** The decision made falls within the delegated authority of the committee.
   (b) **Recommendation:** The decision is a recommendation for council (or other body) to consider. These recommendations may be included with the minutes for consideration, or by a separate report.
   (c) **Recorded Action:** These are not resolved decisions, but rather administrative requests made informally during the meeting.

Title / Description	Delegated Authority	Recommendation	Recorded Action
6.1 NATURAL HERITAGE FUND APPLICATION			
Motion 1. That the report *Natural Heritage Fund Application* (Council, 18 June 2026) be received. 2. That a Natural Heritage Fund grant of $1,222,486 be granted to Maungatautari Ecological Island Trust for the Maungatautari – the seed source of biodiversity and community wellbeing project as follows: (a) That $395,120 be granted in in 2026/27 and $407,369 be granted in 2027/28. (b) That a further $419,997 be granted in 2028/29. (c) The Council draws $82,186 from the NHF reserve to distribute grants in the 2028/29 financial year. That, if applicable any remaining unallocated funding be transferred into the Natural Heritage Fund reserve for distribution in future funding rounds.	✗	✗	✗
Amendment That the Committee approve a Natural Heritage Fund grant of $1,262,306 be granted to Maungatautari Ecological Island Trust for the Maungatautari – the seed source of biodiversity and community wellbeing project, distributed over a three-year funding term. *This amendment was lost five votes to six.*	✓		
SUBSTANTIVE MOTION COMMITTEE RESOLUTION ICM26/01 1. That the report Natural Heritage Fund Application (Council, 18 June 2026) be received. 2. That a Natural Heritage Fund grant of $1,222,486 be granted to Maungatautari Ecological Island Trust for the Maungatautari – the seed source of biodiversity and community wellbeing project as follows: a. That $395,120 be granted in in 2026/27 and $407,369 be granted in 2027/28. b. That a further $419,997 be granted in 2028/29. c. The Committee draws $82,186 from the NHF reserve to distribute grants in the 2028/29 financial year. 3. That, if applicable any remaining unallocated funding be transferred into the Natural Heritage Fund reserve for distribution in future funding rounds.	✓		

Title / Description	Delegated Authority	Recommendation	Recorded Action
4. That the report Natural Heritage Fund Application (Council, 18 June 2026) be received. 5. That a Natural Heritage Fund grant of $1,222,486 be granted to Maungatautari Ecological Island Trust for the Maungatautari – the seed source of biodiversity and community wellbeing project as follows: (a) That $395,120 be granted in in 2026/27 and $407,369 be granted in 2027/28. (b) That a further $419,997 be granted in 2028/29. (c) The Committee draws $82,186 from the NHF reserve to distribute grants in the 2028/29 financial year. 6. That, if applicable any remaining unallocated funding be transferred into the Natural Heritage Fund reserve for distribution in future funding rounds. *The substantive motion was carried.*			

ĀPITIHANGA | ATTACHMENTS

1. Minutes of the Emergency Integrated Catchment Management Committee meeting held on 18 June 2026

MINUTES

Emergency Integrated Catchment Management Committee Meeting

Thursday, 18 June 2026

Order Of Business

Waikato Regional Council

Emergency Integrated Catchment Management Committee Meeting

OPEN MINUTES

Date:	**Thursday 18 June 2026, 2.01pm**
Location:	**Council Chambers Waikato Regional Council Level 1, 160 Ward Street, Hamilton**
Members Present:	Cr Robert Cookson – Chair Cr Noel Smith – Deputy-Chair Cr Keith Holmes Cr Kataraina Hodge (until 2.59pm) Cr Chris Hughes Cr Katrina Christison Cr Warren Maher Cr Tipa Mahuta (virtually via Teams) Cr Gary McGuire Cr Jennifer Nickel Cr Garry Reymer Cr Liz Stolwyk
In Attendance:	Cr Ben Dunbar-Smith (from 2.20pm) Don Scarlett – Co-Chair, Maungatautari Ecological Island Trust Helen Hughes – Chief Executive, Maungatautari Ecological Island Trust
Staff Present:	Greg Ryan – Director, Integrated Catchment Management Dave Doggart – Team Lead, Democracy Jordan Metz – Democracy Advisor

The contents of these minutes meet all legal requirements and include a full set of decisions.

An audio-visual recording of the open session of the meeting is available on Waikato Regional Council's public website.

Recording	Document ID #	YouTube Link
Recording #1	36625030	https://youtu.be/2PdgStjhCIo
Recording #2	36625029	https://youtu.be/d5UxlXcaR08

1 KARAKIA TIMATANGA

Item commenced in open recording 1, at start.

The Director, Integrated Catchment Management (Greg Ryan) opened the meeting with a Karakia.

2 APOLOGIES

Item commenced in open recording 1, at 38 seconds.

Nil.

3 CONFIRMATION OF AGENDA

Item commenced in open recording 1, at 51 seconds.

COMMITTEE RESOLUTION ICM26/22

Moved: Cr Noel Smith
Seconded: Cr Chris Hughes

1. **That the agenda of the Emergency Integrated Catchment Management Committee Meeting of 18 June 2026, as circulated, be confirmed as the business of the meeting.**
2. **That the order of items follows the order set out in the minutes.**
3. **That the meeting may sit longer than two hours continuously if required.**

CARRIED

4 DISCLOSURES OF INTEREST

Item commenced in open recording 1, at 1 minutes 10 seconds.

No interests were disclosed pertaining to items on the agenda or interests not already recorded on a relevant register.

6 GENERAL ITEMS

6.1 NATURAL HERITAGE FUND APPLICATION

Item commenced in open recording 1, at 1 minute 19 seconds.

The Director (Greg Ryan) welcomed the Maungatautari Ecological Island Trust members and introduced the Manager, Biosecurity and Biodiversity (Patrick Whaley), Team Leader, Biodiversity (Natasha Grainger) and Senior Biodiversity Officer (Andrew Thomas). Refer Document # 36180451 for the PowerPoint presentation or on the public website.

2.20pm – Cr Ben Dunbar-Smith entered the meeting.

2.26pm – Cr Jennifer Nickel left the meeting and continued virtually.

MOTION

Moved: Cr Noel Smith
Seconded: Cr Chris Hughes

1. That the report *Natural Heritage Fund Application* (Council, 18 June 2026) be received.
2. That a Natural Heritage Fund grant of $1,222,486 be granted to Maungatautari Ecological Island Trust for the Maungatautari – the seed source of biodiversity and community wellbeing project as follows:
   (a) That $395,120 be granted in in 2026/27 and $407,369 be granted in 2027/28.
   (b) That a further $419,997 be granted in 2028/29.
   (c) The Council draws $82,186 from the NHF reserve to distribute grants in the 2028/29 financial year.
3. That, if applicable any remaining unallocated funding be transferred into the Natural Heritage Fund reserve for distribution in future funding rounds.

AMENDMENT

Moved: Cr Jennifer Nickel
Seconded: Cr Liz Stolwyk

2. That the Committee approve a Natural Heritage Fund grant of $1,262,306 be granted to Maungatautari Ecological Island Trust for the Maungatautari – the seed source of biodiversity and community wellbeing project, distributed over a three-year funding term.

In putting the motion, a division was called and results were recorded as:

In Favour: Crs Kataraina Hodge, Tipa Mahuta, Gary McGuire, Jennifer Nickel and Liz Stolwyk
Against: Crs Robert Cookson, Noel Smith, Keith Holmes, Chris Hughes, Warren Maher and Garry Reymer

LOST 5/6

SUBSTANTIVE MOTION

COMMITTEE RESOLUTION ICM26/23

Moved: Cr Noel Smith
Seconded: Cr Chris Hughes

1. That the report Natural Heritage Fund Application (Council, 18 June 2026) be received.

2. That a Natural Heritage Fund grant of $1,222,486 be granted to Maungatautari Ecological Island Trust for the Maungatautari – the seed source of biodiversity and community wellbeing project as follows:
   (a) That $395,120 be granted in in 2026/27 and $407,369 be granted in 2027/28.
   (b) That a further $419,997 be granted in 2028/29.

(c) The Committee draws $82,186 from the NHF reserve to distribute grants in the 2028/29 financial year.

3. That, if applicable any remaining unallocated funding be transferred into the Natural Heritage Fund reserve for distribution in future funding rounds.

In putting the motion, a division was called and results were recorded as:

In Favour: Crs Robert Cookson, Noel Smith, Keith Holmes, Chris Hughes, Warren Maher, Tipa Mahuta, Gary McGuire, Jennifer Nickel, Garry Reymer and Liz Stolwyk
Against: Nil
Abstained: Cr Kataraina Hodge

CARRIED 10/0

2.59pm – The meeting adjourned. During the adjournment Cr Kataraina Hodge left the meeting.

3.02pm – The meeting reconvened.

5 MINUTES FOR CONFIRMATION OR RECEIPT

5.1 MINUTES OF THE INTEGRATED CATCHMENT MANAGEMENT COMMITTEE MEETING HELD ON 27 MAY 2026

Item commenced in recording 2, at start.

Presented by the Director, Integrated Catchment Management (Greg Ryan).

COMMITTEE RESOLUTION ICM26/24

Moved: Cr Chris Hughes
Seconded: Cr Noel Smith

1. That the minutes of the Integrated Catchment Management Committee meeting held on 27 May 2026 be confirmed as a correct recording, noting the following:

2. That resolution ICM26/19 shall be amended as follows:

2. That the Integrated Catchment Management Committee approve a total distribution of $758,816 to three applications, as follows:

(a) That a Natural Heritage Fund grant of $340,000 be granted to Thames Coast Kiwi Care Incorporated for the Mountains to sea: Thames Coast predator control and habitat protection project

(b) That a Natural Heritage Fund grant of $72,816 be granted to Mokaihaha Kōkako Trust for the Mokaihaha Predator Control and Kōkako Survey project

(c) That a Natural Heritage Fund grant of $346,000 be granted to New Zealand Landcare Trust for the Taiea te Taiao Maungatautari to Pirongia Ecological Corridor project.

3. That the Integrated Catchment Management Committee decline the following Natural Heritage Fund applications:

> ***(a)*** ***Ngāti Tumutumu Iwi Trust ($477,185 for the Tumutumu Kaitiaki Taiao project)***
>
> ***(b)*** ***Te Puāwaitanga o Ngāti Hinerangi Iwi Trust ($305,567 for the Wairere Mahi project).***
>
> ***4.*** ***That the decision to transfer $122,006 of unallocated funding into the Natural Heritage Fund reserve for distribution in the 2027/28 funding round be revoked.***
>
> **3. That the minutes be amended as follows:**
>
> **(a) (paragraph 2, page 14):** ***The substantive motion was not put. During the adjournment Cr Chris Hughes and Cr Garry Reymer left the meeting, and as a consequence the motion lapsed. The chair requested that Council consider this matter at its meeting on 25 June 2026.***
>
> **(b) that the adjournment be recorded in the minutes.**
>
> **CARRIED**

6 KARAKIA WHAKAMUTUNGA

Item commenced in open recording 2, at 2 minutes 35 seconds.

The Director, Integrated Catchment Management (Greg Ryan) closed the meeting with a Karakia.

3.06pm – The meeting closed.

6.7 MINUTES OF THE FUTURE PROOF IMPLEMENTATION COMMITTEE MEETING HELD ON 19 JUNE 2026

Rā | Date: **24 June 2026**

Kaituhi | Author: **Brooke Roebeck, Democracy Advisor**

Kaituku | Authoriser: **Dave Doggart, Team Lead, Democracy**

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

That the minutes of the Future Proof Implementation Committee meeting held on 19 June 2026 be received.

KŌRERO WHAKATAKI | EXECUTIVE SUMMARY

1. This summary sets out decisions made at the meeting in table format, except for the following procedural items:
   (a) Apologies
   (b) Confirmation of agenda
   (c) Confirmation (or receipt of) minutes
   (d) Receipt of reports
   (e) Resolutions to enter and/or leave public excluded sessions
   (f) Procedural motions pertaining to meeting process.
2. This extract is a solely a reference tool for those readers who find it helpful. It does not replace the minutes which are the official record of the meeting.
3. Key:
   (a) **Delegated Authority:** The decision made falls within the delegated authority of the committee.
   (b) **Recommendation:** The decision is a recommendation for council (or other body) to consider. These recommendations may be included with the minutes for consideration, or by a separate report.
   (c) **Recorded Action:** These are not resolved decisions, but rather administrative requests made informally during the meeting.

Title / Description	Delegated Authority	Recommendation	Recorded Action
ITEM 6.2 – NORTH WAIPĀ SOUTH HAMILTON SPATIAL STUDY – FINAL REPORT			

Title / Description	Delegated Authority	Recommendation	Recorded Action
COMMITTEE RESOLUTION FP26/15 1. That Future Proof Implementation Committee (a) Approves, subject to funding, the full content of the attached final study report being: (i) Appendix 1: *North Waipā / South Hamilton Spatial Study – Final Report (refer Doc # 36461423)*, (ii) Appendix 2: Executive Summary (short and long versions for different audiences) *(refer Doc # 36460637)*.	✓		
(b) including the recommended strategic directions/interventions and delivery/implementation framework contained within those appendices.	✓		
ITEM 6.3 – INFRASTRUCTURE ALIGNMENT ACROSS THE FUTURE PROOF PARTNERSHIP			
COMMITTEE RESOLUTION FP26/16 1. That the Future Proof Implementation Committee recommends that the Future Proof partners including New Zealand Transport Agency, consider the importance of the investments as outlined in the 'Infrastructure Alignment Across the Future Proof Partnership' report dated 19 June 2026, for implementation of the Future Proof settlement pattern, as part of their consideration of Long- Term Plans and funding programmes.		✓	
ITEM 6.4 – AFFORDABLE HOUSING – ENDORSEMENT OF NEXT STEPS			
COMMITTEE RESOLUTION FP26/01 2. That Future Proof Implementation Committee: (a) receives the Executive Summary of the *Veros report*, as provided in *Attachment 1 – Executive Summary to Future Proof re: Affordable Housing (refer Doc # 36460847),*	✓		
(b) That Future Proof endorses the Affordable Housing Action Plan – Next Steps, as provided in Attachment 2 – Affordable Housing Action Plan (refer Doc # 36461626).	✓		

ĀPITIHANGA \| ATTACHMENTS

Nil

Future Proof
Te Tau Tītoki

MINUTES

Future Proof Implementation Committee Meeting

Friday, 19 June 2026

Order Of Business

Waikato Regional Council

Future Proof Implementation Committee Meeting

OPEN MINUTES

Date:	**Friday 19 June 2026, 9.33am**
Location:	**Council Chambers** **Waikato Regional Council** **Level 1, 160 Ward Street, Hamilton**
Members Present:	Bill Wasley – ***Independent Chair*** Deputy-Mayor Eugene Patterson – Waikato District Council – ***Deputy-Chair,*** Future Proof Implementation Committee (from 9.40am) Mayor Aksel Bech – Waikato District Council Cr Maria Huata – Hamilton City Council (from 10.09am) Mayor Tim Macindoe – Hamilton City Council Cr Warren Maher – Waikato Regional Council (until 11.44am, back at 12.11pm) Cr Mike Montgomerie – Waipā District Council Mayor Mike Pettitt – Waipā District Council Nanaia Rawiri –– Ngā Karu Atua o Te Waka Cr Liz Stolwyk – Waikato Regional Council Mayor Ash Tanner – Matamata Piako District Council (virtually via Teams, until 10.40am) Deputy-Mayor Geoff Taylor – Hamilton City Council (until 10.09am) Cole O'Keefe – Waka Kotahi - NZ Transport Agency (non-voting) Cr Angela Strange – RTC Public Transport Subcommittee Representative, Waikato Regional Council (non-voting; voting as Waikato Regional Council Councillor from 11.44am–12.11pm) Peter Winder – Chief Executive, IAWAI (non-voting)
In Attendance:	Deputy-Mayor Geoff Taylor – Hamilton City Council (from 10.09am until 11.00am, back at 11.23am)
Staff Present:	Robert Brodnax – Independent Advisor Phil King – Director, Regional Transport Connections Vanessa Blakelock – Partnership Director, Department of Internal Affairs Sarah Stevenson – Regional Director, Ministry of Housing and Urban Development Mark Rawson – Regional Director, Kāinga Ora Blair Bowcott – General Manager, Strategy, Growth and Planning, Hamilton City Council Lyndal Bartley – Future Proof Project Coordinator Brooke Roebeck – Democracy Advisor

The contents of these minutes meet all legal requirements and include a full set of decisions.

An audio-visual recording of the open session of the meeting is available on Waikato Regional Council's public website.

Recording	Document ID #	YouTube Link
Open Recording 1	36699288	https://youtu.be/TrT8dwXEA7o
Open Recording 2	36703105	https://youtu.be/5A9ggIazUPA
Public Excluded Recording	36699954	–
The committee held a stakeholder engagement session after the public excluded session that was not recorded.		

1 KARAKIA TIMATANGA

Item commenced in open recording 1, at start.

The Democracy Advisor (Brooke Roebeck) opened the meeting with a karakia.

2 APOLOGIES

Item commenced in open recording 1, at 45 seconds.

COMMITTEE RESOLUTION FP26/11

Moved: Bill Wasley
Seconded: Mayor Mike Pettitt

That the apologies of Cr Andy Baker, Cr Maria Huata and Alan Cole for absence and Deputy-Mayor Eugene Patterson for lateness be accepted.

CARRIED

3 CONFIRMATION OF AGENDA

Item commenced in open recording 1, at 1 minute 42 seconds.

COMMITTEE RESOLUTION FP26/12

Moved: Cr Liz Stolwyk
Seconded: Mayor Aksel Bech

1. **That the agenda of the Future Proof Implementation Committee Meeting of 19 June 2026, as circulated, be confirmed as the business of the meeting.**
2. **That the order of items follows the order set out in the minutes.**

CARRIED

4 DISCLOSURES OF INTEREST

Item commenced in open recording 1, at 2 minutes 12 seconds.

No interests were disclosed pertaining to items on the agenda or interests not already recorded on a relevant register.

5 MINUTES FOR CONFIRMATION OR RECEIPT

FUTURE PROOF IMPLEMENTATION COMMITTEE MEETING – 20 FEBRUARY 2026

Item commenced in open recording 1, at 2 minutes 21 seconds.

COMMITTEE RESOLUTION FP26/13

Moved: Mayor Aksel Bech
Seconded: Mayor Mike Pettitt

That the minutes of the Future Proof Implementation Committee Meeting held on 20 February 2026 be confirmed as a correct record.

CARRIED

6 GENERAL ITEMS

6.1 IMPLEMENTATION ADVISORS QUARTERLY UPDATE

Item commenced in open recording 1, at 3 minutes.

Presented by the Independent Advisor (Robert Brodnax).

9.40am – Deputy Mayor Eugene Patterson entered the meeting.

COMMITTEE RESOLUTION FP26/14

Moved: Mayor Tim Macindoe
Seconded: Cr Warren Maher

That the report *Implementation Advisors Quarterly Update* (Future Proof Implementation Committee, 19 June 2026) be received.

CARRIED

6.2 NORTH WAIPA SOUTH HAMILTON SPATIAL STUDY - FINAL REPORT

Item commenced in open recording 1, at 13 minutes 56 seconds.

The Chair acknowledged the Principal Consultant, GMD Consultants (Nichola Lennard) for her contribution to this work. The Independent Advisor (Robert Brodnax) introduced the Future Proof Project Director (Jim Ebenhoh) and Principal Strategic Advisor (Vanessa Honore).

10.09am – Cr Maria Huata entered the meeting. Deputy-Mayor Geoff Taylor continued as an observer.

COMMITTEE RESOLUTION FP26/15

Moved: Mayor Aksel Bech
Seconded: Cr Liz Stolwyk

1. **That the *North Waipa South Hamilton Spatial Study - Final Report* (Future Proof Implementation Committee, 19 June 2026) be received.**
2. **That Future Proof Implementation Committee**
   (a) **Approves, subject to funding, the full content of the attached final study report being:**

(i) Appendix 1: *North Waipā / South Hamilton Spatial Study – Final Report (refer Doc # 36461423)*,

(ii) Appendix 2: Executive Summary (short and long versions for different audiences) *(refer Doc # 36460637)*.

(b) including the recommended strategic directions/interventions and delivery/implementation framework contained within those appendices.

CARRIED

6.3 INFRASTRUCTURE ALIGNMENT ACROSS THE FUTURE PROOF PARTNERSHIP

Item commenced in open recording 1, at 47 minutes 16 seconds.

Presented by the Independent Advisor (Robert Brodnax).

COMMITTEE RESOLUTION FP26/16

Moved: Deputy-Mayor Eugene Patterson
Seconded: Mayor Mike Pettitt

1. That the report *Infrastructure Alignment across the Future Proof Partnership* (Future Proof Implementation Committee, 19 June 2026) be received.

2. That the Future Proof Implementation Committee recommends that the Future Proof partners including New Zealand Transport Agency, consider the importance of the investments as outlined in the 'Infrastructure Alignment Across the Future Proof Partnership' report dated 19 June 2026, for implementation of the Future Proof settlement pattern, as part of their consideration of Long- Term Plans and funding programmes.

CARRIED

10.40am – Mayor Ash Tanner left the meeting.

6.4 AFFORDABLE HOUSING - ENDORSEMENT OF NEXT STEPS

Item commenced in open recording 1, at 1 hour 4 minutes and 47 seconds.

Presented by the Executive Director, Waikato Wellbeing Project (Harvey Brookes).

COMMITTEE RESOLUTION FP26/17

Moved: Mayor Aksel Bech
Seconded: Mayor Tim Macindoe

1. That the report *Affordable Housing - Endorsement of Next Steps* (Future Proof Implementation Committee, 19 June 2026) be received.

2. That Future Proof Implementation Committee:

(a) receives the Executive Summary of the *Veros report*, as provided in *Attachment 1 – Executive Summary to Future Proof re: Affordable Housing (refer Doc # 36460847),*

(b) That Future Proof endorses the *Affordable Housing Action Plan – Next Steps*, as provided in *Attachment 2 – Affordable Housing Action Plan (refer Doc # 36461626).*

CARRIED

6.5 PRESENTATION - BAY OF PLENTY HOUSING EQUITY FUND

Item commenced in open recording 1, at 1 hour 26 minutes and 35 seconds.

Presented by the Managing Director, New Ground Capital (Roy Thomson) and Chief Executive Officer, Bay Trust (Alastair Rhodes). Refer Document # 36696526 for the PowerPoint presentation or on the public website.

COMMITTEE RESOLUTION FP26/18

Moved: Mayor Mike Pettitt
Seconded: Cr Maria Huata

That the report *Presentation - Bay of Plenty Housing Equity Fund* (Future Proof Implementation Committee, 19 June 2026) be received.

CARRIED

11.44am – The meeting adjourned. During the adjournment Cr Warren Maher left the meeting. Cr Angela Strange assumed a voting position as a Waikato Regional Council Councillor.

11.56am – The meeting reconvened.

6.6 TRANSPORT WORKING GROUP - PROGRAMME UPDATE

Item commenced in open recording 2, at start.

Presented by the Independent Advisor (Robert Brodnax).

COMMITTEE RESOLUTION FP26/19

Moved: Cr Angela Strange
Seconded: Mayor Mike Pettitt

That the report *Transport Working Group - Programme Update* (Future Proof Implementation Committee, 19 June 2026) be received.

CARRIED

6.7 ENDORSEMENT OF POPULATION PROJECTIONS

Item commenced in open recording 2, at 4 minutes 12 seconds.

Presented by the Independent Advisor (Robert Brodnax).

COMMITTEE RESOLUTION FP26/20

Moved: Mayor Aksel Bech
Seconded: Cr Mike Montgomerie

1. **That the report *Endorsement of Population Projections* (Future Proof Implementation Committee, 19 June 2026) be received.**
2. **That Future Proof Implementation Committee endorses the adoption of High Growth Population Projections for the sub-region consisting of Hamilton City; Waikato District; Waipā District and Matamata Piako District.**

CARRIED

6.8 INDEPENDENT CHAIR QUARTERLY UPDATE

Item commenced in open recording 2, at 9 minutes 27 seconds.

Presented by the Independent Chair (Bill Wasley).

12.11pm – Cr Warren Maher entered the meeting. Cr Angela Strange ceased voting as a Waikato Regional Council Councillor and resumed her role as RTC Public Transport Subcommittee Representative (non-voting).

COMMITTEE RESOLUTION FP26/21

Moved: Bill Wasley
Seconded: Deputy-Mayor Eugene Patterson

That the report *Independent Chair Quarterly Update* (Future Proof Implementation Committee, 19 June 2026) be received.

CARRIED

7 PUBLIC EXCLUDED ITEMS

Item commenced in open recording 2, at 16 minutes 12 seconds.

RESOLUTION TO EXCLUDE THE PUBLIC

COMMITTEE RESOLUTION FP26/22

Moved: Cr Warren Maher
Seconded: Mayor Tim Macindoe

That in accordance with section 48(1) of the *Local Government Official Information and Meetings Act 1987* (Act) and the interests protected by section 6 or 7 of that Act, the public is excluded from the following parts of this meeting. The general subject of the matters to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds for excluding the public are set out below:

Meeting item no. and subject	Grounds for excluding the public	Reason for excluding the public

7.1 - Fast Track Update June 2026	**s7(2)(h) of the Act - To enable Council to carry out, without prejudice or disadvantage, commercial activities** **s7(2)(i) of the Act - To enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)**	**section 48(1)(a)(i) of the Act - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7**

CARRIED

12.13pm – The meeting moved into public excluded session.

7.1 FAST TRACK UPDATE JUNE 2026

Item commenced in public excluded recording, at start.

Presented by the Independent Advisor (Robert Broadnax) and the Principal Planner (Chris Dillon).

COMMITTEE RESOLUTION FP26/23

Moved: Cr Liz Stolwyk
Seconded: Deputy-Mayor Eugene Patterson

1. **That the report *Fast Track Update June 2026* (Future Proof Implementation Committee, 19 June 2026) be received.**
2. **That the decision be released into the open session of the meeting.**

CARRIED

Item commenced in public excluded recording, at 4 minutes 12 seconds..

COMMITTEE RESOLUTION FP26/24

Moved: Cr Warren Maher
Seconded: Mayor Tim Macindoe

That the meeting return to the open session.

CARRIED

12.18pm – The meeting moved back to open session.

8 KARAKIA WHAKAMUTUNGA

A karakia whakamutunga was not conducted before the meeting closed; however, a karakia was provided during the subsequent stakeholder engagement session.

12.19pm – The meeting closed.

6.8 MINUTES OF THE WAIKATO CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP JOINT COMMITTEE MEETING HELD ON 22 JUNE 2026

Rā | Date: **30 June 2026**

Kaituhi | Author: **Brooke Roebeck, Democracy Advisor**

Kaituku | Authoriser: **Dave Doggart, Team Lead, Democracy**

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

1. That the minutes of the Waikato Civil Defence Emergency Management Group Joint Committee meeting held on 22 June 2026 be received.
2. That Council notes the Waikato Civil Defence Emergency Management Group Joint Committee's recommendations for inclusion in the Waikato Regional Council Long Term Plan 2027–2037 process, being:
   (a) an operational cost pressures increase of $147,000 per annum; and
   (b) a Civil Defence Emergency Management targeted rate budget increase of:
      (i) $1,944,995 for Year 1 of the Long Term Plan 2027–2037; and
      (ii) $2,184,237 from Year 2 of the Long Term Plan 2027–2037 onward.

KŌRERO WHAKATAKI | EXECUTIVE SUMMARY

1. This summary sets out decisions made at the meeting in table format, except for the following procedural items:
   (a) Apologies
   (b) Confirmation of agenda
   (c) Confirmation (or receipt of) minutes
   (d) Receipt of reports
   (e) Resolutions to enter and/or leave public excluded sessions
   (f) Procedural motions pertaining to meeting process.
2. This extract is a solely a reference tool for those readers who find it helpful. It does not replace the minutes which are the official record of the meeting.
3. Key:
   (a) **Delegated Authority:** The decision made falls within the delegated authority of the committee.

(b) **Recommendation:** The decision is a recommendation for council (or other body) to consider. These recommendations may be included with the minutes for consideration, or by a separate report.

(c) **Recorded Action:** These are not resolved decisions, but rather administrative requests made informally during the meeting.

<table>
<tr><th>Title / Description</th><th>Delegated Authority</th><th>Recommendation</th><th>Recorded Action</th></tr>
<tr><td>7.1 APPOINTMENT OF TIER 1 GROUP CONTROLLERS</td><td></td><td></td><td></td></tr>
<tr><td>COMMITTEE RESOLUTION WCDEM26/20
2. That, in accordance with the Waikato Civil Defence Emergency Management Group Controller Policy dated 30 May 2025, the Waikato Civil Defence Emergency Management Group Joint Committee approve the appointment of the following as Tier 1 Group Controllers:
(c) Kelvin Powell, Hamilton City Council; and
(d) David Simes, Waipa District Council; and
(e) Andrew BuBear, Matamata-Piako District Council.</td><td>✓</td><td></td><td></td></tr>
<tr><td>7.2 STATUTORY APPOINTMENTS</td><td></td><td></td><td></td></tr>
<tr><td>COMMITTEE RESOLUTION WCDEM26/21
2. That, in accordance with the Waikato Civil Defence Emergency Management Group Controller Policy dated 30 May 2022, the Waikato Civil Defence Emergency Management Group Joint Committee approve the appointment of the following people as Tier 3 Local Controllers for the stated local appointment areas:
(a) Ryan Johnston, Matamata-Piako District Council, for the Waikato East Sub-Region CDEM Services Agreement Area, comprising Matamata-Piako, Hauraki and South Waikato District Councils (Waikato Civil Defence Emergency Management Group Joint Committee Public Excluded Agenda, 22 June 2026 at page 24); and
(b) Mark Bang, Waitomo District Council, for the Western Waikato Shared Service area, comprising Waitomo, Ōtorohanga and Waipā District Councils (Waikato Civil Defence Emergency Management Group Joint Committee Public Excluded Agenda, 22 June 2026 at page 25).</td><td>✓</td><td></td><td></td></tr>
<tr><td>3. That, in accordance with the Waikato Civil Defence Emergency Management Group Recovery Manager Policy dated 11 November 2022, the Waikato Civil Defence Emergency Management Group Joint Committee approve the appointment of the following person as a Tier 3 Local Recovery Manager:
(a) Mark Bang, Waitomo District Council, for the Waitomo District Council area (Waikato Civil Defence Emergency Management</td><td>✓</td><td></td><td></td></tr>
</table>

Title / Description	Delegated Authority	Recommendation	Recorded Action
Group Joint Committee Public Excluded Agenda, 22 June 2026 at page 25).			
7.3 LONG TERM PLAN 2027-2037 – INVESTMENT PROPOSALS – TARGETED RATES INCREASE			
COMMITTEE RESOLUTION – WCDEM26/22 2. That the Joint Committee endorse operational cost pressures increase of $147,000 per annum (operational budgets are adjusted annually for Consumer Price Index) for inclusion in the Waikato Regional Council Long Term Plan 2027-2037 targeted rate.		✓	
3. That the Joint Committee confirm the Tier 1 (Critical) investment proposals for inclusion in the Waikato Regional Council Long Term Plan 2027-2037 targeted rate, including the level of investment for: (a) Research Hazards by Risk and Knowledge Gaps, (b) Statutory Function.	✓		
4. That the Joint Committee confirm the Tier 2 (Priority) investment proposals for inclusion in the Waikato Regional Council Long Term Plan 2027-2037 targeted rate, including the level of investment for: (a) Strategic Planning, (b) New Zealand Response Team, (c) Community Engagement Advisor, (d) Co-location, (e) Operational Response System.	✓		
5. That the Joint Committee provide direction on the inclusion and level of investment for Tier 3 (Enhancement/Future focused) proposals within the Waikato Regional Council Long Term Plan 2027-2037 targeted rate, including: (a) Business Support, (b) After Action Review and Coronial Costs, (c) Civil Defence Emergency Management Group Contingency Fund.	✓		
6. That Joint Committee confirm the total targeted rate budget increase to be requested from Waikato Regional Council for inclusion in their Long Term Plan 2027-2037, being: (a) $1,944,995 for Year 1 of the Long Term Plan 2027–2037; and (b) $2,184,237 as the agreed amount from Year 2 of the Long Term Plan 2027-2037 onward.		✓	

Title / Description	Delegated Authority	Recommendation	Recorded Action
7. That the Joint Committee agree to actively monitor and review the Contingency Fund at the three year mark.	✓		
6.2 RESPONSE AND RECOVERY COSTS - JANUARY, FEBRUARY & APRIL 2026 - GROUP CONTROLLER/RECOVERY MANAGER RECOMMENDATION			
COMMITTEE RESOLUTION WCDEM26/24 2. That the Waikato Civil Defence Emergency Management Group Joint Committee approves the Group Controller and Group Recovery Manager's recommendation that response and recovery costs associated with the January, February and April 2026 severe weather events are not redistributed across the Group, but instead lie where they fall, with Group Emergency Coordination Centre costs met from existing Group Emergency Management Office regional Civil Defence Emergency Management budgets.	✓		
6.3 AMENDMENT TO THE WAIKATO CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP CONTROLLERS POLICY			
COMMITTEE RESOLUTION WCDEM26/25 2. That the Waikato Civil Defence Emergency Management Group approves the amendments to the Group Controller Policy (Waikato Civil Defence Emergency Management Group Joint Committee Meeting Agenda, 22 June 2026, at page 31-41).	✓		
6.5 GROUP PLAN ACTIONS - YEAR 2 REVIEW			
COMMITTEE RESOLUTION WCDEM26/26 2. That the Waikato Civil Defence Emergency Management Group Joint Committee approves the Year 2 amendments, as set out in *Attachment 1*, being the Waikato Civil Defence Emergency Management Group Draft Group Plan Action (Waikato Civil Defence Emergency Management Group Joint Committee Meeting Agenda, 22 June 2026, at page 66-105).	✓		
6.6 GOVERNMENT REFORMS			
<u>*Action:*</u> A letter outlining the preferred Civil Defence operating model in response to government reforms was to be co-signed by the Coordinating Executive Group Chair (Susan Law) and the Waikato Civil Defence Emergency Management Group Joint Committee Chair (Cr Emma Pike), or formally endorsed by the Joint Committee.			✓

ĀPITIHANGA | ATTACHMENTS

1. **Minutes of the Waikato Civil Defence Emergency Management Group Joint Committee meeting held on 22 June 2026**

MINUTES

Waikato Civil Defence Emergency Management Group Joint Committee Meeting

Monday, 22 June 2026

Order Of Business

Waikato Civil Defence Emergency Management Group Joint Committee Meeting

OPEN MINUTES

Date:	**Monday 22 June 2026, 10.00am**
Location:	**Council Chambers** **Waikato Regional Council** **Level 1, 160 Ward Street, Hamilton**
Members Present:	Cr Emma Pike – *Committee Chair* – Hamilton City Council Deputy-Mayor John Grant – *Committee Deputy-Chair* – Thames-Coromandel District Council Cr Marcus Gower– Waipā District Council Cr Steve Manunui – Taupō District Council (virtually via Teams) Cr Andrew McGiven – Matamata Piako District Council (from 10.09am until 12.40pm, back at 12.45pm) Cr Gary McGuire – Waikato Regional Council Deputy-Mayor Eugene Patterson – Waikato District Council Cr Michael Thomas – South Waikato District Council
Staff Present:	Brent Sinclair – Director, Resource Use, Waikato Regional Council Julian Snowball – Group Manager/Controller, Civil Defence and Emergency Management Shona Morgan – Senior Regional Emergency Management Advisor, National Emergency Management Agency Brooke Roebeck – Democracy Advisor

The contents of these minutes meet all legal requirements and include a full set of decisions.

