

## SECTION 2    Groups of activities | Ko ngā mahi-ā-rōpū

# How to read this section | Me pēwhea te pānui i tēnei wāhanga

Waikato Regional Council has eight groups of activities outlined within this section. Within each group of activities there are a number of activities. This section provides the following details on each group of activities,

## Key highlights and priorities for 2019/20

Identifies projects the council will be undertaking during the financial year.

### ACTIVITIES

Provides a brief description of each activity that makes up the group.

### LEVELS OF SERVICE

Describes how we will measure our success.

| Activity  | Level of service  | Performance measures                                       | Previous performance   | Target  |
|---|---|--|--|---|
| The activities that are included within this group of activities. | Outputs the council expects will be generated by this activity. | Identifies specific outputs the council wishes to achieve. | Benchmarking of the council's past performance against the target. | The performance target by which actual levels of service provision are meaningfully assessed. |

### FINANCIAL SUMMARY

Outlines the cost of service and expenditure by activity.



# Community and services | Hapori me ngā ratonga

## ACTIVITIES

- Community partnerships

The community partnerships activity provides support and advice within the council and externally to build awareness, encourage involvement and engagement, and provide education programmes that support the community to achieve shared outcomes. Education programmes focus on multi-agency relationships to bring about behavioural change to enhance sustainability and road safety.

This activity is also focused on creating clarity, transparency and consistency across our stakeholder relationships and partnerships so the organisation is best placed to identify emerging opportunities and new revenue streams.

- Governance

The governance activity supports the chairman and councillors in their roles, ensures council processes such as triennial elections and meetings are run correctly, and decision making processes are robust and transparent. This includes providing for iwi, community and key stakeholder representation on the council's standing subcommittees and councillor representation on other local government, key stakeholder and community groups.

Maintaining the integrity of the council's processes is also supported by the provision of timely and appropriate responses to official information requests and Ombudsman's office enquiries.

- Iwi Māori participation

We build the council's capability and confidence to effectively partner with iwi Māori. By strengthening these relationships we increase the ability of iwi Māori to meaningfully participate in mutually beneficial collaborative initiatives.

- Planning and reporting

This activity includes the development of statutory plans and reports required by the Local Government Act 2002 to improve transparency and accountability to our community. These include long term plans, annual plans and annual reports.

## Key highlights and priorities for 2019/20

Some of the key work these activities will focus on in 2019/20 include the local government elections and the induction of the new council. The council will undertake a robust election process and encourage the community to vote so everyone can have their say in how their Waikato is governed and who best represents their interests.

Work will also go into ensuring that those elected fully understand the intricacies of our business and are properly briefed on all challenges and opportunities that will face the council, not only in the immediate term but also over the longer term.

In response to new Treaty of Waitangi settlements we will be establishing a number of new co-governance committees. We will continue to work with the Crown to ensure that additional financial contributions are provided to support the effective implementation of these new settlement arrangements.

Construction of the new regional theatre, a community initiative driven by Momentum Waikato, will begin in 2019/20. It is anticipated that the theatre will open in 2020/21.

## LEVELS OF SERVICE

| Activity               | Level of service   | Performance measures   | Baseline result (2017/18) | Year 2 target (2019/20)                        |
|------------------------|--|--|---------------------------|--|
| Community partnerships | To collaborate with other agencies and the people of the Waikato to deliver new and current initiatives that achieve economic, environmental and social outcomes | Number of initiatives implemented as a result of working together with our key stakeholders and partners to achieve mutually beneficial outcomes | New measure               | Maintain or increase the number of initiatives |

| Activity                | Level of service  | Performance measures  | Baseline result (2017/18) | Year 2 target (2019/20)                     |
|-------------------------|---|---|---------------------------|---|
| Governance              | To provide and promote governance processes that are robust and transparent for the regional community  | Percentage of official information requests responded to within statutory timeframes                  | 100%                      | 100%  |
|                         |   | Percentage of council agendas that are publicly available two working days or more before the meeting | 100%                      | 100%  |
| Iwi Māori participation | To support a Treaty based partnership approach in our engagement with iwi Māori   | Completion of key actions identified in the Māori Partnership Approach                                | New measure               | Number of actions completed as per schedule |
| Planning and reporting  | To produce high quality and fit for purpose long term plans and amendments to long term plans to encourage participation in decision making by the regional community | Long term plans and amendments to long term plans receive 'unmodified' audit opinions                 | Achieved                  | Unmodified opinion received                 |



## FINANCIAL SUMMARY

### COST OF SERVICE STATEMENT

#### Community and services

|                                      | 2018/19<br>Annual Plan | 2019/20<br>Annual Plan | 2019/20<br>LTP |
|--------------------------------------|------------------------|------------------------|----------------|
|                                      | (\$000)                | (\$000)                | (\$000)        |
| Community partnerships               | 4,539                  | 7,211                  | 7,595          |
| Governance                           | 3,695                  | 4,115                  | 4,148          |
| Iwi partnerships                     | 1,330                  | 1,398                  | 1,427          |
| Planning and reporting               | 948                    | 1,082                  | 1,234          |
| <b>TOTAL EXPENDITURE</b>             | <b>10,512</b>          | <b>13,806</b>          | <b>14,404</b>  |
| <b>FUNDED BY</b>                     |                        |                        |                |
| General rates                        | 1,259                  | 1,105                  | 1,285          |
| UAGC                                 | 7,947                  | 8,294                  | 8,593          |
| Targeted rates                       | 831                    | 830                    | 1,035          |
| Government grants                    | 523                    | 536                    | 536            |
| Other income                         | 200                    | 210                    | 210            |
| <b>TOTAL FUNDING</b>                 | <b>10,759</b>          | <b>10,975</b>          | <b>11,659</b>  |
| <b>TRANSFER TO / (FROM) RESERVES</b> | <b>247</b>             | <b>(331)</b>           | <b>(331)</b>   |
| Net operating surplus / (deficit)    | -                      | (2,500)                | (2,414)        |
| Loan drawdown/(repayment)            | -                      | 2,500                  | 2,414          |

