Strategy & Wellbeing Committee Meeting Agenda

Thursday, 7 May 2020

9:00 AM

To be held via audiovisual link — Zoom

Together we Thrive! E ora ngātahi ana!

Order Of Business

KARAKIA

1 APOLOGIES

2 DECLARATIONS OF CONFLICTS OF INTEREST

3 STANDING ORDERS

RECOMMENDATION

THAT the following standing orders are suspended for the duration of the meeting:

- 21.2 Time limits on speakers
- 21.5 Members may speak only once
- 21.6 Limits on number of speakers

And that Option C under section 22 General procedures for speaking and moving motions be used for the meeting.

Standing orders are recommended to be suspended to enable members to engage in discussion in a free and frank manner.

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4 CONFIRMATION OF MINUTES

Strategy and Wellbeing Committee Meeting - 12 March 2020

RECOMMENDATION

That the minutes of the Strategy and Wellbeing Committee Meeting held on 12 March 2020, as circulated, be confirmed as true and correct.

**MINUTES OF CENTRAL HAWKES BAY DISTRICT COUNCIL
STRATEGY AND WELLBEING COMMITTEE MEETING
HELD AT THE COUNCIL CHAMBER, 28-32 RUATANIWHA STREET, WAIPAWA
ON THURSDAY, 12 MARCH 2020 AT 09:00 AM**

PRESENT: Deputy Mayor Kelly Annand (Chair)
Mayor Alex Walker
Cr Jerry Greer
Cr Exham Wichman
Cr Tim Chote
Cr Tim Aitken
Cr Brent Muggeridge
Cr Gerard Minehan
Dr Roger Maaka

IN ATTENDANCE: Monique Davidson (Chief Executive)
Bridget Gibson (Governance Support Officer)
Josh Lloyd (Group Manager, Community Infrastructure and Development)
Doug Tate (Group Manager, Customer and Community Partnerships)
Courtney Henderson (Communications and Engagement Manager)
Gina McGrath (Strategy and Governance Manager)

Meeting commenced at 9am.

1   APOLOGIES

APOLOGY

COMMITTEE RESOLUTION

Moved: Deputy Mayor (Chair) Kelly Annand
Seconded: Cr Brent Muggeridge

That the apology for absence from Cr Kate Taylor be accepted.

CARRIED

2   DECLARATIONS OF CONFLICTS OF INTEREST

Nil.

3 STANDING ORDERS

COMMITTEE RESOLUTION

Moved: Cr Gerard Minehan
Seconded: Cr Brent Muggeridge

THAT the following standing orders are suspended for the duration of the meeting:

- 21.2 Time limits on speakers

- 21.5 Members may speak only once

- 21.6 Limits on number of speakers

And that Option C under section 22 General procedures for speaking and moving motions be used for the meeting.

Standing orders are recommended to be suspended to enable members to engage in discussion in a free and frank manner.

CARRIED

4 CONFIRMATION OF MINUTES

Nil. Today's meeting is the inaugural meeting of the Strategy and Wellbeing Committee.

4.1 ELECTED MEMBERS PRIORITIES

Councillor Annand spoke to the new Elected Member Priority Board which captures priorities for Council, Finance and Infrastructure Committee and Strategy and Wellbeing Committee.

5 REPORT SECTION

5.1 STRATEGY AND WELLBEING COMMITTEE MONITORING REPORT

PURPOSE

The purpose of this report is for the Strategy and Wellbeing Committee to receive a report on the progress of key committee priorities.

COMMITTEE RESOLUTION

Moved: Cr Tim Aitken
Seconded: Cr Gerard Minehan

That, having considered all matters raised in the report, the report be noted.

CARRIED

Mrs Davidson presented the report.

Mayor Alex noted in regards to the social housing strategic framework that a meeting with the CHB retirement villages was postponed and that there are other CHB agencies who are interested in contributing in this area and discussions continue.

Cr Wichman gave an overview to Committee of the LGNZ 2020 Housing Symposium in Wellington he attended. Key notes discussed at the symposium:

- Healthy Homes initiative
- Overcrowding
- Unaffordability of power due to rising collective costs
- Accommodation supplements
- Kaumātua Housing
- Collaborative approaches to the housing crisis.

Councillors discussed the current position of Recognised Seasonal Employer (RSE) accommodation in CHB and the effect on Social Housing, concluding that there was no known concern at this time.

5.2 MĀORI CONTRIBUTION TO DECISION MAKING POLICY REPORT

PURPOSE

The purpose of this report is for the Strategy and Wellbeing Committee to consider the adoption of the Māori Contribution to Decision Making Policy.

COMMITTEE RESOLUTION

Moved: Cr Exham Wichman
Seconded: Mayor Alex Walker

That having considered all matters raised in the report:

a)   **That the Strategy and Wellbeing Committee adopt the Māori Contribution to Decision Making Policy.**

b)   **That the Strategy and Wellbeing Committee note that in adopting the updated Policy, the current Māori Contribution to Decision Making Policy and Māori Consultative Committee Policy are deleted.**

CARRIED

Mrs Davidson presented the report. Fundamental changes between the current and proposed policies are the description of the role of the Maori Consultative Committee; formalising the role of the Kaiārahi Matua; and also formalisation of the important relationship between Te Taiwhenua O Tamatea and Council. Mrs Davidson recommended that as the existing policies are not fit for purpose, that on the adoption of the new policies, the historical policies be deleted.

Mrs Davidson expanded on next steps in regards to process and the strategic framework. Subsequent to adoption it will be the responsibility of Council to appoint the Kaiārahi Matua. Development of the Maori Engagement strategy is a key priority and would be further workshopped by Council before being brought back to Council for adoption.

Dr Maaka informed members he was party to the policy development and gave his support to the bold and positive step forward. Dr Maaka advised that in 1990 the move to have Maori representatives across government agencies was a somewhat token gesture and a function not used to its full potential; that Policies of the past have reflected this lack of input from representatives.

Chair Annand asked if Maori representatives on Council would be provided voting rights to which Mrs Davidson replied that voting rights would be part of the conversation around the development of the Policy and the Kaiārahi Matua position to create broader Maori engagement in decision making.

Cr Wichman spoke to the motion, stating it gives Maori a voice at the table and is a positive step in the right direction.

Mayor Walker endorsed the decision concurring with Dr Maaka that the policies and their development are an important step forward in giving status to the senior advisor at the Governance table. That having clearly outlined the role of Kaiārahi Matua improves the level of Maori engagement in decision making in the District's governance.

On 9 April 2020, a report will come to Council recommending the appointment of Dr Roger Maaka as Kaiārahi Matua.

5.3 CIVIC AND COMMUNITY AWARDS POLICY

PURPOSE

The matter for consideration by the Council is the adoption of the amended Civic and Community Awards Policy as presented in attachment 1.

COMMITTEE RESOLUTION

Moved: Cr Tim Chote
Seconded: Cr Gerard Minehan

1. **That having considered all matters raised in the report, the amended Civic and Community Awards Policy be adopted.**
2. **That the Committee notes that in adopting this Policy, the current Civic Awards Policy be deleted.**

CARRIED

Ms Gibson presented the report and the recommendation that two new categories are introduced to the Civic and Community Awards, as recommended by the Civic and Community Awards Committee.

Mayor Walker and Councillor Chote, as members of the Civic Awards Committee, impressed that the new categories would allow for broader recognition of members of the community who carried out outstanding voluntary work.

It was resolved that the amended Policy be adopted and the current Policy be deleted.

5.4   ADOPTION OF AMENDED COMMUNITY FUNDING POLICY

PURPOSE

The matter for consideration by the Council is to consider the adoption of the amended Community Funding Policy.

COMMITTEE RESOLUTION

Moved: Cr Gerard Minehan
Seconded: Cr Tim Aitken

That having considered all matters raised in the report:

a)   That Council adopts the amended Community Funding Policy and deletes the Environmental Funding Policy.

CARRIED

Mr Tate reported that amendments to the Policy combined five community fund policies into one, specifically noting the incorporation of the Environmental Funding Policy and the subsequent deletion of the current Environmental Funding Policy.

5.5   UPDATE ON THE DEVELOPMENT OF THE LONG TERM PLAN 2021-2031

PURPOSE

The purpose of this report is to update the Committee on the progress of the development of the Long Term Plan (LTP) 2021-2031. The LTP is a Council-led priority, but the timing of meetings has meant that an initial update has been provided to this Committee. In future some specific functions of the development of the LTP may be delegated to committees as and when required.

COMMITTEE RESOLUTION

Moved: Mayor Alex Walker
Seconded: Cr Jerry Greer

That, having considered all matters raised in the report, the report be received.

CARRIED

Officer McGrath provided an update on the development of the LTP, as presented in the report.

Mayor Walker spoke to the motion emphasising that the LTP is the place Council has input into the decisions around sustainable change, investment and levels of service, ensuring a good ten-year plan is developed to influence real outcomes.

5.6 UPDATE - SHAPING THE STRATEGY FOR CENTRAL HAWKE'S BAY

PURPOSE

The purpose of this report is to update the Committee on the Project 'Shaping the Strategy for Central Hawke's Bay' - an important operational input into the 2021 Long Term Plan and District Plan Review.

COMMITTEE RESOLUTION

Moved: Cr Brent Muggeridge
Seconded: Cr Tim Chote

That, having considered all matters raised in the report, the report be noted

CARRIED

Officer Tate provided an update on Shaping the Strategy for CHB.

Chair Annand asked the mechanisms of Councillor input in Shaping the Strategy development. Mrs Davidson replied that there are particular elements of the LTP that Councillor direction setting is absolutely needed and expected. Further updates on developments and expectations will be brought to Council on April 9th and April 23rd Council and Committee meetings.

Mayor Walker outlined how the District Plan deliberations and outcomes from the District Plan subcommittee will be incorporated into the Shaping the Strategy process and also the LTP development process.

6 DATE OF NEXT MEETING

COMMITTEE RESOLUTION

Moved: Cr Gerard Minehan
Seconded: Cr Tim Chote

That the next meeting of the Central Hawke's Bay District Strategy and Wellbeing Committee be held on 7 May 2020.

CARRIED

7 TIME OF CLOSURE

The Meeting closed at 9:56am.

The minutes of this meeting were confirmed at the Ordinary Council Meeting held on 9 April 2020.

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CHAIRPERSON

5 REPORT SECTION

5.1 STRATEGY AND WELLBEING COMMITTEE MONITORING REPORT

File Number: COU1-1411

Author: Monique Davidson, Chief Executive

Authoriser: Monique Davidson, Chief Executive

Attachments: Nil

PURPOSE

The purpose of this report is for the Strategy and Wellbeing Committee to receive a report on the progress of key committee priorities.

RECOMMENDATION

That, having considered all matters raised in the report, the report be noted.

SIGNIFICANCE AND ENGAGEMENT

This report is provided for information purposes only and has been assessed as not significant.