An audio-visual recording of the open session of the meeting is available on Waikato Regional Council's public website.

Recording	Document ID #	YouTube Link
Open Recording 1	36904783	https://youtu.be/SMP2cCkioq8
Public Excluded Recording 1	36926204	–
Public Excluded Recording 2	36926208	–
Open Recording 2	36923988	https://youtu.be/m74M0qt6yZg

1 KARAKIA TIMATANGA

Item commenced in open recording 1, at start.

The Chair (Cr Emma Pike) opened the meeting with a karakia.

2 APOLOGIES

Item Commenced In Open Recording 1, At 29 Seconds.

COMMITTEE RESOLUTION WCDEM26/15

Moved: Cr Emma Pike
Seconded: Cr Gary McGuire

That the apologies Of Cr Anne Marie Spicer, Mayor Aksel Bech, Mayor Toby Adams and Cr Tennille Kete for Absence be accepted

CARRIED

3 CONFIRMATION OF AGENDA

Item commenced in open recording 1, at 2 minutes 13 seconds.

COMMITTEE RESOLUTION WCDEM26/16

Moved: Cr Emma Pike
Seconded: Deputy-Mayor John Grant

1. **That the agenda of the Waikato Civil Defence Emergency Management Group Joint Committee Meeting of 22 June 2026, as circulated, be confirmed as the business of the meeting.**
2. **That the order of items follows the order set out in the minutes.**

CARRIED

4 DISCLOSURES OF INTEREST

Item commenced in open recording 1, at 2 minutes 42 seconds.

Cr Emma Pike and Cr Marcus Gower declared non-conflicting interests in *Item 7.1 – Appointment of Tier 1 Group Controller*, advising that they had working relationships with one of the appointees and that this did not impact their decision-making.

5 MINUTES FOR CONFIRMATION OR RECEIPT

WAIKATO CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP JOINT COMMITTEE MEETING – 30 MARCH 2026

Item commenced in open recording 1, at 3 minutes 53 seconds.

COMMITTEE RESOLUTION WCDEM26/17

Moved: Cr Michael Thomas
Seconded: Deputy-Mayor John Grant

That the minutes of the Waikato Civil Defence Emergency Management Group Joint Committee Meeting held on 30 March 2026 be confirmed as a correct record.

CARRIED

6 GENERAL ITEMS

6.1 COORDINATING EXECUTIVE GROUP - 5 JUNE 2026 MEETING SUMMARY

Item commenced in open recording 1, at 4 minutes 29 seconds.

Presented by the Director, Resource Use (Brent Sinclair) on behalf of the Chair, Coordinating Executive Group (Susan Law) who requested the report be taken as read.

10.09am – Cr Andrew McGiven entered the meeting.

COMMITTEE RESOLUTION WCDEM26/18

Moved: Cr Marcus Gower
Seconded: Deputy-Mayor Eugene Patterson

That the report *Coordinating Executive Group - 5 June 2026 Meeting Summary* (Waikato Civil Defence Emergency Management Group Joint Committee, 22 June 2026) be received.

CARRIED

The Chair (Cr Emma Pike) acknowledged, on behalf of the Joint Committee, Wayne Allan's long-standing service and his significant contribution to Civil Defence over more than 20 years, including his role as Deputy Coordinating Executive Group Chair.

7 PUBLIC EXCLUDED ITEMS

Item commenced in open recording 1, at 19 minutes 10 seconds.

RESOLUTION TO EXCLUDE THE PUBLIC

COMMITTEE RESOLUTION WCDEM26/19

Moved: Cr Emma Pike

Seconded: Cr Andrew McGiven

That in accordance with section 48(1) of the Local Government Official Information and Meetings Act 1987 (Act) and the interests protected by section 6 or 7 of that Act, the public is excluded from the following parts of this meeting. The general subject of the matters to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds for excluding the public are set out below:

Meeting item no. and subject	Grounds for excluding the public	Reason for excluding the public
7.1 - Appointment of Tier 1 Group Controllers	**s7(2)(a) of the Act - To protect the privacy of natural persons, including that of deceased natural persons**	**section 48(1)(a)(i) of the Act - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7**
7.2 - Statutory Appointments	**s7(2)(a) of the Act - To protect the privacy of natural persons, including that of deceased natural persons**	**section 48(1)(a)(i) of the Act - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7**
7.3 - Long Term Plan 2027-2037 - Investment Proposals - Targeted Rates Increase	**s7(2)(h) of the Act - To enable Council to carry out, without prejudice or disadvantage, commercial activities**	**section 48(1)(a)(i) of the Act - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7**

CARRIED

10.20am – The meeting moved into public excluded session.

7.1 APPOINTMENT OF TIER 1 GROUP CONTROLLERS

Item commenced in public excluded recording 1, at 22 seconds.

Presented by the Team Leader, Operational Readiness (Aaron Tregoweth).

COMMITTEE RESOLUTION WCDEM26/20

Moved: Deputy-Mayor Eugene Patterson

Seconded: Cr Emma Pike

1. That the report *Appointment of Tier 1 Group Controllers* (Waikato Civil Defence Emergency Management Group Joint Committee, 22 June 2026) be received.

2. That, in accordance with the Waikato Civil Defence Emergency Management Group Controller Policy dated 30 May 2025, the Waikato Civil Defence Emergency Management Group Joint Committee approve the appointment of the following as Tier 1 Group Controllers:

a. Kelvin Powell, Hamilton City Council; and

b. David Simes, Waipa District Council; and

c. Andrew BuBear, Matamata-Piako District Council.

3. That the report and decision are made public, while the attachments remain public excluded.

CARRIED

7.2 STATUTORY APPOINTMENTS

Item commenced in public excluded recording 1, at 5 minutes 24 seconds.

Presented by the Team Leader, Operational Readiness (Aaron Tregoweth).

COMMITTEE RESOLUTION WCDEM26/21

Moved: Cr Andrew McGiven
Seconded: Cr Marcus Gower

1. That the report *Statutory Appointments* (Waikato Civil Defence Emergency Management Group Joint Committee, 22 June 2026) be received.

2. That, in accordance with the Waikato Civil Defence Emergency Management Group Controller Policy dated 30 May 2022, the Waikato Civil Defence Emergency Management Group Joint Committee approve the appointment of the following people as Tier 3 Local Controllers for the stated local appointment areas:

(a) Ryan Johnston, Matamata-Piako District Council, for the Waikato East Sub-Region CDEM Services Agreement Area, comprising Matamata-Piako, Hauraki and South Waikato District Councils (Waikato Civil Defence Emergency Management Group Joint Committee Public Excluded Agenda, 22 June 2026 at page 24); and

(b) Mark Bang, Waitomo District Council, for the Western Waikato Shared Service area, comprising Waitomo, Ōtorohanga and Waipā District Councils (Waikato Civil Defence Emergency Management Group Joint Committee Public Excluded Agenda, 22 June 2026 at page 25).

3. That, in accordance with the Waikato Civil Defence Emergency Management Group Recovery Manager Policy dated 11 November 2022, the Waikato Civil Defence Emergency Management Group Joint Committee approve the appointment of the following person as a Tier 3 Local Recovery Manager:

(a) Mark Bang, Waitomo District Council, for the Waitomo District Council area (Waikato Civil Defence Emergency Management Group Joint Committee Public Excluded Agenda, 22 June 2026 at page 25).

4. That the report and decision are made public, while the attachments remain public excluded.

CARRIED

7.3 LONG TERM PLAN 2027-2037 - INVESTMENT PROPOSALS - TARGETED RATES INCREASE

Item commenced in public excluded recording 1, at 8 minutes 34 seconds.

Presented by the Strategic Planning Advisor (Vicky Cowley), Team Leader, Operational Readiness (Aaron Tregoweth) and Team Leader, Resilience and Recovery (Irving Young). The report was taken as read.

11.25am – The meeting adjourned.

11.45am – The meeting reconvened.
Item continued in public excluding recording 2, at start.

COMMITTEE RESOLUTION WCDEM26/22

Moved: Cr Emma Pike
Seconded: Cr Marcus Gower

1. **That the report *Long Term Plan 2027-2037 - Investment Proposals - Targeted Rates Increase* (Waikato Civil Defence Emergency Management Group Joint Committee, 22 June 2026) be received.**
2. **That the Joint Committee endorse operational cost pressures increase of $147,000 per annum (operational budgets are adjusted annually for Consumer Price Index) for inclusion in the Waikato Regional Council Long Term Plan 2027-2037 targeted rate.**
3. **That the Joint Committee confirm the Tier 1 (Critical) investment proposals for inclusion in the Waikato Regional Council Long Term Plan 2027-2037 targeted rate, including the level of investment for:**
   (a) Research Hazards by Risk and Knowledge Gaps,
   (b) Statutory Function.
4. **That the Joint Committee confirm the Tier 2 (Priority) investment proposals for inclusion in the Waikato Regional Council Long Term Plan 2027-2037 targeted rate, including the level of investment for:**
   (a) Strategic Planning,
   (b) New Zealand Response Team,
   (c) Community Engagement Advisor,
   (d) Co-location,
   (e) Operational Response System.

5. **That the Joint Committee provide direction on the inclusion and level of investment for Tier 3 (Enhancement/Future focused) proposals within the Waikato Regional Council Long Term Plan 2027-2037 targeted rate, including:**
   (a) **Business Support,**
   (b) **After Action Review and Coronial Costs,**
   (c) **Civil Defence Emergency Management Group Contingency Fund.**
6. **That Joint Committee confirm the total targeted rate budget increase to be requested from Waikato Regional Council for inclusion in their Long Term Plan 2027-2037, being:**
   (a) **$1,944,995 for Year 1 of the Long Term Plan 2027–2037; and**
   (b) **$2,184,237 as the agreed amount from Year 2 of the Long Term Plan 2027-2037 onward.**
7. **That the Joint Committee agree to actively monitor and review the Contingency Fund at the three year mark.**
8. **That the report, decision and attachment are made public, with redaction to the contractual areas.**

CARRIED

Item commenced in public excluded recording, at 36 minutes 5 seconds..

COMMITTEE RESOLUTION WCDEM26/23

Moved: Cr Emma Pike
Seconded: Cr Marcus Gower

That the meeting return to the open session.

CARRIED

12.22pm – The meeting moved back to open session.

6 GENERAL ITEMS

6.2 RESPONSE AND RECOVERY COSTS - JANUARY, FEBRUARY & APRIL 2026 - GROUP CONTROLLER/RECOVERY MANAGER RECOMMENDATION

Item commenced in open recording 2, at start.

Presented by the Group Manager/ Group Controller (Julian Snowball).

COMMITTEE RESOLUTION WCDEM26/24

Moved: Deputy-Mayor Eugene Patterson
Seconded: Deputy-Mayor John Grant

1. That the report *Response and Recovery Costs – January, February & April 2026 – Group Controller/Recovery Manager Recommendation* (Waikato Civil Defence Emergency Management Group Joint Committee, 22 June 2026) be received.

2. That the Waikato Civil Defence Emergency Management Group Joint Committee approves the Group Controller and Group Recovery Manager's recommendation that response and recovery costs associated with the January, February and April 2026 severe weather events are not redistributed across the Group, but instead lie where they fall, with Group Emergency Coordination Centre costs met from existing Group Emergency Management Office regional Civil Defence Emergency Management budgets.

CARRIED

6.3 AMENDMENT TO THE WAIKATO CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP CONTROLLERS POLICY

Item commenced in open recording 2, at 4 minutes 20 seconds.

Presented by the Team Leader, Operational Readiness (Aaron Tregoweth).

COMMITTEE RESOLUTION WCDEM26/25

Moved: Cr Emma Pike
Seconded: Cr Andrew McGiven

1. That the report *Amendment to the Waikato Civil Defence Emergency Management Group Controllers Policy* (Waikato Civil Defence Emergency Management Group Joint Committee, 22 June 2026) be received.

2. That the Waikato Civil Defence Emergency Management Group approves the amendments to the Group Controller Policy (Waikato Civil Defence Emergency Management Group Joint Committee Meeting Agenda, 22 June 2026, at page 31-41).

CARRIED

6.4 GROUP PLAN ACTIONS – REPORT FOR THE PERIOD 1 OCTOBER 2025 TO 30 APRIL 2026

Item commenced in open recording 2, at 6 minutes 43 seconds.

Presented by the Strategic Planning Advisor (Vicky Cowley) who requested the report be taken as read.

COMMITTEE RESOLUTION WCDEM26/26

Moved: Deputy-Mayor Eugene Patterson
Seconded: Cr Marcus Gower

That the *Group Plan Actions – Report for the Period 1 October 2025 to 30 April 2026* (Waikato Civil Defence Emergency Management Group Joint Committee, 22 June 2026) be received.

CARRIED

6.5 GROUP PLAN ACTIONS - YEAR 2 REVIEW

Item commenced in open recording 2, at 15 minutes 35 seconds.

Presented by the Team Leader, Resilience and Recovery (Irving Young).

12.40pm – Cr Andrew McGiven left the meeting.

COMMITTEE RESOLUTION WCDEM26/27

Moved: Cr Emma Pike
Seconded: Cr Gary McGuire

1. **That the report *Group Plan Actions - Year 2 Review* (Waikato Civil Defence Emergency Management Group Joint Committee, 22 June 2026) be received.**
2. **That the Waikato Civil Defence Emergency Management Group Joint Committee approves the Year 2 amendments, as set out in *Attachment 1*, being the Waikato Civil Defence Emergency Management Group Draft Group Plan Action (Waikato Civil Defence Emergency Management Group Joint Committee Meeting Agenda, 22 June 2026, at page 66-105).**

CARRIED

6.6 GOVERNMENT REFORMS

Item commenced in open recording 2, at 20 minutes 5 seconds.

Presented by the Strategic Planning Advisor (Vicky Cowley) who requested the report be taken as read.

12.45pm – Cr Andrew McGiven entered the meeting.

Action: A letter outlining the preferred Civil Defence operating model in response to government reforms was to be co-signed by the Coordinating Executive Group Chair (Susan Law) and the Waikato Civil Defence Emergency Management Group Joint Committee Chair (Cr Emma Pike), or formally endorsed by the Joint Committee.

COMMITTEE RESOLUTION WCDEM26/28

Moved: Cr Andrew McGiven
Seconded: Deputy-Mayor John Grant

That the report *Government Reforms* (Waikato Civil Defence Emergency Management Group Joint Committee, 22 June 2026) be received.

CARRIED

6.7 GROUP FINANCES 1 JULY TO 31 MARCH 2026

Item commenced in open recording 2, at 31 minutes 40 seconds.

Presented by the Strategic Planning Advisor (Vicky Cowley).

COMMITTEE RESOLUTION WCDEM26/29

Moved: Cr Michael Thomas
Seconded: Cr Andrew McGiven

That the report *Group Finances 1 July to 31 March 2026* (Waikato Civil Defence Emergency Management Group Joint Committee, 22 June 2026) be received.

CARRIED

6.8 NATIONAL EMERGENCY MANAGEMENT AGENCY QUARTERLY UPDATE

Item commenced in open recording 2, at 35 minutes 40 seconds.

Presented by the Senior Regional Emergency Management Advisor, National Emergency Management Agency (Shona Morgan) who requested the report be taken as read.

COMMITTEE RESOLUTION WCDEM26/30

Moved: Cr Gary McGuire
Seconded: Cr Andrew McGiven

That the report *National Emergency Management Agency Quarterly Update* (Waikato Civil Defence Emergency Management Group Joint Committee, 22 June 2026) be received.

CARRIED

8 KARAKIA WHAKAMUTUNGA

Item commenced in open recording 2, at 43 minutes 4 seconds.

The Chair (Cr Emma Pike) closed the meeting with a karakia.

1.05pm – The meeting closed.

APPENDICES

7.1 APPOINTMENT OF TIER 1 GROUP CONTROLLER

7 PUBLIC EXCLUDED ITEMS

7.1 APPOINTMENT OF TIER 1 GROUP CONTROLLERS

Rā | Date:	**22 June 2026**
Kaituhi | Author:	**Aaron Tregoweth, Team Leader, Operational Readiness**
Kaituku | Authoriser:	**Irving Young, Team Leader, Resilience And Recovery**
Mana whakatau | Delegation Status:	**Committee has delegated authority to make the recommended decision**

TĀMATAITI | PUBLIC EXCLUDED

The following good reasons to withhold this report from the public exist under section 6 or 7 of the Local Government Official Information and Meetings Act 1987, in accordance with section 48(1)(a)(i):

s7(2)(a) To protect the privacy of natural persons, including that of deceased natural persons.

TE ARONGA | PURPOSE

1. To provide the Waikato Civil Defence Emergency Management (CDEM) Group Joint Committee an opportunity to consider and decide on appointments as per Waikato CDEM Group Controller Policy dated 30 May 2025, version 7.
2. The purpose of this report is to request the Waikato Joint Committee (JC) appoint Tier 1 Group Controllers.

KŌRERO WHAKATAKI | EXECUTIVE SUMMARY

3. Following the Group Emergency Management Office restructure in 2025 the Waikato CDEM Group has reduced to two appointed Tier 1 (Group) Controllers, creating a risk to sustained coverage during prolonged events or periods of absence.
4. To address this, the Statutory Roles Advisory and Appointment Committee (STRAAC) assessed three Tier 2 Controllers against its approved competency and experience matrix and determined that all three are suitable for appointment as Tier 1 Controllers, strengthening resilience and depth within the Group Controller pool.
5. The Coordinating Executive Group have endorsed the Tier 1 Group Controller appointments of the named individuals to strengthen the Group's overall operational resilience.

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

1. That the report *Appointment of Tier 1 Group Controllers* (Waikato Civil Defence Emergency Management Group Joint Committee, 22 June 2026) be received.
2. That, in accordance with the Waikato Civil Defence Emergency Management Group Controller Policy dated 30 May 2025, the Waikato Civil Defence Emergency Management Group Joint Committee approve the appointment of the following as Tier 1 Group Controllers:
   i. Kelvin Powell, Hamilton City Council; and
   ii. David Simes, Waipa District Council; and
   iii. Andrew BuBear, Matamata-Piako District Council.
3. That the report and decision are made public, while the attachments remain public excluded.

HOROPAKI | BACKGROUND

6. The Waikato CDEM Group currently has two appointed Tier 1 (Group) Controllers, creating a risk to sustained leadership coverage during prolonged events or periods of leave, absence, or staff turnover.
7. To strengthen resilience and provide greater redundancy within the controller pool, three individuals have been identified as meeting the competency and experience requirements set out in the STRAAC approved matrix.

TE TAKE | ISSUE

8. The need to appoint additional Tier 1 (Group) Controllers has arisen following the 2025 Group Emergency Management Office restructure, which disestablished the Team Leader Partnerships role that previously held a statutory appointment of Alternate Group Controller for the Waikato CDEM Group. As a result, the Group now has two appointed Tier 1 Controllers creating a vulnerability in its ability to sustain command capacity during prolonged responses, concurrent incidents, or periods of leave, absence, or staff turnover.
9. To address this risk, STRAAC assessed three current Tier 2 Controllers against the approved competency and experience matrix and determined that each person demonstrated the capability, experience, and readiness required to undertake the Tier 1 Controller function. The following Tier 2 Controllers were assessed for suitability:
   (a) Kelvin Powell (Hamilton City Council)
   (b) David Simes (Waipa District Council)
   (c) Andrew Bubear (Matamata-Piako District Council)

TE AROMATAWAI I TE HIRANGA | ASSESSMENT OF SIGNIFICANCE

10. Having regard to the decision-making provisions in the Civil Defence Emergency Management Act 2002, Local Government Act 2002 and Waikato Regional Council's

Significance and Engagement Policy, a decision in accordance with the recommendation is not considered to have a high degree of significance.

TE HOROPAKI Ā-TURE | LEGISLATIVE CONTEXT

11. The CDEM Act 2002 requires the appointment of a Group Controller and permits the appointment of additional Group Controllers who can perform the functions and duties and exercise the powers of the Group Controller on the occurrence of a vacancy, for any reason.

KŌWHIRINGA I MANAKOHIA | PREFERRED OPTION

12. The preferred option is for the Waikato CDEM Group Joint Committee to approve the appointments, as endorsed by CEG.

NGĀ WHAIWHAKAARO KAUPAPAHERE | POLICY CONSIDERATIONS

13. Recommendations are consistent with the Joint Committee adopted Waikato CDEM Group Controller Policy dated 30 May 2025.
14. To the best of the writer's knowledge, this decision is not significantly inconsistent with, nor is anticipated to have consequences that will be significantly inconsistent with, any other policy adopted by the Joint Committee, or any plan required by the Civil Defence Emergency Management Act 2002[1], LGA or any other enactment.

TE TIRITI O WAITANGI | THE TREATY OF WAITANGI

15. Interview of controller nominees/candidates includes a panel member (identified by the relevant local authority) who is qualified to consider the needs of local Māori. Enhanced response capability enables improved Parenga/protection for Māori.

WHAKAKAPINGA | CONCLUSION

16. The appointment of three additional Tier 1 (Group) Controllers will address the current gap in statutory command capacity and improve the Waikato CDEM Group's ability to maintain effective leadership during prolonged or concurrent emergency events.
17. STRAAC has assessed the proposed appointees against the approved competency and experience matrix and determined that each meets the requirements for appointment.
18. The Coordinating Executive Group have endorsed the Tier 1 Group Controller appointments of the named individuals to strengthen the Group's overall operational resilience.

[1] Civil Defence Emergency Management Act 2002 | New Zealand Legislation

7.2 STATUTORY APPOINTMENTS

7.2 STATUTORY APPOINTMENTS

Rā | Date:	**22 June 2026**
Kaituhi | Author:	**Aaron Tregoweth, Team Leader, Operational Readiness**
Kaituku | Authoriser:	**Irving Young, Team Leader, Resilience And Recovery**
Mana whakatau | Delegation Status:	**Committee has delegated authority to make the recommended decision**

TĀMATAITI | PUBLIC EXCLUDED

The following good reasons to withhold this report from the public exist under section 6 or 7 of the Local Government Official Information and Meetings Act 1987, in accordance with section 48(1)(a)(i):

s7(2)(a) To protect the privacy of natural persons, including that of deceased natural persons.

TE ARONGA | PURPOSE

1. The purpose of this report is to ask the Waikato Civil Defence Emergency Management (CDEM) Group Joint Committee to approve the appointment of Tier 3 Local Controllers and a Tier 3 Local Recovery Manager, in accordance with the Waikato CDEM Group Controller Policy dated 30 May 2022, the Waikato CDEM Group Recovery Manager Policy dated 11 November 2022.

KŌRERO WHAKATAKI | EXECUTIVE SUMMARY

2. Nominations were received from Matamata-Piako District Council and Waitomo District Council for the appointment of Tier 3 Local Controllers as per the Waikato CDEM Group Controller Policy dated 30 May 2022.
3. A nomination was received from Waitomo District Council for the appointment of a Tier 3 Local Recovery Manager as per Waikato CDEM Recovery Manager Policy.
4. These appointments support CDEM readiness by maintaining local response and recovery capability across the Waikato CDEM Group area.
5. In accordance with the Waikato CDEM Group Controller and Recovery Manager policies, the Coordinating Executive Group (CEG) Subcommittee, Statutory Roles Advisory and Appointment Committee (STRAAC), assessed the nominees.
6. STRAAC recommends the appointment of Ryan Johnston of Matamata-Piako District Council, and Mark Bang of Waitomo District Council, as Tier 3 Local Controllers for the specified local appointment areas.
7. STRAAC recommends the appointment of Mark Bang, Waitomo District Council, as a Tier 3 Local Recovery Manager.

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

1. That the report *Statutory Appointments* (Waikato Civil Defence Emergency Management Group Joint Committee, 22 June 2026) be received.
2. That, in accordance with the Waikato Civil Defence Emergency Management Group Controller Policy dated 30 May 2022, the Waikato Civil Defence Emergency Management Group Joint Committee approve the appointment of the following people as Tier 3 Local Controllers for the stated local appointment areas:
   (a) Ryan Johnston, Matamata-Piako District Council, for the Waikato East Sub-Region CDEM Services Agreement Area, comprising Matamata-Piako, Hauraki and South Waikato District Councils (refer *attachment 1*); and
   (b) Mark Bang, Waitomo District Council, for the Western Waikato Shared Service area, comprising Waitomo, Ōtorohanga and Waipā District Councils (refer *attachment 2*).
3. That, in accordance with the Waikato Civil Defence Emergency Management Group Recovery Manager Policy dated 11 November 2022, the Waikato Civil Defence Emergency Management Group Joint Committee approve the appointment of the following person as a Tier 3 Local Recovery Manager:
   (a) Mark Bang, Waitomo District Council, for the Waitomo District Council area (refer *attachment 2*).
4. That the report and decision are made public, while the attachments remain public excluded.

HOROPAKI | BACKGROUND

8. Tier 3 Local Controllers and Tier 3 Local Recovery Managers provide local response and recovery leadership for specified local authority areas within the Waikato CDEM Group.
9. Nominations for appointment to Local CDEM Controller roles were received from Matamata-Piako District Council and Waitomo District Council. The nominees were assessed in line with the Waikato CDEM Group Controller Policy. The CEG Subcommittee, STRAAC, recommends the appointment of the following people as Tier 3 Local Controllers:
   (a) Ryan Johnston for the Waikato East Sub-Region CDEM Services Agreement Area, comprising Matamata-Piako, Hauraki and South Waikato District Councils; and
   (b) Mark Bang for the Western Waikato Shared Service area, comprising Waitomo, Ōtorohanga and Waipā District Councils.
10. A nomination for appointment to the Local Recovery Manager role was received from Waitomo District Council. The nominee was assessed in line with the Waikato CDEM Group Recovery Manager Policy. The CEG Subcommittee, STRAAC, recommends the appointment of the following person as a Tier 3 Local Recovery Manager:
   (a) Mark Bang for the Waitomo District Council area.

TE TAKE | ISSUE

11. The Waikato CDEM Group has resolved to develop, appoint, and retain an appropriate cadre of CDEM Local Controllers and Recovery Managers to provide coverage across a large geographic area. The Waikato CDEM Group Controller and Recovery Manager Policies provide for different tiers of Controllers and Recovery Managers; the tiers relate to the geographic scope of appointment.

12. The issue for the Joint Committee is whether to approve the recommended appointments so that local response and recovery coverage is maintained across the relevant local authority areas.

TE AROMATAWAI I TE HIRANGA | ASSESSMENT OF SIGNIFICANCE

13. Having regard to the decision-making provisions in the Civil Defence Emergency Management Act 2002[2], Local Government Act 2002 [3]and Waikato Regional Council's Significance and Engagement Policy[4], a decision in accordance with the recommendations is not considered to have a high degree of significance.

TE HOROPAKI Ā-TURE | LEGISLATIVE CONTEXT

14. The Civil Defence Emergency Management Act 2002 requires the appointment of a Group Controller and Recovery Manager and permits the appointment of Local Controllers and Local Recovery Managers at the discretion of CDEM Joint Committees.

KŌWHIRINGA I MANAKOHIA | PREFERRED OPTION

15. The preferred option is for the Waikato CDEM Group Joint Committee to approve the appointments recommended by the CEG Subcommittee, STRAAC. This option is preferred because the nominees have been assessed under the relevant Waikato CDEM Group policies and endorsed through the established advisory and appointment process.

NGĀ WHAIWHAKAARO KAUPAPAHERE | POLICY CONSIDERATIONS

16. The recommendations are consistent with the Waikato CDEM Group Controller and Recovery Manager Policies adopted by the Joint Committee.

17. To the best of the writer's knowledge, this decision is not significantly inconsistent with, nor is anticipated to have consequences that will be significantly inconsistent with, any other policy adopted by the Joint Committee, or any plan required by the Civil Defence Emergency Management Act 2002, LGA or any other enactment.

[2] Civil Defence Emergency Management Act 2002 | New Zealand Legislation
[3] Local Government Act 2002 | New Zealand Legislation
[4] Waikato Regional Council Significance and EngagementPolicy.pdf

TE TIRITI O WAITANGI | THE TREATY OF WAITANGI

18. Interviews of nominees included a panel member, identified by the relevant local authority, who was qualified to consider the needs of local Māori. The appointments support Parenga/protection by strengthening local emergency response and recovery capability for Māori communities.

WHAKAKAPINGA | CONCLUSION

19. All Waikato CDEM Group Controller Policy prerequisites for the named nominees have been met. STRAAC has endorsed the nominations received from Matamata-Piako District Council and Waitomo District Council for appointment as Tier 3 Local Controllers.

20. All Waikato CDEM Group Recovery Manager Policy prerequisites for the named nominee have been met. STRAAC has endorsed the nomination received from Waitomo District Council for appointment as a Tier 3 Local Recovery Manager.

NGĀ TOHUTORO | REFERENCES

1. Waikato Civil Defence Emergency Management Group Controller Policy
2. Waikato Civil Defence Emergency Management Group Recovery Manager Policy
3. Civil Defence Emergency Management Act 2002

ĀPITIHANGA | ATTACHMENTS

1. **Nomination of Ryan Johnson for Appointment as Local Controller – Matamata-Piako District Council (Doc #36346079)** ⇩
2. **Nomination of Mark Bang for Appointment as Local Controller and Local Recovery Manager – Waitomo District Council (Doc #36255306)** ⇩

7.3 LONG TERM PLAN 2027-2037 - INVESTMENT PROPOSALS - TARGETED RATES INCREASE

7.3 LONG TERM PLAN 2027-2037 - INVESTMENT PROPOSALS - TARGETED RATES INCREASE

Rā | Date:	**22 June 2026**
Kaituhi | Author:	**Vicky Cowley, Strategic Planning Advisor**
Kaituku | Authoriser:	**Irving Young, Team Leader, Resilience And Recovery**
Mana whakatau | Delegation Status:	**Committee has delegated authority to make the recommended decision**

TĀMATAITI | PUBLIC EXCLUDED

The following good reasons to withhold this report from the public exist under section 6 or 7 of the Local Government Official Information and Meetings Act 1987, in accordance with section 48(1)(a)(i):

s7(2)(h) To enable Council to carry out, without prejudice or disadvantage, commercial activities.

TE ARONGA | PURPOSE

1. To seek Waikato CDEM Group Joint Committee decision on determining the level of investment required to achieve the desired level of assurance that the Waikato Civil Defence Emergency Management (CDEM) system can manage its highest priority risks.
2. To confirm the value of increase to be requested from Waikato Regional Council (WRC) for inclusion in the Long Term Plan 2027-2037 for the Waikato Civil Defence Emergency Management Group targeted rates.

KŌRERO WHAKATAKI | EXECUTIVE SUMMARY

3. Since the March 2026 Coordinating Executive Meeting (CEG) meeting, the proposed Long Term Plan (LTP) investments have been further developed and assessed using a structured prioritisation framework, alongside insights received from the Joint Committee workshop discussions on system-level risk and resilience.
4. Investment proposals have been assessed against a weighting criterion of legislative responsibility, criticality and risk reduction, and community benefit. To support decision-making, the results have been translated into three investment tiers as follows:
   (a) **Tier 1 – Critical investments -** represent essential investments required to address key system risks and significantly improve the system's ability to respond to and manage emergency events.
   (b) **Tier 2 – Priority investments** - include initiatives which were identified as key contributors to improving performance under stress and reducing system-level risk.
   (c) **Tier 3 – Enhancement and future-focused investments** - provide longer-term benefits, including strengthening organisational and strategic capacity. These initiatives support ongoing system development.

5. This tiered approach provides a clear line of sight between the Strategic Group Plan, identified system risks, and the level of investment required to manage those risks. Further the tiered approach enables comparison of options based on differing levels of system assurance and risk tolerance. All tier options are in addition to operational cost pressures required to maintain current service levels.
6. Detailed analysis of each investment proposal, including options, costs, risks, and assessment scores, is provided in the attached 'Cost Analysis for LTP 2027-2037' (Attachment 1), which remains publicly excluded due to commercially sensitive information.
7. The options reflect the relative scale and composition of the proposed investment, enabling informed decision-making ahead of final cost confirmation. The striking of the final targeted rate per rating unit is yet to be confirmed by WRC as costs are finalised (i.e. KiwiSaver new rates).
8. Benchmarking the Waikato CDEM Group's targeted rate against comparable CDEM groups by population, Wellington (above) and Bay of Plenty (below), shows that Waikato's targeted rate is significantly lower, at $12.00 and $29.03 less per rating unit respectively; noting that those CDEM Groups are still to approve LTP 2027-2037 investments. This indicates that Waikato has a comparatively lower baseline investment, reinforcing the need to consider increased funding to align with system risk and service expectations.