# Waikato Civil Defence Emergency Management Group | Te Rakau Whakamarumarū ā Rohe o Waikato

## ACTIVITY

- Waikato Civil Defence Emergency Management Group

The Waikato Civil Defence Emergency Management Group (Waikato CDEM Group) is responsible for delivering on the 4 Rs, readiness, response, reduction and recovery. The Group Emergency Management Office (GEMO), administered by Waikato Regional Council, coordinates all activities but takes direction from the CDEM Joint Committee, an elected body representing all councils in the Waikato.

This activity includes facilitation of community, organisational and business readiness; the provision of an appropriate emergency response and coordination capability; identification and promotion of reduction activities that ultimately reduce the impacts on our communities from an emergency; and the coordination of recovery efforts to ensure the best outcome for the community.

## Key highlights and priorities for 2019/20

Although it will be largely business as usual for this group of activity, we will be responding to and implementing key aspects of the government's emergency management systems reform. A review of the CDEM Group Plan will also begin in 2019/20.

## LEVELS OF SERVICE

| Activity           | Level of service   | Performance measures  | Baseline result (2017/18)   | Year 2 target (2019/20)                                   |
|--------------------|--|---|---|---|
| Waikato CDEM Group | To provide the community with a region-wide coordinated response from government, NGOs and community based responders in the event of a civil defence emergency to reduce the impact on people and the economy | The time taken for the Group Emergency Coordination Centre to be activated in a response to a civil defence event/emergency | Achieved - 60 minutes*<br><br>*no differentiation was made between business hours and after hours | ≤30 mins during business hours<br>≤60 minutes after hours |
|                    |  | The operative Group CDEM Plan is reviewed within statutory timeframes   | New measure   | Begin a review of the Group Plan                          |
|                    |  | Annual assessment and, if necessary, revision of Group Plan to ensure it complies with current legislative requirements     | New measure   | No assessment required                                    |

## FINANCIAL SUMMARY

### COST OF SERVICE STATEMENT

Waikato Civil Defence Emergency Management Group

|                          | 2018/19<br>Annual Plan | 2019/20<br>Annual Plan | 2019/20<br>LTP |
|--------------------------|------------------------|------------------------|----------------|
|                          | (\$000)                | (\$000)                | (\$000)        |
| Waikato CDEM group       | 2,464                  | 2,518                  | 2,515          |
| <b>TOTAL EXPENDITURE</b> | <b>2,464</b>           | <b>2,518</b>           | <b>2,515</b>   |

| FUNDED BY                            |              |              |              |
|--------------------------------------|--------------|--------------|--------------|
| Targeted rates                       | 1,766        | 1,882        | 1,878        |
| Fees and charges                     | 75           | 70           | 70           |
| Other income                         | 571          | 545          | 545          |
| <b>TOTAL FUNDING</b>                 | <b>2,412</b> | <b>2,496</b> | <b>2,493</b> |
| <b>TRANSFER TO / (FROM) RESERVES</b> | <b>(52)</b>  | <b>(22)</b>  | <b>(22)</b>  |
| Net operating surplus / (deficit)    | -            | -            | -            |



# Regional hazards and emergency response | Mōreatanga ā rohe me te whakarata ohotata

## ACTIVITIES

- Resilient development

Resilient development involves the collection and provision of strategic information and advice to district councils, the Waikato Civil Defence Emergency Management (CDEM) Group and landowners on a range of hazards. The information is used to help identify the region's areas most at risk from hazard events, and to minimise risk and damage to people, homes, businesses and infrastructure. This ensures communities can prepare for or avoid hazards so that risks are reduced over time, and that sound decisions are made about the future development of hazard prone areas.

- Waikato Regional Council emergency response

The Waikato Regional Council emergency response activity provides strategic regional hazard information and advice to key stakeholders, and prepares for and responds to marine oil spills, flood events and other natural hazard events. Support is also provided by this activity to the Waikato CDEM Group during a natural hazard event.

## Key highlights and priorities for 2019/20

The regional council's hazards portal will be launched in 2019/20 to provide relevant and up to date hazard information to stakeholders and communities. This will enable them to make better decisions on managing existing and proposed development to minimise risk and damage to people, homes, businesses and infrastructure.

A new, enhanced version of the coastal inundation tool will also be released in 2019/20 in collaboration with Bay of Plenty Regional Council.