BACKGROUND

Following the 2019 Triennial Local Body Elections, Council took the time to reset Council priorities, and agree on priorities for Committees.

The purpose of the Strategy and Wellbeing Committee is to determine specific outcomes that need to be met to deliver on the vision and direction of Council, and set in place the wellbeing strategies, policies and work programmes to achieve set goals and targets.

To develop, approve, review and recommend to Council (where applicable) statutory and nonstatutory policy, plans, bylaws and strategies to:

- Focus on the social, economic, cultural and environmental wellbeing of Central Hawke's Bay through the development of vision and strategy while identifying and promoting community aspirations.

- Integrate an all of wellbeing approach to strategy, plan and policy development.

- Have effective statutory plans and bylaws to protect the community through a focus on the social, economic, cultural and economic wellbeings.

The Strategy and Wellbeing Committee is responsible for:

- developing and adopting strategies, plans and policies that advance the Council's vision and goals, and comply with the purpose of the Local Government Act

- monitoring the implementation and effectiveness of strategies, plans and policies

- monitoring the success of the key strategic relationships that support the implementation of key wellbeing related initiatives

- general coordination of Council policy and decisions.

The Strategy and Wellbeing Committee has delegations to:

- develop and adopt strategies, plans and policies that advance the Council's vision and goals, and comply with the purpose of the Local Government Act.

- monitor the implementation and effectiveness of strategies, plans and policies.

- make full decisions on the distribution of the Pride and Vibrancy Fund, Environmental and Sustainability Fund and any other contestable community fund.

- receive decisions of the Creative New Zealand Committee and CVOS Committee.

- make recommendations to council regarding the distribution of Ruataniwha and Aramoana/Ruahine Ward Reserves.

The Committee has delegations to establish a special committee, working group or community forum as needed.

DISCUSSION

The monitoring report which provides an update on the key priorities of the Committee is below:

Key Priority	Responsible Officer	Progress Update
• Lead and monitor the implementation of the Waste-Free CHB Strategy.	Josh Lloyd	Behind target. The Waste Free CHB campaign sits as a priority campaign under the 'environment' banner as part of Council's adopted Communications Strategy. The campaign is in its infancy and has fallen behind targets due to the impact of Covid-19 and the focus of teams on response requirements. Officers are confident in being able to get the campaign back on track early in the new financial year.
• Lead the delivery of the Social Housing Strategic Framework.	Doug Tate	On track – however some delays due to COVID – 19. The key focus of implementation of the framework has focussed on the S17a review of Council's retirement housing portfolio as a major body of work to support housing. The programme and methodology for this body of work is currently being reviewed for continued implementation. A meeting planned with the Retirement Vlillage Association has been paused for the foreseeable future due to prioritisation of COVID-19. Officers continue to receive regular updates from the Ministry of Housing and Urban Development (MHUD) and Kainga Ora on their housing initiatives. Understandably, a significant amount of their focus during the period has been of COVID-19 support.

Key Priority	Responsible Officer	Progress Update
• Monitor the implementation of the Economic Development Strategy.	Craig Ireson	Implementation of the action plan is on track. The large focus of existing resource has been on progressing Ngā Ara Tipuna through project implementation stage once Provincial Growth Fund (PGF) funding was confirmed and implementing Route 52 and HPMV projects. Additional Economic Development activity from initial PGF funding is still being finalised: these include draft investment prospectuses and the development of a regional high-level skills attraction strategy.
• Monitor the implementation of the Environmental Strategy.	Josh Lloyd	On track. The Environmental and Sustainability Strategy adopted in 2019 contains a series of actions/initiatives over a five year period. A number of actions have been completed or are in progress. A key priority within the Strategy is the completion of the 17a review which is progressing well.
• Review the current Community Wellbeing Strategy and then monitor the implementation of a revised Social Development Strategy.	Doug Tate	On track. The review of the Strategy is aimed for completion late this calendar year.
• Develop a Māori / Iwi Engagement Strategy.	Monique Davidson	On Track – Some delays due to COVID-19. The Strategy and Wellbeing Committee at its 12 March 2020 meeting adopted the Māori Contribution to Decision Making Policy. Following the adoption of this Policy, the Committee workshopped and agreed on an approach to the development of a Māori Engagement Strategy. While this work hasn't progressed as planned given the COVID-19 context, it would be fair to describe the Maori Engagement Strategy having come to life, in advance of the development of the strategy itself. An update on this is included in the Social and Economic Recovery Report included in this agenda. Dr Roger Maaka was formally appointed as Kaiārahi Matua by Council resolution 9 April 2020.

Key Priority	Responsible Officer	Progress Update
• Monitor development and implementation of Community Plans.	Doug Tate	On track – Some delays due to COVID-19. Both Takapau and Ongaonga Community Plans were to be finalised in March. Due to Officer availability these have not been progressed at this point. The Otane Community Plan workshop, commencing this community plan was planned for April 5. This has been postponed for the foreseeable future until COVID-19 restrictions are lifted.

IMPLICATIONS ASSESSMENT

This report confirms that the matter concerned has no particular implications and has been dealt with in accordance with the Local Government Act 2002. Specifically:

• Council staff have delegated authority for any decisions made;

• Council staff have identified and assessed all reasonably practicable options for addressing the matter and considered the views and preferences of any interested or affected persons (including Māori), in proportion to the significance of the matter;

• Any decisions made will help meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses;

• Unless stated above, any decisions made can be addressed through current funding under the Long-Term Plan and Annual Plan;

• Any decisions made are consistent with the Council's plans and policies; and

• No decisions have been made that would alter significantly the intended level of service provision for any significant activity undertaken by or on behalf of the Council or would transfer the ownership or control of a strategic asset to or from the Council.

NEXT STEPS

The Strategy and Wellbeing Committee will receive an updated monitoring report at its next meeting on the 2nd July 2020.

RECOMMENDATION

That, having considered all matters raised in the report, the report be noted.

5.2 STRATEGY AND WELLBEING COMMITTEE RESOLUTION MONITORING REPORT

File Number: COU1-1410

Author: **Bridget Gibson, Governance and Support Officer**

Authoriser: **Monique Davidson, Chief Executive**

Attachments: **1. Strategy and Wellbeing Committee Resolution Monitoring Report** ⇩

PURPOSE

The purpose of this report is to present to the Committee the Strategy and Wellbeing Resolution Monitoring Report. This report seeks to ensure the Committee has visibility over work that is progressing, following resolutions from Committee.

RECOMMENDATION

That, having considered all matters raised in the report, the report be noted.

SIGNIFICANCE AND ENGAGEMENT

This report is provided for information purposes only and has been assessed as not significant.

DISCUSSION

The monitoring report is **attached.**

IMPLICATIONS ASSESSMENT

This report confirms that the matter concerned has no particular implications and has been dealt with in accordance with the Local Government Act 2002. Specifically:

- Council staff have delegated authority for any decisions made;

- Council staff have identified and assessed all reasonably practicable options for addressing the matter and considered the views and preferences of any interested or affected persons (including Māori), in proportion to the significance of the matter;

- Any decisions made will help meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses;

- Unless stated above, any decisions made can be addressed through current funding under the Long-Term Plan and Annual Plan;

- Any decisions made are consistent with the Council's plans and policies; and

- No decisions have been made that would alter significantly the intended level of service provision for any significant activity undertaken by or on behalf of the Council, or would transfer the ownership or control of a strategic asset to or from the Council.

NEXT STEPS

An updated Resolution Monitoring Report will be presented at the next Committee meeting on 2 July 2020.

RECOMMENDATION

That, having considered all matters raised in the report, the report be noted.

Strategy and Wellbeing Committee - Resolution Monitoring Report Monitoring Report May 2020

Key		
Completed		
On Track		
Off Track		

Item	Council Resolution	Resolution Date	Responsible Officer	Progress Report
Māori Contribution to Decision Making Policy.	a) That the Strategy and Wellbeing Committee adopt the Māori Contribution to Decision Making Policy. b) That the Strategy and Wellbeing Committee note that in adopting the updated Policy, the current Māori Contribution to Decision Making Policy and Māori Consultative Committee Policy are deleted.	12/03/2020	Monique Davidson	Completed. Adopted 9 April 2020. Dr Roger Maaka has been formally appointed as Kaiārahi Matua by Council resolution 9 April 2020.
Civic and Community Awards Policy.	1. That having considered all matters raised in the report, the amended Civic and Community Awards Policy be adopted. 2. That the Committee notes that in adopting this Policy, the current Civic Awards Policy be deleted.	12/03/2020	Bridget Gibson	Completed. The Policy was adopted 12/3/2020. The historic Policy has been deleted. Award nomination forms are being amended to include changes and work is on track for communicating the nomination process to the community in late May. Impacts of the Covid-19 situation on ceremony arrangements are being considered in preparations.
Adoption of amended Community Funding Policy.	That Council adopts the amended Community Funding Policy and deletes the Environmental Funding Policy.	12/03/2020	Bridget Cover	Completed. Adopted by Council on 12/03/2020. Uploaded to the website 24/04/2020.

5.3   CENTRAL HAWKE'S BAY DISTRICT COUNCIL POLICY FRAMEWORK

File Number: **COU1-1411**

Author: **Gina McGrath, Strategy and Governance Manager**

Authoriser: **Monique Davidson, Chief Executive**

Attachments: **1.   CHBDC Policy Framework** ⇩
                        2.   CHBDC Policy Review Framework ⇩

PURPOSE

The matter for consideration by the Council is the Central Hawke's Bay District Council Policy Framework.

RECOMMENDATION FOR CONSIDERATION

That having considered all matters raised in the report:

a)   Recommend the Central Hawke's Bay District Council Policy Framework be referred to Council for adoption on 3 June 2020.

BACKGROUND

a)   The LGNZ Elected Members' Governance Handbook outlines that governance is primarily about setting the future direction of organisations and communities and ensuring assets and resources are suitable for achieving that direction. Good governance has in place a framework with core elements that:

- promote accountability,
- encourage strategic thinking; and
- facilitate meaningful policy development.

While we currently have vital documents that achieve these elements (for example, Standing Orders and the Governance Statement), there is no overarching framework in place that demonstrates how all of these documents fit together. This Policy Framework addresses this gap.

Additionally, this document also covers off one of our key process steps for the Long Term Plan to stocktake our strategies, policies and plans, and to clarify the linkages between them.

DISCUSSION

Central Hawke's Bay District Council has a wide range of policies that provide guidelines for all types of decision making. We have specific policies that guide how we manage and control dogs to policies that guide Council in making significant financial investments on behalf of the whole community. Policies exist to guide Councillors and staff in their decision-making processes.

Governance policies are the responsibility of Elected Members. These policies can only be amended, deleted or adopted by resolution in Council or Council Committee. They exist to set the parameters of operational decision-making and activities. Local Government New Zealand refers to this as 'the steering of the ship' in its Elected Members' Handbook.