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

1. That the report *Long Term Plan 2027-2037 - Investment Proposals - Targeted Rates Increase* (Waikato Civil Defence Emergency Management Group Joint Committee, 22 June 2026) be received.
2. That the Joint Committee endorse operational cost pressures increase of $147,000 per annum (operational budgets are adjusted annually for Consumer Price Index) for inclusion in the Waikato Regional Council Long Term Plan 2027-2037 targeted rate.
3. That the Joint Committee confirm the Tier 1 (Critical) investment proposals for inclusion in the Waikato Regional Council Long Term Plan 2027-2037 targeted rate, including the level of investment for:
   (a) Research Hazards by Risk and Knowledge Gaps
   (b) Statutory Function
4. That the Joint Committee confirm the Tier 2 (Priority) investment proposals for inclusion in the Waikato Regional Council Long Term Plan 2027-2037 targeted rate, including the level of investment for:
   (a) Strategic Planning
   (b) New Zealand Response Team
   (c) Community Engagement Advisor
   (d) Co-location
   (e) Operational Response System
5. That the Joint Committee provide direction on the inclusion and level of investment for Tier 3 (Enhancement/Future focused) proposals within the Waikato Regional Council Long Term Plan 2027-2037 targeted rate, including:

(a) Business Support
(b) After Action Review and Coronial Costs
(c) Civil Defence Emergency Management Group Contingency Fund

6. That Joint Committee confirm the total targeted rate budget increase to be requested from Waikato Regional Council for inclusion in their Long Term Plan 2027-2037, being:

(a) Total amount for year 1 inclusion in the Long Term Plan 2027-2037
(b) Any variation for any subsequent years of the Long Term Plan 2027-2037

7. That the report and decision are made public, while the attachment remain public excluded.

HOROPAKI | BACKGROUND

9. Waikato Regional Council (WRC) is progressing the development of its Long Term Plan 2027-2037. Waikato CDEM Group must advise the required targeted rate budget by August 2026, for inclusion into the WRC required processes.

10. Since November 2025, the Coordinating Executive Group (CEG) have provided guidance and approved initiatives for business case development.

11. At the March 2026 CEG meeting, proposals, aligned with the Strategic Group Plan 2025-2030, were presented. CEG subsequently requested that Group Emergency Management Office develop a prioritisation matrix and apply it across all proposed investments.

12. The 15 May 2026 Joint Committee workshop confirmed investment decisions should be assessed based on whether they provide sufficient assurance that the system can manage its most significant risks and deliver the Strategic Group Plan under stress.

13. At the 5 June 2026 CEG meeting, CEG endorsed the application of the prioritisation framework and supported progressing a tiered investment approach. A further refinement of the matrix and clarification of investment scope, costs, and interdependencies was requested to support Joint Committee decision-making.

14. Benchmarking of the Waikato CDEM Group's targeted rate against comparable CDEM groups by population indicates that Waikato's current targeted rate is significantly lower. Wellington CDEM Group's targeted rate is $12.00 higher per rating unit, while Bay of Plenty is $29.03 higher per rating unit. This comparison is based on current rates and does not include any additional investment those groups may approve through their Long Term Plan 2027-2037 process.

CDEM Group	2025/26 Targeted rate $ per rating unit (inc. GST)	No of Rating Units 2025-26	Population	Area KMs^2
Wellington	27.96	216,483	520,971	8,049
Waikato	15.96	224,387	498,771	25,000
Bay of Plenty*	44.99	136,292	334,140	27,072
Medium range - variance by local authority				

TE TAKE | ISSUE

15. A structured prioritisation framework has been applied to all proposed investments weighted against legislative responsibility (40%), criticality and risk reduction (30%), and community benefit (30%). This is consistent with public sector decision-making principles (transparency, evidence-based, fairness and consistency, accountability, value for money, alignment with statutory obligations, long-term and system thinking).

16. The prioritisation framework has been used to translate identified investment needs into three tiers which form the basis for the investment options presented in this report. These tiers reflect the relative importance of each proposal, based on legislative alignment, criticality/risk reduction, and community benefit, providing a clear and consistent framework for considering funding options.

Tier	Meaning	Source
Tier 1 – Critical	Must fund (legislation + core risk)	Matrix high scores (4.5 to 5.0)
Tier 2 – Priority	Strongly recommended	Matrix high–moderate (4.0 to 4.4)
Tier 3 – Enhancement/ Future focused	Value-add	Matrix lower (3.0 to 3.9)

17. The results of this prioritisation, including supporting financial and risk analysis for each initiative, are detailed in "Cost Analysis for LTP 2027–2037" (Attachment 1), with the attachment including commercially sensitive financial and operational detail remaining publicly excluded.

18. The application of the prioritisation framework confirms that the proposed investments can be grouped into three tiers based on their contribution to system resilience through statutory obligations, risk reduction and enhancement.

    (a) **Tier 1 – Critical investments** represent those required to meet statutory obligations to address fundamental system risks, such as being ready to respond effectively, and understanding our hazards and risks through research. This is consistent with recent national and regional response reviews, such as the North Island Severe Weather Events 2023, and further, findings from the 2026 National Climate Change Risk Assessment which identifies increasing exposure to natural hazards across New Zealand, highlighting the need for improved risk information to support decision-making and reduce long-term impacts. Additionally, maintaining sufficient statutory leadership capacity and capability to deliver the Group's functions under the CDEM Act 2002 (including sections 17 and 59), and to meet emerging expectations under the Emergency Management Bill.

    (b) **Tier 2 – Priority investments** include initiatives such as a Strategic Planning role, New Zealand Response Team (NZRT), co-location with partner/s, Community Engagement role and an Operational Response System. These significantly improve the system's ability to respond to and manage emergency events, including strengthening of community readiness and resilience.

(c) **Tier 3 – Enhancement and future-focused investments** provide longer-term value, which includes initiatives such as business support, After Action Review/Coronial cost, and contingency funding arrangements.

19. This tiered approach ensures that investment decisions remain aligned to statutory requirements and system risk while providing flexibility to stage lower-priority investments.

20. The Joint Committee is therefore being asked to determine the level of investment required to achieve its desired level of assurance that the Waikato CDEM system can manage its highest priority risks.

NGĀ KŌWHIRINGA | OPTIONS AND ANALYSIS

Waikato CDEM Group – Investment Proposals - Long Term Plan 2027-2030

Initiative	Tier	Prior-tisation Score	Cost Analysis for Long Term Plan 2027-2037 *Annual Cost Options*		
		Out of 5	*Status Quo*	*Functional*	*Optimal*
Hazard Research	Tier 1 Critical	5.0	$0	$ 50,000	$100,000
Statutory Function		5.0	$0	$ 73,003	*$ 32,073
Tier 1 Sub-total			*$0*	*$123,003*	*$132,073*
Strategic Planning	Tier 2 Priority	4.3	$0	$150,000	$239,914
New Zealand Response Team		4.3	$0	$480,000	$800,000
Community Engagement		4.3	$0	***Not available under functional option*	$180,138
Co-location		4.3	$0	***Not available under functional option*	S7(2)(h) LGOIMA 1987
Operational Response System		4.0	$0	S7(2)(h) LGOIMA 1...	S7(2)(h) LGOIMA 1...
Tier 2 Sub-total			*$0*	*$780,000*	*$1,639,294*
Business Support	Tier 3 Enhancement/ Future focused	3.8	$0	$ 52,000	$ 58,870
After Action Review and Coronial		3.6	$0	$ 30,000	$ 50,000
Contingency Fund		3.4	$0	$ 78,500	$157,000
Tier 3 Sub-Total			*$0*	*$160,500*	*$265,870*
All Proposals Total			**$0**	**$1,063,503**	**$2,037,237**

**Lower Optimal cost reflects integration with Strategic Planning Team Leader role*
***No functional option reflects that partial delivery is not viable*
****10 year repayment term applies to co-location*

21. The functional option represents a partial investment approach, improving resilience while retaining some residual risk and reliance on reprioritisation.

22. Waikato Regional Council's current estimate for 2027/28 is 227,000 rating units. For every $227,000 increase in the budget, will approximately equate to a $1.00 (+ GST) increase in the CDEM targeted rate.

ĒTAHI ATU TAKE | OTHER MATTERS

23. Operational cost pressures of $147,000 per annum are driven by existing contractual commitments/CPI increases that compound annually and increase operating expenses, and are sought for inclusion in the request for increased budget to the Waikato Regional Council Long Term Plan 2027-2037. They include ongoing licensing costs, building lease and other contractual operating expenditure increases, higher vehicle running costs, and duty staff standby required to sustain existing service levels.

TE URUTAI KI TE HURIHANGA ĀHUARANGI| ADAPTATION TO CLIMATE CHANGE

24. This decision will increase the ability of the region to proactively respond to the impacts of climate change now and into the future.
25. The 2026 National Climate Change Risk Assessment identifies increasing exposure to natural hazards across New Zealand, highlighting the need for improved risk information to support decision-making and reduce long-term impacts.

TE AROMATAWAI I TE HIRANGA | ASSESSMENT OF SIGNIFICANCE

26. Having regard to the decision-making provisions in the Civil Defence Emergency Management Act 2002, the Local Government Act 2002 and Waikato Regional Council's Significance and Engagement Policy, a decision in accordance with the recommendations is considered to have a high degree of significance. Staff are of the opinion that the content and recommendations in this report are consistent with legislative decision-making requirements.

TE HOROPAKI Ā-TURE | LEGISLATIVE CONTEXT

27. Civil Defence Emergency Management Act 2002.

KŌWHIRINGA I MANAKOHIA | PREFERRED OPTION

28. The preferred option is for the Joint Committee to confirm the value of increase to be requested from Waikato Regional Council for inclusion in the Long Term Plan 2027-2037.

NGĀ WHAIWHAKAARO KAUPAPAHERE | POLICY CONSIDERATIONS

29. To the best of the writer's knowledge, this decision is not significantly inconsistent with, nor is anticipated to have consequences that will be significantly inconsistent with, any policy adopted by the Committee or any plan required by the CDEM Act or any other legislation.
30. The recommendation is consistent with the Waikato CDEM Strategic Group Plan 2025-2030.

41. While operational cost pressures are necessary to sustain current service levels, the proposed investment options represent deliberate choices about strengthening system capability in response to increasing hazard exposure, climate-related risks, and rising community expectations.

42. The Joint Committee is therefore requested to determine the appropriate level of budget increase to be recommended to Waikato Regional Council for inclusion in the Long Term Plan 2027-2037, balancing affordability with the need to ensure a resilient, effective and future ready CDEM system.

NGĀ TOHUTORO | REFERENCES

43. Reference 1 - 2026 National Climate Change Risk Assessment

44. Reference 2 - Civil Defence Emergency Management Act 2002

45. Reference 3 – Waikato CDEM Strategic Group Plan 2025-2030

46. Reference 4 - Waikato Group Plan Actions 2025-2030

ĀPITIHANGA | ATTACHMENTS

1. Investment and Options Analysis - Long Term Plan 2027-2037 ⇩

Cost Analysis for LTP

Research Hazards by Risk and Knowledge Gaps (Tier 1)

Dimension	Status quo *(used as baseline comparator)*	Functional	Optimal
Current state, service options, and preferred approach *i.e. what is currently in place, what alternatives exist, and the optimal model going forward*	Continue hazard and risk research on an ad hoc basis from existing budgets.	Establish a limited but dedicated annual hazard and risk research fund.	Establish a dedicated annual hazard and risk research fund to ensure timely research.
Advantages	No cost.	The availability of limited research and information will benefit the Waikato CDEM Group members to support effective reduction, readiness, response and recovery. Limited information and understanding to identify, assess, and manage hazards and risks to meet the CDEM Groups requirements under the CDEM Act 2002 (S17).	The availability of comprehensive, timely research and information will benefit the Waikato CDEM Group members to support more informed, timely and effective reduction, readiness, response and recovery. Comprehensive information and understanding to identify, assess, and manage hazards and risks to meet the CDEM Groups requirements under the CDEM Act 2002 (S17).
Disadvantages	Status quo limits knowledge and understanding of hazards and risk to the communities of the Waikato region.	Increased financial commitment of operational costs. Need to prioritise which research to undertake.	Increased financial commitment of operational costs.
Statutory Alignment *i.e. how will assist in meeting our statutory obligations*	The CDEM Groups requirements under the CDEM Act 2002 (S17). EM Bill Purpose 'to promote and improve management of hazards…', Group Plan s91, 98 requirements.	The CDEM Groups requirements under the CDEM Act 2002 (S17).	The CDEM Groups requirements under the CDEM Act 2002 (S17).
System Risk *Risk of not investing or investing*	**Strategic Risk** - Limited hazard and risk insight. - Inconsistent Group knowledge. **Operational Risk** - Decisions based on incomplete hazard data. **Community Risk** - Delayed or uneven hazard understanding impacting outcomes. **Reputational Risk** - Reduced confidence from inconsistencies of knowledge	**Delivery Risk** - Risk of underuse in planning and risk reduction. **Operational Risk** - Stronger focus on known hazards may overlook others. **Residual Risk** - Improved hazard insight may not be consistently applied.	**Delivery Risk** - Reduces risk of underuse in planning and risk reduction. **Operational Risk** - Stronger focus on known hazards may overlook others. **Residual Risk** - Improved hazard insight may not be consistently applied.

Dimension	Status quo *(used as baseline comparator)*	Functional	Optimal
	impacting decisions.		
Risk Statement	Public perception of not knowing or doing enough to reduce risk. Operational decision making using incomplete information.	Chosen solution will not fully eliminate all identified risks.	A residual risk remains that uncertainty will persist in the mitigation of decision-making and long-term risk reduction planning.
Assessment Priority Matrix Score out of 5			**5**

Financial comparison of options			
	Status quo	**Functional Option**	**Optimal Option**
Cost	Nil	$50 000 annually	$100 000 annually
Headcount (number)	Nil	Nil	Nil
***Cost per rating unit** *(GST exc)*	Nil	$0.22	$0.44

* Based on 227,000 rating units.

Statutory Function (Tier 1)

Dimension	Status quo ***(used as baseline comparator)***	Functional	Optimal
Current state, service options, and preferred approach *i.e. what is currently in place, what alternatives exist, and the optimal model going forward to which user and where?*	Group Manager holds two primary statutory roles (Group Controller and Group Recovery Manager).	Additional funding for primary statutory function attached to a senior role within GEMO.	Additional funding for primary statutory function attached to a new team leader role within GEMO.
Statutory Alignment *i.e. how will assist in meeting our statutory obligations*	CDEM Act. Supports: - s17 – coordinated response and recovery functions. - s59 – obligation to take all necessary steps to perform functions. - Emergency Management Bill.	CDEM Act. Supports: - s17 – coordinated response and recovery functions. - s59 – obligation to take all necessary steps to perform functions. - Emergency Management Bill.	CDEM Act. Fully meets and demonstrates compliance with statutory requirements by providing: - clear appointment, delegation, and succession arrangements. - demonstrable capability and capacity to deliver statutory functions at all times. - alignment with Emergency Management Bill requirements (e.g. regional statutory leadership).
Advantages	Lower cost. Breadth of knowledge with Group Manager.	Reduces reliance of multiple primary statutory function to a single role.	Sustainable and scalable statutory leadership model. Provides resilience for employee turnover. Enables Group Manager to focus on strategic leadership. Strong alignment with assurance frameworks and national expectations. Separation of statutory roles supported by a dedicated senior position to recognise the complexity, accountability, and workload associated with statutory functions. Provides a sustainable, resilient leadership model with clear role delineation. Supports governance assurance that the Group has fit-for-purpose statutory leadership capability.
Disadvantages	Limited resilience and reduced capacity. High dependency on one individual.	Increased financial commitment. Constitutes a significant change to existing senior GEMO roles and may result in organisational restructuring within GEMO, including potential redeployment or redundancy.	Increased financial commitment.
System Risk *Risk of not investing*	**Strategic risk** - Statutory leadership and	**Strategic risk** - May not fully demonstrate a	**Delivery / implementation risk** - Establishing a new role requires clear

Dimension	Status quo ***(used as baseline comparator)***	Functional	Optimal
or investing	accountability remain concentrated in a single role, limiting the Group's ability to meet current and future legislative expectations under the Emergency Management Bill. - Inability to demonstrate mature, scalable statutory capability aligned with national direction and assurance expectations. **Operational risk** - High dependency on one individual creates vulnerability during concurrent or prolonged events. - Limited depth and redundancy which reduces effectiveness in response and recovery coordination. - Increased likelihood of role overload impacting wellbeing. **Reputational risk** - Perception that the Group is underprepared for large-scale or complex emergencies. **Governance / assurance risk** - Limited separation of duties reduces transparency and audit defensibility. - Weak succession planning and role redundancy creates continuity risk.	mature statutory leadership model aligned with future legislative and assurance expectations. **Delivery / implementation risk** - Requires significant changes to existing senior GEMO roles, including clarification of delegations and accountabilities. - May result in organisational restructure, including potential redeployment or redundancy. **Operational risk** - While improved, reliance on existing staff may still limit capacity during high-demand events. **Financial / sustainability risk** - Increased and ongoing cost commitment. - Ongoing investment required in training, development. - Potential one-off costs associated with organisational restructuring, including redundancy. **Reputational risk** - Risk of perceived as partial or interim solution. **Governance / assurance risk** - Improvement in the separation of roles, but assurance capability may still be limited.	mandate, integration, and organisational alignment. - Recruitment may be extended given the specialised statutory and assurance skillset required. **Financial / affordability risk** - Increased and ongoing cost commitment. - Ongoing investment required in training, development, and succession planning. **Operational risk** - Transition period may create temporary uncertainty as roles and responsibilities are embedded. **Reputational risk** - Higher investment raises expectations of demonstrable performance. **Governance / assurance risk** - Requires strong clarity to avoid perceived duplication between strategic leadership and assurance functions.
Risk Statement	Failure or unavailability of a single primary statutory role holder creates significant operational and statutory risk. Reduced effectiveness during prolonged or concurrent emergencies. Governance and audit risk due to limited depth and succession.	Ongoing cost. While this option reduces single-point dependency and strengthens statutory capability, it requires significant changes to existing GEMO roles and may result in organisational restructuring, including potential redeployment, or redundancy. This introduces one-off financial costs and creates organisational and delivery risk during change.	Ongoing cost. While significantly reducing single-point dependency and strengthening statutory capability, the model introduces an ongoing cost commitment and requires sustained investment in capability, succession planning, and role clarity to maintain effectiveness over time.
Assessment Priority Matrix Score out of 5			**5**

Dimension	Status quo *(used as baseline comparator)*	Functional	Optimal
Financial comparison of options			
	Status quo	**Functional Option**	**Optimal Option**
Cost	Nil	$73,003 annually	$32,073 annually
Headcount (number)	Nil	Nil	(included in proposed new Strategic Role)
***Cost per rating unit** *(GST exc)*	Nil	$0.32	$0.14

* Based on 227,000 rating units.

Strategic Planning Role (Tier 2)

Dimension	Status quo *(used as baseline comparator)*	Functional	Optimal
Current state, service options, and preferred approach *i.e. what is currently in place, what alternatives exist, and the optimal model going forward*	Strategic planning, assurance, monitoring, and system improvement functions are undertaken within existing roles in the GEMO - with no dedicated capacity.	Engagement of contractor/s to undertake development of assurance framework and ongoing monitoring.	Establishment of Team Leader Strategic Planning Role (1.0 FTE) within GEMO, holding dedicated assurance portfolio alongside a primary statutory function.
Advantages	No additional cost.	Enables proactive, evidence-based strategic planning. Aligns with legislative reform and national expectations. Development and implementation of an assurance framework. Monitoring, evaluation, and performance reporting. Supporting governance with evidence-based decision-making. Reduced financial burden.	Provides clear governance assurance and performance visibility. Supports continuous improvement across the 4Rs. Reduces reliance on key individuals. Dedicated role enables proactive, evidence-based strategic planning. Aligns with legislative reform and national expectations. Development and implementation of an assurance framework. Monitoring, evaluation, and performance reporting. Group-wide strategic planning and alignment. Governance assurance of Group primary statutory role capacity.
Disadvantages	Limited capacity to deliver strategic priorities. No structured assurance framework. Increasing gap between expectations and delivery. Reliance on individuals rather than systems. As a result: - Limited capacity to develop or implement a formal assurance framework. - Limited capacity of monitoring, evaluation, and performance reporting. - Strategic planning is reactive rather than proactive.	Existing staff maintain core planning outputs (e.g. Group Plan Actions work programmes, reporting) and re-prioritise non-core work, with assurance provided through contractor.	Increased financial commitment.

Dimension	Status quo ***(used as baseline comparator)***	Functional	Optimal
Statutory Alignment *i.e. how will assist in meeting our statutory obligations*	Not a requirement to meet legislation. CDEM Act: - Limit's ability to demonstrate that the Group is taking all necessary steps under s59. - Weak alignment with emerging Emergency Management Bill expectations. - Does not meet Strategic Group Plan requirements for an assurance framework s7.	Not a requirement to meet legislation. CDEM Act: - Support evidence-based delivery of s17 functions across the 4Rs. - Enables ability to meet s59 obligations through structured monitoring, evaluation, and improvement. Delivery of Strategic Group Plan assurance framework. Aligns with Emergency Management Bill.	Not a requirement to meet legislation. CDEM Act: - Support evidence-based delivery of s17 functions across the 4Rs. - Enables ability to meet s59 obligations through structured monitoring, evaluation, and improvement. Delivery of Strategic Group Plan assurance framework. Aligns with Emergency Management Bill.
System Risk *Risk of not investing or investing*	**Strategic Risk** - No coherent assurance framework in place to demonstrate alignment between system activity and priority risks. **Operational Risk** - Limited processes to collect, validate, and analyse information needed for assurance; reliance on ad hoc reporting. **Community Risk** - No clear visibility between planning activities and actual reduction in community risk. **Financial Risk** - Increased likelihood of reactive spending due to unaddressed system weaknesses. **Reputational Risk** - Inability to demonstrate system performance. **Governance / Assurance Risk** - Governance lacks visibility as no structured assurance framework.	**Strategic Risk** - Agreed frameworks used but not consistently applied. **Operational Risk** - Standardised processes exist but vary in application. - Utilisation of contractors introduces potential control and continuity risks, including reduced organisational knowledge retention and reliance on external capability. **Financial Risk** - Additional ongoing annual cost. **Governance / Assurance Risk** - Reporting on risk prioritisation provided. - Some assurance system risks remain but are actively identified, managed, and reduced.	**Operational Risk** - Time required to embed assurance framework across the Group. **Financial Risk** - Additional ongoing cost of 1 FTE. **Governance / Assurance Risk** - Some assurance system risks remain but are actively identified, managed, and reduced.
Risk Statement	There is no coherent assurance framework providing visibility of whether system-wide activity is aligned to the Waikato region's highest-priority risks. As a result, governance cannot demonstrate that investment and effort are effectively	An emerging assurance framework provides visibility of the relationship between priority risks, planning activity, and outcomes. No increased capacity for further statutory planning	A robust, risk-based assurance framework is embedded across the system, providing governance with clear, consistent, and evidence-based insight into how activity, investment, and capability are aligned to priority risks. This enables confident,

Dimension	Status quo *(used as baseline comparator)*	Functional	Optimal
	reducing risk, weakening accountability, and exposing the system to misalignment between priorities, actions, and community outcomes.	activity.	informed decision-making, strong accountability, and demonstrable progress in reducing community risk and enhancing regional resilience.
Assessment Priority Matrix Score out of 5			**4.3**
Financial comparison of options			
	Status quo	**Functional Option**	**Optimal Option**
Cost	Nil	$150,000 annually	$239,914 annually
Headcount (number)	Nil	Nil	1 (joined with Statutory Function)
***Cost per rating unit** *(GST exc)*	Nil	$0.66	$1.06

* Based on 227,000 rating units.

New Zealand Response Team (Tier 2)

Dimension	Status quo *(used as baseline comparator)*	Functional	Optimal
Current state, service options, and preferred approach *i.e. what is currently in place, what alternatives exist, and the optimal model going forward*	No New Zealand Response Team (NZRT) capability in the Waikato CDEM Group area.	A centralised NZRT (Two Teams) is established, maintained and funded by the Waikato CDEM Group in accordance with the requirements of the NEMA NZRT Accreditation Guidelines. The NZRT would consist of minimum 20 active and deployable members along with the necessary equipment to perform the Foundation Strand. They can be deployed anywhere in NZ and operate in combination with neighbouring NZRT resources.	Four teams located in two locations trained to the level of the functional option.
Advantages	No cost.	The development and maintenance of NZRT resources will benefit all Waikato CDEM Group members to support timely and effective response and recovery. Single location improves interoperability between teams and volunteer management. Reduced facility and maintenance costs. Ability to be brigade and pre-positioned assets as required. Easier to recruit volunteers in larger population centres. Additional resource to meet the CDEM Groups requirements under the CDEM Act 2002 (S17).	The development and maintenance of NZRT resources will benefit all Waikato CDEM Group members to support timely and effective response and recovery. Wider coverage of the Group area. Increased interoperability between the co-located teams. Less reliance on prepositioning of assets.

Dimension	Status quo *(used as baseline comparator)*	Functional	Optimal
Disadvantages	Status quo fails to meet the needs of the communities of the Waikato region. Should emergencies as severe as the North Island storm sequence early 2023 experienced on the North Island East Coast and in Auckland occur, the Waikato CDEM response will be found wanting. Affected Councils will suffer reputational damage, and people will not get the response they expect from the emergency management system.	Increased financial commitment. Prioritisation may be required to affectively preposition teams. For deployments, travel time to the affected location may be required.	Increased financial commitment. Increased management burden. Harder to recruit required number of volunteers in some locations.
Statutory Alignment *i.e. how will assist in meeting our statutory obligations*	Not a requirement to meet legislation. Supported by EM Bill s27 EM Committee Functions to respond to and manage the adverse effects of emergencies in its area.	Not a requirement to meet legislation, although better outcomes for communities will be provided and will assist in improved responses.	Not a requirement to meet legislation, although better outcomes for communities will be provided and will assist in improved responses.
System Risk *Risk of not investing or investing*	**Strategic risk** - Not being able to provide in kind support to neighbouring CDEM Groups. - Not meeting the goals and vision of the Strategic Group Plan. **Operational risk** - Reduced regional response capability. - Reliance on other agencies/CDEM Groups to provide capability. - Reduced situational awareness. **Community risk** - Delayed response to disproportionally affected communities can increase the impact and recovery from emergencies. **Reputational risk** - Reduced public trust in response. - Increased media scrutiny after events.	**Delivery / implementation risk** - Difficulty recruiting, managing and retaining sufficient active volunteers to sustain two deployable teams. - Accreditation within stipulated timeframes. **Operational risk** - A centralised model may result in longer travel times to some affected communities, particularly rural or geographically isolated areas. - Pre-positioning and prioritisation decisions may be difficult during fast-moving or uncertain events. **Financial / sustainability risk** - Ongoing funding may be vulnerable to future budget pressure if benefits are not clearly demonstrated. **Reputational risk** - Communities may perceive inequity if the centralised team is seen as benefiting some districts more than others.	**Delivery / implementation risk** - Four teams across two locations significantly increases the accreditation burden along with management complexity. - Accreditation of all teams within stipulated timeframes. - Recruiting and retaining enough volunteers across two locations may be challenging, particularly outside larger population centres. **Financial / affordability risk** - If volunteer numbers decline, the Group may carry high fixed costs without achieving full operational benefit. **Operational risk** - Location delivery may improve coverage but still may not provide timely access to all parts of the Waikato region. - Deployments may be constrained if multiple teams are affected by the same regional event. - Single point of dependency – critical knowledge and relationships held by one person. **Reputational risk** - A larger investment raises expectations that teams will be available, deployable, and

Community Engagement Advisor (Tier 2)

Dimension	Status quo *(used as baseline comparator)*	Functional	Optimal
Current state, service options, and preferred approach *i.e. what is currently in place, what alternatives exist, and the optimal model going forward*	Community engagement and preparedness support are currently delivered by existing GEMO roles. Emerging expectations under the Emergency Management Bill increase the requirement to proactively identify and engage with vulnerable and priority communities, placing additional demand on current resourcing and highlighting a growing gap between existing capability and future requirements.	There is no functional option identified.	Establishing a dedicated engagement (one FTE) resource enables a proactive, structured, and sustained approach to community resilience. This includes: - targeted engagement with priority and vulnerable communities. - consistent technical support, planning, and training to build community resilience. - improved coordination with councils and partners. To shift the model from capacity-limited to planned and capability-building, strengthening community preparedness, improving equity of outcomes, and reducing long-term response and recovery costs – strengthening community resilience.
Advantages	No additional cost.		Coordinated, group-wide approach to impacted communities and iwi/Māori. Culturally appropriate support across the 4R's, integrated into response, recovery, and programmes. Efficient, culturally appropriate services for all communities. Increased alignment with emerging national requirements.
Disadvantages	Status quo fails to meet the needs of the communities of the Waikato region.		Additional cost of employing an FTE staff member.
Statutory Alignment *i.e. how will assist in meeting our statutory obligations*	Not a requirement to meet legislation.		Not a requirement to meet legislation. Emergency Management Bill introduces strengthened expectations for proactive, inclusive engagement with specified community groups, including vulnerable populations, an additional role will directly support those requirements.
System Risk *Risk of not investing or investing*	**Strategic Risk** - Misalignment with national direction and legislation. **Operational Risk** - Inability to meet the resource demand.		**Financial Risk** - Additional ongoing cost of 1 FTE. **Delivery Risk** - Set-up time required to embed and build relationships.

Dimension	Status quo *(used as baseline comparator)*	Functional	Optimal
			effective across the region. - Failure to sustain four teams or demonstrate clear public value could attract scrutiny.
Risk Statement	Reputational damage from failure to meet public expectations that "Civil Defence is here to help us". Waikato CDEM Group is seen as not being capable to manage emergencies in its own area or unable to support neighbouring Groups	The Functional option reduces the current capability gap but introduces delivery, accreditation, volunteer sustainability, and ongoing funding risks. A centralised two-team model may not provide timely coverage across the full Waikato CDEM Group area and will require strong management to maintain operational readiness.	The Optimal option provides broader regional coverage and greater resilience but introduces higher financial, management, and volunteer sustainability risks. Establishing and maintaining four teams across two locations will require stronger management, consistent training and accreditation oversight, and sufficient support capacity to ensure the investment delivers the intended operational benefits. Increased reliance on a central coordination role creates a potential single point of failure if not appropriately supported.
Assessment Priority Matrix Score out of 5			**4.3**
Financial comparison of options			
	Status quo	**Functional Option**	**Optimal Option**
Cost	Nil	$480,000 annually	$800,000 annually
Headcount (number)	Nil	1	1
***Cost per rating unit** *(GST exc)*	Nil	$2.11	$3.52

* Based on 227,000 rating units.

Dimension	Status quo *(used as baseline comparator)*	Functional	Optimal
	Community Risk - Lack of capacity to meet expectations. **Reputational / Governance Risk** - Limited assurance of community preparedness.		
Risk Statement	Without dedicated engagement capacity, there is a risk that the organisation will not meet emerging legislative expectations to engage with vulnerable and priority communities, resulting in inconsistent engagement, reduced community readiness, and inequitable outcomes in response and recovery.		Residual risk of time to build relationships prior to outcomes experienced.
Assessment Priority Matrix Score out of 5			**4.3**

Financial comparison of options			
	Status quo	**Functional Option**	**Optimal Option**
Cost	Nil	Nil	$180,138 annually
Headcount (number)	Nil	Nil	1
***Cost per rating unit** *(GST exc)*	Nil	Nil	$0.79

* Based on 227,000 rating units.