## LEVELS OF SERVICE

| Activity               | Level of service   | Performance measures  | Baseline result (2017/18) | Year 2 target (2019/20)                    |
|------------------------|--|---|---------------------------|--|
| Resilient development  | To provide technical support to the Waikato CDEM Group to enable resilient Waikato communities   | Percentage of agreed Waikato CDEM Group requests responded to within specified timeframes                                     | New measure               | 100%                                       |
|                        | To provide hazard information to communities and stakeholders to ensure they are well informed   | Provide relevant and up-to-date hazard information to communities and stakeholders via the online hazards portal              | New measure               | Data updated quarterly                     |
| WRC emergency response | To provide the community with timely flood event information and situation reports and to respond effectively to flood events to lessen the adverse effects      | Percentage of customers satisfied with the Waikato Regional Council's flood warning service (source: contact database survey) | 94%                       | 90%  |
|                        | To reduce the environmental impact of marine oil spills by having a safe, coordinated and effective plan in place and maintain an effective readiness to respond | A marine oil spill plan is in place and two exercises are undertaken per year   | New measure               | Plan in place and two exercises undertaken |



## FINANCIAL SUMMARY

### COST OF SERVICE STATEMENT

Regional hazards and emergency response

|   | 2018/19<br>Annual Plan | 2019/20<br>Annual Plan | 2019/20<br>LTP |
|---|------------------------|------------------------|----------------|
|   | (\$000)                | (\$000)                | (\$000)        |
| Waikato Regional Council emergency response | 1,192                  | 1,223                  | 1,218          |
| Resilient development                       | 745                    | 764                    | 765            |
| <b>TOTAL EXPENDITURE</b>                    | <b>1,937</b>           | <b>1,987</b>           | <b>1,983</b>   |
| <b>FUNDED BY</b>                            |                        |                        |                |
| UAGC  | 1,760                  | 1,809                  | 1,801          |
| Targeted rates                              | -                      | -                      | -              |
| Fees and charges                            | 177                    | 177                    | 182            |
| Other income                                | -                      | -                      | -              |
| <b>TOTAL FUNDING</b>                        | <b>1,937</b>           | <b>1,986</b>           | <b>1,983</b>   |
| <b>TRANSFER TO / (FROM) RESERVES</b>        |                        |                        |                |
| Net operating surplus / (deficit)           | -                      | -                      | -              |

# Flood protection and control works | Ngā mahi hei ārai, hei ārahi hoki i ngā waipuke

## ACTIVITIES

- Flood protection

The flood protection activity reduces the likelihood that flooding will impact our communities by establishing, maintaining and renewing flood protection infrastructure such as stopbanks, floodgates and pump stations. This infrastructure is designed to meet levels of service that are agreed with the community, and is maintained by a programme of regular inspections, routine maintenance and in some cases major renewals.

- Land drainage

Waikato Regional Council manages a system of natural and built infrastructure to provide adequate land drainage to support productive pastoral (and other) farming. The council has oversight of 92 land drainage schemes which were set up based on a historic network of drains. Each scheme is fully funded under its own targeted rate.

- River management

The river management activity is responsible for managing rivers and streams in the Waikato region. This activity includes erosion control, gravel management and management of vegetation, but also seeks to achieve broader environmental outcomes such as habitat restoration and biodiversity enhancement. Programmes are based on priority and the level of risk to people and property.

## Key highlights and priorities for 2019/20

The regional infrastructure fish passage project will continue in 2019/20 to try to mitigate the impacts of land drainage and flood control infrastructure on migratory native fish. The project, done in partnership with others, involves research and development including a series of safe fish passage trials over a three year period.

We will continue to work towards delivering an infrastructure sustainability plan. The purpose of the strategy is to explore the various issues that are, or that may, affect the sustainability of the council's land drainage and flood protection infrastructure, including looking at options to respond to these issues over the coming decades.

Work on constructing the new Mugeridge's pump station near Ngatea will continue with completion due by the end of 2019/20. This new capital project, together with a \$27.3m programme of renewals and maintenance of flood protection assets remains the focus of our asset, management programme.

## LEVELS OF SERVICE

| Activity  | Level of service  | Performance measures   | Baseline result (2017/18)        | Year 2 target (2019/20)  |
|---|---|--|----------------------------------|--------------------------|
| Flood protection  | To provide the standard of flood protection agreed with communities as set out in zone plans and associated documents         | Major flood protection and control works are maintained, repaired and renewed to the key standards defined in relevant planning documents (such as zone management plan, annual works programme or long term plan)<br><br>Note: The two elements to this measure are described in more detail in parts one and two below | Achieved                         | Achieved                 |
|   |   | Part one: Percentage of planned mandatory maintenance* actions achieved each year  | 93%                              | 85%                      |
|   |   | Part two: Percentage of stop banks maintained to above designed flood height, as agreed within each zone   | 93.1% (combined urban and rural) | Rural: 93%<br>Urban: 93% |
|   |   | Percentage of flood recovery plans** implemented after all major events  | New measure                      | 80% compliant            |
| Land drainage   | To provide reliable water table management on land within drainage schemes for the purpose of maintaining pastoral production | Number of reported incidences where it takes more than three days to remove surface water after events with up to a 10% annual exceedance probability  | One (achieved)                   | <5                       |
| River management  | To maintain channel capacity and stability of priority rivers and streams in each management zone                             | Percentage of planned maintenance actions achieved each year   | New measure                      | 85%                      |
|   |   | Percentage of enquiries acknowledged within two working days   | New measure                      | 95%                      |
| <p>* Maintenance can mean repair, renew or maintain.<br/> ** The plans set out timeframes under which flood response actions are to be completed.</p> |   |  |                                  |                          |