Organisational policies are the responsibility of the Chief Executive and Executive Leadership Team. They can only be amended, deleted or adopted by these parties. These policies are mainly focussed on internal activities and guide operational decision-making. Local Government New Zealand calls this 'rowing of the ship'; that is, ensuring the ship is moving to reach the destination set by Elected Members.'

In smaller Councils like ours, it can sometimes be challenging to define the line between governance and management precisely. The Auditor General notes that documents such as this Governance Policy Framework 'provide a vital framework for clarifying and delegating respective roles and

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responsibilities', helping to introduce clearer definition between the responsibilities of governance and management.

This document seeks to address this recommendation by the Auditor-General by:

- collating all governance policies into the four areas of assessment identified by Council Mark;

- creating a distinction between policies that are strategic and directional:

  o strategic policies generally involve high-level, long-term thinking and often require significant decisions that will affect everyone in the District (e.g. our Financial Strategy).

  o directional policies are more likely to be about specific areas or single-issue topics (e.g. activity management plans provide direction to a specific area within Council).

- clearly identifying which current policies fit into either category;

- identifying the relationship between different policies and how they interact with each other;

- identifying which committees have primary responsibility for the review of certain policies;

- providing an indicative review timeline for these policies.

Read together with our other key governance documents (e.g. Governance Statement and Delegations Manual), this Framework provides further clarity to Elected Members on their role and responsibilities in the discharge of their duties.

Additionally, this document also covers off one of our key process steps for the Long Term Plan to stocktake our strategies, policies and plans, and to clarify the linkages between them.

Project Hygiene *i.e. culture and training, process, reporting, strategy and policy stocktake*	Quality Assurance *i.e. Audit, Quality Assurance & Information Management*	Strategic Vision *i.e. environmental scan, direction setting, growth assumptions, activity groupings*
Engagement & Consultation *i.e. engagement approach, community consultation*	Activity & Asset Management *i.e. detailed plans of each activity & asset, activity statements*	Financial & Infrastructure Strategies
Funding & Financial Policies *i.e. review of key financial policies and funding decisions*	Measuring Performance *i.e. levels of service, performance measures, strategic targets*	Policy Review *i.e. review of relevant policies that influence the Long Term Plan*

Graphic: How this fits into the Long-Term Plan

RISK ASSESSMENT AND MITIGATION

There are no risks associated with the adoption of this Policy Framework.

However, non-adoption does raise some risk as to the integrity of our governance system. The Auditor-General recommends documents like these as they provide a clear definition between the responsibilities of governance and management. Without this document, we will be unable to clearly articulate what our governance policies are, their relationship with each other and their relationship with other vital documents.

FOUR WELLBEINGS

Good governance is one of the cornerstones of an effective Council. As the purpose of this Policy Framework is to provide clarity and understanding about the role of Elected Members in exercising their governance capability, this report fundamentally supports the delivery of the four wellbeings across Council.

DELEGATIONS OR AUTHORITY

The ultimate responsibility for good governance stems from Council itself. Therefore, it is appropriate that this Committee provide feedback and make a recommendation as to whether the Council should adopt the Policy Framework.

SIGNIFICANCE AND ENGAGEMENT

In accordance with the Council's Significance and Engagement Policy, this matter has been assessed as being of some importance.

OPTIONS ANALYSIS

Three options are presented for consideration. These are;

1. Not adopting the Policy Framework and providing officers with guidance on next steps or further work that is required.
2. Adopting the attached Policy Framework.
3. Adopting the attached Policy Framework with some edits/modifications.

Financial and Operational Implications

The options do not present significant measurable financial implications.

	Option 1 **Do not recommend the adoption of Policy Framework**	**Option 2** **Recommend adoption of Policy Framework with no changes**	**Option 3** **Recommend adoption of Policy Framework with amendments**
Financial and Operational Implications	There are no financial and operational implications.	There are no financial and operational implications.	Officers can make non-substantive changes to the Policy without any financial or operational implications.
Long Term Plan and Annual Plan Implications	Officers consider that this framework will greatly benefit the production of an effective LTP, and ongoing good governance. Not having one in place will hinder Officers ability to undertake this work.	A stocktake of strategies, policies and plans is an important process step in the LTP process. The Policy Framework thus supports the development of the LTP and Annual Plan as well as ongoing good governance.	A stocktake of strategies, policies and plans is an important process step in the LTP process. The Policy Framework thus supports the development of the LTP and Annual Plan as well as ongoing good governance.
Promotion or Achievement of Community Outcomes	Having this Policy Framework in place supports the development of the LTP (of which the Community Outcomes are an integral part) as it makes it clear how policies interact with each other and the role of Elected Members in influencing the direction of those policies.	Having this Policy Framework in place supports the development of the LTP (of which the Community Outcomes are an integral part) as it makes it clear how policies interact with each other and the role of Elected Members in influencing the direction of those policies.	Having this Policy Framework in place supports the development of the LTP (of which the Community Outcomes are an integral part) as it makes it clear how policies interact with each other and the role of Elected Members in influencing the direction of those policies.

Statutory Requirements	There are no specific statutory or legislative requirements for this option.	There are no specific statutory or legislative requirements for this option.	There are no specific statutory or legislative requirements for this option.
Consistency with Policies and Plans	A Policy Framework is considered good practice. While not having one in place will not be inconsistent with our current policies and plans, as we continue to update our policies, our lack of an overall framework will become clearer.	This framework is consistent with existing governance policies.	This framework is consistent with existing governance policies.

Recommended Option

This report recommends options 2 (recommend for adoption with amendments) or option 3 (recommend for adoption) for addressing the matter.

NEXT STEPS

If the Strategy and Wellbeing Committee recommend the Policy Framework to be sent to Council for adoption on 3 June, then any suggested changes will be made before submission.

Following this, the Strategy and Governance Manager will develop a Policy Review work programme. This work programme will include a workshop with Elected Members to identify any gaps in the current policies for inclusion. The work programme will also align, where appropriate, with any proposed changes to bylaws. Preliminary recommendations as to how these policies may been reviewed has been included in the Policy Review Framework attached.

A Policy Review is a significant piece of work that will take place over the medium/long-term. The focus of the resource that would work on the delivery of the 2021-2031 Long Term Plan, and so any work would need to be done in a way that does not negatively impact that project.

RECOMMENDATION

a) **Recommend the Central Hawke's Bay District Council Policy Framework be referred to Council for adoption on 3 June 2020.**

Central Hawke's Bay District Council Governance Policy Framework

Adopted: 00/00/0000   Review Date: 00/00/000

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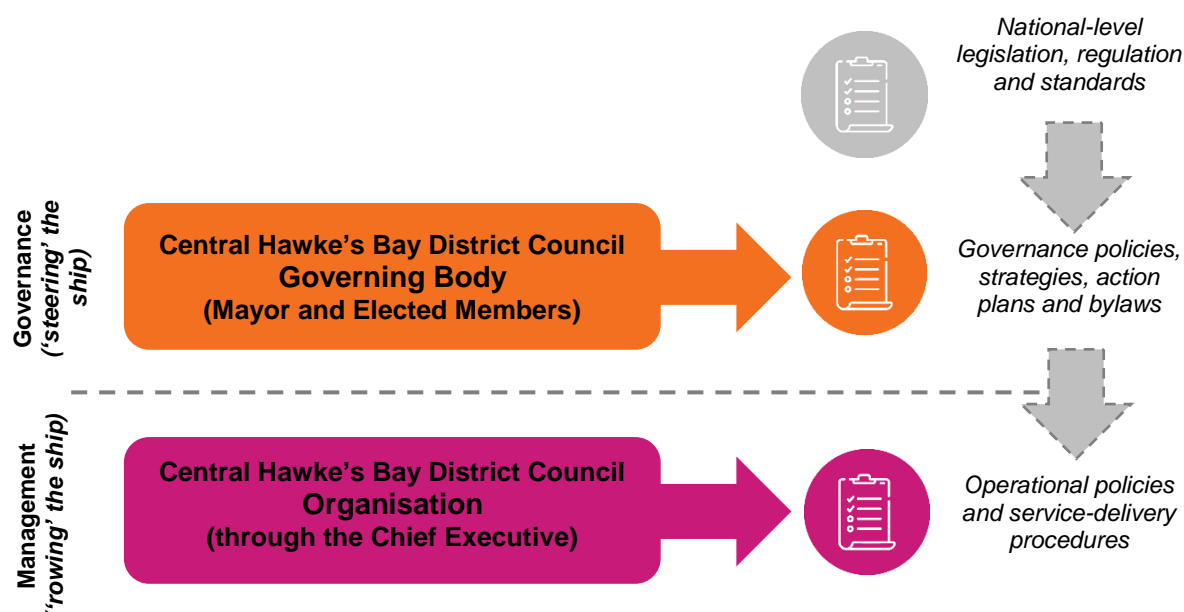# Central Hawke's Bay District Council Governance Policy Framework

Central Hawke's Bay District Council has a wide range of policies that provide guidelines for all types of decision making. We have specific policies that guide how we manage and control dogs to policies that guide Council in making significant financial investments on behalf of the whole community. Policies exist to guide Councillors and staff in their decision-making processes. Some policies exist at a Governance level to specifically assist Councillors execute their representation and local governance duties. Other policies exist at an Organisational Level and provide guidance to Chief Executive, Executive Leadership Team and staff about operational matters.

Governance policies are the responsibility of Elected Members. These policies can only be amended, deleted or adopted by resolution in Council or Council Committee. They exist to set the parameters of operational decision-making and activities – their main focus is on what Local Government New Zealand calls 'the steering of the ship' in its Elected Members Handbook. They capture the 'big picture' issues of how to make our community THRIVE.

Organisational policies are the responsibility of the Chief Executive and Executive Leadership Team. They can only be amended, deleted or adopted by these parties. These policies are mainly focussed on internal activities and guide operational decision-making. Local Government New Zealand calls this 'rowing of the ship'; that is, ensuring the ship is moving in order to reach the destination set by Elected Members.'

In smaller Councils like ours it can sometimes be difficult to precisely define the line between governance and management. Elected Members, for example, may find themselves more closely involved with the operation of their council than members in large councils. The Auditor General notes that documents such as this Governance Policy Framework 'provide a vital framework for clarifying and delegating respective roles and responsibilities', helping to introduce clearer definition between the responsibilities of governance and management.

This policy framework considers the range of Governance Policies. A separate framework is currently being developed for the Council's Organisational Policies. A list of Organisational Policies is provided in **Appendix A**.

Purpose

The purpose of this framework is to clearly identify the collection of Governance Policies at Central Hawke's Bay District Council that Elected Members are responsible for. Mapping the policies according to nature and type provides an overall picture of what is included in the policy portfolio. Further understanding of each group of policies and the scope of Councillors decision making is provided through a brief description of the policy, the types of decisions that can be made and the general considerations involved with good decision making. To demonstrate the integration between the policies in the portfolio connections with other policies are identified. Finally, to assist Council Staff and Elected Members develop a policy review work programme the high-level review timeframes for each policy are indicated.