Co-location (Tier 2)

Dimension	Status quo ***(used as baseline comparator)***	Functional	Optimal
Current state, service options, and preferred approach *i.e. what is currently in place, what alternatives exist, and the optimal model going forward*	CDEM Group have IL4 building lease until December 2031. CDEM and [redacted] are geographically dispersed.	No functional option.	CDEM co-located [redacted] in purpose-designed facility accommodating GEMO alongside [redacted] Designed to support BAU, training, and response.
Advantages	Existing lease has right of renewal.		Co-location supports inter-agency coordination, which is fundamental to how the Act expects the system to function. The Coordinated Incident Management System (CIMS) is the *key national framework*, and it strongly supports co-location principles: - Unity of effort (agencies working toward common objectives) – shared situational awareness. - Interoperability and coordination of resources - supports training, exercises, and BAU collaboration. - Use of designated response facilities and coordination centres. [redacted] Provides opportunity of timing to align with local government restructures to unitary authorities: - Opportunity to increase/decrease in alignment with future unitary authorities i.e. smaller if less geographical requirement or larger if multi-unitary CDEM Group. - Align lease payments with ratepayer base. [redacted]
Disadvantages	Missed opportunity to align timing with: - Local government structural reform - [redacted] co-location opportunities - Lease lifecycle. Reduced ability to deliberately design fit-for-purpose. No potential for integration of NZRT co-locality.		Repayment of fit-out. Current unknowns until proposal develops.
Statutory Alignment	Not a requirement to meet legislation. CDEM Act 2002:		Not a requirement to meet legislation. CDEM Act 2002:

Dimension	Status quo ***(used as baseline comparator)***	Function al	Optimal
i.e. how will assist in meeting our statutory obligations	Supports delivery of s17 functions through: - enhanced readiness and response capability		Supports delivery of s17 functions through: - improved coordination and integration - enhanced readiness and response capability - alignment with CIMS principles (unity of effort, interoperability, coordinated action) Strategic Group Plan alignment. CIMS framework promotes co-location, shared situational awareness. National after-action reviews and the Government Inquiry into the North Island Severe Weather Events (2023) identified that fragmented coordination, inconsistent situational awareness, and reliance on informal inter-agency relationships reduced the effectiveness of response efforts. These findings highlight the importance of strengthened multi-agency integration, shared situational awareness, and coordinated planning and response capability. Co-location directly addresses these system-level findings by enabling structured, day-to-day inter-agency collaboration, improving readiness, strengthening relationships, and enhancing coordination during emergencies.
System Risk *Risk of not investing or investing*	**Strategic risk** - No opportunity to adjust to future CDEM Group requirements (space) with local government reorganisation to unitary authorities. - Failure to invest in co-location perpetuates nationally identified system weaknesses, including fragmented coordination, inconsistent situational awareness, and over-reliance on informal relationships between agencies. **Operational risk** - Fragmented locations reduce coordination, communication, and interoperability between agencies. - Reduced situational awareness during response. **Community risk** - Reduced effectiveness of response coordination – may impact outcomes for affected communities. **Financial risk** - Inefficiencies due to duplicated facilities, systems, and processes. - Age of current building creates a risk of escalating maintenance costs and unplanned repairs.		**Financial risk** - Significant capital and ongoing cost commitment (lease, fit-out, maintenance). - Budget inclusion creates a forward liability, but: o no funding impact until LTP Year 2 o can be rephased, reduced, or removed through Annual Plan processes. **Implementation risk** - Requires multi-agency agreement and budget, governance alignment, and coordinated investment. - Timing dependencies with external partners. **Operational risk** - Transformational period may disrupt existing arrangements. **Strategic risk** - Requires long-term commitment and alignment with future organisational structures. **Residual risk** - Some geographic limitations remain for a large region like Waikato.
Risk Statement	There is a system-level risk that maintaining		There is a system-level risk that investing in a co-located

Dimension	Status quo *(used as baseline comparator)*	Functional	Optimal
	geographically dispersed facilities and not investing in a fit-for-purpose, scalable co-located facility will perpetuate nationally identified weaknesses in emergency management, including fragmented inter-agency coordination, inconsistent situational awareness, and over-reliance on informal relationships between agencies. This limits the effectiveness of readiness and response functions, reduces interoperability, and constrains the ability to deliver coordinated, timely outcomes for communities during emergencies. In addition, the current arrangement restricts the Group's ability to adapt to future structural changes (including potential local government reorganisation), align with [redacted] co-location opportunities, and optimise long-term infrastructure investment within the existing lease lifecycle.		facility will commit the organisation to long-term financial and strategic obligations, with delivery dependent on multi-agency alignment and external timing.
Assessment Priority Matrix Score out of 5			**4.3**
Financial comparison of options			
	Status quo	**Functional Option**	**Optimal Option**
Cost	Nil	Nil	[redacted] annually over 10 years Start LTP Year 2
Headcount (number)	Nil	Nil	Nil
***Cost per rating unit** *(GST exc)*	Nil	Nil	[redacted]

* Based on 227,000 rating units.

Operational Response System (Tier 2)

Dimension	Status quo *(used as baseline comparator)*	Functional	Optimal
Current state, service options, and preferred approach *i.e. what is currently in place, what alternatives exist, and the optimal model going forward*	An operational system made up of inconsistent tools, manual spreadsheets, and multiple systems across 11 local authorities.	Implementation of a centralised shared operational/information system used in response when ECC/EOCs are activated. System is maintained and funded by the Waikato CDEM Group.	Implementation of a centralised shared operational/information system used in response when ECC/EOCs are activated. System is maintained and funded by the Waikato CDEM Group. In addition to Functional, the system would be used in: - GECC/EOC Exercises - BAU - Training.
Advantages	No cost.	The implementation and maintenance of a uniform operational system will benefit all Waikato CDEM Group members to support a timely and effective response and recovery.	Same as Functional. The implementation and maintenance of a uniform operational system will benefit all Waikato CDEM Group members to support a timely and effective response and recovery.
Disadvantages	Status quo fails to meet both current and future needs of Waikato CDEM Group. The current environment is characterised by inefficiency and repetition due to inconsistent tools and incompatible systems across 11 local authorities.	Increased financial commitment. Annual subscription costs ~ s7(2)(h) LGOIMA 1987 (including standard service level plan).	Increased financial commitment. Annual subscription costs ~ s7(2)(h) LGOIMA 1987 (including standard service level plan). Plus, minimal addition to annual subscription costs ($30,000) to upgrade to advanced or professional level service plan.
Statutory Alignment *i.e. how will assist in meeting our statutory obligations*	Not a requirement to meet legislation.	Not a requirement to meet legislation although it will provide better outcomes for communities and assist in an improved response.	Not a requirement to meet legislation although it will provide better outcomes for communities and assist in an improved response.
System Risk *Risk of not investing or investing*	**Strategic risk** - Current tools and processes do not meet current or future Waikato CDEM Group operational requirements. - Not meeting the goals and vision of the Strategic Group Plan. - Inconsistent systems across 11 local authorities limit Group-wide alignment and assurance. **Operational risk** - Manual spreadsheets, incompatible systems and duplicated processes reduce	**Delivery risk** - Implementation in 2027-2028 will require strong planning, change management, training and adoption across the Group. **Operational risk** - A centralised shared system will improve interoperability but creates reliance on a single operational platform during ECC/EOC activations. **Residual risk** - Standard support reduces but does not remove the risk of service-impacting issues during significant	**Delivery risk** - Expanding system use into BAU, training and exercises requires stronger adoption, governance, user management and ongoing capability development. - The broader operating model may fail to deliver full value if staff do not consistently use the system outside activations. **Operational risk** - Wider use improves familiarity and readiness but increases dependence on one shared platform for operational information management. **Residual risk** - Premium support reduces service disruption

Dimension	Status quo ***(used as baseline comparator)***	Functional	Optimal
	interoperability, situational awareness, tasking, reporting and intelligence flow. - Reliance on local staff and IT departments creates variable support, slower issue resolution and reduced surge capacity during activation. **Community risk** - Delayed or inconsistent operational decision-making may affect community outcomes during response and recovery. **Financial risk** - No direct system cost, but ongoing inefficiency, duplication and staff time create hidden and deferred costs. **Reputational risk** - Slow information sharing, limited accuracy and delayed decision-making may reduce confidence in the Waikato CDEM Group response system.	or concurrent events.	risk but does not eliminate outages, data quality issues or user error during high-pressure events.
Risk Statement	The status quo presents a high system risk. Continuing with inconsistent tools, manual spreadsheets and incompatible systems across 11 local authorities will constrain interoperability, situational awareness, resource tracking, tasking, reporting and intelligence flow. This increases the likelihood of delayed decision-making, inefficient surge capacity, reduced cross-council support and reputational damage during significant events.	The Functional option materially reduces current operational and reputational risks by providing a shared operational system, standard support, documentation, training environment and improved information flow during ECC/EOC activations. Residual risk remains around implementation, user adoption, system reliance and whether standard support arrangements are sufficient during major or concurrent events.	The Optimal option provides the strongest reduction in system risk by embedding the shared platform into BAU, training, exercises and activations, supported by a higher service level. It significantly improves readiness, familiarity and resilience. Residual risk remains around system reliance, data quality, user adoption, and potential service disruptions, although these are reduced through higher service levels and broader system integration.
Assessment Priority Matrix Score out of 5			**4.0**
Financial comparison of options			
	Status quo	**Functional Option**	**Optimal Option**
Cost	Nil	S7(2)(h) LGOIMA 1987	S7(2)(h) LGOIMA 1987
Headcount (number)	Nil	Nil	Nil

Dimension	Status quo *(used as baseline comparator)*	Functional	Optimal
***Cost per rating unit** *(GST exc)*	Nil	S7(2)(h) LGOIMA ...	S7(2)(h) LGOIMA ...

* Based on 227,000 rating units.

Business Support Role (Tier 3)

Dimension	Status quo *(used as baseline comparator)*	Functional	Optimal
Current state, service options, and preferred approach *i.e. what is currently in place, what alternatives exist, and the optimal model going forward*	Business support functions are delivered alongside other operational commitments of two FTE GEMO staff.	Engagement of temp agency for additional business support for up to 20 hours per week.	Establishment of a dedicated 0.5 FTE Business Support role within GEMO to provide structured, consistent support across: - Governance (CEG and Joint Committee). - Support coordination (e.g. NZRT, planning, engagement initiatives). - Operational commitments.
Advantages	No additional costs.	Provides flexible, short-term capacity to manage administrative workload peaks. Lower cost and reduced long-term commitment compared to a permanent role. No leave or non-productive overhead – all paid hours translate directly to output.	Frees up technical and strategic staff to focus on core CDEM functions. Improves efficiency and consistency of business processes. Strengthens executive support and reporting quality.
Disadvantages	Growing administrative burden impacting delivery.	Limited continuity and organisational knowledge due to temporary nature. Ongoing need for onboarding and supervision. Not suited for governance, or complex support functions.	Increased financial commitment.
System Risk *Risk of not investing or investing*	**Strategic risk** - Lack of structured business support constrains delivery of strategic priorities and executive requirements. **Operational risk** - Technical staff diverted from core functions to administrative tasks. **Financial risk** - Inefficient use of higher-cost staff for lower-value administrative work.	**Financial risk** - Ongoing cost commitment. **Delivery risk** - Temporary support may not be sufficient within same hours allocation of a FTE to meet ongoing or peak workload demands. **Operational risk** - Lack of continuity impacts quality and consistency of outputs. **Sustainability risk**	**Financial risk** - Ongoing cost commitment for a permanent role. **Residual risk** - Some dependency on a single role, though significantly reduced compared to status quo.

Dimension	Status quo *(used as baseline comparator)*	Functional	Optimal
		- Reliance on temporary resourcing creates ongoing churn and inefficiency.	
Risk Statement	Inability to meet increasing expectations under legislative reform.	Temporary business support improves short-term capacity but provides limited continuity and organisational knowledge. This creates operational and delivery risk, with potential inefficiencies arising from repeated onboarding, reduced output consistency.	There is a system-level risk that establishing a permanent business support function creates an ongoing dependency on sustained funding and a single role; if funding continuity or role coverage is not maintained, this may result in reduced efficiency, loss of organisational knowledge, and renewed diversion of technical staff from core functions.
Assessment Priority Matrix Score out of 5			**3.8**

Financial comparison of options			
	Status quo	**Functional Option**	**Optimal Option**
Cost	Nil	$52,000 annually	$58,870 annually
Headcount (number)	Nil	Nil	1
***Cost per rating unit** *(GST exc) The proposed approaches vary significantly in the scale of stakeholder engagement. Kiwi Consulting proposes a highly comprehensive model, with an estimated engagement of up to 700–750 participants across governance, operational, and functional roles through a combination of interviews, group sessions, and a system-wide survey. In contrast, Sage Planning and Simplexity propose more targeted engagement*	Nil	$0.23	$0.26

Dimension	**Status quo** ***(used as baseline comparator)***	**Functional**	**Optimal**
models, focusing on representative stakeholder groups to generate sufficient system insight while maintaining efficiency. These approaches are estimated to engage approximately 75–200 participants (Sage Planning) and 100–200 participants (Simplexity), reflecting a balance between coverage and analytical depth rather than full system saturation.			

* Based on 227,000 rating units.

After Action Review / Coronial Costs (Tier 3)

Dimension	Status quo *(used as baseline comparator)*	Functional	Optimal
Current state, service options, and preferred approach *i.e. what is currently in place, what alternatives exist, and the optimal model going forward*	After Action Reviews (AARs), lessons learnt processes, and any Coronial inquiry support are undertaken on an ad hoc basis, with no dedicated funding or provision. Costs associated with external reviews, legal advice, or coronial processes are managed reactively within existing budgets.	Establishment of a modest, planned provision for AARs and coronial-related costs.	Establishment of a dedicated funding provision, based on historic data to support: - Comprehensive AAR programmes for significant and complex events. - Independent or third-party reviews where appropriate. - Full legal supported participation in coronial or inquiry processes.
Statutory Alignment *i.e. how will assist in meeting our statutory obligations*	Not a requirement to meet legislation.	Not a requirement to meet legislation.	Not a requirement to meet legislation. *Supported by:* *CDEM Act:* *S17 Functions of CDEM Groups - responsible for ongoing capability and performance (through planning, coordination, and continuous improvement).* *s59 'must take all necessary steps to perform their CDEM functions and duties'.* *Coroners Act 2006 – requirement to participate in coronial processes where relevant – legal support to ensure rights are effectively exercised.*
Advantages	No direct budget impact.	Provides planned, but limited, funding for AARs following moderate or significant events. Enables more consistent lessons learnt processes. Reduces need for reactive budget reprioritisation. Supports more timely review and	Enables comprehensive and consistent AAR programme across events. Supports independent/third-party reviews to strengthen credibility and assurance. Ensures appropriate legal support for Coronial inquiry processes. Enables lessons learnt to be identified for planning, capability, and system

Dimension	**Status quo** *(used as baseline comparator)*	**Functional**	**Optimal**
		improvement actions.	improvement. Strengthens governance assurance.
Disadvantages	Reactive and constrained response to Coronial inquiry processes. Overspend of budget due to financial cost of AARs/legal support required for Coronial inquest.	Additional ongoing cost. May be insufficient for large/ongoing or complex events requiring extensive review or legal support.	Higher financial commitment.
System Risk *Risk of not investing or investing*	**Strategic risk** - Lack of structured learning limits continuous improvement and system maturity. **Operational risk** - Lessons identified are not consistently captured or embedded. **Financial risk** - Unplanned costs from Coronial inquiry processes. **Governance risk** - Limited assurance that issues are identified, addressed, and monitored.	**Delivery risk** - Funding may be insufficient to support large or complex reviews. **Operational risk** - Improvements in learning occur but may not be fully embedded. **Residual risk** - Some reliance on prioritisation of review activities.	**Financial risk** - Ongoing cost regardless of event frequency. **Residual risk** - Minimal, limited to low-likelihood, high-impact events of national scale (e.g. COVID-19 response), which may exceed budget allocation.
Risk Statement	Lack of dedicated funding for AARs and Coronial processes limits the ability to systematically learn from events, reducing continuous improvement, increasing exposure to unplanned costs, and creating governance risk.	A planned funding provision improves the organisation's ability to undertake AARs and respond to Coronial processes; however, funding constraints may limit the scope of reviews. Any additional funding requirements are likely to be met through reprioritisation of the existing work programme, creating trade-offs that constrain broader continuous improvement efforts.	A dedicated, ringfenced funding provision enables comprehensive After Action Reviews, effective participation in Coronial processes, and integration of lessons learnt, significantly reducing system, financial, and governance risk; however, residual risk remains in low-likelihood, high-impact events where review scope and cost may exceed planned provision.
Assessment Priority Matrix Score out of 5			**3.6**

Dimension	Status quo *(used as baseline comparator)*	Functional	Optimal
Financial comparison of options			
	Status quo	**Functional Option**	**Optimal Option**
Cost	Nil	$30,000 annually	$50,000 annually
Headcount (number)	Nil	Nil	Nil
***Cost per rating unit** *(GST exc)*	Nil	$0.13	$0.22

* Based on 227,000 rating units.

CDEM Group Contingency Fund (Tier 3)

Dimension	Status quo *(used as baseline comparator)*	Functional	Optimal
Current state, service options, and preferred approach *i.e. what is currently in place, what alternatives exist, and the optimal model going forward*	There is currently no dedicated contingency funding for regional response and recovery activities. Costs associated with emergency events are met reactively through reprioritisation of existing budgets post-event.	Establishment of a partial contingency fund (50% of optimal), providing a financial buffer based on historical cost patterns while acknowledging it may not fully meet demand for larger or concurrent events.	Establishment of a ring-fenced contingency fund, based on historical cost patterns, with clearly defined settings.
Statutory Alignment *i.e. how will assist in meeting our statutory obligations*	Not a requirement to meet legislation. CDEM Act: S17 Functions of CDEM Groups - Funding is part of 'readiness' and 'response capability'. A contingency reserve is an enabler of delivering s17 functions. s59 'must take all necessary steps to perform their CDEM functions and duties'.	Not a requirement to meet legislation.	Not a requirement to meet legislation. Supports CDEM Act requirements by strengthening the Group's ability to: - deliver s17 functions across readiness, response and recovery. - demonstrate financial preparedness as part of capability. - meet s59 obligations to take 'all necessary steps' to perform functions.
Advantages	No direct cost budgeted.	Reduces immediate financial pressure following emergency events. Provides a limited degree of financial certainty and readiness.	Improves financial resilience and predictability. Smooths cost impacts across rating cycles. Reduces reliance on post-event reprioritisation and ad hoc decision-making. Provides transparency of funding approach. Reduces disruption to planned work programmes. Fund size must be actively managed to avoid over- or under-provisioning.

Dimension	Status quo ***(used as baseline comparator)***	Functional	Optimal
Disadvantages	Defers spending only, does not reduce it. Reliant of GEMO staff capacity – diverts budgeted labour from planned work programmes. Reactive funding approach. Historical analysis demonstrates variable but often significant costs over the past 11 years, creating financial uncertainty, inconsistent impacts and disruption to planned work programmes.	May be underfunded relative to actual event costs. Ongoing financial commitment. Disruption to work programmes.	Requires higher ongoing financial commitment.
System Risk *Risk of not investing or investing*	**Strategic risk** - Misalignment with long-term planning and risk-based investment approaches. **Operational risk** - Disruption to planned work programmes. **Financial risk** - High variability in costs creates budget shocks for councils. - Reliance on reactive funding and post-event financial recovery mechanisms. **Reputational / governance risk** - Perception of inadequate financial preparedness.	**Financial risk** - Fund size may be insufficient to cover moderate to large-scale or concurrent events. - Potential for rapid depletion following a single event. **Operational risk** - Partial funding may still require reprioritisation resources, disrupting delivery of Strategic Group Plan work programmes. **Strategic risk** - Partial alignment to historical cost trends limits effectiveness of the fund. - Inability to fully sustain planned strategic outcomes due to disruption from event-driven reprioritisation. **Reputational risk** - Expectations of financial preparedness may not be fully met if the fund proves inadequate. **Residual risk** - Continued reliance on reactive funding for larger, prolonged or concurrent events, impacting	**Financial risk** - Ongoing cost commitment and need to balance fund size with affordability. - Risk of over- or under-estimation of appropriate funding levels. **Residual risk** - Larger, prolonged or concurrent events may still exceed fund capacity.

Dimension	Status quo *(used as baseline comparator)*	Functional	Optimal
		system resilience.	
Risk Statement	Reliance on reactive funding, combined with absorption of costs through staff budget, creates financial uncertainty and disrupts planned work programmes. This reduces system resilience.	A partial contingency fund (approximately 50% of optimal) improves short-term financial resilience; however, it may be insufficient for moderate to large, prolonged, or concurrent events. This results in continued reliance on reactive funding, which disrupts delivery of the Strategic Group Plan work programme and creates ongoing financial and operational risk.	A ring-fenced contingency fund based on historical data, significantly improves financial resilience. It reduces reliance on reactive funding and disruption to planned work programmes. Residual risk remains for larger, prolonged or current events that exceed fund capacity.
Assessment Priority Matrix Score out of 5			**3.4**
Financial comparison of options			
	Status quo	**Functional Option**	**Optimal Option**
Cost	Nil	$78,500 annually	$157,000 annually
Headcount (number)	Nil	Nil	Nil
*Cost per rating unit *(GST exc)*	Nil	$0.35	$0.69
		$47,100 = $0.21	

7 GENERAL ITEMS

7.1 WAIKATO REGIONAL THEATRE PROJECT - FINAL UPDATE REPORT

Rā | Date: **8 July 2026**

Kaituhi | Author: **Therese Balvert, Funding Advisor**

Kaituku | Authoriser: **Chris McLay, Chief Executive**

TE ARONGA | PURPOSE

1. The purpose of this report is to provide Council with a final update regarding the completed Waikato Regional Theatre project, in respect to the $5.0 million funding contribution from Waikato Regional Council towards the now completed project.
2. This update includes the following staff report and a presentation from Waikato Regional Property Trust. (Please note that the report and presentation will not cover any information relating to current commercial operations or deemed to be commercially sensitive).

KŌRERO WHAKATAKI | EXECUTIVE SUMMARY

3. The Waikato Regional Theatre Project (**"Theatre Project")** was proposed by Momentum Waikato in 2017 as a replacement for the Founders Theatre.
4. In May 2018, Waikato Regional Council ("**WRC"**) approved $5 million towards the capital cost of the proposed Theatre Project through the 2018-2028 Long Term Plan (LTP).
5. In December 2021, Waikato Regional Council and Waikato Regional Property Trust **("WRPT"**) signed a Funding Deed for a $5.0 million contribution to the construction of the Theatre Project.
6. The construction of the Theatre Project was completed in January 2026.
7. Waikato Regional Council paid its final contribution to the Theatre Project in March 2026.
8. This final update report and presentation complete the reporting requirements of the Funding Deed.

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

That the report *Waikato Regional Theatre Project - Final update report* (Council, 30 July 2026) and associated presentation from Waikato Regional Property Trust be received.

HOROPAKI | BACKGROUND

9. In 2017 Momentum Waikato proposed the Theatre project as a replacement for the Founders Theatre that had closed the year prior in March 2016.

10. The Theatre Project's primary purpose was to deliver a 1,300-capacity purpose-built performing arts theatre for the region that is accessible to the performing arts sector, professional, amateur and community groups for performance and events, acting as a hub to add vibrancy and social character to the city and central precinct.

11. The Theatre Project was to be funded through a range of financial commitments from local government, central government, charitable funding and local philanthropic and corporate funding.

12. The WRPT was created in 2018 by Momentum Waikato to commission and own the Theatre building and its eventual business operation.

13. In May 2018, WRC approved $5 million towards the capital cost of the proposed Theatre Project through the 2018-2028 Long Term Plan (LTP), to be funded by way of debt to be recovered through a targeted rate over 20 years.

14. WRC's funding toward the Project was subject to the development of a Funding Deed with set conditions to be met prior to the release of approved funds.

15. In December 2021, WRC and WRPT signed a Funding Deed for a $5.0 million contribution to the construction of the Theatre project.

16. The Funding Deed outlined that the contribution would be paid in four even tranches of $1.25 million per tranche, aligned to specific milestones.

17. In May 2025, Council agreed to a Funding Adjustment (variation to the Funding Deed) that allowed the fourth (final) Tranche to be split into two payments. This resulted in payment of the majority of the final tranche being brought forward, leaving a small capstone payment to be paid upon receipt of the Certificate of Public Use (CPU).

18. Payments were made as follows:

    - Tranche One - $1.25 million paid in 2021
    - Tranche Two - $1.25 million paid in 2022
    - Tranche Three - $1.25 million paid in 2023
    - Tranche Four (a) - $1.20 million paid in 2025
    - Tranche Four (b) - $50,000 paid in 2026

19. In December 2024, Waikato Regional Property Trust announced that Live Nation New Zealand would operate the Theatre in partnership with the Trust, ensuring a sustainable and resilient business model.

20. In January 2026 the Theatre signed a 5-year naming rights partnership with the Bank of New Zealand (BNZ), and the Theatre was renamed BNZ Theatre.

21. The Theatre officially opened in January 2026, with a civic opening taking place between 19 – 21 January, with a show commissioned specifically by WRPT, involving over 500 Waikato based performers from a wide range of the arts community.

22. WRC made its final payment to the project in March of 2026 upon receipt of a copy the Certificate of Public Use (CPU) for the theatre, in line with the Funding Deed conditions.

23. During March 2026, the Theatre hosted free public tours of the venue so that the Waikato community could view the facility. Over 630 people attended these free tours.

24. At the time of writing this report, there have been over 15 community-based performances or bookings for the Theatre comprising of schools, community groups and local theatre.

25. Community groups receive a 40% discount on Venue Hire Rental, community ticketing fees and all venue owned technical equipment at no additional cost.

TE TAKE | ISSUE

26. The Theatre project has now been completed, and all tranches of the Funding Deed between WRC and WRPT (totalling $5million) have been paid to WRPT.

27. This report provides a final update to Council on the project.

WHAKAKAPINGA | CONCLUSION

28. The Theatre project has now been completed, and all WRC funding towards the project has been paid in line with the Funding Deed and any subsequent variations. This report concludes the obligations of the Funding Deed.

ĀPITIHANGA | ATTACHMENTS

1. **Waikato Regional Council - Funding Deed for Waikato Regional Theatre Funding Project. December 2021** ⇩
2. **Waikato Regional Council - Variation of Funding Deed for Waikato Regional Theatre Project June 2025** ⇩
3. **Final Drawdown Report from WRPT Feb 2026** ⇩
4. **Final Drawdown Report from WRPT - Supplementary information. April 2026** ⇩

DEED NO:

FUNDING DEED

relating to the Waikato Regional Theatre

between

WAIKATO REGIONAL COUNCIL

and

WAIKATO REGIONAL PROPERTY TRUST

Doc # 14035761

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DEED dated 6th December 2021

PARTIES

(1) WAIKATO REGIONAL COUNCIL ("**WRC**")

(2) WAIKATO REGIONAL PROPERTY TRUST ("**Property Trust**")

(each a "**Party**" and together referred to as "**the Parties**").

BACKGROUND

A. WRC has agreed to provide a contribution of $5,000,000.00 to fund the construction of the Waikato Regional Theatre ("**the Theatre**").

B. HCC, by separate deed, has also agreed to provide a contribution of $25,000,000.00 to fund the construction of the Theatre.

C. Momentum Waikato Community Foundation is the project sponsor, but the Property Trust will be the ultimate owner of the Theatre.

D. The Parties wish to record the terms and conditions on which the Funding will be provided.

OPERATIVE PART:

1. DEFINITIONS

1.1 In this Deed, unless the context indicates otherwise:

"Annual Report"	means a Tier 1 Annual Report required to be provided each year by the Property Trust in accordance with the provisions of the Charities Act 2005;
"Confidential Information"	means all business, personal, strategic and technical information or data in any form whatsoever disclosed to or received by any of the parties pursuant to this Deed.
"Contractor"	means a contractor contracted by the Property Trust to deliver all or part of the Project;
"Construction Contract"	means the construction contract to build the Theatre to be entered into by the Property Trust;
"Deed"	means this Funding Deed between WRC, Momentum , HCC and the Property Trust, including any schedules;
"Default Event"	means an event referred to in clause 7;
"Detailed Design"	is defined in clause 3(a);
"Drawdown Date"	means a date specified the Property Trust in a Drawdown Notice as the date that it wishes to draw down a tranche of the Funding in

	accordance with the clause 3.9 and the Drawdown Schedule, and being a date at least ten (10) Working Days after the date on which a Drawdown Notice was served;
"Drawdown Notice"	means a notice from the Property Trust, substantially in the form of Schedule 1, requesting the drawdown of a tranche of the Funding, and duly signed by two trustees;
"Drawdown Schedule"	means the schedule of payments in relation to the Project provided to WRC by the Property Trust and approved by WRC prior to the release of Tranche One, and in accordance with clause 3.1 and 3.8 of the Deed
"Estimated Theatre Cost"	has the meaning given in clause 4.4;
"Feasibility Study"	means the Feasibility Study for the sustainable operation of the Theatre (both during and after completion of the Project) setting out its long term financial forecasts, business outcomes, operating arrangements, anticipated cash flows, proposed tenancy rentals and capital requirements for the operation of the Theatre, such Feasibility Study to document the key assumptions including community projected utilisation, utilisation days, number of events, event types, number of attendees, financial and non-financial KPIs, and initially linked to the 10 year capital and operating financial model provided to WRC;
"Funding"	means the funding grant of $5 million (plus GST if applicable) made available under clause 3, comprising the Tranche One Funding, Tranche Two Funding, Tranche Three Funding and Tranche Four Funding;
"HCC Funding Deed"	means the funding deed for $25,000,000.00 that HCC has entered into with the Property Trust for the construction of the Theatre;
"Independent Expert"	means a person appointed by the Property Trust who is independent from the Property Trust and who has expertise in projects of the size, complexity, and type similar to the Project, and who may be the engineer to the Construction Contract for the Project;
"Land"	means Record of Title 130006 (more fully described as Unit 11 Deposited Plan South Auckland 33762), Record of Title 471339 (more fully described as Unit 12 Deposited Plan South Auckland 33762), Record of Title 471340 (more fully described as Unit 13 Deposited Plan South Auckland 33762), Record of Title SA600/197 (more fully described as Part Deposited Plan 1993), Record of Title SA667/164 (more fully described as Part Deposited Plan 3204), Record of Title SA73A/950 (more fully described as Unit 4 Deposited Plan 33762), SA73A/951 (more fully described as Unit 5 and Accessory Unit 8 Deposited Plan 33762), Record of Title SA73A/952 (more fully described as Unit 6 and Accessory Unit 9 Deposited Plan 33762) and Record of Title SA73A/953 (more fully described as Unit 7 and Accessory Unit 10 Deposited Plan 33762);
"Peer Review"	means a peer review of the work of the Independent Expert or any

other report in relation to the Project, such peer reviewer to be appointed by WRC at WRC's cost and to consider such issues as WRC reasonably determines are appropriate, and "**Peer Reviewer**" means the person appointed to undertake the Peer Review;

"Project"	means the construction and development of the Theatre;
"Project Control Group"	means the group established pursuant to clause 4.3;
"Project Plan"	means the plan (including timelines and budget) for the Project which sets out all aspects of Project governance and monitoring, including governance to ensure probity for the Project, design and specifications, pre-construction and construction works, insurance policies and cost control for the Project, and Project Working Group scope, functions, and procedures, that has been circulated and approved by the Parties;
"Property Trust Deed"	means the trust deed dated 2 November 2018 establishing the Property; Trust, as amended from time to time;
"Proportionate Share"	means, for each funder of the Theatre, the amount of funding that that funder has committed as a proportion of all funding for the Theatre;
"Required Attributes"	means the attributes for the Theatre set out in Schedule 3;
"Tranche One Funding"	means the amount of $1,125,000.00 (plus GST if applicable), being the first quarter of the total Funding;
"Tranche Two Funding"	means the amount of $1,125,000.00 (plus GST if applicable), being the second quarter of the total Funding;
"Tranche Three Funding"	means the amount of $1,125,000.00 (plus GST if applicable), being the third quarter of the total Funding;
"Tranche Four Funding"	means the amount of $1,125,000.00 (plus GST if applicable), being the fourth and final quarter of the total Funding;
"Theatre"	means the theatre having the Required Attributes and includes all facilities and works in progress, the completed facilities, and the Land;
"Working Day"	means any day on which trading banks are open for retail business in Hamilton (excluding Saturdays and Sundays) and Working Days has a corresponding meaning.

1.2 In this Deed, unless the context indicates otherwise:

(a) references to clauses and schedules are to clauses and Schedules of this Deed and references to persons include bodies corporate, unincorporated associations or partnerships;

(b) the headings in this Deed are for convenience only and have no legal effect; and

(c) the singular includes the plural and vice versa.

2. AGREEMENT TO PROVIDE FUNDING

2.1 WRC agrees to provide the Funding to the Property Trust to assist the Property Trust to fund the Project on and subject to the terms and conditions of this Deed.

3. CONDITIONS PRECEDENT TO FUNDING DRAWDOWN

Tranche One

3.1 The drawdown of Tranche One of the Funding is subject to the satisfaction of the following conditions:

(a) WRC being satisfied in its sole discretion that there have been no material departures from the detailed design that affects the Required Attributes of the Theatre provided to WRC on or before the date of this Deed, unless those departures have been approved by WRC ("**Detailed Design**");

(b) The Property Trust obtaining binding agreements that unconditionally (or if they are conditional, that are subject to condition in such a way that the counterparties to those agreements would be required to fund the Property Trust at the same time as WRC is required to fund the Property Trust for their respective Proportionate Share) commit persons to fund by way of grant or gift the Theatre in amount(s) not less in aggregate, when considered together with the Funding made available under this Deed, than the Estimated Theatre Cost, on terms reasonably satisfactory to WRC, including amounts already received and not subject to repayment, and those agreements remaining in place ("**Committed Funding**");

(c) HCC advising WRC in writing of its agreement to the Project Plan;

(d) HCC advising WRC in writing that all conditions precedent in the HCC Funding Deed have been satisfied;

(e) The Project Plan being satisfactory to WRC in all respects;

(f) WRC being reasonably satisfied with a report from the Independent Expert (and WRC being reasonably satisfied with such Peer Review of that report as WRC deems necessary) that the form and content of the Construction Contract and pricing (including fit-out) for the Theatre is appropriate and will enable the Theatre to be completed in accordance with the Detailed Design within the Estimated Theatre Cost;

(g) The Property Trust having obtained all resource consents and building consents required to build and complete the Theatre;

(h) The Feasibility Study being satisfactory to WRC in all respects;

(i) WRC receiving a copy of the executed Construction Contract to which the Independent Expert has provided its report pursuant to clause 3.1(f);

(j) The Property Trust and WRC agreeing a Drawdown Schedule for the Funding based on agreed Project milestones, and for the avoidance of doubt, the Project Milestones in Schedule 2 are indicative milestones only and are not the Drawdown Schedule described in this clause;

(k) WRC receiving confirmation from the Property Trust that the Land has been transferred to the Property Trust, with such confirmation to include a copy of the Record of Title for the Land;

(l) WRC receiving evidence reasonably satisfactory to WRC of adequate contract works insurance being procured and maintained for the construction of the Project and confirmation from the Property Trust (including if so requested by WRC a certificate addressed to WRC and signed by any two trustees of the Property Trust) that adequate insurance will be held at all times during operation of the Theatre; and

(m) WRC being satisfied in its reasonable discretion with the constitutional documents, governance and sustainability of the Property Trust and the entity that will operate the Theatre.