## FINANCIAL SUMMARY

### COST OF SERVICE STATEMENT

#### Flood protection and control works

|                                      | 2018/19<br>Annual Plan<br>(\$000) | 2019/20<br>Annual Plan<br>(\$000) | 2019/20<br>LTP<br>(\$000) |
|--------------------------------------|-----------------------------------|-----------------------------------|---------------------------|
| Flood protection                     | 14,464                            | 16,123                            | 15,964                    |
| River management                     | 5,272                             | 5,865                             | 5,769                     |
| Land drainage                        | 2,111                             | 2,197                             | 2,159                     |
| <b>TOTAL EXPENDITURE</b>             | <b>21,847</b>                     | <b>24,184</b>                     | <b>23,892</b>             |
| <b>FUNDED BY</b>                     |                                   |                                   |                           |
| General rates                        | 2,607                             | 2,956                             | 2,914                     |
| Targeted rates                       | 17,477                            | 19,926                            | 19,867                    |
| Government grants                    | -                                 | -                                 | -                         |
| Fees and charges                     | 20                                | 32                                | 32                        |
| Investment income                    | -                                 | -                                 | -                         |
| Other income                         | 774                               | 774                               | 774                       |
| <b>TOTAL FUNDING</b>                 | <b>20,878</b>                     | <b>23,688</b>                     | <b>23,587</b>             |
| <b>TRANSFER TO / (FROM) RESERVES</b> | <b>(50)</b>                       | <b>(497)</b>                      | <b>229</b>                |
| Net operating surplus / (deficit)    | (919)                             | (0)                               | (534)                     |
| Loan drawdown/(repayment)            | 919                               | -                                 | 534                       |

# Integrated catchment management | Te whakahaere ā-tōpū i te rauwiringa wai

## ACTIVITIES

- Biodiversity

The biodiversity activity carries out three main functions:

- Providing support, funding and advice to environmental projects driven by community groups, iwi and members of the public.
- Focusing on the many benefits Waikato Regional Council activities bring to the region's biodiversity.
- Leading ecosystem restoration and collaborating with other government organisations and stakeholders to yield significant, long term protection of vulnerable ecosystems.

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- Biosecurity

The biosecurity activity includes the exclusion, eradication or management of pests and diseases that pose a risk to the economy, environment and cultural and social values, including human health. The council collaborates and works in partnership with a wide range of national, regional and local organisations/communities to deliver pest management throughout the region.

The activity is achieved through direct and biological control of animal and plant pests including community based initiatives, providing information and advice on plant and animal pest control, monitoring of pest animals and plants throughout the region, as well as developing strategy and rules for the protection and enhancement of the environment.

- Catchment planning and management

The catchment planning and management activity provides for the management of catchments throughout the region. Key priorities for this activity include maintaining existing soil conservation schemes, promoting, planning and implementing new catchment protection projects aimed at improving water quality, protecting biodiversity, managing shallow lakes, and planning for zones, catchments and harbours. These activities are undertaken collaboratively with landowners, community

groups, iwi and other agencies. The council also undertakes zone, catchment and harbour management planning, including the development and review of eight zone management plans.

- Land management advisory services

This activity works with others to deliver a range of non-regulatory services to support the agriculture industry, including community engagement and extension programmes aimed at building farmer awareness of good practices and developing capability and capacity within the industry. This includes supporting policy implementation by raising awareness of regulatory requirements. In particular it coordinates farm environment planning within the Waikato and Waipā (Healthy Rivers) catchments. It also works in the Hauraki catchments to prepare for the implications of its plan change.

This service complements regulatory functions by engaging with the agriculture sector and ensuring it has the systems, capability and capacity to manage the effect of agriculture on water and soil values.

## Key highlights and priorities for 2019/20

The review of the Regional Pest Management Plan will continue in 2019/20 with a focus on engaging with our stakeholders. Extra biosecurity funding will be put into pest management for kauri dieback, possums and wallabies.

Work will continue on developing harbour and catchment management plans for the region. Whitianga/Mercury Bay and Coromandel/Manaia are due for completion by the end of 2019/20. Development of sub-catchment plans will also continue for the West Coast harbours of Aotea, Kawhia and Whaingaroa.

Increasing capacity in the catchment planning and management activity will also continue in response to community demand. This includes working with communities as well as supporting projects we undertake with partners including the Waikato River Authority and Department of Conservation.

## LEVELS OF SERVICE

| Activity                          | Level of service  | Performance measures  | Baseline result (2017/18)            | Year 2 target (2019/20)              |
|-----------------------------------|---|---|--------------------------------------|--------------------------------------|
| Biodiversity                      | To work in partnership with others to maintain and enhance indigenous biodiversity  | Percentage of projects funded through Natural Heritage Partnership Programme that achieve milestones as per the funding agreement | Not achieved                         | 100%                                 |
|                                   |   | Number of on the ground projects in action to protect and restore indigenous biodiversity per zone                                | New measure                          | ≥2 per zone                          |
| Biosecurity                       | To reduce animal pest populations in identified sites with assessed biodiversity values   | Increasing long term trend in the number of tūi in Hamilton   | Not applicable - measured biennially | Not applicable - measured biennially |
|                                   |   | Average rat tracking index (RTI) for all rat control operations   | New measure                          | ≤5%                                  |
|                                   |   | Average number of possums* caught for every 100 traps set for possum operations   | 2.49%                                | ≤5% RTC for ground control           |
|                                   | To control low density, high threat plant pests to minimise impacts on primary industry and human health  | Reducing trend in the coverage of eradication pest plants** at known sites  | New measure                          | Reducing trend                       |
| Catchment planning and management | To maintain existing historic scheme works to ensure gains are preserved  | Percentage of sampled catchment works maintained in effective condition to the standards set out in zone plans***                 | 90.6%                                | 70%                                  |
|                                   | To implement agreed plans (catchment new works) with landowners and land managers for reduced erosion, improved water quality and enhanced biodiversity | Percentage of catchment new works undertaken in priority catchments and/or at priority sites across all zones                     | New measure                          | 80%                                  |
| Land management advisory services | To work with partners, stakeholders and community to  | Percentage of people (as surveyed) participating in Waikato Regional Council extension programmes who                             | 70%                                  | 66%                                  |