Relationship with other documents

Long Term Plan: those policies denoted in the table below with a * are legally required as part of the Long Term Plan process.

Governance Statement: This is a guide to how the Central Hawke's Bay District Council makes decisions. It provides details about the Council's appointments of committees, sub committees, other subordinate decision-making bodies and joint committees and the kinds of decisions they have delegated authority to make on behalf of Council.

Delegations Manual: Council delegates a range of decision-making powers. As well as the powers outlined in the governance statement, the Chief Executive also has a range of delegations to enable Council to operate on a day-to-day basis. Some of these delegations are passed to staff, especially in the regulatory area, through the Chief Executive Delegations Register (which is an operational document).

Policy Review Framework: outlines a standard process for reviewing developing and policies at Central Hawke's Bay District Council. Included is the process for developing draft policies, reviewing, applying and amending policies to ensure there is a consistent and transparent approach taken across the organisation.

Policy Framework Procedures and templates: show how policy documents are to be developed ensuring a consistent corporate style is applied across all policy documents.

How Governance Policies Sit in the Bigger Picture

The table below shows where policies sit in the hierarchy of governance instruments. Sometimes the hierarchy can change depending on the nature of the issue being covered and the size of the Council. For example, for Central Hawke's District Council Bay the Non-Rateable Funding Strategic Framework sits above the policies, whereas in other cases that framework may be used between a Policy and an Action Plan.

Instrument	Purpose	
Legislation	Legislation is formal and binding laws that have been passed by Parliament and received royal assent.	
Regulations	Regulations are those regulations made by under authority of legislation by the appropriate delegate (usually the relevant Minister).	
Standards/ Guidelines	National standards are set under legislation by agencies such as the Ministry for the Environment, and are usually mandatory. Guidelines are similar and offer approved and recommended approaches, but are not mandatory.	
Strategy	Strategies outline a deliberate course of action to obtain desired outcomes.	**Framework** Frameworks set out the high-level purpose for policies, strategies and bylaws how these all work together to achieve Council's goals.
Policy	Policies establish key principles and values that govern decision-making at Council and rules that are mandatory and apply across the Council.	
Action Plans	Action Plans set out key activities that Council and others will do when implementing policies and strategies	
Bylaws	Regulatory tools that can be used by Councils to enforce and give effect to policies, strategies and action plans. Can only be applied in specific circumstances under legislation.	
Procedures	Procedures listed in the Hive (Sharepoint) give detailed mandatory direction on how a policy is to be implemented.	

Governance Policy Framework

The Local Government Act 2002 specifies that one of Council's key responsibilities is to develop and adopt policies. Policies must be developed for the purpose of local governance and must be adopted by the whole of Council. Central Hawke's Bay District Council has a wide range of Governance Policies. In this Governance Policy Framework policies have been collated into the following four groups:

- Governance Leadership and Strategy

- Financial Decision Making and Transparency

- Service Delivery and Asset Management, and

- Community Engagement and Development.

The Committee that is primarily responsible for each of these groups have been identified in Table on page 6. This is to provide clarity over the review responsibility for those areas. Ultimate approval and adoption sits with Council. The Risk and Assurance Committee, as part of their remit, have a role in monitoring risk associated with non-compliance of governance and operational policies.

Policies vary in nature depending on their purpose and can range from high level and broad sweeping to very detailed and specific. To help distinguish between policy types each group of policies has been categorised into two general types - Strategic Policies and Directional Policies.

Those policies identified as Strategic Policies generally involve big picture thinking over the long term and often require significant decisions that will affect everyone in the district. For example, the Rating System outlines how Council will strike and collect rates across the entire district.

Directional Policies are more likely to be about a single-issue topics and provide specific direction to an area of operational activity. For example, the Land Transport Activity Management Plan (and policies) provide direction for the Land Transport Activity.

The Governance Policy Framework also includes several omnibus policies. The Rates Remission and Postponement Policies and the Activity Management Plans (and Policies) noted in the table below include a number of specific policies. For a full list of policies please refer to **Appendix B and C.** A full list of Bylaws is provided in **Appendix D.**

While Council can choose to create a range of policies and strategies to cover the 'big picture' issues, many of the policies and strategies are prescribed by legislation or national standards. For example, the Local Government Act requires Councils to have financial and infrastructure strategies. Other legislation such as the Sale and Supply of Alcohol Act 2012 and the Dog Control Act 1996 give Councils the ability to set their own policies.

GOVERNANCE LEADERSHIP & STRATEGY

STRATEGIC

Direction Setting Vision and Goals, Community Outcomes
Governance Policies
Governance Statement
Standing Orders
Code of Conduct
*Maori Contribution to Decision Making Policy

DIRECTIONAL

Representation Policies
Appointment of Council Representation Policy
District Licensing Committee Appointment of Members

Elected Member Expenses and Remuneration Policy

STRATEGY AND WELLBEING

FINANCIAL DECISION-MAKING & TRANSPARENCY

STRATEGIC

Non-Rateable Funding Strategic Framework
*Funding and financial policies
Development Contributions Policy
Revenue and Financing Policy
Rating System Policy
Financial Strategy

DIRECTIONAL

*Rates Remission Policies

*Treasury Management Policy including Liability Management
and Investment Policies

FINANCE AND INFRASTRUCTURE

GOVERNANCE POLICY FRAMEWORK

COUNCIL
RISK AND ASSURANCE
COUNCIL
RISK AND ASSURANCE

DIRECTIONAL

Action Plans

Civic Award Policy

Community Recognition and Funding Policy

*Activity Management Plans
(AMPS) & Policies:
• Land Transport AMP
• Solid Waste AMP
• Drinking Water AMP
• Wastewater AMP
• Storm water AMP
• Community Facilities AMP

Bylaws

Regulatory Policies:
• Smoke Free Policy
• Local Alcohol Policy
• Class 4 Gambling & Board
  Venue Policy
• Sale of Liquor Policy
• Local Approved Products Policy
• Dog Control Policy
• Dangerous, Earthquake-Prone &
  Insanitary Buildings Policy

DIRECTIONAL

STRATEGIC

Social Development Strategy
Environmental Strategy
Economic Development Strategy
Maori Development Strategy
*Significance and Engagement Policy

COMMUNITY ENGAGEMENT & DEVELOPMENT

*Infrastructure Strategy
Asset Management Policy

STRATEGIC

SERVICE DELIVERY & ASSET MANAGEMENT

Denotes those policies and strategies legally required as part of the Long Term Plan.

Governance Leadership and Strategy				
	Description	Decision making	Connections	Review priority[1]
Direction setting, vision, goals, community outcomes	Direction setting encompasses council's high-level vision and goals e.g. *"THRIVE"* and community outcomes.	In direction setting the Council considers its current strategic direction and then maps out where to go next. Good decision making includes consideration of around the community's view of well-being and the council's contribution to promoting well-being including social, economic, environmental and cultural aspects. Direction setting also include the development of a set of community outcomes. Direction setting usually occurs at the beginning of an elected term. While not technically a "policy" direction setting is significantly influential on policies, identification of strategic priorities and allocation of resources. Elected Members are responsible for making decisions regarding Direction Setting but are assisted in their decision making by information provided by Council Officers.	Policies, Strategies and Activity Management Plans	Low 2022

[1] Review priority ranges include: High where review is required in >6 months, Medium where review is required between 6-12 months, Low where review is required in <12 months

Governance Leadership and Strategy				
Governance Policies • Governance Statement • Standing Orders • Code of Conduct	This group of "policies" provides Council guidance about its purpose, meeting procedures to enable effective Local Government and public accountability and expectations regarding Elected Member conduct.	These documents are procedural in nature and heavily based in legislation. For these reasons they are typically standardised by industry experts and the documents are often adopted by Council with no or little change. As long as Council is comfortable with content and understands the expectations and responsibilities outlined in these standardised documents the decision making required is very limited. For example, Council adopted the Model Standing Orders of the Standards Association of New Zealand.	Representation Policies	Low
*Maori Capacity to Decision Making Policy	Maori Capacity to Decision Making Policy outlines any steps Council intends to take to develop the capacity of Māori to Council's decision-making processes.	In this policy Councils are expected to outline how they intend to build positive relationships with Maori and enable opportunities for input into decision-making. The intention is that Council and Maori will work together to deliver good outcomes for Maori communities and the community as a whole. Council is working towards developing a memorandum of understanding with Te Taiwhenua o Tamatea, who represent all 9 marae in Central Hawke's Bay.	Significance and Engagement Policy	Medium

Governance Leadership and Strategy				
Representation Policies • Appointment of Council Representation Policy • District Licensing Committee Appointment of Members	The Local Government Act enables Councils the power to appoint committees, subcommittees or other decision-making bodies to make decisions on the Council's behalf.	These policies outline the membership of elected members and community members on committees, sub committees and other trusts and boards. Good decision making is guided by the Local Government Act that provides Council with direction over its powers of delegation. The composition and membership of committees is normally reviewed at each triennial election – but Council, through various Acts, consents and the constitutions of other entities, is also represented on a number of other Boards, Committees, Groups, Trusts and similar entities. In addition – Council provides treasury administrative support to a number of entities, where it in the public interest that Council be involved.	Governance Statement	Low

Governance Leadership and Strategy				
Elected Member Expenses and Remuneration Policy	This policy sets out rules on the claiming of expenses by elected members and the resources that will be available to them during their term of office.	The aim of this policy is to ensure that a transparent and accountable process is outlined regarding the reimbursement of costs that elected members may incur while conducting duties. Costs for expenses must have a justifiable business purpose, be moderate and conservative to the circumstances, and be appropriate. Expense claims are audited and transparency is achieved through the six-monthly publication of expenses on the Council's website. The Remuneration Policy outlines Council's agreed approach to allocating the Elected Members salary pool that is set by the Remuneration Authority.	Code of Conduct	Low

2. Financial Decision Making and Transparency				
	Description	Decision making	Connections	Review priority
Non-Rateable Funding Strategic Framework	This Framework aims to identify and implement opportunities to create new revenue for Council, seeking to reduce the reliance on rates to fund the range of operational activities and capital projects Council delivers.	This strategic framework sets clear direction to reduce Council's reliance on rates through a variety of mechanisms. It was created in recognition that the District faces significant funding challenges in the future, in particular addressing under-investment in three waters activities and responding to the increasing impact of weather events on the Districts roading network. The Non-Rateable Funding Strategic Framework sets out a range of initiatives to deliver on the strategy, such as exploring opportunities around partnership funding for projects, and to develop and External Funding Policy. The Chief Executive develops an operational work programme that will look to prioritise and achieve the key initiatives over a three-year programme.	Funding and financial policies	Low
Funding and financial policies • Development Contributions Policy • *Revenue and Financing Policy • Rating System Policy	This suite of policies enables Council to obtain financial resources via rates, establish funding tools, manage resources and allocate them towards strategic priorities.	The funding and financial policies establish the systems and procedures for Council's revenue sources. These policies determine how rates will be set, applied and collected, funding from other sources, how fees and charges will be determined, and Council's approach to managing its financial resources over the long term.	Non-Rateable Funding Strategic Framework	High

2. Financial Decision Making and Transparency				
• Financial Strategy		Good decision making in funding and financial policy development requires careful consideration and alignment with the relevant legislative requirements. Some policies require the inclusion of mandatory content and others have specific review processes. Council must be able to show how it has complied with these. Errors in the development of funding and financial policies can have dire financial consequences and at worse can result in Council's not being able to strike rates or collect enough revenue to fund programmes. Care must be taken to carefully express Council's intention and avoid the risk of being misinterpreted. Like other governance policies, elected members are ultimately responsible for approving policies. However, due to the complexity and risk of failure associated with funding and financial policies it is important that Elected Members are well supported in their decision making with expert officer advice provided from the Chief Financial Officer, Chief Executive and other relevant staff. External legal advice on the elements of the funding and financial policies may also be sought.		