3.2 The Property Trust will provide the documentation contemplated by the conditions in clause 3.1 to WRC as soon as such documentation is available. WRC will notify the Property Trust promptly, but in any event within fifteen (15) Working Days of receipt of the documentation that evidences the satisfaction of a condition, as to whether any condition is satisfied.

3.3 Upon and subject to the satisfaction of the conditions in clause 3.1, the Property Trust may commence the drawdown of Tranche One of the Funding by serving a Drawdown Notice on WRC in accordance with clause 3.8.

<u>Tranche Two</u>

3.4 The drawdown of Tranche Two of the Funding is subject to the satisfaction of the following conditions:

(a) A minimum of six (6) months having passed since drawdown of the Tranche One Funding; and

(b) Those matters in clause 3.8 and clause 10.

<u>Tranche Three</u>

3.5 The drawdown of Tranche Three of the Funding is subject to the satisfaction of the following conditions:

(a) A minimum of six (6) months having passed since drawdown of the Tranche Two Funding; and

(b) Those matters in clause 3.8 and clause 10.

<u>Tranche Four</u>

3.6 The drawdown of Tranche Four of the Funding is subject to the satisfaction of the following conditions:

(a) A minimum of six (6) months having passed since drawdown of the Tranche Three Funding;

(b) The Certificate of Public Use for the Theatre is issued; and

(c) Those matters in clause 3.8 and clause 10.

3.7 The conditions in clauses 3.1, 3.4, 3.5 and 3.6 are for WRC's benefit and may only be waived by WRC in writing.

3.8 To drawdown any part of Tranche One, Tranche Two, Tranche Three or Tranche Four of the Funding:

(a) The Property Trust must serve a duly completed and executed Drawdown Notice on WRC;

(b) WRC must receive and approve a report from the Independent Expert (and if deemed appropriate by WRC, a Peer Review of that report) certifying that in the Independent Expert's opinion they have no reason to believe that the Project cannot be completed within the time and within the Estimated Theatre Cost and for less than the Committed Funding;

(c) The Property Trust must be about to incur actual costs that are included in the Project Plan and are or are about to become due for payment;

(d) The relevant Project milestone as outlined in Schedule 2 for the release of funding by WRC must have been achieved;

(e) The Drawdown Notice must be consistent with the Drawdown Schedule;

(f) All representations and warranties made by the Property Trust in this Deed are true and correct and remain true and correct in all material respects as at the date of service of the Drawdown Notice;

(g) No Default Event has occurred which is continuing un-remedied, or is likely to occur as a result of WRC making or the Property Trust receiving such drawdown;

(h) The Property Trust must confirm and warrant in writing to WRC's satisfaction that there has been no material adverse change to the funding, completion of the Theatre against the Detailed Design, Project Plan, Construction Contract, including specifications and pricing, resource consents, Feasibility Study, Drawdown Schedule, operational/commercial requirements. If there has been a material change, such material change has been approved in writing by HCC prior to being submitted to WRC for approval in writing; and

(i) WRC has completed its due diligence in respect of the conditions precedent for Tranche One, Tranche Two, Tranche Three and Tranche Four and is satisfied that the relevant conditions have been met.

3.9 A Drawdown Notice must be received at least ten (10) Working Days before the relevant Drawdown Date and may only be served on WRC by the Property Trust if, to the knowledge of the trustees of the Property Trust, having made proper enquiry and having regard to the facts and circumstances existing on that date of the Drawdown Notice, the matters in clauses 3(b) through (g) are true and complete.

3.10 Subject to the terms of this Deed, if the Property Trust serves a duly completed and executed Drawdown Notice on WRC, WRC will make the agreed tranche of the Funding available to the Property Trust on the Drawdown Date, with payment being made to the account specified by the Property Trust in the Drawdown Notice.

3.11 Subject to the conditions of this Deed being satisfied the Parties agree that there will only be four drawdowns pursuant to this Deed as follows:

(a) Tranche One - $1,250,000.00 (plus GST, if applicable) on or about 30 September 2021 (but subject to the satisfaction of all conditions required for Tranche 1);

(b) Tranche Two - $1,250,000.00 (plus GST, if applicable) on or about 31 March 2022 (but subject to the satisfaction of all conditions required for Tranche 2);

(c) Tranche Three - $1,250,000.00 (plus GST, if applicable) on or about 30 September 2022 (but subject to the satisfaction of all conditions required for Tranche 3); and

(d) Tranche Four - $1,250,000.00 (plus GST, if applicable) on or about 29 February 2024 (but subject to the satisfaction of all conditions required for Tranche 4).

3.12 WRC shall not be required to contribute any additional funding to the Project beyond what is set out in this Deed.

4. OBLIGATIONS

4.1 Subject to any other term of this Deed to the contrary, the Property Trust will be responsible for all decisions relating to the design and construction aspects of the Project, including entering into all contracts in respect of the Project, appointing any consultants or contractors (including the Independent Expert), and project management of all aspects of the Project. The Property Trust will ensure that the Theatre is properly insured at all times, including but not limited to having adequate contract works insurance in place for the duration of the construction of the Project, and that all necessary building consents are obtained as required for the Project. For the avoidance of doubt, nothing in this clause affects WRC's ability to obtain the Peer Review on the basis that WRC will be responsible for the Peer Review and that the Property Trust will not do anything to impede the Peer Review.

4.2 The Property Trust will provide verification of all insurances and building consents that are held for the Project, and the currency of these, promptly upon request from WRC.

4.3 Project Control Group

(a) The Property Trust have established a Project Control Group ("**PCG**") responsible to the Property Trust for all aspects of the Project;

(b) The PCG includes as one of its members the Independent Expert;

(c) The PCG has set up policies and procedures relating to its composition, functions, meeting procedures and reporting and details of these policies and procedures, and the membership of the PCG, will be provided to WRC promptly upon request by WRC;

(d) The Property Trust must procure that the Independent Expert reports to WRC as and when requested by WRC regarding the Project; and

(e) WRC has the right to appoint a representative or Peer Reviewer to the PCG at WRC's cost ("**WRC's PCG Representative**"). The WRC PCG Representative shall have skills and experience relevant to the Project. If WRC does not exercise this right, WRC will have the right to meet with the PCG and discuss matters concerning the Theatre and its construction upon request.

4.4 The Property Trust has prepared an estimate of the full cost of the Theatre based on the Detailed Design, with the input of a quantity surveyor ("**Estimated Theatre Cost**").

4.5 Without the prior written consent of WRC, the Property Trust will not:

(a) Sell, transfer, or grant security over the Theatre and/or the Land;

(b) Grant a lease that fundamentally changes or restricts the ability to operate the Theatre (to the intent that this provision will not impede the grant of commercial leases for ancillary uses); and

(c) Fundamentally change the use or operation of the Theatre and/or the Land in any manner which will have a material adverse effect on the scale and availability of the Theatre and/or the Land for the purposes and scale for which it was built.

4.6 If the cost of constructing the Theatre is less than the amount of Committed Funding received by the Property Trust to complete the Project (excluding the cost of the Land), the Property Trust will pay WRC's Proportionate Share of the difference between the total Committed Funding and the total cost of completion of the Project to WRC.

4.7 The Property Trust will ensure that its trustees and/or the PCG have such skills and experience as are reasonably necessary to carry out the Project and the activities contemplated by the Feasibility Study, including one or more trustees having construction and project management experience commensurate to the size and complexity of the Project during the construction of the Project.

4.8 WRC has the right (but is not obliged) to appoint an observer to attend meetings of the Property Trust by notice in writing to the Property Trust ("**the Observer**", who may or may not be the same person as the Peer Reviewer, and who may or may not be a staff member or other representative of WRC). For avoidance of doubt, WRC will have the choice to send any suitable person as Observer to any particular meeting of the Property Trust, and the person attending as Observer may be different at different meetings – and at some Trust meetings, WRC may not send an Observer at all. The Property Trust must provide to the Observer:

(a) All materials provided to trustees that are relevant to the Theatre, including its construction and operation; and

(b) Notice of the meetings of the Property Trust at the same time and in the same manner as the trustees of the Property Trust.

4.9 The Observer will have no voting rights, and the Property Trust may exclude the Observer from those parts of its meetings that do not pertain to the Theatre.

5. CHARACTERISTICS OF FUNDING

5.1 The Funding is a grant on the conditions set out in this Deed from WRC to the Property

Trust.

6. REPRESENTATIONS AND WARRANTIES

6.1 The Property Trust represents and warrants to WRC that:

(a) It will engage with WRC on a 'no surprises' basis;

(b) It has the full power and capacity to enter into and perform its obligations under this Deed, and entry into this Deed will not cause a breach or conflict with any agreement to which it is a party, or any governing document;

(c) All material information known to the Property Trust that relates to the construction, cost and timing of the Theatre has been disclosed to WRC;

(d) It will not make any change to its constitutional or governing documents that would adversely affect the completion of the Theatre or WRC's rights under this Deed;

(e) To its knowledge, no matter or circumstance has arisen that might adversely affect the completion of the Theatre for the Estimated Theatre Cost; and

(f) The budget for the Project has been prepared with due care and that the Project can be completed with the Committed Funding.

7. DEFAULT EVENTS

7.1 A Default Event occurs if:

(a) The Property Trust becomes insolvent or is otherwise unable to meet its financial obligations as they fall due; or

(b) The Property Trust becomes unable to advance the construction of the Theatre on the terms set out in this Deed; or

(c) The construction of the Theatre is suspended for a period of 3 months or more (without limitation to clause 7.1(b); or

(d) The Property Trust fails to meet a Project milestone on the due date, whether described in the Drawdown Schedule or otherwise, and such failure extends for a period of 60 days from the due date for that Project milestone; or

(e) The trustees of the Property Trust resolve to wind up the Property Trust, respectively, in accordance with the terms of its Trust Deed or it is otherwise wound up or dissolved; or

(f) There is a material variation to the purposes of the Property Trust set out in its respective Trust Deed that amounts to a withdrawal from, or abandonment of the purposes of the Property Trust as set out on the date of this Deed or which may otherwise cause the Theatre (or a significant part of the Theatre) and/or the Land to be unavailable for use; or

(g) The Property Trust loses charitable status; or

(h) The Theatre (or a significant part of it) and/or the Land are for any reason unavailable for use for a period of more than three (3) months; or

(i) The Property Trust or the PCG makes a decision that WRC in its absolute discretion considers will materially increase the cost of the Project above the Committed Funding; or

(j) A material amount of Committed Funding becomes unavailable or a funder of a material amount of the Committed Funding becomes insolvent or is otherwise unable to meet its funding obligation, and in either case that funding is not replaced; or

(k) The Property Trust breaches a material term of this Deed; or

(l) The Property Trust breaches a material term of any other agreement relating to the Project;

and such event is not remedied by the Property Trust within 20 Working Days of the Party in breach becoming aware of the event occurring.

7.2 The Property Trust must immediately notify WRC of the occurrence of any of the events in clause 7.1.

8. CONSEQUENCES OF AN EVENT OF DEFAULT

8.1 If a Default Event occurs, WRC may declare any and all of the Funding due and repayable to WRC immediately upon demand in writing by WRC.

8.2 If a Default Event occurs and is continuing, then by notice to the Property Trust:

(a) WRC may terminate any additional funding obligations under this Deed; and

(b) The Property Trust must repay to WRC any amount of Funding that has been paid to the Property Trust but has not been spent on the date of the Default Event.

9. NOTICE OF ADVERSE CHANGE

9.1 The Property Trust will notify WRC immediately on becoming aware of any of the following events:

(a) A Default Event or any circumstance that is likely to lead to a Default Event; or

(b) A material adverse change in the Property Trust's financial position; or

(c) Any other event or circumstance which may have a material adverse effect on the completion of the Theatre, or the availability of the Theatre for use.

9.2 The Property Trust undertakes to take reasonable action to mitigate any of the events in clause 9.1, and to provide WRC with full details of any such events, and of any action taken (or to be taken) in mitigation, as soon as possible after the event occurs.

9.3 Where WRC (acting reasonably) considers there is any matter of significant concern to WRC relating to the Property Trust or the Theatre which may include that there has been, or is likely to be, a material adverse change in the Property Trust's financial position, or that the

Property Trust is operating in a manner contrary to the purposes stated in its Trust Deed or this Deed then:

(a) It may request such information from the Property Trust as WRC considers is reasonably necessary to address WRC's concerns and the relevant party shall provide such information to WRC within 10 Working Days of receiving a written request from WRC.

(b) WRC shall give reasonable consideration to the information received from the Property Trust pursuant to clause 9.3(a).

10. REPORTING AND MONITORING

10.1 The Property Trust undertakes to provide to WRC:

(a) Its audited Annual Report;

(b) When completed, copies of the formal minutes of each PCG meeting and (at WRC's discretion) each meeting or resolution of the trustees of the entity to the extent that those minutes or resolutions relate to the Project and the Funding;

(c) Regular updates on the satisfaction of the conditions set out in clause 3 and the progress of the Project;

(d) A report on the:

(i) Operational activity to the adopted Feasibility Study and results twice per year to the appropriate committee;

(ii) Outcomes for both community and professional theatre use against the original proposal from the Momentum Foundation; and

(e) An updated Feasibility Study prior to 30 June each year.

10.2 The Property Trust will:

(a) Maintain complete, accurate and up to date financial records and financial statements in respect of the performance of its obligations under this Deed and including any Funding payments made; and

(b) Provide WRC with a full account of all costs incurred for the Project, quarterly or upon request by WRC.

11. AUDIT

11.1 Subject to the reasonable security and confidentiality requirements of the Property Trust notified to WRC in writing, the Property Trust will, whenever reasonably required by WRC:

(a) Allow WRC to inspect and copy the Property Trust's financial records and financial statements as they relate to the Theatre; and

(b) Provide WRC with access to the Property Trust's premises, personnel, facilities, equipment, systems, data and software used by the Property Trust, as they relate to the Theatre;

during working hours after giving the Property Trust, as applicable, two (2) Working Days' notice of its access requirement for the purposes of WRC auditing compliance with this Deed.

11.2 The Property Trust will, as soon as practicable, give WRC any reasonable assistance required by WRC for the purposes of carrying out the audit in clause 11.1.

11.3 WRC will:

(a) Meet the costs incurred by WRC in connection with any audit carried out under this clause 11;

(b) Not be charged any fees or costs by the Property Trust in connection with any audit carried out under this clause 11.

12. CONFLICT OF INTEREST

12.1 Each party (including its employees and agents) will use its best endeavours to avoid conflicts of interest, which include situations that could compromise the other party's integrity, but excludes situations where either party is carrying out its statutory obligations.

12.2 Each party must advise the other party in writing of any actual or potential conflict of interest that might arise in the performance of its obligations, or the performance of a Contractor's obligations, and assist the other party to address or avoid or mitigate that conflict of interest, and in particular (but without limitation) the Property Trust must advise WRC of any actual or potential conflict:

(a) Between any trustee of the Property Trust and the Contractor;

(b) Between any trustee of the Property Trust and the Independent Expert;

(c) Between any trustee of the Property Trust and WRC.

12.3 Nothing in this Deed shall affect, fetter, restrict or make WRC liable for the exercise of, WRC's regulatory decision-making rights or obligations as a regional council acting under authority of the Local Government Act 2002, Resource Management Act 1991 and all other enabling legislation in respect of the Project.

13. LIABILITY AND INDEMNITY

13.1 Except for any Funding that is payable by WRC pursuant to the terms and conditions of this Deed, WRC will not be liable (in contract or tort (including negligence) or in equity or for breach of statutory duty or otherwise) to the Property Trust for any direct or indirect damage, loss or costs whatsoever in relation to this Deed and the Project. The Property Trust agrees that the only remedy available to the Property Trust is specific performance for payment of the Funding (and not any other legal remedy of any kind).

13.2 The Property Trust ("**Indemnifier**") agrees to indemnify WRC from and against all claims or proceedings brought or threatened against, or losses incurred by WRC, arising directly or indirectly from any negligent act, error or omission of an Indemnifier, its employees, agents or contractors in respect of its obligations under this Deed. This indemnity will not apply to the extent that the claims, proceedings or losses arise out of a deliberate, act or omission by

WRC in respect of payment of the Funding.

14. DISPUTES AND DIFFERENCES

14.1 If any dispute or difference arises between the Parties in respect of any matter concerning this Deed the Parties must in the first instance and in good faith use their best endeavours to resolve the dispute or difference themselves.

14.2 In the event that the Parties do not resolve any dispute or difference themselves, the Parties may agree on a formal mediation to be conducted by a mediator acceptable to them.

14.3 The Property Trust, on the one hand, and WRC, on the other hand, will bear the costs of the mediator equally.

14.4 If the Parties do not agree on the appointment of a mediator within a reasonable time, or either of the Parties rejects any report or recommendation made by a mediator, the dispute will be referred to arbitration under and in accordance with the Arbitration Act 1996.

14.5 Pending resolution of any dispute:

(a) WRC will not be obligated to provide any Funding under this Deed, and the Property Trust must not use any Funding already provided by WRC, except to the extent agreed by the Parties; and

(b) Otherwise, to the extent possible, the Parties will continue to perform their obligations under this Deed without prejudice to their respective rights and remedies.

15. FORCE MAJEURE

15.1 Neither Party will be liable to the other Party for any failure to perform its obligations under this Deed by reason of any cause or circumstances beyond the Party's reasonable control, including acts of God, riots, strikes, lock-outs, labour disputes, fires, wars, floods, earthquakes, epidemic or pandemic, or other disasters after the date of this Deed ("**Force Majeure Event**"). The Party affected must:

(a) Notify the other Party as soon as practicable after the Force Majeure Event occurs and provide full information concerning the Force Majeure Event including an estimate of the time likely to be required to overcome it;

(b) Use all reasonable endeavours to overcome the Force Majeure Event and minimise the loss to the other Party; and

(c) Resume performance of its obligations as soon as practicable.

15.2 If a Party has been relieved of its obligations under this Deed due to a Force Majeure Event, the other Party will also be relieved of its obligations under this Deed until the first Party is able to resume performance of its obligations.

15.3 The Parties acknowledge the existence and on-going impact of COVID-19 at the date of this Deed. In negotiating and entering into this Deed and preparing any health and safety plan, the Parties have considered the potential impacts of COVID-19. Should either Party become aware of any material change in circumstances that may impact the Parties or the subject matter of this Deed, they will promptly notify the other Party. The Parties will make all reasonable efforts to mitigate the effect of the circumstances and to fulfil obligations under this Deed as far as is reasonably practicable. The Parties will negotiate in good faith any appropriate variations (if any) to this Deed as required to address the impact of these circumstances. Any right to terminate for "force majeure" shall apply as if COVID-19 did not exist at the date of this Deed and may be subject to any agreed variation between the Parties.

16. NOTICES

16.1 For the purpose of this Deed, all correspondence must be forwarded through the respective contact Parties:

WRC	Director, Customer, Community and Services Waikato Regional Council Private Bag 3038, Waikato Mail Centre, Hamilton, 3240
Property Trust	Chair, Waikato Regional Property Trust C/- Tompkins Wake, Westpac House Level 8/430 Victoria Street, Hamilton Central, Hamilton 3204

16.2 Either Party may amend its contact information by notice in writing to the other Party.

17. CONFIDENTIALITY

17.1 Subject to clauses 17.2, 17.3 and 17.4 each Party shall keep confidential, and make no disclosure of, Confidential Information.

17.2 Any Confidential Information may be disclosed by a Party if:

(a) Disclosure is necessary to obtain the benefits of, and fulfil obligations under, this Deed;

(b) Disclosure is required by law;

(c) That Confidential Information already is, or becomes, public knowledge other than as a result of a breach of clause 17.1 by that Party;

(d) Disclosure is made to a bona fide financier or potential financier of that Party, or to a bona fide purchaser or potential purchaser of all or part of the business of, or the shares or partnership interests in, that Party, so long as:

(i) That Party has notified the other Party of the proposed disclosure; and

(ii) The person or company to which disclosure is to be made has entered into a confidentiality agreement in a form reasonably acceptable to the other Parties; or

(iii) Disclosure is made to a lawyer, auditor or accountant for that Party.

17.3 If a Party is required by clause 17.2 to make a disclosure or announcement (which such disclosure or announcement is not made under the Local Government Official Information and Meetings Act 1987 in accordance with clause 17.4), it shall, before doing so:

(a) Give to the other Parties the maximum notice reasonably practicable in the circumstances, specifying the requirement under which it is required to disclose Confidential Information, and the precise Confidential Information which it is required to disclose;

(b) Comply with all reasonable directions by the other Parties to contest or resist the requirement to disclose Confidential Information; and

(c) Consult in good faith with the other Parties with a view to agreeing upon the form and timing of the disclosure or announcement.

17.4 Where WRC receives a request for official information under the Local Government Official Information and Meetings Act 1987 ("**LGOIMA**") in relation to any Confidential Information it has received from another Party, WRC shall comply with its obligations under LGOIMA and may (depending on the nature of the request) but is not required to:

(a) Give that Party the maximum notice reasonably practicable in the circumstances and no less than five (5) Working Days within which to make representations to WRC as to whether or not and on what basis such Confidential Information should be disclosed pursuant to such request;

(b) Take into consideration, acting reasonably, any such representations received from that Party within such notice period in deciding whether the request is to be granted; and

(c) Notify that Party of its decision as soon as reasonably practicable.

17.5 For the avoidance of doubt, nothing in this clause 17 limits or affects WRC's statutory responsibilities under the Local Government Official Information and Meetings Act 1987 or otherwise.

18. MISCELLANEOUS

18.1 The Parties understand that the Funding is a grant (on conditions) paid for a recipient's taxable activity that in the absence of an exemption is subject to the payment of GST under the Goods & Services Tax Act 1985. Despite this understanding, GST is only payable to the extent that it is actually applicable. If GST is payable, the Property Trust will provide WRC with a tax invoice upon payment of each of the Tranche One Funding and the Tranche Two Funding.

18.2 The Property Trust will execute all notices, agreements, deeds and any other documents and do all acts and things as may be necessary to implement and carry out their obligations under and the intent of this Deed.

18.3 No Party will assign its interests under this Deed to any other person or body without the consent of the other Parties (such consent not to be unreasonably withheld unless otherwise stated in this Deed).

18.4 A waiver by any Party of its rights arising from a breach of any term of this Deed will not be a continuing waiver of any other rights arising from any other breaches of the same or other terms and conditions of this Deed.

18.5 No failure or delay on the part of any Party in the exercise of any right or remedy in this Deed will operate as a waiver. No single or partial exercise of any such right or remedy will preclude any other or further exercise of that or any other right or remedy.

18.6 This Deed is the entire agreement between the Parties in relation to the Funding. The Funding is for the capital cost of the Project and WRC has no obligation or intention to provide funding for the operation of the Theatre. WRC is under no obligation to guarantee any obligation of the Property Trust.

18.7 All payments required to be made under this Deed will, except to the extent (if any) otherwise agreed by the Parties in writing, be made in same day funds immediately available for disbursement, without any set-off, counterclaim, withholding (other than as required by law) or deduction and free of all encumbrances and third-party interests, by being credited to the bank account of the payee party nominated by that payee party for that purpose.

18.8 This Deed may be executed in two or more counterparts, each of which when executed and delivered shall constitute an original of this Deed but all counterparts together shall constitute the same Deed. No counterpart shall be effective until each Party has executed at least one counterpart. The exchange of copies of this Deed and of signature pages by electronic mail in portable document format form (PDF), or by any other electronic means, shall constitute effective execution and delivery of this Agreement as to the Parties and may be used in lieu of the original Agreement for all purposes.

18.9 This Deed will be governed by and construed in accordance with the law for the time being in force in New Zealand.

Executed as a Deed.

THE COMMON SEAL OF THE)
WAIKATO REGIONAL PROPERTY TRUST)
was affixed in the presence of:)

WAIKATO REGIONAL PROPERTY TRUST
The Common Seal Of

Witness Signature:
Witness Name: Rhianon Lewis
Occupation: Office Manager
Address: 69 Spinnaker Dr, Hamilton

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SIGNED for and on behalf of)

WAIKATO REGIONAL COUNCIL)

by two Councillors:)

Chair

Witness Signature:

Witness Name: Anne Spence

Occupation: EA to Chair

Address: WRC Hamilton, 160 Ward Street

Deputy Chair

Witness Signature: Natasha Jones

Witness Name: Natasha Jones

Occupation: Business Support

Address: WRC Hamilton, 160 Ward Street

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SCHEDULE ONE

DRAWDOWN NOTICE

[DATE]

Chief Executive
Waikato Regional Council
Private Bag 3038
Waikato Mail Centre
HAMILTON 3240

The Waikato Regional Theatre – Drawdown Notice

1. This is a Drawdown Notice under clause 3.8 of the Funding Deed between WRC, Hamilton City Council (HCC), Momentum Waikato Community Foundation ("Momentum") and Waikato Regional Property Trust ("Property Trust") dated 20 ("Deed").
2. The Property Trust wishes to draw down part of the Funding on [Insert date 10 Working Days' notice].
3. The amount of the requested Funding is $[Total] and is consistent with the funding schedule in clause 3.8 of the Deed.
4. To the knowledge of the trustees of the Property Trust, having made proper enquiry and having regard to the facts and circumstances existing on the date of this Drawdown Notice, the statements set out in clauses 3(b) through to 3.8(h) of the Deed remain correct.
5. Please remit the proceeds to:

   Account holder:

   Bank:

   Branch:

   Account number:
6. Definitions in the Deed apply in this Drawdown Notice.

Signed on behalf of **WAIKATO REGIONAL PROPERTY TRUST** by:

____________________ ____________________

Trustee Trustee

SCHEDULE TWO

PROJECT MILESTONES

Date	Project Activity / Milestone	WRC Milestone / Deliverables
July 2021 – February 2022	Tender/Site Works	
July 2021		Funding Paid - $1,250,000.00 (subject to satisfaction of all conditions for Tranche 1)
January 2022		Funding Paid - $1,250,000.00 (subject to satisfaction of all conditions for Tranche 2)
February 2022 – July 2022	Foundations Construction to Ground Level	
June 2022 – April 2023	Structural Envelope	
July 2022		Funding Paid - $1,250,000.00 (subject to satisfaction of all conditions for Tranche 3)
May 2023 – January 2024	Internal Fitout	
December 2023 – February 2024	Sign off	
December 2023 – February 2024	Testing	
February 2024		Funding Paid - $1,250,000.00 (subject to satisfaction of all conditions for Tranche 4)

SCHEDULE THREE
REQUIRED ATTRIBUTES

1. Iconic Design.

2. Building Scale:
   - Minimum of 1300 seats over multiple levels for segregation;
   - Stage size minimum 30m x 15m, BOH spaces to service significant numbers of performers, orchestra pit for 30;
   - Foyer and hospitality function/meeting spaces with appropriate facilities.

3. Suitability - capable of delivering the appropriate environment for a range of product
   - Contemporary music amplified concerts;
   - Musical Theatre, Opera, Theatre, Comedy;
   - Orchestral, Choral, unamplified music and voice;
   - Dance / ballet [1];
   - Conference plenary, meetings, ceremonies;
   - Functions; tiered seating changeable to flat floor or stage extension or dedicated function space;
   - Exhibitions - use of function or foyer space.

4. Acoustic properties
   - Flexibility
   - Isolation

5. The Site:
   - Site analysis, particularly geotechnical but including, proximity to hospitality offer, surrounding properties, services, assessment of pedestrian patterns, traffic patterns, vehicle access, etc.

6. Access and Parking.

7. Space Schedule:
   - FOH spaces to suit audience numbers and requirements
   - Auditorium spaces
   - BOH spaces to suit typical performer and production needs
   - Auxiliary spaces
     - Warm up/rehearsal space
     - Piano store
     - Waste management
     - Plant
     - Staff offices

8. Theatrical Services such as:
   - Fibre data network;
   - Lighting infrastructure, Production, dimmers to fittings, networks;
   - PA system, control and install;
   - AV infrastructure;

- Communications infrastructure, FOH & BOH paging and Function spaces, WIFI, internal and external services;
- Specialist fit-out for:
  - Auditorium seating supply and install;
  - Addressable LED house lighting & control;
  - Flying system;
  - Stage drapes, house curtain to Cyclorama;
  - Sound shell (via additional targeted funding)

9. Building scope to include Building Services.

10. Environmental Responsibility- ESD principles where possible.

11. Linkage to Founders Theatre:
    - HCC Hotere mural installed – on loan

12. Other attributes as mutually agreed.

VARIATION TO FUNDING DEED

Between

WAIKATO REGIONAL COUNCIL (WRC)

And

WAIKATO REGIONAL PROPERTY TRUST (WRPT)

PARTIES

(1) **WAIKATO REGIONAL PROPERTY TRUST (**"WRPT")

(2) **WAIKATO REGIONAL COUNCIL** ("WRC").

(each a "Party" and together referred to as "the Parties")

BACKGROUND

A. On 06 December 2021 the parties signed a funding deed ("the Deed") which recorded that WRC would provide a funding contribution of $5,000,000.00 ("the Funds") for the construction of the Waikato Regional Theatre ("the Theatre").

B. The Deed specified that the funds would be paid in four equal tranches of $1,250,000.00 per tranche, with each tranche aligned to set milestones.

C. Tranches One, Two and Three of the Funding have been paid to WRPT.

D. In May 2025, WRPT approached WRC requesting a variation to the Tranche Four conditions for payment.

E. On 29 May 2025 the request was presented to WRC's Councillors under public excluded conditions to consider the request to vary the Deed in relation to the payment of Tranche Four funding.

F. WRC has agreed to vary the Deed on the terms and conditions contained within this Deed of Variation.

VARIATION TO DEED

1. Clause 3.6 of the Deed is hereby varied as follows:

   The draw down of Tranche Four of the Funding is subject to the satisfaction of the following conditions:

   a. A minimum of six (6) months having passed since drawdown of the Tranche Three Funding
   b. Those Matters in clause 3.8 and clause 10.

2. Clause 3.11(d) is hereby varied as follows:

   Tranche Four – a total of $1,250,000.00 (plus GST, if applicable) to be paid in two instalments subject to the satisfaction of all conditions required for Tranche 4 and the conditions in this clause)

   - *$1,200,000.00 will be paid to WRPT as soon as practicable following the Council decision in favour of the request, subject to the Drawdown Notice provisions outlined in the Funding Deed being satisfied.*

   - *The remaining $50,000.00 will be paid to WRPT upon issue of the Certificate of Public Use for the theatre, subject to the Drawdown Notice provisions outlined in the Funding Deed being satisfied.*

3. All other rights and obligations under the funding deed remaining in place and should be read as to be consistent with the variation to the Tranche Four payment.

EXECUTION

SIGNED as a deed for and on behalf of:
WAIKATO REGIONAL PROPERTY TRUST

By: Belinda Mulgrew Signature:
(Full Name)

Position: WRPT Trustee Date: 11 June 2025

By: _ Signature:
(Full Name)

Position: Date:

SIGNED as a deed for and on behalf of:
WAIKATO REGIONAL COUNCIL

By: Christopher David Andrew McLay Signature:
(Full Name)

Position: Chief Executive Date: 16 June 2025

Waikato Regional Theatre (BNZ Theatre)

Report Prepared for Waikato Regional Council
Reporting period: **1 August 2025 – 31 January 2026**

Overview

Despite having been operational for less than one month, the venue has delivered six sold-out performances evenly split between community and professional national use. The theatre is fully operational, with Code Compliance and defects processes proceeding as expected.

The theatre formally opened on **19 January 2026**. As at the end of the reporting period, the venue has been operational for less than one month.

Operational activity during the reporting period has therefore primarily related to:

- Completion of construction and commissioning activities
- Transition to live operations
- Commencement of public performances following opening

Programming and use

Since opening on 19 January 2026, the following activity has occurred:

- **Community performances:** 3
- **Professional national performances:** 3
- **Total performances:** 6

All performances were presented in the main auditorium with a capacity of 1,300 seats. Each performance was sold out, resulting in:

- **Total attendance:** approximately 7,800 patrons
    - Community performances: approximately 3,900 patrons
    - Professional performances: approximately 3,900 patrons

Given the limited operating period to date, this represents an initial utilisation level that materially exceeds typical early-stage ramp-up expectations for a newly opened regional theatre.

Operational status

As at the end of the reporting period:

- The venue is fully operational
- Core building systems and theatre infrastructure are functioning as intended
- The Code Compliance Certificate process is underway

- Defects identification and rectification is proceeding in the normal course following practical completion

No operational issues have arisen that materially affect the venue's ability to operate safely or present performances.

Community theatre outcomes

Within the first month of operation:

- Three community performances have been delivered with ~500 performers and crew involved.
- All community performances achieved full audience capacity
- Community access provisions under the Live Nation lease are actively enabling community use of the venue

While the sample size is necessarily small due to the timing of opening, early outcomes indicate strong community demand and immediate uptake of the facility.

Professional theatre outcomes

Within the first month of operation:

- Three professional national productions have been presented
- All professional performances achieved full audience capacity

These early results indicate that the venue is already functioning as a viable platform for professional touring and national work.

Change in operating model

The primary variance from the adopted Feasibility Study relates to the operating model, with the theatre leased to Live Nation rather than operated directly by the Property Trust. This change was communicated to WRC at the time.

This variance was a deliberate governance and delivery decision, made to ensure:

- Operational resilience
- Access to experienced national and international programming capability
- Strong commercial performance while retaining community access outcomes

Operational outcomes to date are consistent with the underlying objectives of the Feasibility Study and the Momentum Foundation proposal.

Waikato Regional Theatre (BNZ Theatre)

Supplementary Report Prepared for Waikato Regional Council
Reporting period: **1 August 2025 – 31 March 2026**

Community theatre supplementary outcomes:

To date the following community outcomes have occurred:

- Free Public Tours:
    - 631 Attendees
- Community Performances:
    - Already Occurred: 5
    - Community Performances / Bookings upcoming (mix of confirmed and pencilled): 14
    - Community Performances Attendees to date: 5,763

Upcoming Community Bookings are a mixture of schools, community groups and local theatre.