| Activity | Level of service                            | Performance measures   | Baseline result (2017/18) | Year 2 target (2019/20) |
|----------|---|--|---------------------------|-------------------------|
|          | improve soil conservation and water quality | make a change in agricultural practice within 12 months of attendance                |                           |                         |
|          |   | Number of farmers attending farm environment planning workshops**** (Healthy Rivers) | New measure               | 300                     |

\*Possums are targeted as they have a detrimental impact on our native flora and fauna, including devastating native forests and impacting on pasture, horticulture and forestry.

\*\*Eradication pest plants are those with limited distribution or density. Eventual goal is eradication at known sites in the region, although 'zero density' is more practical to achieve. Includes African feather grass, cathedral bells, Chilean flame creeper, evergreen buckthorn, horse nettle, Chinese knotweed, lantana, Manchurian wild rice, mile-a-minute, nassella tussock, fire stemmed needle grass and Chilean needle grass, noogoora bur, purple loose strife, rhododendron ponticum, sagittaria, seaspurge, Senegal tea, spartine, variegated thistle, water poppy and white bryony.

\*\*\*A sample of at least 10% of all catchment scheme and non-scheme works (individual work agreements legally protected on property title outside schemes) are inspected to assess works condition every year. Works include fencing, planting and erosion control structures.

\*\*\*\*A total of 3000 farm environment plans must be delivered over 10 years. The first set of plans for priority 1 sub-catchments must be completed by 1 March 2022 with the second set of plans for priority 2 sub-catchments completed by 1 March 2025. Workshops to aid farmers in this process will begin in 2018/19.



*Our catchment management officers work with farmers on projects, including fencing, aimed at improving such things as water quality and protecting biodiversity.*

## FINANCIAL SUMMARY

### COST OF SERVICE STATEMENT

#### Integrated catchment management

|                                      | 2018/19<br>Annual Plan<br>(\$000) | 2019/20<br>Annual Plan<br>(\$000) | 2019/20<br>LTP<br>(\$000) |
|--------------------------------------|-----------------------------------|-----------------------------------|---------------------------|
| Catchment planning and management    | 14,526                            | 15,441                            | 14,743                    |
| Biosecurity                          | 7,998                             | 8,813                             | 8,764                     |
| Biodiversity                         | 2,770                             | 2,826                             | 2,854                     |
| Environmental farming systems        | 2,022                             | 2,111                             | 2,014                     |
| <b>TOTAL EXPENDITURE</b>             | <b>27,316</b>                     | <b>29,191</b>                     | <b>28,375</b>             |
| <b>FUNDED BY</b>                     |                                   |                                   |                           |
| General rates                        | 6,346                             | 6,993                             | 6,900                     |
| UAGC                                 | 1,554                             | 1,640                             | 1,632                     |
| Targeted rates                       | 15,533                            | 17,238                            | 17,454                    |
| Government grants                    | 274                               | -                                 | -                         |
| Fees and charges                     | 1,005                             | 1,056                             | 1,005                     |
| Other income                         | 753                               | 903                               | 153                       |
| <b>TOTAL FUNDING</b>                 | <b>25,465</b>                     | <b>27,830</b>                     | <b>27,144</b>             |
| <b>TRANSFER TO / (FROM) RESERVES</b> | <b>(1,386)</b>                    | <b>(896)</b>                      | <b>(759)</b>              |
| Net operating surplus / (deficit)    | (465)                             | (465)                             | (472)                     |
| Loan drawdown/(repayment)            | 465                               | 465                               | 472                       |



# Public transport | Ngā waka kawe tangata tūmatanui

## ACTIVITY

- Public transport

Waikato Regional Council provides comprehensive public bus services within Hamilton and to satellite towns around Hamilton. There are also a number of rural centres within the region serviced by the council's public transport network. In addition, the council provides Total Mobility services in Hamilton, Tokoroa and Taupō, which provides door to door transport services for people with disabilities.

## Key highlights and priorities for 2019/20

A new public transport integrated ticketing system will be implemented in late 2019. The new system will enable access to better fare revenue and patronage data and be more customer-friendly.

The five year trial of the rail service between Hamilton and Auckland will begin in mid-2020. The service will stop at Frankton, Rotokauri, Huntly, Papakura and Auckland and has capacity for about 150 passengers to travel each way.

A new public transport service will begin between Tokoroa and Hamilton to help improve regional access to essential services, employment opportunities, tertiary education and social opportunities.