2. Financial Decision Making and Transparency				
Rates Remissions and Postponement Policies	A range of polices that outline the circumstances where Council is prepared to waive rates.	The Rates Remission and Postponement Policies includes 11 policies that specifically detail how certain groups, organisations, individuals may be exempt from paying rates. Good decision making in this suite of policies includes being clear about Council's rationale for exempting certain groups from paying rates. E.g. Sports Clubs that make a positive contribution to the wellbeing of the community may be exempt from paying rates. Expert advice about the integrated nature of rating systems will lessen the risk of Councillors making decisions in isolation for a specific group of ratepayers that result in unintended consequences for other groups of ratepayers. With the guidance of the Chief Executive and Council Staff councillors should be made aware of the implications and options of shifting of rates payments from one group to another and the impact on the whole rating system.	Funding and Financial Policies	High
Treasury Management Policy including Liability Management and Investment Policies	The purpose of the Treasury Management Policy is to outline approved policies and procedures in respect of treasury activities. The formalisation of such policies and procedures will enable treasury risks within	The Council has ultimate responsibility for ensuring that there is an effective Policy for the management of its risks. In this respect the Council decides the level and nature of financial risks that are acceptable, given Council's statutory objectives. The Council is responsible for	Financial Strategy	Med

2. Financial Decision Making and Transparency				
	Council to be prudently managed.	approving the Policy. Council has responsibility for: Approving the long-term financial position of Council through the Long Term Plan and Financial Strategy along with the adopted Annual Plan. Approve and adopt the Liability Management and Investment Policies (the Treasury Management Policy). Approval for one-off transactions falling outside Policy		

3. Service delivery and asset management				
	Description	Decision making	Connections	Review priority
Infrastructure Strategy	The Infrastructure Strategy demonstrates how Council is intending to respond and manage significant asset requirements over a 30-year period.	The Infrastructure Strategy is mandated under the Local Government Act and is a core part of Council's Long Term Plan. Council must tell a clear and credible story of how it plans to manage its current and future infrastructure over the next 30 years or more. It must identify significant asset issues and demonstrate it has a plan in place to address those issues. For example, the impact of population growth and decline, threats and risks to infrastructure though natural hazards and climate change are all issues that have to be considered. Council will need to consider a range of options on how best to manage changes in demand e.g. increased expenditure to meet changing drinking water standards. The long-term nature of this strategy will require consideration of the needs of future generations and what financial resources will be required. This requires strong alignment between the Infrastructure Strategy and the Financial Strategy, as well as clear links to service levels in the Long Term Plan.	Financial Strategy and Asset Management Plans	High
Asset Management Policy	The Asset Management Policy contains a set of asset management principles and policy	Having an Asset Management Policy in place is good practice. It allows Council to set an expectation as to how Asset Management Plans should be developed and reviewed. The principles are consistent with the	Infrastructure Strategy and Asset	Low

3. Service delivery and asset management				
	statements to guide and influence the way that Council manages its assets.	strategic direction of the District and the community outcomes in the Long-Term Plan, allowing it to positively influence the impact asset management has on the achievement of those outcomes. The policy helps Council manage risk by clearly articulating principles to be applied in the development of Asset Management Plans, rather than just being implied or inferred in the absence of one. It allows for Council and staff to check back to ensure AMPs are developed/reviewed against a consistent standard. This policy has a long-term view because it directly influences the development of AMPs, which are key components of the Long-Term Plan. When it is reviewed, it will require consideration of the needs of future generations. This requires strong alignment with the Infrastructure Strategy (and vice versa).	Management Plans	
*Activity Management Plans (and policies) refer Appendix C • Land Transport Activity Management Plan • Solid Waste Activity Management Plan	Activity Management Plans focus on the activities, services and outcomes the Council is delivering and the assets needed to deliver them.	The Activity Management Plans provide for the co-ordinated management of activities to deliver on Council's objectives. Council has a range of different decision-making opportunities to make when developing and approving Activity Management Plans. This will involve considering and approving the alignment between strategic management of the activity and any associated assets, and long-term approach to the provision and maintenance, and provided levels of service. A number of policies are associated with Activity Management Plans and these	Infrastructure Strategy and Financial Strategy	High

3. Service delivery and asset management				
• Drinking Water Activity Management Plan • Wastewater Activity Management Plan • Storm water Activity Management Plan • Community Facilities Activity Management Plan		are used to support the overall objectives of the activities. Elected Members are responsible for approving Activity Management Plans (and Policies) but are assisted in their decision making by information provided by Activity Managers.		
Bylaws • For a full list refer Appendix D	Bylaws are legislative instruments that give effect to policy.	Bylaws can be used to encourage behaviours to maintain desired community conduct e.g. restricting urban residents from keeping roosters to avoid the noise from annoying their neighbours. Bylaws can be enforced through a range of measures e.g. fines, orders and prosecution. Council has a number of bylaws and good decision making will involve consideration of the entire bylaw portfolio to avoid the risk of any unintended consequences between bylaws. Bylaws are legal documents and legal advice is often sought prior to adoption to ensure bylaws meet legal requirements and are enforceable. The bylaws are reviewed and drafted by Council Officers and formally adopted by Elected Members.	Service Delivery Policies	Low

3. Service delivery and asset management				
		The Chief Executive's role is to ensure the Bylaws are enacted.		
Regulatory policies • Smoke Free Policy • Local Alcohol Policy • Class 4 Gambling and Board Venue Policy • Sale of Liquor Policy • Local Approved Products Policy • Dog Control Policy • Dangerous, Earthquake-Prone and Insanitary Buildings Policy	These policies are Council's response to specific pieces of legislation. They establish local regulatory approaches to national issues.	A number of pieces of legislation provide Councils with the ability to introduce policies to tailor regulatory responses to the needs of their communities. In some cases – such as the Dog Control Act 1996 – Councils must have a policy in respect of dogs in their area. In other cases these policies are not mandatory, although national-level regulations can often apply if Council's do not adopt their own policies. While Councils are empowered to set their own policies, these have to operate within the boundaries set by legislation. There will often be things that Councils must cover in the policies (and there is no discretion allowed), and also directions on what Councils must have regard to when setting the policies (high-level outcomes to guide decision-making on the specific issue).	Bylaws	Low - High depending on policy review date and legislative changes

4. Community Engagement and Development				
	Description	Decision making	Connections	Review priority
Environmental Strategy Economic Development Strategy Social Development Strategy (in development) Maori Development Strategy (in development)	These strategies identify and articulate the objectives that Council and the community want to achieve. Details are provided about the current situation, ideal situation and the actions required to make change.	Council has chosen to develop local strategies in response to meeting Council objectives and community aspirations identified in Project THRIVE. As these strategies are not prescribed by the Local Government Act, Elected Members have freedom and flexibility about strategy contents. However, the general principles of good governance and decision making as described by the Local Government Act still apply including making decisions that promote community wellbeing and the best interests of the whole community now and in the future. Community views must be considered in an open and transparent matter and consideration given to those in the community that may have an interest in matters being considered.	Action Plans	Low
*Significance and Engagement Policy	The purpose of the policy is to enable Council and the community to identify the degree of significance of particular matters, provide clarity about how and when communities can expect to be engaged in decisions about such matters, and inform the Council from the	Council's Significance and Engagement Policy sets out the form of consultation to be undertaken relative to community preferences for specific matters, given their significance (significance being either financial or non-financial). The types of consultation range on a spectrum from informing – which involves one-way communication from council to the community about something that is going to happen i.e. a water shutdown notice	Maori Capacity to Decision Making	High

	beginning of a decision-making process about the extent of any public engagement that is expected before a particular decision is made on the form or type of engagement required.	through to empowering where Council may delegate decision making to the community. The significance of an issue is considered on a case by case basis. Significant matters will be to be subject to more substantive levels of engagement and consultation. Likewise, engagement and consultation approaches will be considerably less on matters of minor concern or interest to communities. Council decides what type of engagement is appropriate based on how the significant the issue is. Good decision making will take into consideration the Council's existing level of knowledge of community preferences and views. This is particularly relevant of a consultation on the same issue had recently been held. The development of the policy is guided by the Chief Executive and usually Council's Communications Officers. Council officers assist Elected Members to implement the Significance and Engagement Policy by making recommendations about community context, and the level of community engagement appropriate for the issue being considered.		
Action Plans • Economic Development Action Plan	Council's range of Action Plans outline what activities will be undertaken to ensure the objectives identified in	Action Plans include a range of specific and often prioritised actions that when completed will assist in bringing about the strategy objectives Council seeks.	Environmental Strategy Economic Development Strategy	Low

• Environmental and Sustainability Action Plan • Youth Action Plan • Positive Ageing • Disability Reference Group Action Plan	Council's strategies will be achieved.	Council's key decision-making role is ensuring alignment between strategy objectives and actions. Councils are faced with difficult decisions about allocating scarce resources between competing demands, requiring them to make difficult trade-off decisions about the most effective actions to take. Elected Members are assisted in their decision making by the relevant Council Officer responsible for implementing the Strategy.		
Civic Award Policy	This policy establishes the process for awarding the Civic Awards.	This policy sets out key processes for the maximum number of people to receive a Civic Award each year, and how they should be chosen. It sets out: • not more than four persons on an annual basis • nominations of candidates for the awards shall be called for by Public Notice each year in May • a Selection Panel will be formed by Council to make the awards • two citizen representatives will be on the Selection Panel (Group President of the Central Hawke's Bay Women's Institute (or a replacement nominated by the Central Hawke's Bay Women's Institute), and an additional citizen nominated by Council).		High

Community Funding Policy	This policy outlines the process regarding the allocation Community Voluntary Organisation Support Funding, Environmental and Sustainability Funding, Creative Communities Grants and Sport NZ Rural Travel Grants.	Council recognises community funding as a major contributor towards supporting the achievement of Council's and the Communities vision for the future and to support our community to THRIVE. There are a range of grants and funding options available for Central Hawke's Bay groups and communities. Good practice around the decision to allocate funding includes ensuring that there is clear alignment between the funding proposal and the outcomes that Council or other funding bodies seeks.	Social Development Strategy Environmental Strategy	Low