All receive a 40% discount on Venue Hire Rental, community ticketing fees and all venue owned technical equipment at no additional cost.

Additional commentary on the opening events:
To The Stars, a community production that celebrated the opening of the theatre and the creativity of the region, brought together over 500 Waikato based performing artists from a range of artforms including kapa haka, choral, orchestral, aerial, dance, and live performance across three nights. The audience was made up of funders and stakeholders who have been integral to the project coming to fruition as well as members of the public who were able to come to the performance for free after joining the waiting list.

Additional commentary on the professional theatre outcomes:
The venue opened with musician Teeks for one sold out performance and two sold out performances of Sir Dave Dobbyn.

7.2 HEALTH AND SAFETY REPORT - JUNE 2026

Rā | Date: **29 June 2026**

Kaituhi | Author: **Marie Fullerton, Health, Safety and Wellbeing Manager**

Kaituku | Authoriser: **Chris McLay, Chief Executive**

TE ARONGA | PURPOSE

1. To provide councillors with an overview of Waikato Regional Council's (WRC) health, safety, and wellbeing performance, and to enable councillors to exercise their due diligence regarding health and safety governance.

KŌRERO WHAKATAHI | EXECUTIVE SUMMARY

2. The updated Health, Safety and Wellbeing Governance Plan is now operational, providing a structured framework to support Officer due diligence responsibilities. An Officer due diligence education session, facilitated by legal advisor Karina McKlusie, is scheduled for 4 August 2026 to strengthen leadership understanding and application of Health and Safety at Work Act obligations.
3. The Health and Safety Management System (HSMS) implementation programme continues to progress, with the current focus on risk management capability and strengthening assurance activities across the organisation. Key components of the HSMS rollout have now been implemented, including the Health and Safety Management Framework, clarification of roles and responsibilities, assurance activities, and enhancements to event investigation processes. The programme remains on track, with future workstreams focused on contractor management, training and competency, and ACC claims and health management.
4. Performance against the HSMS assurance programme remains strong, with completion rates exceeding targets for critical risk reviews (83%), common risk reviews (86.7%), and HSMS document reviews (91%). The programme encompasses 122 key policies, procedures, workflows, learning resources, and risk management documents, providing assurance that health and safety controls, systems, and supporting documentation remain current, accessible and effective.
5. Tier 1 and 2 leadership walkarounds are a due diligence activity and provide ELT with direct operational assurance by assessing the effectiveness of risk controls and confirming how work is conducted in practice. There were 24 scheduled Executive Governance Walkarounds from 1 July 2025 to 30 June 2026.
6. The recently introduced Tier 3 Senior Leadership (SL) Walkarounds are part of the Risk Assurance Programme. Over the last 3 months, SL members have completed six risk assurance activities, providing assurance that key controls assessed are generally effective while identifying improvement opportunities. These assurance activities will continue to be monitored and reported.
7. In June, the Health, Safety and Wellbeing (HSW) Team completed six event investigation reviews that were focused on improving investigation quality, with targeted education

sessions, and individual coaching, contributing to a steady and notable lift in manager capability.

8. There were 15 staff event reports for the period June 2026, 6 were events, 2 injuries, and 7 near misses. The total reports for the last 12 months (1 July 2025 to 30 June 2026) are 254.

9. One precautionary notification was made to WorkSafe in June following an injury involving a flooded pump. The investigation found no equipment fault; however, the worker did require medical treatment.

10. Wellbeing initiatives continue to support employee wellbeing, engagement and workplace connection, with this month's activities focusing on Matariki, delivered in partnership with Tai Ranga Whenua.

11. EAP utilisation was 14.5% over the past 12 months and is within expected industry benchmarks. Consistent with broader trends, most referrals related to personal matters, particularly personal relationships, stress and anxiety, and grief and loss.

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

That the report *Health and Safety Report - June 2026* (Council, 30 July 2026) be received

HOROPAKI | BACKGROUND

12. Council's health and safety performance is reported to Council each month. The information is presented under four sections*: 1) Risk Profile 2) Performance Data 3) Governance 4) Assurance and General Information.*

SECTION ONE: Risk Profile (general health and safety information)

National Event – Safeguard 22 June 2026

13. A recent Transport Accident Investigation Commission (TAIC) investigation highlighted the importance of effective equipment management, thorough planning and site-based risk assessment after a worker was seriously injured when lifting equipment failed during a non-routine task. The findings reinforce the need to ensure critical controls are consistently applied in practice, particularly for higher-risk and non-routine work.

14. At WRC, these lessons support ongoing efforts to strengthen critical risk management through equipment inspections, dynamic risk assessment, supervision of higher-risk activities, and reinforcement of key safety behaviours. Continuous improvement of these controls remains a focus for the organisation to further develop its health and safety systems and capability.

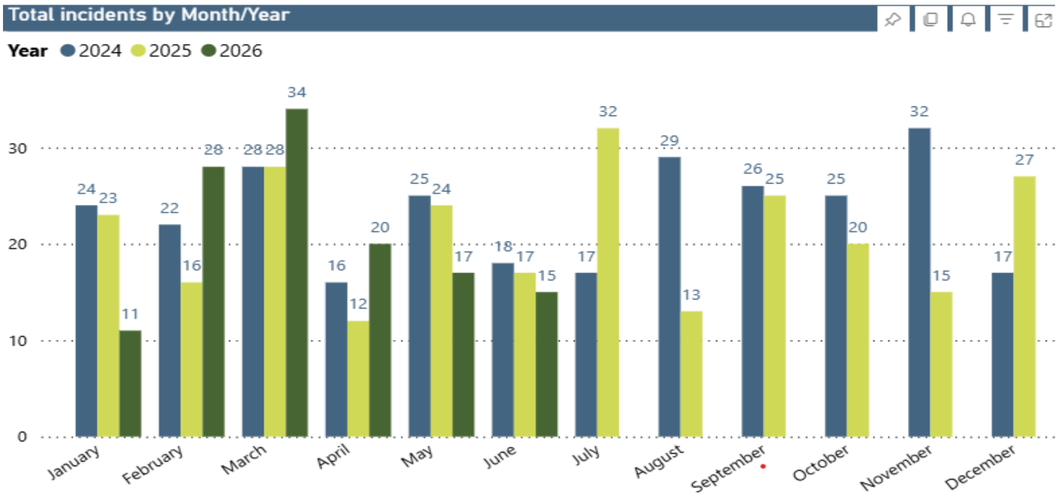
WorkSafe Notification:

15. A notification was made to WorkSafe in June 2026 as a precautionary measure after a worker was injured while attempting to start a sluice pump. The investigation found no faults with the equipment. However, the pump had become flooded after another staff member tried to start the pump earlier that morning. This caused the pump to backfire, resulting in the worker being injured, and requiring medical treatment.

SECTION TWO: Performance Data (reporting, and outputs of the safety management system)

Incident Reporting Trends

16. The total number of incidents reported for last 12 months (1 July 2025 to 30 June 2026) is 254, including the events reported for the period June 2026 (n=15). Incident volumes vary month to month but remain broadly consistent with historical trends.

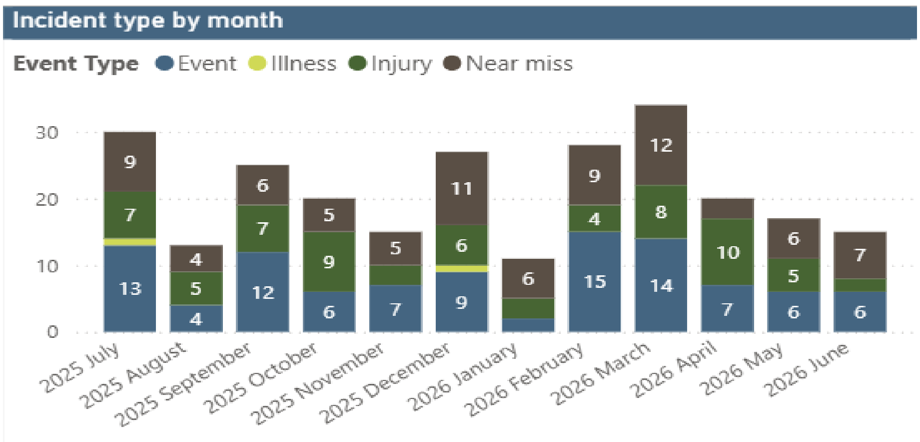


Graph 1. *12 month-Incident Report Trending data – June 2026*

Event Type by Month

17. Graph 2 below provides a comparison of all reports by events, injury, illness and near misses. There was a total of 15 reports for the period of June 2026, 6 were events, 2 injuries and 7 near misses.

18. Incident volumes remain consistent with historical trends, with no sustained increase evident over the past three years. Near misses continue to represent a significant proportion of reporting (approximately 35% overall), providing an important lead indicator and opportunity to identify risks, improve controls, and prevent future incidents.



Graph 2. *Incident type by month – June 2026*

Events Report by Category

19. In June, 15 health and safety events were reported, comprising of 2 injuries, 6 events, and 7 near misses. Event reports were vehicle-related, along with people/behavioural matters and minor property damage.

20. The injury reports were minor in nature, and near misses made up 46% of the total reporting for number for June.

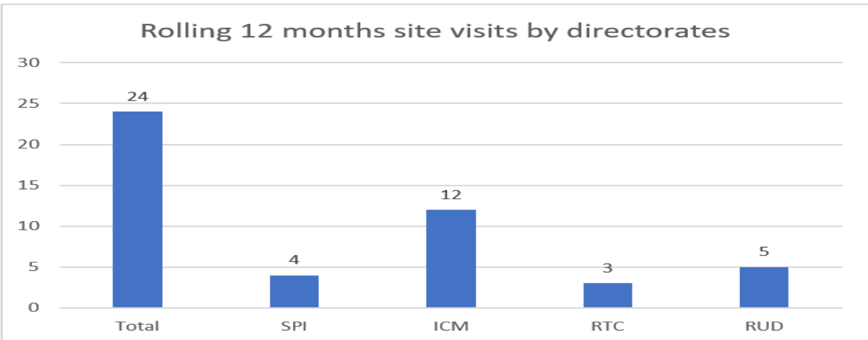
Event risk category (realised risk)	***Nº***
Equipment/technical (Sluice pump)	1
Property damage (2 vehicle)	3
Drugs/alcohol	1
Natural disaster	1
Total	**6**
Injury/loss risk category (realised risk)	
Cut/laceration	1
Other (pump backfired causing injury)	1
Total	**2**
Potential risk category (near-miss)	
Activity/task	2
Environment	1
Facility/building	1
Member of public/third party	2
Procedural	1
Total	**7**

SECTION THREE: Governance and Assurance

Exercising Health, Safety and Wellbeing Governance – ELT Leadership Walkarounds

21. **Lead indicator**: Tier 1 and Tier 2 Governance Leadership Walkarounds are a key health and safety governance initiative that is actively supported by the Chief Executive and conducted by members of the Executive Leadership Team (ELT).

22. From 1 July 2025 to 30 June 2026, a total of 24 leadership walkarounds have been completed across a range of work sites, resulting in 8 identified corrective actions. Two walkarounds were conducted in June 2026.



Graph 3. *Vault checks – June 2026*

Risk Assurance – Senior Leadership Team

23. **Lead indicator**

As part of the recently introduced Senior Leadership Team (SLT) risk assurance programme, leaders are undertaking targeted walkarounds and assurance checks to verify that critical controls are in place and operating effectively. Over the past 3 months, six assurance activities have been completed, with four focused on the critical risk of Working In, On and Around Water and two addressing Slips, Trips and Falls. The reviews confirmed generally effective implementation of controls while also identifying opportunities for continuous improvement, including strengthening Personal Protective Equipment requirements within operational planning documentation. The programme provides valuable frontline insight, reinforces leadership visibility, and supports ongoing verification and improvement of risk controls.

Health and Safety Management System (HSMS) Assurance

24. **Lead indicators**: As part of Council's Health and Safety Management System (ISO 45001) requirements, the annual assurance programme is updated at the beginning of the new financial year (June), and is delivered by the Health and Safety Team, in collaboration with managers and their teams.

25. In June, the Health, Safety and Wellbeing (HSW) Team undertook six event investigation reviews, focusing on the quality of event investigations, and providing coaching to uplift manager capability.

26. The Health and Safety Team maintains a documentation register to monitor completion of document reviews, inspections, audits, and assurance activities across the Health and Safety Management System (HSMS). Performance remains strong, with completion rates exceeding targets across all key assurance measures, including critical risk reviews (83%; target 80%), common risk reviews (86.7%; target 80%), and HSMS document reviews (91%; target 85%). The assurance programme covers 122 controlled documents and resources, including policies, Promapp processes, procedures, workflows, e-learning modules, and risk registers. This programme provides ongoing assurance that health and safety documentation remains current, relevant, and aligned with operational and legislative requirements.

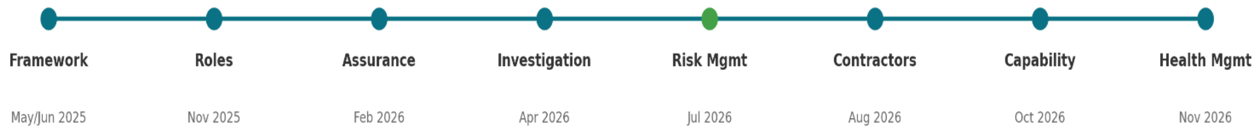
Dynamic Risk Capability Development

27. Planning is underway for the delivery of Dynamic Risk Assessment training in August 2026. This new capability-building initiative represents a further investment in strengthening frontline decision-making and organisational resilience. The programme will equip operational staff with practical tools to recognise changing conditions, assess control effectiveness, and respond appropriately to emerging risks in real time. Through practical scenario-based learning, staff will build confidence in identifying escalation triggers, making stop, pause, proceed decisions, and managing uncertainty in dynamic environments. The training supports operational readiness, emergency preparedness, and a more proactive, consistent approach to risk management across the organisation.

Health and Safety Leadership Capability Development

28. **Lead Indicator:** The Health, Safety and Wellbeing team continues to deliver targeted briefing sessions for people managers as part of the staged rollout of the ISO 45001 Health and Safety Management System, implemented last year. These sessions are designed to progressively uplift leadership capability and confidence, embed consistent health and safety practices, and strengthen understanding of roles, responsibilities, and assurance expectations. The focus for July is on Risk Management.

Health and Safety Management System Roll-out Timeline



SECTION FOUR: Management of risk

29. Councils Risk Management Framework sets out responsibilities and processes for managing risk, including strategic risks that may affect directorate operational risks, health and safety, and project and programme delivery.

Summary of critical risks review

30. The table below shows a summary of the six critical health and safety risks, risk statement, bowtie status, and the risk register review status.

31. The Threat, Aggression and Violence critical risk has been updated and is currently progressing through consultation with Subject Matter Experts (SMEs) and Health and Safety Representatives. As part of the review, the associated Critical Risk Standard and supporting control documentation are also being assessed to ensure the minimum required controls remain appropriate, effective, and aligned with operational requirements.

32. The *Working in Geothermal Areas* risk review is due to commence this month.

Critical risk review status

WRC Critical Risk	Risk statement	Bowtie status	Risk review status
Vehicle Use	The risk of *losing control over the vehicle* leading to a crash and resulting in serious harm or death.	Bow-tie	Risk Register update. **Completed** Review due March 2027
Overlapping Duties (Contractor Management)	The risk that *works processes are not controlled*, leading to serious harm or death, loss of plant, equipment or impacts on the environment.	Not undertaken	Risk Register updated **Completed** Next review October 2026
Working in and Around Water:	The risk of the *accidental exposure to water bodies,* leading infection, serious harm, or drowning.	Bow-tie	Risk register update. **Completed** Next review August 2026
Working in Geothermal Areas	The risk of *exposure to gases and thermal heat* leading to asphyxiation, life threatening burns, or death.	Bow-tie	Risk Register update. **Completed** Next review due July 2026
Struck by Moving Vehicles, Plant or Equipment	The risk of *being struck by moving vehicle, plant or equipment* resulting in personal injury or fatality.	Not undertaken	Risk Register update. **Completed** Review due September 2026
Threat, Aggression and Violence	Risks of *confrontational interactions with members of the public*, leading to physical and psychological harm.	Bow-tie	Risk Register update. **Underway**

Waikato Regional Council Health and Wellbeing Initiatives

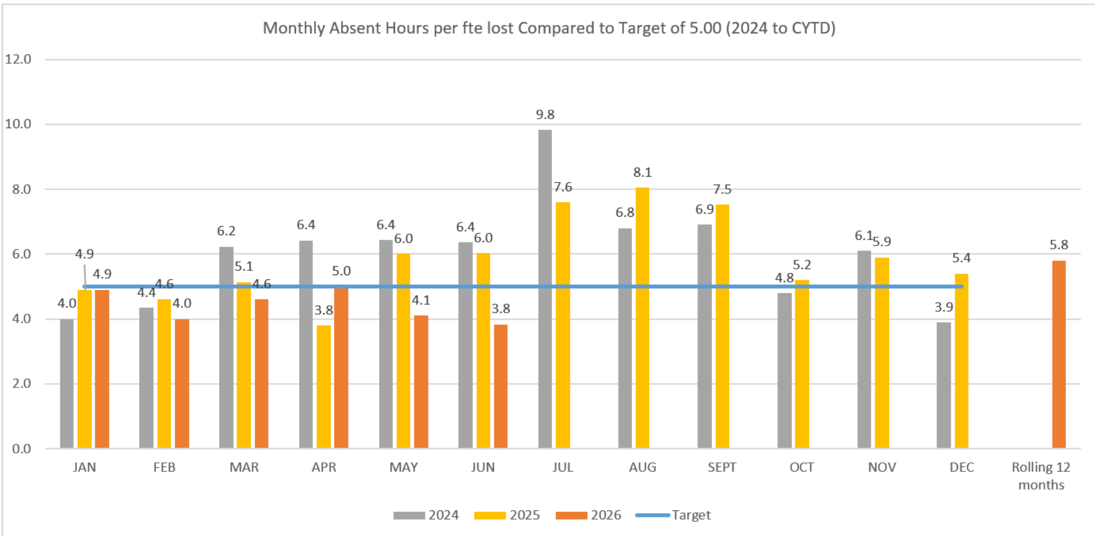
33. The Wellbeing Team continues to promote a range of initiatives supporting staff health and wellbeing, including physical, financial, and lifestyle-focused resources. Activities are designed to meet the diverse needs of the workforce and encourage participation across the organisation. The team is also partnering with Tai Ranga Whenua to support Matariki activities that foster cultural connection and staff engagement.

34. Employee Assistance Programme (EAP) utilisation remained within expected industry benchmarks during the reporting period. Between 1 July 2025 and 30 June 2026, 92 staff accessed EAP services, representing a utilisation rate of 14.5% (industry average 7%–15%). Consistent with wider industry trends, most referrals related to personal matters (79%), with 21% relating to work issues. The most common personal concerns were personal relationships (n=17), stress and anxiety (n=16), and grief and loss (n=8). The most common work-related concerns were workload (n=4), relationship with manager (n=3), and career-related matters (n=2).

ĒTAHI ATU TAKE | OTHER MATTERS

Sick Leave Statistics

35. Graph 5 below shows sick leave numbers reported for June (3.8) is lower than the sick leave reported over May (4.1) June is below the national benchmark of 5.0.



Graph 5. *Hours of Sick Leave by Month*

WHAKAKAPINGA | CONCLUSION

36. Event reporting remains strong, with 254 staff reports submitted in the last 12 months, including 15 for the period June 2026. Encouragingly, the quality of investigations continues to improve, driven by active support from the Health and Safety Team through monthly event reviews and coaching. These efforts are fostering greater trust in the reporting process, growing manager expertise and strengthening our overall safety culture.

37. Supported by the Chief Executive, Tier 1 and 2 walkarounds are a key health and safety due diligence initiative, with 24 completed between July 2025 and June 2026. This programme has now been extended to Senior Leadership Teams, who are focusing on risk reviews during

their visits. These walkarounds demonstrate visible leadership commitment, strengthen engagement with frontline teams, and provide valuable insights into risk management, ensuring continuous improvement and alignment with organisational safety priorities.

38. Overall, progress continues across the Health and Safety Management System implementation programme, with assurance activities, leadership engagement, and capability development contributing to improved risk management maturity. The planned rollout of Dynamic Risk Assessment training in August 2026 will further strengthen frontline decision-making, operational resilience, and emergency preparedness across the organisation.

39. Council's EAP is a free, confidential support service available 24/7, with a 14.5% staff utilisation rate which is within the industry average. Most referrals (79%) are for personal issues, such as relationships, stress, and life transitions, consistent with national trends.

ĀPITIHANGA | ATTACHMENTS

Nil

7.3 SIMPLIFYING LOCAL GOVERNMENT HEAD START PATHWAY - UPDATE

Rā | Date: **22 July 2026**

Kaituhi | Author: **Karen Bennett, Executive Manager, Chief Executive's Office**

Kaituku | Authoriser: **Chris McLay, Chief Executive**

TE ARONGA | PURPOSE

1. To update the Council on the approach of local government in the Waikato region to the Simplifying Local Government Head Start pathway, and outline Waikato Regional Council's contributions to reform discussions.

KŌRERO WHAKATAKI | EXECUTIVE SUMMARY

2. The Government announced the Simplifying Local Government Head Start pathway on 5 May 2026. The pathway provides an accelerated, voluntary route for two or more territorial authorities to submit outline proposals for new unitary authorities. Outline proposals are due by 9 August 2026.
3. If a Head Start proposal is approved in principle by Cabinet, expected around September 2026, the region would move into a detailed design phase, with final policy decisions in 2027 and implementation before the October 2028 local elections. Councils that do not opt in to this pathway would leave their restructuring to the Government's backstop process. There will be no election for regional councillors in 2028.
4. While acknowledging there are likely to be several proposals from the Waikato region, councils are working collaboratively through the Head Start process. A cross-council project team, the Chief Executives' Forum and the Waikato Mayoral Forum are supporting regional coordination, information sharing and proposal development.
5. The Mayoral Forum recently endorsed a recommendation to attach to any proposal a shared Waikato proposition that outlines the region's national significance, identifies areas of alignment across the councils and recognises that multiple proposals reflect the region's scale, diversity and complexity rather than a lack of coherence and coordination.
6. Waikato Regional Council does not have a formal role in proposing what reorganised local government in the Waikato might look like but has signalled an early preference for a single Waikato-wide unitary authority and has been supporting wider discussions through modelling, analysis and advice on implications for regional functions, Treaty settlement relationships, further design requirements and transition arrangements.

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

That the report *Simplifying Local Government Head Start pathway - update* (Council, 30 July 2026) be received.

HOROPAKI | CONTEXT

7. The Head Start pathway sits within the Government's wider Simplifying Local Government reform programme. It is intended to give councils that are willing and able to reorganise quickly an opportunity to progress ahead of a wider reform process. The pathway is focused on the creation of new unitary authorities that combine regional and territorial functions.

8. If a Head Start proposal is approved in principle by Cabinet, expected around September 2026, the region would move into a detailed design phase, with final policy decisions in 2027 and implementation before the October 2028 local elections. Councils that do not opt in to this pathway would leave their restructuring to the Government's backstop process. There will be no election for regional councillors in 2028.

9. Like all other councils around New Zealand, Waikato councils responded to the Head Start pathway ultimatum, looking for credible alliances with other councils. Regional councils are not able to submit a Head Start proposal or count toward the required majority for a proposal. However, regional councils may contribute information, modelling and advice to support the development of outline proposals.

10. Councils are working collaboratively through the Head Start process. A cross-council project team, the Chief Executives' Forum and the Waikato Mayoral Forum are coordinating regionally and sharing information and proposal development.

11. The Government acknowledges the complexity of local government in the Waikato region with 10 districts, one city and the regional council. While a single unitary authority would be preferred, it recognises there might be justification for more than one unitary authority.

12. At time of writing, multiple proposals were still being developed across the region. Discussions across the region remain active and fast-moving. Current options being considered include a single Waikato-wide unitary authority, an east-west or catchment-based split, a Future Proof or metropolitan-focused option, Eastern Waikato options, King Country options, and potential cross-boundary arrangements involving neighbouring regions. Council positions are continuing to evolve as local engagement, elected member workshops and proposal development progress. As positions are still emerging, more detail about proposals will be presented ahead of the council meeting if possible.

HEAD START PATHWAY, CRITERIA AND TIMELINES

13. To be eligible, a Head Start proposal must be submitted by a grouping of at least two territorial authorities, or relevant unitary authorities, and must represent a majority of directly affected territorial authorities or a majority of the population across the directly affected districts. All proposals will be assessed against five criteria. The Government has made it clear that proposals must demonstrate how the new authority will deliver effective regional functions, particularly catchment management and regional transport.

Assessment criterion	What proposals need to demonstrate
Supports the new planning system	Clear support for spatial planning and natural environment planning, with minimal disruption to current reform work.
Simplifies local governance	More efficient governance arrangements, consolidated decision-making and stronger alignment between councils.
Economies of scale	Effective delivery of key regional functions such as transport, catchment management, flood management and biosecurity, with responsible asset and service delivery arrangements.

Maintains local voice	Fair and effective representation for communities of interest, including how local-level decisions will be made and how urban and rural interests will be balanced.
Deliverability	A realistic pathway to implementation, including transition arrangements, governance, resourcing, risk management and timing.

14. A number of proposals from Waikato councils are likely to be submitted through Head Start, and each is likely to have strengths and weaknesses against the five criteria. For Waikato Regional Council, the key issue is not only which structure is preferred, but how any future structure would protect and deliver critical regional-scale functions, Treaty settlement commitments and local voice, while also demonstrating deliverability, scale, simplification and support for the new planning system. This provides the context for considering the strengths and trade-offs of various proposals.

REGIONAL FUNCTIONS UNDER DIFFERENT UNITARY MODELS

15. At time of writing, multiple options were under consideration across the region. While these proposals were not yet fully developed and there was limited information available about the justification and details around these, WRC Economic and Social Science staff considered the delivery of regional council functions under various scenarios. Assuming a baseline of this council's preferred option of a single unitary authority, staff looked at regional council functions under the proposed options of:

    a) **East/West** split to create two unitary authorities, using the Waikato/Waipā and Piako/Waihou catchments as boundaries. This is generally strongest alternative option to a single unitary authority because it's a larger scale, has better ability to retain capability, and catchments are retained. But it requires some cross-boundary management and formal coordination arrangements because it splits some regional systems.

    b) Hamilton **Metro.** This option would have the issue of many functional relationships that extend beyond the metro boundary, including transport, growth, environmental functions and infrastructure. It could be particularly problematic for public transport, spatial planning, growth management and catchment management.

    c) **King Country** (Ōtōrohanga and Waitomo district councils). King Country is likely the weakest option for most regional functions because of its small population and rating base, difficulty retaining specialist expertise, and the need to have shared-services or alternative arrangements for many of its functions.

16. Some particular functions to spotlight:

Due to significant economies of scale or scope, catchment-based systems, spillover effects, or the need for scarce specialist expertise, some functions that strongly favour a single unitary authority are:

a) Iwi Māori partnerships

b) Flood protection

c) River management

d) Biodiversity

e) Biosecurity

f) Catchment planning and management

g) Public transport

h) Transport policy

i) Science, policy and information functions

Mitigation, such as shared services and joint committees may offer workable outcomes for some functions, including:

a) Governance

b) Planning and reporting

c) Community support

d) Economic development

e) Community education

f) Primary industry engagement

Coordinating across fragmented boundaries could cause governance issues for functions such as:

a) Civil defence & emergency management

b) Transport policy and programme.

17. The summary table below lists each of the regional council functions as described in the WRC technical report “A place for everything, everything in its place” (attached): It then gives a ‘workability’ rating for each of the three unitary authority options being compared to a single unitary authority.

Summary table – regional functions

Key: Generally Workable | Workable with mitigation/shared services | Significant challenges | Poor fit / substantial risk

Function	Best Fit Level *(from Everything in its Place report)*	E/West	Metro	KCountry
Customer, community and services				
Governance	Any			
Iwi Māori partnerships	Regional			
Planning & reporting	Regional			
Community support	Sub-regional/Regional			
Other enabling functions	Regional/Supra-regional			
Waikato CDEM Group				
Civil defence & emergency management	Regional			
Flood protection and control works				
Flood protection	Regional			
Land drainage	Regional			
River management	Regional			
Integrated catchment management				
Biodiversity	Regional/Supra-reg/National			
Biosecurity	Regional/Supra-reg/National			
Catchment planning & management	Sub-regional/Regional			
Regional hazards & emergency response				
Resilient communities	Sub-regional			
WRC emergency response	Regional			
Regional transport connections				
Public transport	Regional/Supra-regional			
Interregional passenger rail	Regional/Supra-regional			
Transport policy & programme	Regional			
Resource use				
Regional consents	Regional			
Regional compliance	Regional/Supra-Reg/National			
Maritime services	Regional/Supra-regional			
Community education	Regional			
Primary industry engagement	Regional			
Science, policy and information				
Environmental monitoring	Regional/Supra-reg/National			
Environmental science & information	Regional/Supra-reg/National			
Social & economic information	Regional/Supra-reg/National			
Strategic policy information	Regional			
Resource management policy	Regional/Supra-reg/National			
Spatial information	Regional/Supra-reg/National			
Other functions				
Economic development	Regional/Supra-reg/National			
Waste management	Regional			

18. This work didn't consider other important aspects and these will be tested as proposals are firmed up. Specifically,

    a) Can people still hold someone they elect to account for the service? (Local voice test)

    b) Do those who benefit, and those who add to the cost, pay their fair share? (Accountability test)

    c) Could the change realistically by made, and what would it take with respect to transition, capability, timing? (Deliverability test).

REGIONAL COORDINATION AND GOVERNANCE

19. Councils are working collaboratively and transparently through the Head Start process. A cross-council project team, the Chief Executives' Forum and the Waikato Mayoral Forum are coordinating regionally and sharing information and proposal development. Waikato Regional Council's Chair, Chief Executive and staff are involved at each level of regional collaboration.

    a) A cross-council project team supports coordination at staff level across the region, using a shared data portal to align workstreams and support preparation of potential Head Start proposals. The team's work has included governance and representation, engagement and communications, data and spatial analysis, financial information, iwi and Treaty settlement matters, and regional functions analysis. This team was tasked with drafting a single unitary authority proposal.

    b) The Chief Executives' Forum supports the Mayoral Forum, resolving cross-council issues, testing proposal readiness, providing consistency across council information and advice, and maintaining momentum through the compressed Head Start timeframe.

    c) The Waikato Mayoral Forum has been working with iwi chairs to develop a shared regional proposition. The emerging position is that the Waikato should remain part of the Government's Head Start discussion after 9 August, even if more than one Waikato proposal is submitted. The shared proposition emphasises that multiple proposals should not be read as disunity, but as a practical response to the scale, diversity and complexity of the region.

20. Early engagement with iwi partners has highlighted that local government reform needs to be considered through the lens of Te Tiriti o Waitangi, Treaty settlement commitments, Te Ture Whaimana, existing co-governance and co-management arrangements, and the practical relationships that have been built over time between iwi and councils.

21. Key themes heard have included the need to protect existing partnerships and statutory arrangements, maintain meaningful Māori participation and local voice, ensure iwi remain involved in detailed design and transition planning, and avoid any future structure diminishing established relationships or obligations.

WHAKAKAPINGA | CONCLUSION

22. The Simplifying Local Government Head Start pathway provides the Waikato region with the opportunity to proactively shape its future local government arrangements rather than rely on a nationally determined backstop process. With outline proposals due in August 2026 and a potential implementation pathway leading to the 2028 local elections, the coming weeks

will be critical in determining how local governance can best serve Waikato communities into the future.

23. While multiple proposals may emerge from across the region, councils have demonstrated a strong commitment to working collaboratively through shared governance, leadership and technical forums. The endorsement of a common Waikato proposition by the Mayoral Forum reinforces the region's collective ambition and recognises that differing proposals reflect the scale, diversity and complexity of Waikato rather than any lack of regional alignment.

24. Although Waikato Regional Council has no formal role in submitting a Head Start proposal, it has been involved in ensuring that regional functions, Treaty settlement relationships, transition requirements and long-term service delivery outcomes are part of the discussion.

ĀPITIHANGA | ATTACHMENTS

1. IS26-13 - A place for everything, everything in its place ⇩

Waikato Regional Council Internal Series 2026/13

Waikato REGIONAL COUNCIL Te Kaunihera ā Rohe o Waikato

A place for everything, everything in its place. A review of local government functions in the Waikato region.

waikatoregion.govt.nz

Disclaimer

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Table of Contents

Executive summary

The government's *Simplifying Local Government* programme, and its announcement of the *Head Start pathway* herald the largest reform of local government in New Zealand since 1989.

This paper provides a first-principles analysis of actual or potential functions of local government in the context of the Waikato region. Taking the standard 'form follows function' approach, it is intended that the analysis will provide a starting point for discussions about the optimal form of local government in the region, and provide context for reforms under the government's *Simplifying Local Government* policy programme.

The table below summarises the analysis carried out in the preparation of this paper. It indicates the most appropriate level for delivering each function, assessed against criteria set out in previous reports by the consulting firm *Castalia*. In the table:

• indicates the primary or 'best fit' level

° indicates where delivery may also be appropriate

It is noted that the criteria used in this report have similarities, but are not the same as, those in the *Head Start Pathway* criteria. The government's criteria are intended to evaluate specific proposals about institutional *form*. This scope of paper is restricted to an assessment about the appropriate scale of *function,* but an assessment of form is a logical next step.

The findings of this paper indicate that, for the most part, there is good reason for the functions that the regional council currently delivers to be delivered at a regional scale. Moreover, many of the functions performed by local government are one part of a system that delivers at multiple scales, from the sub-regional to the national. There are, however, several functions where net benefits could potentially be achieved by moving the responsibility for delivery or decision-making.