## LEVELS OF SERVICE

| Activity         | Level of service   | Performance measures  | Baseline result (2017/18) | Year 2 target (2019/20)   |
|------------------|--|---|---------------------------|---|
| Public transport | To provide the Waikato community with an efficient and reliable public transport system that enables an alternative to private vehicle travel and access to essential services | Percentage of patronage growth in the region  | 4.67%                     | 2%  |
|                  |  | Percentage of customers surveyed who are 'satisfied' or better with the passenger transport service<br>Source: Customer satisfaction survey | 96%                       | >95%  |
|                  |  | Percentage of surveyed passengers who believe fares represent good value for money<br>Source: Customer satisfaction survey                  | New measure               | >74%  |
|                  |  | Percentage of scheduled service trips that depart timing points* on time compared to public timetable                                       | New measure               | >95% scheduled service trips depart between 59 seconds before and 4 minutes 59 seconds after the scheduled departure time |
|                  |  | Percentage of households in Hamilton within 800m of public transport bus stop   | New measure               | >98%  |
|                  |  | Rail service is implemented by the agreed date as per agreed levels of service**  | New measure               | Service is up and running by April 2020, as per agreed level of service   |

\*A timing point is defined as a key interval along a route (it is less frequent than a bus stop). The number of timing points varies for each route.

| Activity | Level of service | Performance measures | Baseline result (2017/18) | Year 2 target (2019/20) |
|----------|------------------|----------------------|---------------------------|-------------------------|
|----------|------------------|----------------------|---------------------------|-------------------------|

\*\*Once the rail service has commenced the council will be in a better position to set specific targets for agreed levels of service. These metrics are likely to be similar to the metrics currently measured in relation to bus passenger transport services.

## FINANCIAL SUMMARY

### COST OF SERVICE STATEMENT

#### Public transport

|                                      | 2018/19<br>Annual Plan<br>(\$000) | 2019/20<br>Annual Plan<br>(\$000) | 2019/20<br>LTP<br>(\$000) |
|--------------------------------------|-----------------------------------|-----------------------------------|---------------------------|
| Public transport                     | 26,773                            | 31,607                            | 35,414                    |
| <b>TOTAL EXPENDITURE</b>             | <b>26,773</b>                     | <b>31,607</b>                     | <b>35,414</b>             |
| <b>FUNDED BY</b>                     |                                   |                                   |                           |
| Targeted rates                       | 7,969                             | 9,327                             | 9,615                     |
| Government grants                    | 12,519                            | 14,413                            | 15,641                    |
| Fees and charges                     | 1,101                             | 1,182                             | 1,448                     |
| Other income                         | 6,605                             | 6,823                             | 8,258                     |
| <b>TOTAL FUNDING</b>                 | <b>28,194</b>                     | <b>31,746</b>                     | <b>34,962</b>             |
| <b>TRANSFER TO / (FROM) RESERVES</b> | <b>1,757</b>                      | <b>497</b>                        | <b>29</b>                 |
| Net operating surplus / (deficit)    | (336)                             | (358)                             | (481)                     |

# Resource use | Te whakamahinga o te taiao

## ACTIVITIES

- Consent processing and compliance

The consent processing and compliance activity is responsible for both the issuing of resource consents under the Resource Management Act, which allow people to use the region's natural resources, and subsequent monitoring of those consents. Consents typically contain a number of conditions which make sure the effects of the activity are appropriately controlled. These consents are monitored by the council on a prioritisation basis. The council also proactively monitors compliance with some activities that are only permitted under the Waikato Regional Plan, subject to compliance with a range of conditions.

This activity is also responsible for processing resource consent applications under the Building Act for large dams on behalf of all North Island regional councils, and responding to identified non-compliance with Building Act requirements as these relate to large dams within the Waikato region.

- Investigations and incident response

Waikato Regional Council runs a 24 hour 7 day a week response service to ensure the environment, people or property are not seriously affected by pollution incidents or activities that are non-compliant with environmental regulation. The council also investigates serious breaches of environmental or maritime regulation and, where significant non-compliance has been found to occur, formally investigates the incident to enable decisions to be made on appropriate action, including enforcement.

- Maritime services

This activity is split into three work streams, namely policy and procedures, compliance with the navigation safety bylaw and education, and operations. Operations include compliance activities, debris removal, and inspecting and maintaining the region's network of navigation aids.

### Key highlights and priorities for 2019/20

It will largely be business as usual for this group of activities, however, the council will continue to follow a more risk-based monitoring programme targeting the 19 per cent of Waikato dairy farms that have inadequate effluent storage, as well as earthworks related activities, forestry harvesting and vegetation clearance as these pose a higher risk of effecting our waterways.

Work will also continue on preparing for the implementation of Healthy Rivers/Wai Ora.