Appendix A – Organisational Policies

1. Administration

- Lost Property Procedure
- Lost Property Policy
- Purchases
- Postal Address Format
- Records Management Paper Based
- Responsibility for Cash

2. Corporate Procedures

- Credit Card Operation
- LGOIMA Requests

3. Information Services

- Booking Resources
- Information Systems
- Telecommunication
- Website File-Directory Conventions

4. People and Capability

- Child Protection Policy
- Community Service Leave Guideline
- Conflict of Interest Policy
- Drug and Alcohol Policy and Procedure
- Hours of Work and Flexible Working Hours
- Koha Procedure
- Leave Policy
- Motor Vehicle Use
- Pay and Performance Policy
- Protected Disclosures Act
- Public Relations
- Recognising our People Guideline
- Respectful Workplace Procedure

- Security of Information and Premises
- Sensitive Expenditure
- Sick Leave Bank Policy
- Staff Conduct Procedure
- Staff Making Personal Submissions
- Training and Travel Policy

5. Planning and Regulatory

- Trading in Public Places
- Geotechnical Site Investigation Guidelines

6. Safety and Wellbeing

- Emergency Procedures
- Hazard-Risk Management
- Health and Safety
- Incident Accident Procedure
- Lone Worker Procedure
- Rehabilitation
- Stress Management

Appendix B - Rates Remissions and Postponement Policies

- Community Contribution and Club Rebate Remission Policy

- Uniform Annual Charges on Contiguous Properties Remission Policy

- Rates Discount Policy

- Rates Holiday Postponement Policy

- Remission on Rates for QEII Trust Land for Natural, Historic or Cultural Conservation Policy

- Remission of Rates – Maori Freehold Land Policy

- Postponement of Rates for Natural Calamities Policy

- Remission of Additional Charges Policy

- School Sewerage Charges Remission Policy

- Outstanding accounts Policy

- Remission of Rates Policy

- Remission of water rates attributable to water leaks.

Appendix C − Activity Management Plans (and Policies)

Land Transport Activity Management Plan

- Ad Hoc Road Signs Policy
- Dust Suppression Policy
- Enclosure of Road Reserve Policy
- Footpaths Policy
- Formation, Subdivision and Maintenance of No-Exit Roads Policy
- Roadside Planting Policy
- Roadside Stabilisation and Tree Management Policy
- Roadside Weed Control Policy
- Stock Underpass Policy
- Use of Road Reserve for Permanent Commercial Display Policy
- Vehicle Crossing Policy
- Allocation of Property Numbers Policy
- Naming of Streets and Roads Policy

Solid Waste Activity Management Plan

- Solid Waste Policy

Storm Water Activity Management Plan

- Storm water Drainage Policy
- Storm water Laterals and Sewer Repairs

Community Facilities Activity Management Plan

- Camping Policy
- Cemeteries Policy
- Cultural Policy
- Indoor Heated Swimming Pool Policy
- Library Policy
- Parks and Reserves Policy
- Retirement Housing Policy
- Swimming Pools Policy
- District Hall Committees Policy
- District Hall Policy
- Acquisition of Esplanade Policy

Appendix D – Bylaws

- Introductory Bylaw

- Public Places Bylaw

- Hostels Bylaw

- Trading in Public Places Bylaw

- Livestock Movement and Animals in Public Places Bylaw

- Solid Waste Bylaw

- Water Supply Bylaw

- Control of advertising signs Bylaw

- Dog Control Bylaw

- The keeping of Animals, Poultry and Bees Bylaw

- Cemeteries Bylaw

- Stormwater Bylaw

- Wastewater Bylaw

- Trade Waste Bylaw

- Traffic Bylaw

- Speed Limits Bylaw

- Liquor Control in Public Places Bylaw

Policy Review Framework

Policy	Suggested action	Comment	Adoption Date	Last Amended
Acquisition of Esplanade Reserves (PDF | 31 KB)	Keep		18-May-17	5-Aug-04
Ad Hoc Road Signs (PDF | 28 KB)	Bundle	Suits operational – only two lines and not necessary for Council to decide. Other option is to bundle into land transport policy or similar.	18-May-17	5-Aug-04
Adoption of Standing Orders (PDF | 29 KB)	Keep		31-Oct-13	20-Oct-04
Allocation of Property Numbers (PDF | 34 KB)	Bundle	Operational in nature	18-May-17	4-May-17
Appointment of Council Representatives (PDF | 135 KB)	Keep		26-Jul-18	26-Jul-18
Archives and Records (PDF | 29 KB)	Drop to operational	No policy set, just states service level and legislation to be followed. Drop to operational.	6-Apr-17	6-Apr-17
Asset Management Policy (PDF | TBC)	Keep		23-Apr-20	23-Apr-20
Attendance at Seminars and Conferences Policy (PDF | 31 KB)	Keep		6-Apr-17	6-Apr-17
Camping (PDF | 39 KB)	Keep		18-May-17	4-May-17
Cemeteries (PDF | 45 KB)	Keep		18-May-17	7-May-15
Chief Executive Remuneration and Review Policy	Keep	Reviewed and approved 19 September 2019 with 12 month review passed		
Civic Awards (PDF | 29 KB)	Keep	Straegy & Wellbeing Ctte approved new policy, still to be adopted by full Council	18-May-17	17-Feb-10
Civil Defence (PDF | 225 KB)	Remove	Just states obligations set by other statutes etc, does not set any policy as such.	18-May-17	30-Apr-92
Class 4 Gambling and Board Venue (PDF | 752 KB)	Keep		23-Feb-18	22-Feb-18
Community Contribution and Club Rebate Remission (PDF | 123 KB)	Bundle	Merge onto overall remissions policy	31-May-18	31-May-18
Community Funding	Keep	Straegy & Wellbeing Ctte approved new policy, still to be adopted by full Council	9-Aug-18	13-Dec-18
Complaints and Compliments (PDF | 419 KB)	Drop to operational	Management service-level in nature, no Council policy stated	18-May-17	4-May-17
Council Committee and Community Representation (PDF | 91 KB)	Relocate	Place into Ctte Structure or Delegations Manual	15-Dec-16	15-Dec-16
Creative Communities Scheme Assessment Committee (PDF | 122 KB)	Relocate	Place into Ctte Structure or Delegations Manual	27-Mar-14	27-Sep-01
Cultural (PDF | 28 KB)	Remove	Not a policy – looks like content is missing	7-May-15	4-Apr-13
Dangerous and Insanitary Buildings (PDF | 267 KB)	Keep		14-Dec-17	14-Dec-17
Development Contributions (PDF | 508 KB)	Keep		13-Dec-18	18-Jun-15
District Hall (PDF | 237 KB)	Relocate	Merge with District Hall Committee Policy when putting into Delegations Manual. Only points 1 & 2 are close to policy statements and these can be included in Delegations Manual when stating purpose of ToR of Committee.	14-Dec-17	14-Dec-17
District Hall Committees (PDF | 247 KB)	Relocate	Place into Ctte Structure or Delegations Manual	14-Dec-17	14-Dec-17
District Licensing Committee Appointment of Members (PDF | 47 KB)	Relocate	Place into Ctte Structure or Delegations Manual	18-Jun-15	New
Dog Control (PDF | 124 KB)	Keep		29-Jun-17	14-Jun-17
Dust Suppression (PDF | 29 KB)	Bundle	Operational in nature, no Council-level policy statements	27-Mar-14	10-Apr-19
Elected Member Expenses and Allowances (PDF | 53 KB)	Keep		1-Dec-16	15-Jun-16
Elected Member Renumeration (PDF | 32 KB)	Keep	Reviewed and approved 14 November 2019 - to be reviewed prior to next triennium	1-Dec-16	17-Nov-19
Enclosure of Road Reserve (PDF | 30 KB)	Bundle	Suits operational, though does contain some policy-like statements – shift to AMP	29-Jun-17	25-Oct-12
Environmental and Sustainability Strategy	Keep	Adopted 23 May 2019 as part of Annual Plan		23-May-19
Footpaths (PDF | 28 KB)	Remove	Presume deleted by Footpath Construction Policy	27-Mar-14	30-Apr-92
Footpath Construction Policy	Bundle	More a service-level statement rather than a Council policy – shift to AMP	28-Feb-19	28-Feb-19
Formation Subdivision and Maintenance of No Exit Roads (PDF | 30 KB)	Bundle	More a service-level statement rather than a Council policy – shift to AMP	29-Jun-17	5-May-11
Geotechnical Site Investigation for Building and Resource Consents	Keep		15-Aug-19	15-Aug-19
Housing Strategy Framework	Keep		10-Apr-19	10-Apr-19
Indoor Heated Swimming Pool (PDF | 29 KB)	Bundle	Half is about Council appointees to Community Trust that should be dealt with in Delegations Manual. Rest is contractual and grants so not a policy-level statement – capture at service level or contract-level.	8-May-14	8-May-14
Level of Asset Management Plan Preparation (PDF | 39 KB)	Keep	Policy-level statement about level that plans should be prepared to. Could be contained in an Infrastructure Strategy if want to remove.	18-May-17	4-May-17
Liability Management201406191 (PDF | 322 KB)	Bundle	Bundle as part of Finance and/or Treasury policies	19-Jun-14	25-Oct-12
Library (PDF | 220 KB)	Remove	Assume replaced by Libraries Strategic Framework (covers similar level content)	1-Nov-17	1-Nov-17
Libraries Strategic Framework 2019-2024	Keep	Unclear if this replaces Library policy - assume it does	29-Aug-19	29-Aug-19
Local Alcohol Policy 2018 (PDF | 714 KB)	Keep		20-Sep-18	N/A
Local Approved Products (PDF | 156 KB)	Keep		12-Nov-15	New
Maori Consultative Committee (PDF | 36 KB)	Remove	Straegy & Wellbeing Ctte approved new policy, still to be adopted by full Council	7-May-15	7-May-15