Finally, it is noted that while many of the functions delivered at a regional scale are found to be at the 'right' level, this does not necessarily imply that they are best delivered by the regional council. Consideration of the appropriate institutional form is recommended as a next step in this process.

Function	Levels[a,b] Sub-regional	Regional	Supra-regional	National
Customer, community and services				
Governance	○	○	○	○
Iwi Māori partnerships	○	●	○	○
Planning and reporting	○	●	○	
Community support	●	●	○	
Other enabling functions		●	●	○
Waikato CDEM Group				
Civil defence & emergency management		●		
Flood protection and control works				
Flood protection	○	●		
Land drainage	○	●		
River management	○	●		
Integrated catchment management				
Biodiversity		●	●	●
Biosecurity		●	●	●
Catchment planning and management	●	●		
Regional hazards & emergency response				
Resilient communities	●	○		
WRC emergency response	○	●		
Regional transport connections				
Public transport		●	●	○
Interregional passenger rail		●	●	○
Transport policy and programme[c]		●	○	○
Resource use				
Regional consents		●	○	○
Regional compliance		●	●	●
Maritime services	○	●	●	
Community education	○	●		
Primary industry engagement	○	●		
Science, policy and information				
Environmental monitoring		●	●	●
Environmental science and information		●	●	●
Social and economic information		●	●	●
Strategic policy information		●	○	○
Resource management policy		●	●	●
Spatial information		●	●	●
Other functions				
Economic development	○	●	●	●
Waste management	○	●	○	
Social housing				●

[a] Sub-regional may refer to a catchment, scheme, community or TA level or combination. Supra-regional refers to any scale larger than regional but smaller than the national scale.

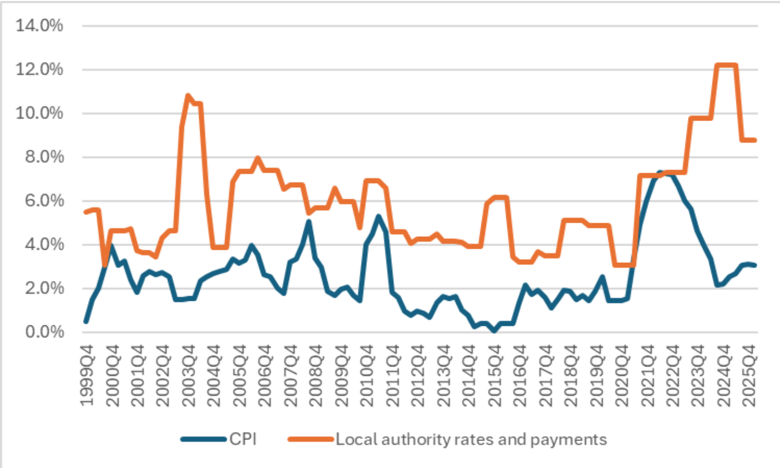
[b] • indicates the primary or 'best fit' level; ° indicates where delivery may also be appropriate.

[c] This activity is now *Transport Strategy and Deliver*

1 Background

In November 2025, the government announced its *Simplifying Local Government* policy proposal that would replace elected regional councillors with 'combined territories boards' that would be comprised of the mayors (or their nominees) of each respective region (Department of Internal Affairs, 2025). The primary reason for this proposal is the cost of local government functions, with the local authority component of the Consumer Price Index consistently increasing more quickly than the overall index over many years.

Figure 1: Annual growth in Local Authority rates vs CPI



Source: Statistics NZ

While there is relatively little evidence that the Simplifying Local Government proposal will address the underlying causes of this issue, the 'Head Start' pathway announced on 5 May 2026 has increased the urgency of addressing the form of local government in New Zealand.

Following the principle that *form follows function*, the first step in understanding what an appropriate structure for local government in New Zealand might look like, this paper considers a set of functions – mostly delivered at a regional level at present – and assesses whether they are indeed best undertaken regionally, or whether improvements to the system may be made by moving them to a higher (e.g. national) or lower (e.g. sub-regional) level.

2 Methodology

This paper assesses a set of functions[1] against a set of criteria to determine what scale (or scales) may be most appropriate for delivery. It adopts the principles and criteria utilised by Castalia in its previous reports for Te Uru Kahika and Bay of Plenty Regional Council (Castalia, 2025; Heuser and Russell, 2026). The criteria[2] are derived from a set of economic and democratic principles:

- subsidiarity – functions should be allocated to the lowest practical level;
- fiscal equivalence – funding should come from beneficiaries or exacerbators;
- economies of scale or scope – consequent efficiencies may justify a higher or lower level of delivery; and

[1] These are primarily based on the Waikato Regional Council's Long-term Plan 'Groups of Activity', listed in Appendix 1. Some additional functions have also been included in this paper as *potential* local government activities.

[2] The criteria used by Heuser and Russell (2026) for Bay of Plenty are listed in Appendix 2 and form the basis for the analysis in this paper. Some criteria have little relevance to some functions and have also been excluded where this is the case.

- accountability – those with decision-making and fund-raising powers are answerable to those affected by their decisions.

For the purposes of this paper, discussion is largely focused around these four principles. Where relevant, specific points are drawn from the other criteria listed in Appendix 2 (such as considerations around iwi and Treaty partnerships).

The final step in Castalia's methodology was to conclude, on the basis of its respective assessment, at where the function should sit: at regional level, at central government level, at territorial level, or some split allocation between levels. This paper draws similar conclusions but, in light of the *Simplifying Local Government* proposals, it does not draw conclusion about the appropriate institutional form. For example, where a function is found to be best delivered at the regional level, it is not determined that it should be delivered by the regional council; a regional function may be delivered by a regional entity (such as a unitary authority), coordinated efforts by groups of local authorities, shared services, or regional council-controlled organisations.

In May 2026 the government proactively released a Cabinet Economic Policy Committee paper that proposed new groups of activities for councils planning and reporting requirements that are to be included in forthcoming amendments to legislation relating to local government. This report does not cover these activities in full, but they are outlined in Appendix 3 and could be the basis for an extension of this methodology in future.

3 Analysis

Castalia (2025) identified eight 'key functions' that are essentially and largely grounded in statute. For the purposes of this report the key functions for WRC are the Groups of Activities (GOAs) listed in the 2024-2034 Long Term Plan. They are:

1. Customer, community and services
2. Waikato Civil Defence Emergency Management Group
3. Flood protection and control works
4. Integrated catchment management
5. Regional hazards and emergency response
6. Regional transport connections
7. Resource use
8. Science, policy and information

These functions, alongside some other potentially relevant functions, grouped as 'other', are analysed below.

3.1 Customer, community and services

This function consists of a range of organisational functions, including finance, information technology services, corporate planning and reporting, community support, human resource, health and safety, and iwi Māori partnerships. For the purposes of this section, iwi Māori partnerships are considered as a relationship, advice, participation, and coordination function within this GOA. Iwi and Treaty partnership requirements remain a criterion that applies across all functions in this paper.

3.1.1 Subsidiarity

Statutory planning and reporting (e.g. long-term plans, annual plans and annual reporting) are required at whatever scale organisations sit, so function follows form in this case. Similarly, corporate services, including 'people and capabilities' activities will be required, regardless of scale. These services need not all be in-house, however, and some – especially those that could be readily standardised – could potentially be provided for sub-regional entities through a **regional or supra-regional** shared services model.

Community support activity involves the allocation of WRC's discretionary funds (e.g. the regional services fund, regional theatre loan, regional development fund, sponsorship budgets). Provided there are sound reasons for considering supported activities to be 'regional', there is justification for retaining a **regional** level for this function.

Iwi Māori partnerships operate at local, regional, and sometimes supra-regional scales. Local relationships are important where matters are place-based and sit within a territorial authority area. However, many iwi and hapū interests, including rohe, catchments, Treaty settlement arrangements, statutory duties, and participation requirements, extend across district boundaries. In these cases, a regional function can provide coherence, reduce duplication, and support clearer accountability.

3.1.2 Fiscal equivalence

As with subsidiarity, function follows form here. The resourcing to run local government align to the communities that benefit, pay, or exacerbate the costs. The community support function does not always align neatly with beneficiaries and payers. A similar issue arises where iwi and hapū carry participation costs, while benefits accrue to councils, applicants, regulated parties, and the wider regional community.

For iwi Māori partnerships, a regional function can reduce repeated engagement where several councils address related matters.

3.1.3 Economies of scale and scope

Running complicated organisations (including finance, technology, and human resources) requires significant skill and resource. There are likely economies of scale (reduced duplication) and scope (provision of supporting services for a wide range of activities) that support larger levels for this function. People, process, data, and technology are key areas of consideration here. It should be acknowledged though that larger scale bureaucracies can be less transparent, and potentially prone to inefficiencies accumulating over time.

The fact that the corporate planning process is repeated on regular cycles means that building and retaining capability and capacity is important. Turnover of staff with institutional knowledge is a risk to fulfilling this statutory process that is exacerbated at smaller scales. For both corporate planning and the other corporate services, a **regional or supra-regional** shared services model may be appropriate.

Iwi Māori partnership capability also has economies of scale and scope. It supports governance, planning and reporting, catchment management, hazards, consents, compliance, science, policy, transport, and community functions. Replicating this capability across several smaller entities may increase cost, inconsistency, and engagement burden for iwi and hapū.

3.1.4 Accountability

As noted above, function follows form here, with these activities needed to support each level. Management of each organisation is accountable to governance, which is in turn accountable to the community. The appropriate scale for the function therefore depends on the community that is being served.

Many aspects of this function are highly prescribed by statute, so there is also a degree of accountability to the law. This suggests a split-level design may be appropriate.

For iwi Māori partnerships, accountability depends on the source of the obligation. Some matters require local democratic accountability. Others arise through statute, Treaty settlement legislation, Te Ture Whaimana, Joint Management Agreements, Mana Whakahono ā Rohe, or resource management processes. The function should maintain Crown and iwi relationships, as given effect through central and local government arrangements, and provide effective democratic participation opportunities for Māori communities, Māori landowners, and Māori ratepayers where decisions affect land, water, infrastructure, hazards, rates, regulatory settings, or long-term regional outcomes.

3.1.5 Overall: Customer, community and services

Many aspects of this function are inherently to facilitate the efficient functioning of the organisation and apply to any and all scales. Unlike most of the other functions considered in this paper, function follows form. Some components of the function – particularly those that can be standardised – are likely to benefit most from economies of scale and/or scope, suggesting a **regional function** (or larger), even if there is no regional entity.

The iwi Māori partnerships function has a stronger regional rationale where rohe, statutory duties, Treaty settlement arrangements, environmental systems, or participation requirements cross district boundaries. This does not determine institutional form. It identifies the scale needed to preserve democratic and statutory accountability, capability, relationship continuity, and coherent delivery across the Waikato region.

3.2 Waikato Civil Defence Emergency Management Group

3.2.1 Subsidiarity

Significant natural hazard events that require a response are usually relatively localised and are managed locally due to the knowledge held, community relationships and training at this level. Coordinated support functions are also provided at a regional level as events escalate, and major events can lead to a requirement for national scale support. All three levels are important (**sub-regional, regional, national levels**). The sub-regional function that operates at a territorial authority level, has critical on-the-ground knowledge of circumstances during and after an event. Iwi and hapū, whose rohe often cross territorial boundaries, also have interests at all levels of CDEM and can be an important part of responses to emergencies.

3.2.2 Fiscal equivalence

The beneficiaries of this function are the communities whose risks are being managed, and whose costs (financial or otherwise) are reduced when hazard risks are realised. Hazards may occur anywhere, so an approach to funding encompassing a wider area (e.g. **regional or national**) is reasonable. With flat charging at a regional level for this function, it is possible that some may choose to live in parts of the region with relatively high risk, although this 'moral hazard' is unlikely to be driven by considerations of this function. Local planning decisions that enable development in flood prone areas are exacerbators for this function that may not be reflected in a regionwide funding model. These factors suggest that a contribution to funding at a **territorial level** is also appropriate.

3.2.3 Economies of scale and scope

As noted under the subsidiarity section, this function needs to operate across a range of scales. The need for the regional scale function in part reflects economies of scale. The regional scale has a critical mass that enables capabilities that can be maintained permanently, compared to that which can be sustained in territorial authorities. An organisation with regional scale can also provide a pool of trained staff able to be diverted to the Group Emergency Control Centre when necessary, and there are likely to be economies of scope associated with the WRC emergency response function (a part of the *regional hazards and emergency response* GOA). In events that are particularly severe and/or long lasting, staff from other regions can also be called upon as smaller scale operations can be exhausted.

3.2.4 Accountability

Ratepayers within the region fund this service with governance represented at a regional and territorial level. Nationally funded and accountable emergency response services and participating partners (e.g police, fire and emergency – whose administrative boundaries do not necessarily line up with those of local government) are also involved. Extreme weather events are expected to increase in frequency and severity over time. This is likely to require increasing involvement from central government.

Not only is risk increasing over time, but development in risky areas increases exposure and compounds those risks (the ‘expanding bullseye’ effect). Accountability – and potentially liability – for decisions enabling development in high-risk areas (flood prone areas, exposure to continued slips and road closures etc.) may require stronger national oversight in future.

3.2.5 Overall: Waikato CDEM Group

Civil defence and emergency management needs to operate on multiple scales. There is a clear role for a **regional level** function alongside both smaller and larger scales.

3.3 Flood protection and control works

This function consists of flood protection, land drainage and river management activities.

3.3.1 Subsidiarity

Flood protection and control works consists of three functions: flood protection; land drainage; and river management. Flood protection and land drainage services are generally provided at ‘scheme’ and ‘subdivision’ level respectively. In the Hauraki catchment services are highly integrated. Lower Waikato schemes tend to operate in more discrete ‘pockets’ that can be managed independently although they are considered to be part of a wider scheme to provide the community with a consistent level of service. Understanding local communities’ preferences is considered to be an important part of agreeing levels of service. In terms of affected communities, **scheme/subdivision level** will capture those most affected by the function. There are very high levels of interdependence across catchments that mean that river management activities should be managed as whole units. That is, at least in the case of river management, **catchment level** is appropriate.

There are external effects on water quality arising from flood protection. These exist despite the current regional level of this function, suggesting that separation of these service delivery and regulatory functions should occur. This does not necessarily affect the level at which this function occurs at though.

River management and works in the Waikato-Waipā catchment are subject to Te Ture Whaimana (and any other requirements of relevant legislation). More generally, Treaty settlement legislation and parts of other statutes requiring consultation with Māori mean that the entity delivering this function must have the capability to maintain relevant iwi and hapū relationships, Treaty settlement arrangements, and statutory duties.

3.3.2 Fiscal equivalence

Beneficiaries of flood protection and drainage schemes are largely direct recipients of services. However, it is noted that some beneficiaries may exist who are not (and/or cannot be) required to contribute to the funding of these schemes. Where this is the case, a larger-than-scheme scale may be appropriate. Depending on the extent of those external beneficiaries, this could indicate a **catchment or regional** scale for flood management[3]. These spillover benefits are less clear in respect of land drainage, except to the extent that they contribute to reduced flood risk to others.

Exacerbators (those who create the need for the function) are generally within scheme – land users/residents who need the scheme to operate/live. However, in the case of flood protection and river management, those in upper parts of a catchment whose actions increase the flood risk for those further down are considered to be exacerbators, indicating a **catchment level** is appropriate. Land drainage is typically more property specific, with few or no off-site exacerbators, suggesting **subdivision-level** services may be appropriate. Nevertheless, there may be some cases – e.g. peri-urban drainage – where exacerbators may come from outside the existing scheme boundary.

[3] Te Uru Kahika is currently working with central government with the aim of securing a co-funding arrangement for flood management services. This is at least partly on the basis that central government owned assets receive some benefit from flood schemes, and therefore that taxpayers should contribute to their funding.

Fish-friendly pumps and property rights

Note there may be examples of cases where flood protection and drainage occurs in a way that costs more than would otherwise be the case in order to meet the demands of others (although some studies indicate that the life-cycle costs may be lower). Fish-friendly pumps, as part of the flood protection and control works function, are designed to achieve biodiversity outcomes, which benefit a wider group than those living in-scheme. From a beneficiary perspective, it can be argued that the additional cost of these pumps should be paid for by the wider (regional or national) community that benefits from improved biodiversity. However, it can also be argued that fish-friendly pumps are only needed because of the damage caused by the schemes. This raises a question of property rights: should the direct scheme beneficiaries have to pay to avoid damages caused by the schemes they need? Or should the wider community have to pay for the benefits of improved biodiversity outcomes? That is akin to asking where do the property rights sit, and therefore, who should pay?

3.3.3 Economies of scale and scope

There are likely to be economies of scale and scope due to the ability to share services across schemes and catchments, and across the functions that make up flood management, land drainage and river control works. For example, planning and asset management activities, specialised equipment and expertise can be deployed across multiple schemes, avoiding duplication and enabling more efficient use of resources across these functions. However, the need to deliver these services locally suggests that, beyond a certain point, these economies of scale may diminish; transferring equipment or expertise between Hauraki and Waikato schemes is likely to be efficient, but transferring between, for example, Waikato and Otago is likely to be very costly, suggesting a national level would be too large for this function. A **regional scale** may be a reasonable approximation of optimal delivery of this function.

Drainage and flood management must work together to be effective. This is an example of economies of scope. This indicates that **these three functions should be undertaken at the same level** but does not necessarily indicate what the level should be.

3.3.4 Accountability

Accountability for decision relating to, and delivery of, this function should be to those required to fund it. Fiscal equivalence, as discussed above, suggests this should be the beneficiaries and the exacerbators who give rise to the need for the function. The current approach of splitting funding requirements across targeted and general ratepayers indicates that there is at least a share of spillovers outside the schemes themselves and support a **catchment or regional level** approach.

Central government is not required to pay rates, and there is no statutory requirement for it to contribute funding; it should therefore not have a role in decision-making for this function and there should be no line of accountability to central government for this function. However, in recent times, central government has made some substantial *ad hoc* funding contributions, and there is a push from the local government sector to formalise this into a co-funding arrangement. If this is successful, central government should also be involved in decision-making (perhaps with a similar model to road transport funding), and the provider of the function would need to be accountable to central government for the use of those funds.

3.3.5 Overall: Flood protection and control works

While some principles indicate this function should be undertaken at a scheme level (ie sub-regional), others indicate it should be at a catchment or regional level. Economies of scale particularly indicate a regional level function is likely to be appropriate. Land drainage appears to have less justification for a regional approach. It can be, and is, undertaken at a smaller spatial scale, but economies of scope, and the benefits of managing these functions together suggest that all flood protection, land drainage, and river management should be undertaken at a **regional level**.

Castalia (2025) found that flood management is "*appropriate at the regional level, with strong fiscal equivalence through targeted rates and alignment with catchment boundaries*." It also noted affordability and equity issues, and recommended further consideration of funding models.

3.4 Integrated catchment management

Integrated catchment management includes the sub-functions of biodiversity, biosecurity, and catchment planning and management.

3.4.1 Subsidiarity

Biodiversity outcomes accrue at a range of scales, from very localised to the national community. National preferences and objectives are considered to be important, but detail and specific context of ecosystems (e.g. managing, restoring or protecting local populations) and what is required to improve biodiversity values has to be delivered at a more local level. If local biodiversity outcomes matter beyond their specific location, then larger scales are appropriate for this function, potentially up to **national** level. Parliamentary Commissioner for the Environment (2026) argues that MfE and DOC should provide "…stronger national leadership, including national priorities, technical expertise and data…" while operational functions are appropriately set **at regional** level.

Likewise, other than where biosecurity risks are limited, for example by climatic range, they may arise anywhere; their control and/or exclusion is a **national scale** function. Catchment planning and management has strong links with biodiversity and biosecurity, and to the extent that it is key to achieve outcomes in those areas, it should operate at the **same scale**. The function itself, however, has relatively few spillover or external effects, and is otherwise inherently **catchment scale**.

3.4.2 Fiscal equivalence

As noted above, biodiversity outcomes – and the beneficiaries thereof – will accrue at different scales. While there are local benefits of healthy ecosystems/biodiversity, arguably the benefits are **national**, especially in terms of taonga or iconic species and ecosystems. Exacerbators (often as a result of land use) are more likely to be **regional or sub-regional**.

There are likely to be significant externalities in relation to the biodiversity function – positive where biodiversity objectives are achieved; negative where outcomes deteriorate. Managing populations/ecosystems at a broader scale will also often be beneficial, as neighbouring populations and ecosystems may be mutually reinforcing. Local extinction may be acceptable (to some) but national extinction may not (particularly for endemic species and ecosystems). This suggests larger scale – with at least inter-regional cooperation and potentially up to **national level**.

With pests that cross administrative boundaries, larger scales of management are likely to be more effective. There are likely to be significant externalities – especially for invasive pests, sanitary and phytosanitary issues (e.g. communicable diseases, fungi etc). This indicates **national level**.

3.4.3 Economies of scale and scope

Capacity and coordination are likely to be problems at small scales. Too small a scale may result in a fragmented approach that does not optimise the function in aggregate, and that (at least) a **regional or national scale** is indicated. Expertise, data systems and technical capability are likely to exhibit some economies of scale, indicating larger units. Pest management (including exclusion) is also likely to exhibit some economies of scale. The approaches required are likely to be similar across scales (indicating larger scales such as **regional or national**), even though the degree of effort may vary from place to place. In some cases, the risk of incursion may be low but the potential costs of one are extreme. **National scale** resourcing is likely to be justified in these cases.

The net benefits of scale in catchment planning and management are unlikely to be significant and may be negative much beyond **catchment or regional scale,** as the necessary local knowledge, iwi and hapū relationships, and networks will diminish.

3.4.4 Accountability

There is currently policy set nationally (e.g. through the National Policy Statement for Indigenous Biodiversity). To the extent that those delivering this function are accountable for delivering the outcomes required by national direction, it suggests this is a **national level** function; if there is any degree of discretion in what and how to deliver biodiversity outcomes, then the level is determined by the level of decision-making and at which funds are raised. Similarly, biosecurity policy is set at **national level** to a degree by the Biosecurity Act 1993. This Act sets out methodology, for example for Regional Pest Management Plans, which then determine local functions. While biosecurity incursions may begin locally, some may have immediate national implications (e.g. foot-and-mouth disease or various species of fruit fly). **National level** responses is appropriate in these cases at least. For less serious or slower moving threats, a smaller scale function may be sufficient.

It is noted, however, that these functions are funded regionally, and accountability is split between funders (local beneficiaries, who have a say in local policy and how it is implemented) and those setting national policy parameters.

3.4.5 Overall: Integrated catchment management

Externalities, or spillover effects across administrative boundaries are common for biodiversity and biosecurity. This, along with the national importance of biodiversity outcomes and the potential for extreme costs of invasive species mean that these functions should be managed *at least* at **regional level**, and potentially at **national level**.[4] Economies of scale support this view also. Castalia (2025) found that "*functions could be better allocated with a stronger split between central (strategic/scientific) and regional (operational) levels to address national spillovers and funding mismatches, ensuring co-funding reflects broader benefits.*"

The arguments are less strong for catchment planning and management. If this function benefits from being highly integrated with biodiversity and/or biosecurity (e.g. economies of scope, or if outcomes are highly interdependent), then aligning the scale of the functions will be beneficial, but local knowledge and networks mean catchment planning and management remains a **catchment or regional** function.

3.5 Regional hazards and emergency response

This function consists of activities related to resilient communities and WRC's responses to emergencies.

3.5.1 Subsidiarity

The function of fostering resilient communities aims to address the question of how resilient does a community wish to be *and* is willing to pay for. Recognising communities' different preferences, a local scale is appropriate. Adaptation planning – a key part of this function – to date has generally taken place at a community level where there are common risks from natural hazards (e.g. Wharekawa coast, or a part of the Hauraki plains). That is, these processes have so far been sub-territorial level. However, communities' resilience levels are unlikely to be entirely independent of each other (e.g. a community aiming for a high level of resilience may struggle if surrounding communities aim for less). A coordinated approach across groups of communities may be of benefit, potentially indicating a territorial or regional scale.

The Waikato Regional Council emergency response function is, by definition, regional, and intended to support the response to natural hazard events by territorial authorities. Emergency responses are not always required, at least not at any given time and place. A broader function that is able to deploy to parts of its area as required may be require less redundant capacity. National scale transfer of effort may be necessary in extreme emergencies, but this may take time to mobilise. A regional scale

[4] Wilde and Winder (2021) suggest there are advantages to centralising biosecurity with respect to incursions, but these do not necessarily apply for day-to-day biosecurity management.

may be an appropriate middle ground here. The on-the-ground response also needs to encompass WRC activities such as flood management that are part of local responses.

3.5.2 Fiscal equivalence

Communities are likely to be the beneficiaries of this function. However, there may be exacerbators of resilience risks beyond the community level (e.g. in an upper catchment that is effectively part of a different community). In this case, **community, territorial, or catchment scale** is indicated.
Where a community desires a certain level of resilience but is unable to pay for it, there may be external costs of this function. In particular, if a higher level of government (e.g. regional or national) provides substantial support for this, that level should also have a role in decision-making to avoid building externalities into the function. Conversely, if a community chooses to accept a higher level of risk in anticipation of a bailout from a higher level, then a situation of moral hazard may exist.

3.5.3 Economies of scale and scope

There are likely to be some parts of this function that are subject to economies of scale (e.g. spatial information, science), and beyond the capacity and/or capabilities of small units to provide efficiently. These aspects may be better delivered at a larger scale, e.g. **regional or national level**. Parliamentary Commissioner for the Environment (2026) considers that "…centralising technical and science expertise needed to manage even local hazards, such as landslides, will improve its quality and affordability." There may be economies of scope available by aligning this function with emergency response, flood protection and drainage, science and spatial information functions[5].

3.5.4 Accountability

If the community itself is funding the resilient communities function, it appropriately sits at the **community level**. If the community is being subsidised by others and/or moral hazard is an issue, then decisions about what this function delivers, and accountability for those decisions should sit at the level that is being required to pay. It is noted that the identification and quantification of risk is an important early step in this function, but this risk may have significant effects on the capital value of some properties and the wealth of affected property owners. Managing the potential for perverse incentives created by this process may require the function to be detached from the community level to some degree (again, indicating a **regional or national** level).
It is reasonable to expect that some sort of emergency response services will be available regardless of where in the country it is needed. In this context, a **national level** function is indicated, but with **local delivery**. In respect of ensuring the continuity of WRC services (e.g. flood pumps etc), a **scheme or regional level** function is indicated.

3.5.5 Overall: Regional hazards and emergency response

The resilient communities part of this function is inherently sub-regional. Important aspects of adaptation planning (such as science and spatial information) are likely to be subject to economies of scale and scope and are likely to have to be delivered at a higher level, e.g. regional, as a service to the function itself. The emergency response function should sit at the level of the hazard event; where this crosses territorial boundaries, a regional function is indicated. Moreover, a coordinating and supporting function is also likely to be required at a **regional level** *in addition to* a more local function. Castalia (2025) found that the current partnership model "…*appears largely effective (with practical difficulties in the operational model), but has an accountability gap in natural hazard management, where local decisions impose national recovery costs.*"

[5] Wilde and Winder (2021), for example, consider that aligning natural hazard management with catchment management and river and flood control would be beneficial.

3.6 Regional transport connections

The regional transport connections function comprises public transport, interregional passenger rail, and transport strategy and delivery[6].

3.6.1 Subsidiarity

Public transport services are focused around concentrations of population, the bulk of which is sub-regional, particularly within Hamilton City, but also with significant activity across territorial boundaries. While services in more remote centres are less frequent, they are nevertheless crucial linkages between these populations and urban services. Local demand for services may be at the community level, but it is the connection of communities across the **regional scale** network that determines the appropriate level, while the services provided that cross regional boundaries arguably indicate a **supra-regional** activity.

Interregional passenger rail services are provided by the Te Huia train connecting Hamilton and Auckland. The service provides for populations across regional boundaries, but it is understood that Waikato residents are the primary users. While the service currently provides transport options primarily for the Waikato region's community, it is inherently an interregional service and therefore fits at either the **regional** or **supra-regional** level.

Transport policy and programmes are carried out as a regional function, but according to processes that are highly prescribed at the national level. The facilitation and coordination role that connects national and local networks so that they operate well together is provided by the intermediary **regional level**. However, there is potentially a gap in **inter-regional** transport planning (e.g. connections between the growing south Auckland and north Waikato areas), which must be filled by cross-boundary cooperation between regions (noting that the Waikato Regional Council already operates in this capacity as a key player in the upper North Island).

3.6.2 Fiscal equivalence

The intent of the public transport function is to provide the wider community with an option to utilise an integrated public transport system across the region – that is, to benefit the **regional** community. While many residents do not use the services, they still benefit from the option to use them, should they wish. A significant level of subsidy for these services is provided by the **national** level (NZTA). There is a degree of additional benefit for road users, as public transport potentially reduces congestion, but apart from a few specific times and routes, congestion is not a significant problem in the Waikato.

Interregional passenger rail largely benefits users – particularly those in the wider Hamilton area (including Waikato and Waipā districts). This is reflected in the local share of funding, but, as with public transport generally, **national** funding (via NZTA) contributes a large share (60 percent) of the cost of the service[7]. Auckland, Hamilton and Waikato District residents also benefit (e.g. from less congestion and a reduction in emissions), although the scale of this is relatively minor.

The preparation of the Regional Land Transport Plan and the Regional Public Transport Plan involves central government along with regional and territorial councils. Plans set out strategic objectives including climate change, resilience, growth and economic development, accessibility and transport options, and safety. The benefits are for communities in the Waikato region but also aligns with central government priorities for funding indicating **regional and national level** benefits.

3.6.3 Economies of scale and scope

There are likely to be significant economies of scale that arise by having this function at a **regional level**. The integration of these planning and delivery of transport services across scales reduces duplication and the potential for poorly directed investment that may be result for poorly coordinated efforts across connected networks. Balancing the need for the scale needed to build and

[6] The work encapsulated in this activity was previously called transport policy and programmes.
[7] Notwithstanding recent decisions by the Waikato Regional Council to increase fares.

retain the appropriate skills and expertise with knowledge of local circumstances also suggests a regional scale as a reasonable middle ground.
Access to other functions such as science, social science, spatial information, and iwi engagement is also important in supporting this transport functions.

Stock truck effluent management
While it is not singled out in the previous long-term plan GOA structure, the management of stock truck effluent is another activity that the regional council is responsible for, and that falls under the Regional Transport Connections Directorate. The activity includes managing a network of sites throughout the region that stock trucks can use to dispose of effluent that could otherwise spill onto roads causing nuisance and damage.
While this activity is operated at a regional level, stock trucks are not limited to the Waikato region and will frequently cross regional boundaries. Crossing territorial boundaries will be even more frequent – hence a sub-regional scale is not appropriate for this activity.
The activity is also funded by a targeted rate on trucking companies – hence, companies based outside the region may not contribute to the funding, but may benefit from the activity, and can also be considered an exacerbator (i.e. they contribute to the need for the service). That is, there is a mismatch between funders and beneficiaries/exacerbators. To internalise this arrangement stock truck effluent management would have to be undertaken at a **supra-regional**, or even **national** level.

3.6.4 Accountability

Given the need to ensure a well-functioning transport network for the region, accountability is to the regional community. However, given the high level of subsidy provided by the taxpayer, central government has a role in decision-making, and regional providers are also accountable to the government.

3.6.5 Overall: Regional transport connections

Functions relating to the transport system are generally focused on the regional network, and consequently, the **regional scale** is appropriate, but there is also an argument for a **supra-regional** scale for activities that are inherently cross boundaries (such as interregional rail and some public transport services). Balancing economies of scale with the need for understanding of the local context also supports this conclusion.
Castalia (2025 found that an “integrated split-level model is effective, with regional coordination essential for connectivity [and a] regional model…avoids fragmentation and supports equity.

3.7 Resource use

The resource use function spans regional consents; compliance; maritime services; community education; and primary industry engagement.

3.7.1 Subsidiarity

Consenting, and compliance activities relating to those consents, is driven by the Waikato Regional Plan and are consequently generally **regional or subregional**.
The marine area is a significant part of the region, and consistency of maritime services – for example, in respect of navigation safety is a reasonable expectation that suggests a regional scale (or national level with local delivery). If there are substantial differences in services and local preferences (e.g. between harbours), there may be some activities that could be performed at a **subregional (e.g. territorial) level**.
Community education and primary engagement are generally outward facing functions that aim to meet the needs of local communities. While these communities may be very different from one part of the region to another, there is a degree of commonality in the information that these functions

provide to them. To this extent, a **regional scale** of function is appropriate. Where there are significant differences in the information audiences require across the region, a **sub-regional scale** is indicated.

3.7.2 Fiscal equivalence

The cost of the consenting function is recovered from the consent applicant/holder and is determined on a case-by-case basis. Cost recovery is also used, where possible, to fund compliance activities including for permitted activities. This does not require any particular scale for these functions.

Cost recovery is also used where possible for maritime services – in particular, where there is an exacerbator who is causing the cost to be incurred. Otherwise, the costs of maritime services generally fall on regional ratepayers, of which the beneficiaries (e.g. recreational boat users) are only a small subset. Moreover, many beneficiaries come from outside the region (especially Auckland), and do not bear the cost of these services.

Community education activities have a mix of funding from regional ratepayers and others who have interests in the respective programmes. Depending on the specific nature of the programme, and who it is targeted at, a **sub-regional** scale may be appropriate in some cases.

The primary industry engagement function is intended to benefit the regional community by helping to achieve environmental outcomes in the primary industry, and a **regional scale** is appropriate. An exacerbator-based approach would focus on the primary industry for funding but may also be region-wide in scale.

3.7.3 Economies of scale and scope

There is considerable expertise required in respect to resource use functions, which require a degree of scale to establish and maintain. Compliance activity resources, should they be replicated sub-regionally, may have insufficient work volumes, and may be effectively redundant for part of the time. These economies of scale suggest a **regional scale** will be more efficient.