## LEVELS OF SERVICE

| Activity                          | Level of service  | Performance measures  | Baseline result (2017/18) | Year 2 target (2019/20) |
|-----------------------------------|---|---|---------------------------|-------------------------|
| Consent processing and compliance | To efficiently and effectively deliver consenting compliance monitoring processes under the Resource Management Act 1991 (RMA) to enable the lawful use of natural and physical resources | Percentage of resource consents processed in accordance with RMA timeframe discount regulations | 99.8%                     | ≥95%                    |
|                                   |   | Percentage of highest priority (P1) consented sites monitored each year                         | 100%                      | 100%                    |
|                                   |   | Percentage of significant non-compliance incidents where action is taken                        | 100%                      | 100%                    |

| Activity   | Level of service   | Performance measures   | Baseline result (2017/18) | Year 2 target (2019/20) |
|--|--|--|---------------------------|-------------------------|
| Investigations and incident response   | To provide a dedicated incident response service to ensure the environment, people or property are not seriously affected by pollution incidents or non-compliant activities | Percentage of time the 24 hour 7 day a week response service for reporting environmental incidents is available      | 96% (not achieved)        | 100%                    |
|  | To take appropriate action in response to notifications of serious non-compliance  | Percentage of serious non-compliance incidents that are actioned   | 100%                      | 100%                    |
| Maritime services  | To maintain safe and navigable waterways in the region to protect the people using them  | Percentage of time grade 1 aids* to navigation are operational within 24 hours of failure or notified to Maritime NZ | Achieved                  | 100%                    |
|  |  | Maintain a 24 hour 7 day a week response for navigational incidents**  | 100%                      | 100%                    |
| <p>* Considered to be of primary navigational significance</p> <p>** Navigational incidents are those Waikato Regional Council has jurisdiction over, for example, an oil spill debris in a river. Incidents are reported to us from Maritime NZ or NZ Police.</p> |  |  |                           |                         |

## FINANCIAL SUMMARY

### COST OF SERVICE STATEMENT

#### Resource use

|   | 2018/19<br>Annual Plan | 2019/20<br>Annual Plan | 2019/20<br>LTP |
|---|------------------------|------------------------|----------------|
|   | (\$000)                | (\$000)                | (\$000)        |
| Consents processing and compliance monitoring | 11,605                 | 12,133                 | 12,062         |
| Investigations and incident response          | 2,808                  | 3,039                  | 2,889          |
| Maritime Services                             | 1,727                  | 1,779                  | 1,767          |
| <b>TOTAL EXPENDITURE</b>                      | <b>16,140</b>          | <b>16,951</b>          | <b>16,718</b>  |

| FUNDED BY                            |               |               |               |
|--------------------------------------|---------------|---------------|---------------|
| General rates                        | 6,171         | 6,696         | 6,522         |
| UAGC                                 | 1,587         | 1,639         | 1,627         |
| Targeted rates                       | 1,416         | 1,523         | 1,450         |
| Fees and charges                     | 6,161         | 6,341         | 6,338         |
| Other income                         | 428           | 428           | 428           |
| <b>TOTAL FUNDING</b>                 | <b>15,763</b> | <b>16,627</b> | <b>16,365</b> |
| <b>TRANSFER TO / (FROM) RESERVES</b> | <b>156</b>    | <b>162</b>    | <b>162</b>    |
| Net operating surplus / (deficit)    | (533)         | (486)         | (515)         |
| Loan drawdown/(repayment)            | 533           | 486           | 515           |

# Science and strategy | Pūtaiao me te rautaki

## ACTIVITIES

- Environmental monitoring

This activity focuses on the collection, storage, management and analysis of quality-assured data on the current state of air, water, land, coastal resources and ecosystems. Data is collected to support the operation of flood warning systems, use and allocation of surface and ground freshwater resources, setting water quality limits, identifying changes in water quantity and quality, soil, fresh water ecology, coastal ecology and air quality. Data is used to support the setting of policies and rules and inform resource consent decisions.

- Environmental science and information

This activity works closely with the environmental monitoring activity to gather, analyse and communicate environmental information related to air, biodiversity, coasts, existing and emerging contaminants, geothermal resource, groundwater, lakes, rivers and streams, wetlands, impacts of past and present land use, and soil. This information provides science-based evidence to support understanding of how the environment functions, changes and sustains life, which underpins the council's decision making on the allocation and sustainable management of the region's natural resources.

- Social and economic information

The activity supports evidence based planning and decision making by gathering, analysing and reporting on social and economic data and information and linking this to environmental knowledge. These functions provide the council with a better understanding of the social and economic qualities, opinions and aspirations of our communities, which contributes to informed decision making about the allocation of natural resources.

The activity also undertakes research and advises on best practice engagement and consultation processes and monitors people's understanding, awareness and attitudes in regards to the work that the council does.

- Integration and infrastructure

This activity supports the development and implementation of policy ensuring there is a connector between the science information, strategy and policy developed by the organisation and the community. It focuses on strengthening internal and external relationships and ensures key stakeholders throughout the region are aware of current science, strategy and policy projects and are able to effectively contribute.

This activity also provides oversight for the development of transport and infrastructure policy and implementation, as well as supporting stakeholders to understand implementation responsibilities and ensuring there is multi-agency consistency with regional policy.

- Regional strategy and development

This activity involves working together to lead the Waikato region to be more strategic and future focused. Waikato Regional Council determines its role and priorities via its strategic direction and undertakes strategic thinking with key regional stakeholders.

The activity supports collaborative regional and inter-regional development issues, including UNISA, the Waikato Mayoral Forum and Waikato Means Business.

The activity is also about building relationships with and influencing other agencies, including iwi, local and central government and the private sector, to inform sector and inter-regional strategies and national policy and regulation.

- Resource management policy

This activity is responsible for the development and review of resource management plans and the regional policy statement under the Resource Management Act 1991. These documents ensure natural resources are sustainably managed while enabling economic development and growth, and communities to thrive. This activity also provides future focused, effective resource management policy and planning information, advice, analysis and solutions under other relevant legislation.