Policy Review Framework

CENTRAL HAWKE'S BAY DISTRICT COUNCIL

Policy	Suggested action	Comment	Adoption Date	Last Amended
Maori Contribution to Decision Making (PDF | 30 KB)	Keep	Straegy & Wellbeing Ctte approved new policy, still to be adopted by full Council	18-Jun-15	20-Mar-20
Naming of Streets and Roads (PDF | 92 KB)	Bundle	Operational in nature, no Council-level policy statements	29-Jun-17	14-Jun-17
Non-Rateable Income Funding Strategic Framework	Keep			10-Apr-19
Outstanding Accounts (PDF | 29 KB)	Bundle	Operational in nature, no Council-level policy statements	19-Jun-14	25-Oct-12
OutstandingAccountsPolicy201406191 (PDF | 152 KB)	Bundle	Operational in nature, no Council-level policy statements	19-Jun-14	25-Oct-12
Parks and Reserves (PDF | 29 KB)	Bundle	More a service-level statement rather than a Council policy – shift to AMP	8-May-14	26-May-11
Partnerships with the Private Sector (PDF | 250 KB)	Keep		21-Sep-17	24-Aug-17
Postponement of Rates for Natural Calamities	Bundle	Replaced Remission of Rates for Natural Calamities policy at 20 March 2020 Council meeting	20-Mar-20	20-Mar-20
Procurement and Contract Management	Keep		31-Oct-18	31-Oct-18
Provisional LAP 2015 (PDF | 153 KB)	Remove	Outdated - either update or remove	N/A	N/A
Rates Discount (PDF | 31 KB)	Bundle	Bundle as part of single remissions policy	19-Jun-14	15-Dec-11
Rates Holiday/Postponement (PDF | 109 KB)	Bundle	Bundle as part of single remissions policy	31-May-18	31-May-18
Rating System Policy (PDF | 29 KB)	Keep		19-Jun-14	29-Jun-06
Regional Funding for Tourism Funding and Promotion (PDF | 29 KB)	Remove	Can be captured as part of LTP decisions rather than needing separate policy to cover	18-May-17	4-May-17
Regulatory (PDF | 28 KB)	Remove	Unless required under LGA	27-Mar-14	29-Mar-90
Remission of Additional Charges (PDF | 115 KB)	Bundle	Bundle as part of single remissions policy	31-May-18	31-May-18
Remission of Rates for Natural Calamities (PDF | 110 KB)	Deleted 20 March 2020			
Remission of Rates for QEII Trust and Land for Natural, Historic or Cultural Conservation (PDF	Bundle	Bundle as part of single remissions policy	31-May-18	31-May-18
Remission of Rates Maori Freehold Land (PDF | 163 KB)	Bundle	Bundle as part of single remissions policy	31-May-18	31-May-18
Remission of Water Rates Attributable to Water Leaks (PDF | 137 KB)	Bundle	Bundle as part of single remissions policy	31-May-18	31-May-18
Retirement Housing (PDF | 228 KB)	Keep	Check re link to Strategy when updating	14-Dec-17	14-Dec-17
Revenue and Financing Policy	Keep	Updated at last Annual Plan		23-May-19
Roadside Planting (PDF | 29 KB)	Bundle		8-May-14	5-May-11
Roadside Stabilization and Tree Management (PDF | 29 KB)	Bundle		8-May-14	30-Apr-92
Roadside Weed Control (PDF | 28 KB)	Bundle		8-May-14	16-Dec-93
School Sewerage Charges Remission (PDF | 155 KB)	Bundle	Bundle as part of single remissions policy	31-May-14	31-May-12
Significance and Engagement Policy (PDF | 352 KB)	Keep		31-May-18	31-May-18
Smoke Free (PDF | 39 KB)	Keep		6-Apr-17	6-Apr-17
Solid Waste (PDF | 30 KB)	Bundle		8-May-14	8-May-14
Special Fund Accounts (PDF | 241 KB)	Keep	Could be taken into a financial policy	14-Dec-17	14-Dec-17
Stock Underpass (PDF | 223 KB)	Bundle		21-Sep-17	24-Aug-17
Stormwater Drainage (PDF | 31 KB)	Bundle		8-May-14	3-Dec-09
Stormwater laterals and Sewer Repair (PDF | 29 KB)	Bundle		8-May-14	3-Dec-09
Submissions and Petitions (PDF | 106 KB)	Keep		27-Mar-14	25-Oct-12
Sundry Remission of Rates (PDF | 127 KB)	Bundle	Bundle as part of single remissions policy	31-May-18	31-May-18
Swimming Pools (PDF | 218 KB)	Bundle		1-Nov-17	1-Nov-17
Treasury Management Policy (including LMP and IP) (PDF | 574 KB)	Keep		5-May-16	New
Uniform Annual Charges on Contiguous Properties Remission (PDF | 117 KB)	Bundle	Bundle as part of single remissions policy	31-May-18	31-May-18
Use of Road Reserve for Permanent Commercial Display (PDF | 124 KB)	Bundle		21-Sep-17	30-Apr-92
Vehicle Crossing (PDF | 29 KB)	Remove	Include as part of fees & charges or similar policy	7-May-15	7-May-15
Voluntary Organisations and Incorporated Societies (PDF | 30 KB)	Remove	Include as part of fees & charges or similar policy	18-May-17	25-May-95
Waipawa Building Society Trust Fund (PDF | 29 KB)	Bundle	Place into Ctte Structure or Delegations Manual	18-May-17	26-Sep-02
Work Carried Out Under Budget (PDF | 29 KB)	Bundle	Bundle as part of Finance and/or Treasury policies	4-Apr-13	20-Aug-98

5.4 LONG TERM PLAN - DIRECTION SETTING AND COMMUNITY OUTCOMES

File Number: COU1-1411

Author: **Gina McGrath, Strategy and Governance Manager**

Authoriser: **Monique Davidson, Chief Executive**

Attachments: 1. **Project Thrive Community Outcomes Summary** ⇩
2. **Central Hawke's Bay Business on a Page** ⇩

\<Summary Section>

PURPOSE

On Thursday 23 April Council workshopped our strategic direction for the Long Term Plan. This report summarises that discussion, and the direction provided by Council.

RECOMMENDATION

That, having considered all matters raised in the report, the report be noted.

SIGNIFICANCE AND ENGAGEMENT

This report is provided for information purposes only and has been assessed as not significant.

BACKGROUND

- Thrive remains the basis of our long-term direction; and

- Our Community Outcomes are still relevant to the 2021-2031 Long Term Plan.

DISCUSSION

The Long Term Plan Strategic Framework

The Long Term Plan 2018-2028 confirmed our vision and community outcomes. Our vision is our bedrock – it is what we have built our current approach on – and it influences Elected Members, staff and the community.

Underneath that is our Community Outcomes. These are set as part of the Long Term Plan process. The Long Term Plan maps new and current projects, as well as business as usual activities, to these outcomes.

Within this are our Focus Areas. These five areas had the most transformational effect on our long term outlook. If the majority of our projects achieved these focus areas, then we would see significant strides towards the achievement of our vision.
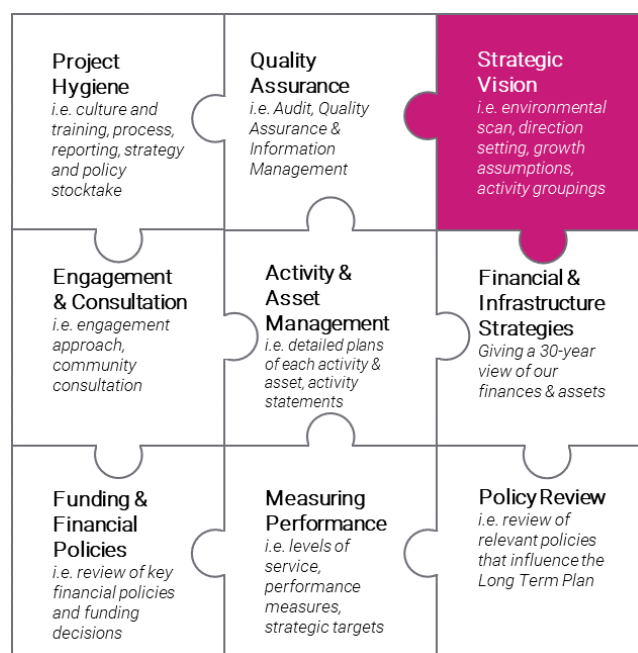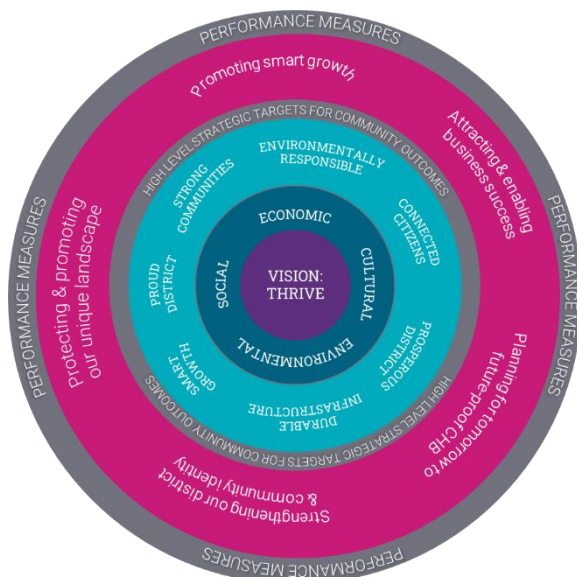

Diagram 1: Long Term Plan Jigsaw

*Diagram 2: Long Term Plan Strategic Framework*

Together these three areas show how we map out our future aspirations as a community and the framework for how we achieve that vision.

Vision and Community Outcomes

Council confirmed that they are comfortable with continuing with the direction set as part of Project Thrive in 2016. The vision[2] has significantly altered the direction of the District and remains as relevant today as it was when confirmed in 2016.

There was also a recognition that the strategy Council takes into the LTP is going to be firmly focussed on recovery for the local community and local economy post-COVID-19.

There are seven Community Outcomes:
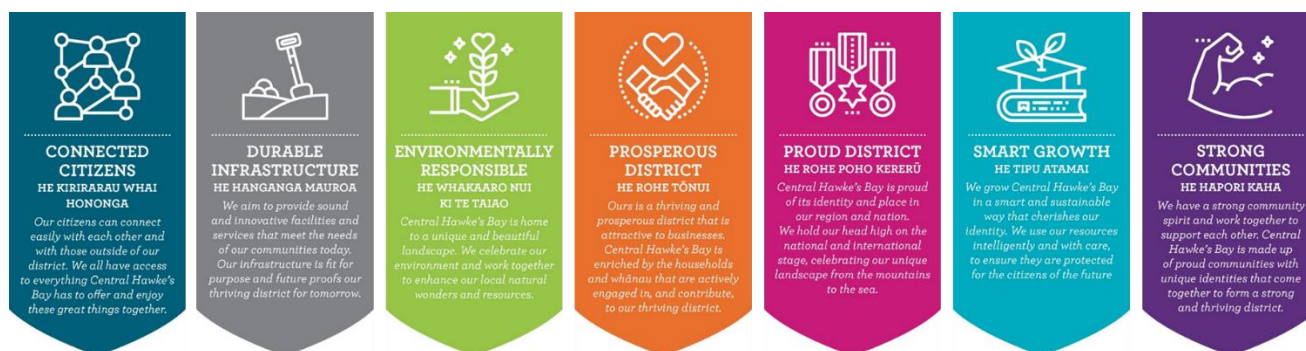
Council confirmed that the seven Community Outcomes were still relevant. However, the descriptions could be updated to reflect the natural refinement and clarity that has occurred (for example, the District Plan has assisted Council in better understanding trade-offs between outcomes, and we can use that to refine our descriptions). Updated Focus Areas will also inform the refinement of these descriptions (for example, if any we remove or dramatically change any Focus Areas, we can potentially still reflect its intent in the relevant Community Outcome description).