As noted under *fiscal equivalence*, it may be that particular programmes could be delivered in a targeted way at a sub-regional level, but this would have to be weighed up against economies of scale and scope, which may suggest that the bundle of community education programmes can probably be better managed at a **regional scale** that meets the needs of the region than targeted programmes scattered across the region.

3.7.4 Accountability

As consenting, compliance and primary industry engagement are functions largely driven by the Waikato Regional Plan, they are appropriately undertaken at the same level as that plan. It is unlikely that the regional plan will become fragmented, even if the region is split into multiple unitary authorities, with reforms aiming to reduce, not increase the number of resource management plans.

Another perspective[8], however, is that consenting and compliance are technical exercises for which local accountability is less important, implying that they could be **national-level** activities.

Where maritime service functions are driven by national requirements, a national level may be appropriate. In contrast, some functions (such as management of moorings) may be a local matter than could be undertaken at a subregional level.

3.7.5 Overall: Resource use

Some elements of the resource use function could be undertaken at a subregional level, but this would be undermined by economies of scale and scope. Broadly speaking, **a regional scale** is generally appropriate, but there may be opportunities to adjust some elements of the function (e.g. some community education activities may be able to be delivered **sub-regionally**; some maritime services may be **sub-regional** and others **national** in scale[9]).

[8] For example, Federated Farmers (2026) suggests compliance and enforcement could be undertaken by a centralised enforcement agency.

[9] Wilde and Winder (2021) consider maritime services would benefit from greater centralisation within Maritime New Zealand, noting the only impediment to this is "…the ability to have sufficiently trained local personnel to deliver an initial response to a marine oil spill…"

In respect of maritime services, Castalia (2025) noted that they are "*[w]ell-suited to split-level design, with [the regional level] handling local operations under central standards; user-pays funding aligns costs and benefits effectively.*"

3.8 Science, policy and information

This function is comprised of two broad types of activity – the collection, generation and provision of information (through environmental monitoring, environmental science, social science, and spatial information) and policy (through both strategic policy implementation and resource management policy).

3.8.1 Subsidiarity

The information-based activities of this function relate to a range of scales, from specific locations through to catchment scale region-wide and beyond. The purpose of the information is generally to support the needs of the community, policy development and implementation, and governors/decision-makers. While this can relate to a very localised part of the region and needs local knowledge for this, it also needs to be able to operate anywhere in the region, indicating a **regional scale** is appropriate. Statutory requirements for state of the environment reporting are required at this level too, although there is an argument for **national scale** information functions to ensure quality and consistency necessary for national policy-making[10]. Notwithstanding that, there may be some specific topics that relate to only a part of the region and could be managed at a **sub-regional level** (e.g. geothermal resources).

Even when dealing with relatively small-scale local information requirements, these will often sit within broader systems and networks (e.g. ecosystems, or economies) that have important external effects – such as the effects of land-based activities on marine receiving environments. Internalising these effects so they can be managed coherently also suggests (at least) a regional scale.

Resource management policy functions are driven by the location of the resources in question. Often, this occurs at a **catchment scale**, as this will address many of the externalities in these systems. Parliamentary Commissioner for the Environment (2026) supports freshwater resource management at the catchment scale, but notes a national role in providing direction[11], setting minimum standards, gathering information and providing technical expertise, and leadership in undertaking enforcement and compliance activities.

Strategic policy implementation tends to be both narrower (e.g. relating to changes to district plans for specific locations) and broader (e.g. with respect to inter-regional initiatives like UNISA). With the introduction of a requirement for regional spatial planning, there is a clear need for **regional scale** policy expertise.

3.8.2 Fiscal equivalence

Good policy, based on high quality information, is a key foundation for resource management that benefits the wider community. This function is deployed to address the preferences of the community throughout the region, and accordingly, should be funded at a **regional scale**. While activities such as land use act as exacerbators for this function that could, in principle, affect how information and policy work is funded, the linkages may be too indirect and uncertain to allocate costs on this basis.

3.8.3 Economies of scale and scope

This function (both the information- and policy-related activities) requires high levels of technical skills across a wide range of disciplines. While it may be possible to outsource this information to an extent, in-house expertise is required to ensure procurement is well-specified (e.g. that the right

[10] Parliamentary Commissioner for the Environment (2026) notes that gathering information and coordinating technical expertise could be a function of the Environmental Protection Agency with a regional presence, and that national state of the environment reporting could be a responsibility of the Parliamentary Commission for the Environment.

[11] It is noted that, in respect of the Waikato and Waipā catchments, the Waikato River Authority's Te Ture Whaimana (Vision and Strategy) has precedence over national direction-setting instruments.

research question is asked, and that providers are capable of meeting requirements). Replicating this at a sub-regional level is likely to be costly, indicating significant economies of scale.

The collection of different types of information – physical, social and spatial sciences – alongside key users of this information – those engaged in the policy functions – represents significant economies of scope advantages too. The presence of significant economies of scale and scope points to a larger scale for this function, at **regional or national** level. This function may also require capability to manage different evidence types, including information held through iwi and hapū relationships where relevant.

3.8.4 Accountability

This function is responsible for producing high quality information and policy to regional decision-makers/governors and the **regional** community. Notwithstanding that, the function should be independent of political influence that directs knowledge gathering and policy in a way that favours certain interests[12]. This includes circumstances where internal conflicts of interest exist as a result of an entity being responsible for regulating itself.

This function is also tested through processes such as court proceedings where accountability is to the law, and so sits at a **national** level in this respect.

3.8.5 Overall: Science, Policy and Information

The interconnected nature of the systems and networks that are the subject of this function and the economies of scale and scope both suggest a **regional scale** is appropriate. There is an argument that information functions should be independent of local politics and subject to **national** oversight.

Castalia (2025) found that "*split-level accountability works if central government consistently sets minimum standards; regional delivery is sound for regional councils but weaker for unitary authorities due to potential conflicts due to rule-setting and enforcement of their own activities.*"

3.9 Other

3.9.1 Economic development

Aspects of this function (e.g. business development) can be done at a relatively small (e.g. territorial) scale. For 'regional scale' economic development activities (e.g. those spreading across wider parts of the region, or that have a very high level of significance to the regional economy), a regional scale is appropriate. Still other economic development activities may be national in scale. ED functions that partner with iwi, iwi organisation or Maaori businesses/individuals may occur across all levels.

The beneficiaries depend on the particular activity. They may be a sector/industry, a location/area, or individuals (e.g. for labour market/employment focused initiatives). There may be spillover effects to some extent, but benefits of respective actions will largely align with those directly affected, which may be at any level.

There are actions that are likely to exhibit economies of scale such as the provision of information from a central point, the coordination of actions across boundaries, and engagement with central government or investors seeking a single point of contact. These are likely to occur at **regional level** (but do not limit complementary functions at territorial/local level). Local/territorial levels can obtain a fairly generic service, but a regional level is likely to be enable more value adding.

It is considered that there are economic development roles across **all levels**. The key will be avoiding duplication and inter-jurisdictional competition that results in misallocated efforts and resources. This function is not an explicit statutory requirement – local authorities choosing to be involved in this function should be accountable to their communities for the allocation of resources to it at all levels.

[12] Federated Farmers (2026) suggests the science and state of the environment monitoring are "*…technical and not political and, therefore, should not be governed or unduly influenced by local politics.*" It proposes that, instead, these should be functions undertaken by central government science agencies.

Castalia (2025) note that this discretionary activity can reasonably occur at regional level if "…*they remain accountable to ratepayers for expenditure*…" but that "…*alternative delivery models involving TAs could deliver similar outcomes (CCO, co-owned by TAs or as a shared service)*."

3.9.2 Waste management

Solid waste management is currently largely a function of territorial authorities, although the Waikato Regional Council plays a coordination role through the community education function in the Resource Use Directorate. While the beneficiaries are those who have their waste removed, it is noted that waste is shipped from outside the region to landfills in the Waikato. Landfills themselves require careful management to avoid adverse environmental effects, and economies of scale are likely in this respect. Wilde and Winder (2021) note the challenges faced by territorial authorities in securing consents for landfills and consider that "…there would be value for this challenge to be confronted on either a regional or nation-wide basis."

Waste management is an example of the type of function that is undertaken at a territorial authority level but has significant cross-boundary activity and effects and there is benefit in coordination at a wider scale. As such, there is an argument that it could be undertaken at a **regional** level.

3.9.3 Social housing

Housing is a fundamental need. There is a significant variation in the need for social housing across the region, but in general, there is a clear national preference that people are housed. The beneficiaries are largely the recipients of social housing, but for anyone who values a level of equity in the community, utility is improved by knowing that the least fortunate are provided for.

There are significant economies of scale both in terms of procurement and in terms of matching supply and demand across areas. Both these indicate a **national level**. While some councils and non-government organisations have historically provided social housing services locally, this is arguably a reaction to central government policy failure, rather than it being a local government function.

4 Conclusion

This paper finds that many functions that WRC is involved in operate at multiple levels. Most of these will continue to need to be delivered at a regional level. Indications are that reforms will lead to a situation in which the regional council no longer exists. This begs the question of how can these regional functions be delivered in the absence of a regional council, and what is the appropriate institutional arrangement that avoids losses to the communities of the Waikato.

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Appendix 1: Groups of activities (GOA) from WRC long term plan

	GOA
1	**Customer, community and services** • Governance • Iwi Māori partnerships • Planning and reporting • Community support
2	**Waikato Civil Defence Emergency Management Group** • Civil Defence Emergency Management (CDEM)
3	**Flood protection and control works** • Flood protection • Land drainage • River management
4	**Integrated catchment management** • Biodiversity • Biosecurity • Catchment planning and management
5	**Regional hazards and emergency response** • Resilient communities • Waikato Regional Council emergency response
6	**Regional transport connections** • Public transport • Interregional passenger rail • Transport policy and programmes
7	**Resource use** • Regional consents • Regional compliance • Maritime services • Community education • Primary industry engagement
8	**Science, policy and information** • Environmental monitoring • Environmental science and information • Social and economic information • Strategic policy implementation • Resource management policy • Spatial information

Source: Waikato Regional Council 2024-2034 Long Term Plan | 2024-2034 Te Mahere Roa.

Appendix 2: Criteria to assess our functions and activities against

Table 2.1: Criteria for identifying opportunities for functional allocation

Criterion	Questions
Subsidiarity	• Could the function be delivered closer to communities of interest without loss of effectiveness? • Does the function depend on local knowledge, proximity, or direct community interface? • Would devolution undermine environmental or Treaty obligations?
Fiscal Equivalence	• Are those who benefit, pay, or exacerbate costs aligned across jurisdictions? • Would reallocation improve alignment between beneficiaries/exacerbators and funding sources (rates, charges, Crown funding)? • Would TA financial constraints lead to under-delivery or risk transfer to BOPRC?
Economies of Scale and Scope	• Does the function require specialist technical capability, data systems, or capital assets that cannot be efficiently replicated by TAs (or some other body or institution)? • Are there efficiencies in integrating the function with other BOPRC functions (science, policy, consents, catchments)? • Would fragmentation increase duplication or transaction costs?
Accountability Alignment	• Which level of government is the statutory decision-maker or Treaty partner? • Would fragmentation confuse lines of accountability for environmental or Māori outcomes? • Does the public expect regional neutrality (for example, compliance, monitoring and enforcement (CME) on TA-owned infrastructure)?
Externalities and Interdependencies	• Does the function involve cross-boundary effects (catchments, airsheds, coasts, hazards)? • Would local delivery risk inconsistency or “free-riding” by neighbouring TAs?
Iwi and Treaty Partnership Requirements	• Are iwi rohe overlapping or cross-boundary, requiring regional coherence? • Would reallocation undermine existing co-governance or Mana Whakahono arrangements? • Does BOPRC hold unique Treaty responsibilities not transferable to TAs?
Risk, Complexity, and Capability Requirements	• Does the function involve high regulatory, legal, environmental, or reputational risk that requires regional oversight? • Would TAs have sufficient capability, staffing stability, or governance resilience to carry the function?
Cost–Benefit and Institutional Coherence	• Would reallocation improve overall system performance when considering both direct costs and coordination costs? • Does the function depend on integrated regional evidence, policy, and CME systems?

Source: Heuser, A. and Russell, A. 2026.

Appendix 3: Proposed new groups of activities for councils

The table below is proposed to be provided for drafting instructions to be included in a Local Government (Systems Improvement) Bill. These groups are intended to provide a framework for statutory reporting for all councils; the groups "…*will be able to be applied to all types of councils. Whether unitary, regional, metro, provincial, or rural, most councils are likely to be involved in activities in these eight groups in some way*" (Minister of Local Government, 2026).

#	Activity group	Includes
1	Roading and transport	Roading construction and maintenance, roading operations, all public transport services and construction, maintenance, operations of all public transport infrastructure, and parking services
2	Waste minimisation and management	Collection and disposal of waste: aftercare, landfill operations, street and kerbside rubbish bins, recycling collection and resource recovery centres, reusable materials depots, kerbside recycling, and transfer stations
3	Adaptation and emergency management	Flood protection and control works, adaptation and climate-related planning and actions eg drought and fire protection. Emergency management
4	Public regulatory services	Building control, resources consent planning compliance, environmental health, animal and dog control, bylaw enforcement, alcohol licencing, hazardous substances, nuisance complaints Environmental protection: Air and water quality, pest management, biodiversity and biosecurity
5	Governance, planning and reporting	Council, committees, and financial matters related to the elected council and community boards. Long-term plans, infrastructure and management strategies, district and regional plans, financial and funding strategies, community and economic development plans, water services strategies, other Government mandatory reporting requirements
6	Community and recreational facilities	Libraries, museums, galleries, cemeteries and crematoria, recreational and sport facilities, including swimming pools and indoor sports centres. Community, heritage and village halls, community centres, public toilets
7	Parks and reserves	Parks and reserves and land-based functions associated with the reserve or park (may include sports fields, camping groups [sic?], walkways, playgrounds, etc)
8	Other	Community and economic development, grants, forestry, social housing, commercial and heritage property, community development and grants, marketing and communication, sustainability, international relations, events and festivals

Source: Minister of Local Government (2026).

7.4 LOCAL GOVERNMENT NEW ZEALAND SUPERLOCAL CONFERENCE 2026 – COUNCIL ATTENDANCE

Rā | Date:	**26 June 2026**
Kaituhi | Author:	**Brooke Roebeck, Democracy Advisor**
Kaituku | Authoriser:	**Chris McLay, Chief Executive**
Mana whakatau | Delegation Status:	**Council has delegated authority to make the recommended decision**

TE ARONGA | PURPOSE

1. To confirm council attendance at the 2026 Local Government NZ (LGNZ) Conference.

KŌRERO WHAKATAKI | EXECUTIVE SUMMARY

2. The LGNZ SuperLocal Conference will be held at the Energy Events Centre, Rotorua from Wednesday 14 to Thursday 15 October 2026.
3. Confirming attendance at this stage will support timely booking arrangements and effective cost management.
4. Clause 9 of the *Councillors' Allowances and Reimbursement Policy* [1]requires council approval for attendance at the LGNZ Conference. Approved attendance costs will be met in accordance with the Policy and relevant council funding arrangements.

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

1. That the report *Local Government New Zealand SuperLocal conference 2026 – Council attendance* (Council, 30 July 2026) be received.
2. That the following councillors are approved to attend the 2026 Local Government New Zealand Conference to be held at the Energy Events Centre, Rotorua from Wednesday 14 to Thursday 15 October 2026:
   (a) Cr [name]
   (b) Cr [name]
   (c) Cr [name]
   (d) Cr [name]
   (e) Cr [name]

[1] Waikato Regional Council, Councillors' Allowance and Reimbursements Policy.pdf

HOROPAKI | BACKGROUND

5. LGNZ hosts an annual conference bringing together elected members, council staff, central government representatives, and sector experts from across Aotearoa New Zealand.

6. Attendance provides elected members with an opportunity to consider issues affecting local government and engage with colleagues from across the sector.

7. The conference programme, available on the LGNZ website,[2] includes keynote speakers, panel discussions, and breakout sessions focused on key issues facing local government, including reform, funding, governance, financial sustainability, and service delivery.

8. The programme also includes networking opportunities alongside the formal sessions.

9. Attendance at the conference is optional. Up to five councillors may attend, subject to council approval.

Cost Allocation

10. Costs for attending the conference can be accommodated within existing approved budgets and will be met as follows:

    (a) Registration costs will be met from the LGNZ conference allowance. A total of **$7,500 was allocated for the 2025–2028 triennium** to support councillor attendance at LGNZ conferences and events, and the full allowance remains available. Any remaining costs will be met from councillors' professional development budgets.

    (b) Travel, accommodation and meals will be funded by council as part of approved council business.

    (c) Optional activities and additional events will be funded from each councillor's professional development budget.

    (d) Personal expenses and any costs relating to partners will be met by the councillor.

11. Councillors who register for the conference are expected to attend. Where a councillor does not attend without good reason, they may be required to reimburse council for any unrecoverable costs in accordance with the *Councillors' Allowances and Reimbursement Policy.*

12. The most recent attendance at the Conference was as follows:

Conference	Previous attendees
Christchurch 2025	Chair Pamela Storey, Cr Bruce Clarkson, Cr Robert Cookson, Cr Warren Maher, Cr Jennifer Nickel and Cr Angela Strange
Wellington 2024	Chair Pamela Storey, Cr Bruce Clarkson, Cr Robert Cookson, Cr Warren Maher, Cr Jennifer Nickel and Cr Angela Strange
Christchurch 2023	Chair Pamela Storey, Cr Robert Cookson, Cr Mich'eal Downard, Cr Jennifer Nickel and Cr Angela Strange

[2] Programme | LGNZ Conference

Palmerston North 2022	Chair Russ Rimmington, Cr Stuart Kneebone, Cr Andrew MacPherson, Cr Jennifer Nickel, Cr Denis Tegg, Cr Barry Quayle (*Regional Sector Tour only*)

TE TAKE | ISSUE

13. Council must decide which councillors will attend the 2026 LGNZ Conference, as required by the *Councillors' Allowances and Reimbursement Policy.* Up to five councillors may attend the conference, and attendees will be confirmed by council resolution. Confirming attendance now will support timely booking arrangements and effective cost management.

TE AROMATAWAI I TE HIRANGA | ASSESSMENT OF SIGNIFICANCE

14. Having regard to the decision-making provisions in the Local Government Act 2002 and council's Significance and Engagement Policy, this matter is not considered to be of high significance.

WHAKAKAPINGA | CONCLUSION

15. The attendance of councillors at the 2026 LGNZ SuperLocal Conference is presented for council consideration. Confirming attendees now will support timely booking arrangements and effective cost management.

NGĀ TOHUTORO | REFERENCES

16. Local Government New Zealand (LGNZ) Conference Programme website

17. Waikato Regional Council, Councillors' Allowances and Reimbursement Policy – (Doc # 18019981)

ĀPITIHANGA | ATTACHMENTS

Nil

7.5 LOCAL GOVERNMENT NEW ZEALAND (LGNZ) ACTIVITY UPDATE

Rā | Date: **29 May 2026**

Kaituhi | Author: **Dave Doggart, Team Lead, Democracy**

Kaituku | Authoriser: **Chris McLay, Chief Executive**

TE ARONGA | PURPOSE

1. To provide the Council with an update of the activities of LGNZ in the last month.

KŌRERO WHAKATAKI | EXECUTIVE SUMMARY

2. The Chair of Council (Cr Warren Maher) will provide a verbal update on the LGNZ activities since the last meeting of Council.
3. Elected members should be automatically subscribed to and receiving LGNZ newsletters and correspondence. If that is not the case, please let the report author know in the first instance.
4. LGNZ has published further resources to support councils considering local government reform options, including guidance on Head Start proposals and lessons from recent United Kingdom local government amalgamations (refer attachment 1).
5. LGNZ has released its manifesto outlining the sector's priorities for the next Government and encouraging councils to use it to inform engagement with political candidates ahead of the General Election (refer attachment 2).

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

That the report *Local Government New Zealand (LGNZ) Activity Update* (Council, 30 July 2026) be received.

HOROPAKI | BACKGROUND

6. At the meeting of Council held on 23 April 2026, Council resolved to retain its LGNZ membership. During the discussion an action was recorded that a monthly report be tabled to keep the Council appraised of LGNZ activities.

NGĀ TOHUTORO | REFERENCES

1. LGNZ SuperLocal Conference
2. Keeping it Local: Head Start advice provided by Martin Jenkins – 25 June 2026
3. Keeping it Local: The RAS inspires election policies – 9 July 2026

ĀPITIHANGA | ATTACHMENTS

1. **Head Start Guidance – including UK amalgamation ⇩**
2. **LGNZ's manifesto for the next government ⇩**

From: Scott Necklen
Subject: Head Start guidance – and UK amalgamation zoom recording
Date: Wednesday, 15 July 2026 4:38:49 pm
Attachments: image001.png
image002.png

CAUTION: This email originated from outside of Waikato Regional Council. Do not follow guidance, click links, or open attachments unless you recognise the sender and know the content is safe.

Good afternoon Mayors, Chairs and CEs

Today we're sharing a guide for councils about **designing governance arrangements for Head Start proposals**, to help inform your consideration of the Government's Simplifying Local Government reforms.

- Read the guidance on designing governance arrangements for Head Start proposals

We have also developed guidance on **options for Iwi Māori representation and participation** in local government decision-making. This paper complements the Poipoia guidance that LGNZ and Te Maruata commissioned on partnering with Iwi Māori through Head Start. Our new paper focuses more specifically on requirements under the Local Government Act 2002 (LGA) and different options for new unitary authorities to meet these requirements.

- Read the guidance on Iwi Māori representation options

Last Friday's Simplifying Local Government briefing covered lessons from two big United Kingdom amalgamations:

- Watch the recording (passcode: [redacted])

You can find all the recordings, legal advice, guidance, and other resources about Simplifying Local Government on a dedicated Ākona page.

A couple of reminders. Entries are still open for the **2026 SuperLocal Awards**. The awards celebrate the people, projects and partnerships making a difference in communities across New Zealand. We encourage you to recognise the outstanding work happening in your council by submitting an entry. Entries close 20 July. Please encourage your team to submit your entry here.

Our AGM is taking place online on Friday 31 July, 12-1.30pm. If you haven't already, please send through your registration forms to agm@lgnz.co.nz. If you have any queries about registering please let us know.

Ngā mihi
Scott

Scott Necklen // Chief Executive
E [redacted] **// M** [redacted]

Local Government New Zealand
lgnz.co.nz **//** Level 8 – 175 Victoria Street, Wellington

LGNZ Conference, Rotorua // 14-15 October www.lgnzconference.co.nz

SUPERLOCAL 2026 >

Ko Tātou LGNZ.

Getting the foundations right for growth:

LGNZ's manifesto for the next government

Foreword

Local government is where people experience government every day. It's where roads are maintained, drinking water is delivered, parks are enjoyed, businesses grow and new communities take shape. And councils are ambitious for their communities. As President of Local Government New Zealand, I've seen first-hand the commitment of elected members and staff to their towns, cities and regions. Councils want to deliver the infrastructure, services and planning that enable prosperity, and they want to do so in genuine partnership with central government.

Over the coming years, New Zealand will achieve the best outcomes when central and local government work together. We each bring different strengths, perspectives and responsibilities. There will be times when we disagree, and this is a natural consequence of our different roles. The real test of the relationship is how we work through those differences with respect and stay focused on what matters most — delivering for the communities we serve.

A strong relationship between central and local government also creates the conditions for stronger partnerships with local businesses, iwi, community organisations and residents. When local and central government work together to deliver on shared priorities, communities are better placed to seize opportunities and respond to challenges.

Councils deliver nationally important functions best organised at local or regional scale. These include areas such as flood risk reduction, biosecurity, civil defence, emergency management, and regional transport. These functions protect communities, infrastructure, and the natural environment. They require specialist capability and accountability through the significant reforms ahead.

Local government is also a far more significant contributor to New Zealand's economy than is often recognised. Recent research commissioned by Local Government New Zealand and undertaken by BERL has, for the first time, quantified that contribution. It found that local government contributes more than $22 billion annually through its operations and investment, while council infrastructure generates more than $500 million in long-term productivity benefits annually to the wider economy.

Yet despite this contribution, councils receive only a small share of the nation's tax revenue. That imbalance is placing increasing pressure on councils' ability to maintain basic infrastructure, invest for the future and lay the necessary foundations to spur growth that lifts living standards for all New Zealanders.

This manifesto sets out Local Government New Zealand's priorities for the next government. It is grounded in the long-term goals adopted by our National Council in 2026: ensuring councils are sustainable and valued, strengthening local government's influence, enduring Te Tiriti partnerships, and increasing participation in local democracy.

These priorities are practical and achievable.

RStoltz

Mayor Rehette Stoltz,
President LGNZ

Our 12 priorities

New Zealand's future prosperity depends on strong communities, modern and healthy infrastructure and a productive economy. Local government is central to delivering all three. The next government has an opportunity to work collaboratively with local government and support economic growth, invest in the infrastructure New Zealand needs, safeguard the natural systems on which communities and primary industries depend, build more resilient regions and strengthen local democracy.

We are asking to work alongside the next government to deliver 12 practical priorities. The priorities provide an action-oriented roadmap for the next government to implement.

They focus on where we believe that partnership can make the biggest difference — helping ease cost-of-living pressures, supporting economic growth, investing in the infrastructure New Zealand needs, building more resilient communities and strengthening local democracy.

Together, they represent a programme of work for stronger local government that delivers on New Zealanders' ambitions.

Address cost-of-living challenges

1. **Work with councils to tackle cost-of-living challenges**
   - Implement the full Ratepayers Assistance Scheme, a loan scheme that will save households on average $1,000 per year by covering the upfront cost of installations like solar panels. RAS would also mean more new homes are built faster by removing the significant barriers of lump sum development contributions and delivering cash flow relief by allowing ratepayers to postpone their general rate payments.
2. **Take pressure off rates**
   - Diversify how infrastructure and services are funded and financed so rates and debt aren't doing all the heavy lifting, with those benefiting the most paying the most.
3. **Stop cost shifting onto local communities**
   - Make sure governments are accountable when they pass on costs to ratepayers.
4. **Improve efficiency of councils**
   - Support councils to improve efficiency and avoid blunt tools such as rates capping which have proven negative impacts on council investment.

Deliver the infrastructure New Zealand needs

5. **Make better use of existing infrastructure**
   - Use local pricing tools like congestion charging and enable growth in areas where existing infrastructure can be leveraged.

Deliver the infrastructure New Zealand needs

(Continued)

6. **Strengthen Regional Deals model to deliver better outcomes**
   - Use regional deals as a mechanism to align central and local decision-making and funding for projects.
7. **Growth should pay for growth**
   - Ensure resource management reforms remove the burden new development places on current ratepayers.

Build resilient communities

8. **Develop a national climate change framework**
   - Create a shared national framework setting out clear roles and responsibilities that establishes long-term co-investment arrangements in key adaptation measures. This would protect people, vital infrastructure and regional economies from the devastating harms and disruption severe weather events cause.
9. **Make planning reform work on the ground**
   - Work with councils to make sure the new resource management system works well on the ground. This would require clear and timely national direction, scrapping policies that don't make sense such as regulatory relief, aligning government decisions with regional spatial plans.

Strengthen local democracy

10. **Make sure local voice is central in local government reform**
    - Ensure changes to local government structure have strong community and council support.
11. **Increase participation**
    - Take decisive action to address low participation in local elections and support a healthy local democracy by reforming how local government elections are run.
12. **Cut red tape and bolster accountability**
    - Simplify the Local Government Act so councils can deliver more efficiently and are more accountable to their communities.

What we want from the next government

Address cost-of-living challenges

The cost-of-living is one of the top issues for our communities, and local government has a plan that would help address it.

Councils receive just 8.5% of New Zealand's tax take but are responsible for 25% of the country's infrastructure. Rising infrastructure costs, high inflation, population growth, pressures from severe weather events and the cumulative burden of central government shifting costs to local government have all put significant cost pressure onto New Zealanders who pay rates.

We understand ratepayers are doing it tough right now and local government needs to play its part to deliver relief.

A greater diversity of funding tools, greater government accountability for the costs shifted onto ratepayers and broader reform are needed to ensure ratepayers do not unfairly shoulder the burden of prolonged cost-of-living pressures.

Key actions we want from the next government

- Implement the Ratepayers Assistance Scheme (RAS) to deliver substantial cost-of-living relief to ratepayers.
- Expand the tools available to fund key infrastructure and services, and ensure those who benefit most pay their fair share. Key new tools include:
  - Accommodation levies for tourism-related investment.
  - A share of mining royalties.
  - Cost-recovery mechanisms that keep pace with inflation.
- Work with councils to improve efficiencies by exploring mechanisms such as benchmarking, shared services and joint CCOs and avoid blunt tools such as rates capping that has negative impacts on council investment.
- Be upfront and transparent with New Zealanders about the impact of central government decisions on their rates bill. This could be done by central government producing an annual report on the costs to ratepayers of their decisions.

Deliver the infrastructure New Zealand needs

Councils are being asked to both address existing infrastructure deficits and service higher levels of housing growth in an environment of rising costs, significant reform and constraints on revenue.

There needs to be a continued focus on better value for money from local government's infrastructure investment, and better partnership between central government and councils to align planning and investment, particularly in the context of the new planning system.

Deliver the infrastructure New Zealand needs

(Continued)

Key actions we want from the next government

- Support better use of existing infrastructure, through local pricing tools like congestion charging and ensuring urban development is prioritised in areas where existing infrastructure can be best leveraged.
- Build on the initial Regional and City Deals to align central and local investment in infrastructure and design a 'next generation' of deals that builds on partnership and delivers more.
- Implement the National Infrastructure Plan, especially key areas for councils like moving to a more sustainable footing for transport funding.
- Support councils to deliver growth infrastructure under the new planning system, including by ensuring that growth pays for growth.

Build resilient communities

Local government is on the frontline of increasingly frequent and severe climate impacts and, without stronger intervention, will continue to operate in a reactive response model that sets back economic growth and momentum after every severe weather event. With 97% of hazard-related costs currently spent on response and recovery, and only 3% on risk reduction, there is a real opportunity to find a better balance.

To achieve this, local government is seeking a clear and enduring national framework, sustainable co-funding for climate adaptation and resilience, and stronger support for implementing reforms including the new planning system.

Key actions we want from the next government

- Develop a national climate adaptation framework in partnership with councils that provides durable co-funding arrangements to protect New Zealanders' safety, vital infrastructure and the long-term growth prospects of our regions. This needs to enable proactive resilience actions, including managed retreat and relocation.
- Support councils to implement the new planning system by:
  - Genuinely partnering with local government when developing spatial plans, including ensuring that central government's investments and decisions align with these plans.
  - Extending timeframes for councils to complete Spatial Plans and Combined Regional Plans so they can develop more robust plans and engage communities effectively.
  - Providing a clear pathway for transition to the new system which sets out clear and timely national direction, realistic sequencing and adequate funding for implementation.
- Get rid of or pause the regulatory relief proposal. Explore voluntary compensation approaches to better incentivise the protection of significant values, such as biodiversity.

Strengthen local democracy

Strong local democracy is crucial to a strong New Zealand. The Government has proposed major changes to the local government system through its Simplifying Local Government proposal. This comes alongside significant reform in other areas. Councils know that change is needed, but it's important that once-in-a-generation changes to local government structures are done well.

Local government reorganisation should be locally led and allow different speeds for those regions that want to move fast and those that are complex and need more time. It should also be well-supported by the government and recognise the amount of work for councils from amalgamation and other structural changes.

Key actions we want from the next government

- Ensure any local government reorganisation has strong community and council support.
- Urgently clarify the options available to councils and their communities outside the voluntary Head Start pathway, including the options for reorganisation and the future delivery of regional functions and services from 2028.
- Provide transition support and sensible regulatory relief for councils going through reorganisation; for example, by removing the requirement to do unnecessary representation reviews.
- Implement the recommendations of our Refreshing Grassroots Democracy paper to strengthen local elections and local democracy.
- Reform the Local Government Act, particularly its Long-term Planning requirements, to deliver a more efficient and accountable system while removing unnecessary costs.

8 PUBLIC EXCLUDED ITEMS

RESOLUTION TO EXCLUDE THE PUBLIC

HE TŪTOHUNGA | RECOMMENDATION:

1. That in accordance with section 48(1) of the *Local Government Official Information and Meetings Act 1987* (Act) and the interests protected by section 6 or 7 of that Act, the public is excluded from the following parts of this meeting. The general subject of the matters to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds for excluding the public are set out below:

Meeting item no. and subject	Grounds for excluding the public	Reason for excluding the public
8.1 - Sustainable Peatlands Programme	s7(2)(h) of the Act - To enable Council to carry out, without prejudice or disadvantage, commercial activities	section 48(1)(a)(i) of the Act - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
8.2 - Chief Executive KPIs for FY27 (2026/27)	s7(2)(a) of the Act - To protect the privacy of natural persons, including that of deceased natural persons s7(2)(i) of the Act - To enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	section 48(1)(a)(i) of the Act - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7

2. That the Independent Consultant to the CE Employment and Remuneration Committee (Paul Loof) remains in this meeting after the public has been excluded because of their knowledge of the items to be discussed (item 8.2. Chief Executive KPIs for FY27 (2026/27). This knowledge, which will be of assistance in relation to the matters to be discussed, is relevant to those matters because of its specialised nature and the benefit to be gained from expert advice.

9 KARAKIA WHAKAMUTUNGA

Unuhia, unuhia	**Draw on, draw on,**
Unuhia mai te uru tapu nui	**Draw on to the supreme sacredness**
kia wātea, kia māmā,	**To clear, to free**
te ngākau, te tinana, te hinengaro,	**our heart, body and soul**
i te ara takatū	**Our pathway prepared**
Koia rā e Rongo	**Lo, there is peace**
e whakairia ake ki runga	**suspended high above**
kia tina! TINA!	**manifest!**
Haumi ē, hui ē, TĀIKI ē!	**draw together!**
	Affirm!