## Key highlights and priorities for 2019/20

The hearings and decisions process for Healthy Rivers/Wai Ora: proposed Waikato Regional Plan Change 1 will likely be completed in 2019/20. Following the release of the independent hearing panel decision, submitters will have the opportunity to lodge an appeal.

The review (Healthy Environments) of the Regional Coastal Plan and the Regional Plan will continue in 2019/20. The focus for this year will be on information and data gathering and engagement with stakeholders.

The council will also respond to the new requirements of the anticipated National Policy Statement on Freshwater Management.

A key piece of work following the local government elections in October 2019 will be the development of a strategic direction for the triennium. This will allow councillors to set their

priorities, taking into consideration the challenges and opportunities faced by the council and work that is already underway to respond to these challenges.

Waikato Regional Council will also continue to support the implementation and refresh of the Waikato Plan in 2019/20.

## LEVELS OF SERVICE

| Activity                              | Level of service   | Performance measures  | Baseline result (2017/18) | Year 2 target (2019/20)   |
|---------------------------------------|--|---|---------------------------|---|
| Environmental monitoring              | Provide high quality and timely data to key decision makers and the public   | External audit of one environmental domain each year shows good quality control of data collection and analysis   | Achieved                  | 1 domain audited  |
|                                       | To provide high quality, independent and timely information on the allocation and management of natural resources to key decision makers and the community | During flood events the maximum contiguous period without data is 70 minutes for flood alarmed hydrology sites  | New measure               | <70 minutes without data  |
| Environmental science and information | To provide high quality, independent and timely information on the allocation and management of natural resources to key decision makers and the community | Percentage of indicators on the changes and trends in natural resource availability are analysed and reported on as per the indicator monitoring schedule | Achieved                  | 100%  |
|                                       | To provide a policy framework that leads to better swimming water quality in rivers and lakes  | Positive annual progress is made toward the regional target for swimmable lakes and rivers, as required by the NPS freshwater management                  | New measure               | Increasing trend  |
| Social and economic information       | To provide high quality and timely social and economic research expertise and advice to support the council's decision making processes                    | Percentage of indicators on the changes and trends in social and economic indicators analysed and reported on as per the indicator monitoring schedule    | 100%                      | 100%  |
| Integration and infrastructure        | To provide certainty to the regional community through robust and integrated land use and infrastructure planning  | Update the Regional Policy Statement (RPS) as per the scheduled programme   | New measure               | No target   |
|                                       |  | Actively engage with district plan change processes to ensure RPS is given effect to  | New measure               | Formal participation in district plan change processes to ensure RPS is given effect to |
| Regional strategy and development     | To ensure the council is making progress towards its strategic direction priorities  | Report annually on progress made against the council's strategic direction  | Achieved                  | Progress reported in the WRC annual report  |

| Activity                   | Level of service   | Performance measures  | Baseline result (2017/18) | Year 2 target (2019/20)              |
|----------------------------|--|---|---------------------------|--------------------------------------|
| Resource management policy | To provide certainty to the regional community through a robust, integrated and consistent environmental planning framework    | Compliance with Resource Management Act and Treaty settlement legislative planning requirements                                       | New measure               | All legislative requirements are met |
|                            | To provide opportunities to be involved in planning processes  | Percentage of Resource Management Act (RMA) planning documents made available for consultation that meet RMA legislative requirements | New measure               | 100%                                 |
|                            | To provide a Regional Policy Statement and Regional Plan(s) that ensure natural and physical resources are managed sustainably | State of the environment reporting is undertaken annually   | New measure               | Reported annually                    |





## FINANCIAL SUMMARY

### COST OF SERVICE STATEMENT

#### Science and strategy

|                                      | 2018/19<br>Annual Plan | 2019/20<br>Annual Plan | 2019/20<br>LTP |
|--------------------------------------|------------------------|------------------------|----------------|
|                                      | (\$000)                | (\$000)                | (\$000)        |
| Integration and infrastructure       | 3,927                  | 3,891                  | 4,107          |
| Regional strategy and development    | 2,464                  | 2,527                  | 2,555          |
| Resource management policy           | 4,726                  | 5,981                  | 6,168          |
| Social and economic information      | 1,308                  | 1,395                  | 1,458          |
| Environmental monitoring             | 3,527                  | 3,642                  | 3,945          |
| Environmental information            | 8,641                  | 9,126                  | 9,154          |
| <b>TOTAL EXPENDITURE</b>             | <b>24,593</b>          | <b>26,562</b>          | <b>27,387</b>  |
| <b>FUNDED BY</b>                     |                        |                        |                |
| General rates                        | 19,065                 | 20,458                 | 21,129         |
| UAGC                                 | 1,464                  | 1,535                  | 1,606          |
| Government grants                    | 583                    | 833                    | 858            |
| Fees and charges                     | 2,990                  | 3,198                  | 3,252          |
| Other income                         | 85                     | 199                    | 199            |
| <b>TOTAL FUNDING</b>                 | <b>24,187</b>          | <b>26,223</b>          | <b>27,045</b>  |
| <b>TRANSFER TO / (FROM) RESERVES</b> | <b>(497)</b>           | <b>(440)</b>           | <b>(440)</b>   |
| Net operating surplus / (deficit)    | 91                     | 101                    | 98             |
| Loan drawdown/(repayment)            | (91)                   | (101)                  | (98)           |