Refinement of the descriptions will also help to improve our performance measures.

The Focus Areas

The Focus Areas are considered the areas that, if we prioritise, will see the most significant transformational change. By getting clarity on these areas, we can update relevant Community Outcome descriptions, develop performance measures and articulate longer-term targets.

In the workshop, Council considered the focus areas we have had the most impact on as planning for tomorrow, strengthening our District and an equal rating between smart growth and protecting and promoting our unique landscape.

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[2] ."Our vision is for Central Hawke's Bay is a proud and prosperous district made up of strong communities and connected people who respect and protect our environment and celebrate our beautiful part of New Zealand."

Projects that we have achieved or are underway, by focus area	
Our Focus Areas	**Examples of projects that we have undertaken against these areas (some will map with multiple areas)**
Promoting Smart Growth	Ōtane Land Development, Housing Strategy Framework.
Enabling Business Success	Economic Development Strategy, Exploring Central Hawke's Bay economic development opportunities (PGF).
Planning for Tomorrow to Future-proof Central Hawke's Bay	External Funding Strategy, Big Water Story, District Plan Review, Waste Minimisation and Management Plan, Rating Review, Tukituki Water Security project (HBRC – PGF).
Strengthening our District and Community Identity	Community Wellbeing Strategy, our CHB 'Brand', Waipawa Pool upgrade, Iwi Engagement and Partnership, Ngā Ara Tipuna (PGF), Route 52 (PGF), HPMV Business Case (PGF).
Protecting and Promoting our Unique Landscape	Environment Strategy, Waste Free CHB Strategy.

Council continues to see protecting and promoting our unique landscape, smart growth and strengthening our District as the most crucial focus areas going forward. Planning for tomorrow was primarily seen to have been achieved, and able to be rolled into business as usual. It is suggested that this could be used to update the Business on a Page (attachment 2). This could be done by adding an additional category to 'Our DNA'.

Through 'Our DNA' we have identified fundamental ways that will guide the way Council and councillors interact with our communities and lead our District. The guiding principles are evident in the way we engage, plan, make decisions and allocate resources on behalf of our District and community. By adding in another category focussed on planning for tomorrow (or a similar description), we can put in place mechanisms that ensure this value is still an integral part of our overall approach, and has longevity beyond the focus areas.

Council was clear that the focus areas are still relevant, and will be retained, with only subtle shifts in language or descriptions to make. The focus areas will likely have an economic recovery lens post-COVID-19 (as appropriate) and will target what we can achieve (rather than the values focus of the Community Outcomes).

A summary of the conversation, broken into broad categories, is provided below.

Focus Areas – Summary of Discussion		
Our Focus Areas	**Keep / Amend / Remove**	**Discussion**
Promoting Smart Growth	Amend	This should be about how we add value to the community with growth. It could potentially reflect something about sustainability. We will need to clarify what smart growth & sustainability means. Additionally, it also needs to clearly be something we can back-up with action – lead, drive or facilitate. We need to move past it just being based on values.

Enabling Business Success	Amend	It as noted by many that enabling business success is more of a "long-game", and that what we have put in place so far we wouldn't have necessarily started seeing the effects of.
		There was a discussion about whether or not this could be expressed in a different way, so that it is more about economic growth, welfare, economic wellbeing or creation of wealth.
		The thought behind this was that if it is focussed on income, it becomes a bit broader and more relevant across the District (and not just about business). It was pointed out that a high proportion of people in the District earn less than $30k a year. So being able to someone wrap up business, income and equity of success could be a way to better reflect this focus area moving forward (especially with post-COVID-19).
		It could also open us up to some projects or actions such as Council taking a social procurement approach to contracting, focussing on areas such as iwi, youth employment and provision of ongoing training.
		It was noted that some of the Town Centre work that was cornerstone to the creation of this focus area in Project Thrive has not taken place yet, so we would not have seen the full impact of any work in that area.
		Council agreed that it needed to reflect the being able to attract, retain and enable business success – particularly post-COVID-19.
Planning for Tomorrow to Future-proof Central Hawke's Bay	Remove	This was recommended to remove. The question posed was have we cemented this into council practice, and is it sustainable past this Council? If yes, then is it BAU. It was felt by most that this is now largely a BAU activity.
		Noted that the success of this area is not entirely surprising, as that has been where there has been the most under investment so we have concentrated on that to play catch-up.
		Noted that this focus area was more input focussed, rather than output focussed.
		It was suggested that we could connect projects that are still underway in this category into others. For example, District Plan can fit across multiple focus areas.
Strengthening our District and Community Identity	Keep	It was suggested that we could change the focus from promoting to maintaining District and community identity.
Protecting and Promoting our Unique Landscape	Keep	It was suggested that we could include tangata whenua in this focus area to reflect the relationship and partnership that is being built between the two groups.

IMPLICATIONS ASSESSMENT

This report confirms that the matter concerned has no particular implications and has been dealt with in accordance with the Local Government Act 2002. Specifically:

- Council staff have delegated authority for any decisions made;

- Council staff have identified and assessed all reasonably practicable options for addressing the matter and considered the views and preferences of any interested or affected persons (including Māori), in proportion to the significance of the matter;

- Any decisions made will help meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses;

- Unless stated above, any decisions made can be addressed through current funding under the Long-Term Plan and Annual Plan;

- Any decisions made are consistent with the Council's plans and policies; and

- No decisions have been made that would alter significantly the intended level of service provision for any significant activity undertaken by or on behalf of the Council, or would transfer the ownership or control of a strategic asset to or from the Council.

NEXT STEPS

Further refinement

Further conversations will need to take place with Elected Members to refine these areas over the coming months. However, it has been made clear that only subtle shifts to the Community Outcomes and Focus Areas will occur. This is helpful as staff can continue to progress their work without concern at a possible overhaul later.

Project Thrive created these focus areas. It became clear through the workshop that understanding the why behind these focus areas will be beneficial in identifying potential changes in their focus going forward. The Outcomes Report summary from Project Thrive has been attached to this paper to assist Elected Members in reflecting on this before we discuss the strategic framework (and potential changes) again.

Other areas impacted

Over the coming months, staff will be developing their Asset and/or Activity Management Plans (AMPs). These articulate in detail the activities and projects we could undertake to achieve our vision. They also outline the impact if we choose not to undertake particular projects or BAU activities. Once these are in a final draft, Council will have the opportunity to discuss and debate their contents. This will refine the options to be included in the Long Term Plan for consultation with the community in 2021.
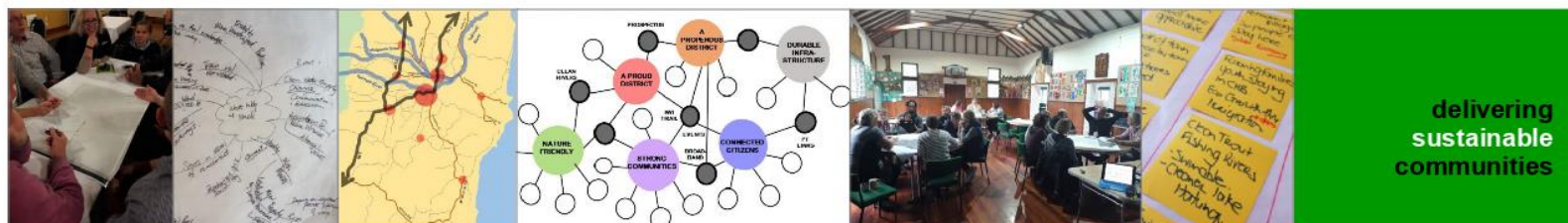

RECOMMENDATION

That, having considered all matters raised in the report, the report be noted.

"A proud and prosperous district with strong communities, and connected citizens, who respect and celebrate nature"

CENTRAL HAWKE'S BAY BLUEPRINT
CONSULTATION OUTCOMES REPORT

FOR CENTRAL HAWKE'S BAY DISTRICT COUNCIL

BY: **URBANISMPLUS** LTD. MAY 2017

delivering sustainable communities

CENTRAL HAWKE'S BAY BLUEPRINT
CONSULTATION OUTCOMES REPORT

FOR CENTRAL HAWKE'S BAY DISTRICT COUNCIL

This report contains a summary of the outcomes of 13 consultation sessions including local communities, iwi, community leaders, Councillors and Council staff, held in April 2017. The outcomes should be regarded as provisional only and do not represent Council policy at this stage.

This report is intended to only serve the purpose of providing guidance to the Central Hawke's Bay District Council in the development of an overarching community-based vision, and to inform the future Long Term Plan process, the District Plan update, and other Council / community initiatives.

J0605

Urbanismplus Ltd
Level 1, 10 O'Connell Street, Auckland City, tel: +64 9 302 2488

CENTRAL HAWKE'S BAY BLUEPRINT CONSULTATION OUTCOMES REPORT - CENTRAL HAWKE'S BAY DISTRICT COUNCIL **PAGE 1**

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CONTENTS

CENTRAL HAWKE'S BAY BLUEPRINT CONSULTATION OUTCOMES REPORT - CENTRAL HAWKE'S BAY DISTRICT COUNCIL   **PAGE 2**

1. INTRODUCTION

1.1 PROJECT BACKGROUND

In line with elected members undertaking to better listen and understand community aspirations, the Central Hawke's Bay District Council commissioned Urbanismplus Ltd in February 2017 to facilitate a community consultation and workshop process to reflect the new leadership's aspiration to see the community *thrive*.

1.2 PROJECT OVERVIEW

Project Aims

The process aimed to encapsulate a fresh overarching community-based vision, and inform the Long Term Plan (LTP), the District Plan, and other Council / community initiatives.

The purpose of this report

This report details the outcomes of the consultation sessions held across the Central Hawke's Bay District in April 2017.

1.3 PROJECT PROCESS

The project process included the following elements, refer to **Figure 1-1**:

Community-Based Workshops

This involved a comprehensive engagement process with input on the vision, values and specific initiatives drawn from a range of groups, including community leaders and iwi, and the different communities across the District over 13 consultation sessions in April 2017. From these

sessions possible initiatives were developed for consideration.

Informing the Long Term Plan and District Plan

During consultation and workshop stages special attention was paid to the views, solutions, and options to be carried forward for the LTP work, as well as the District Plan changes.

A technical session was held with Council staff in order to supplement possible initiatives developed from community ideas with Council actions that are required by law or which may be of high functional necessity.

It is noted that formal processes for the LTP and District Plan revision will be undertaken later in 2017.

Community Presentations and Feedback

The outcomes of the consultation sessions were presented back to the community in May 2017. This included an overarching community aspiration and seven key themes that could be carried forward.

1.4 NEXT STEPS

The outcomes of the consultation will inform the LTP and District Plan revision processes, which will include formal consultation undertaken by the Central Hawke's Bay District Council in late 2017 and early 2018.
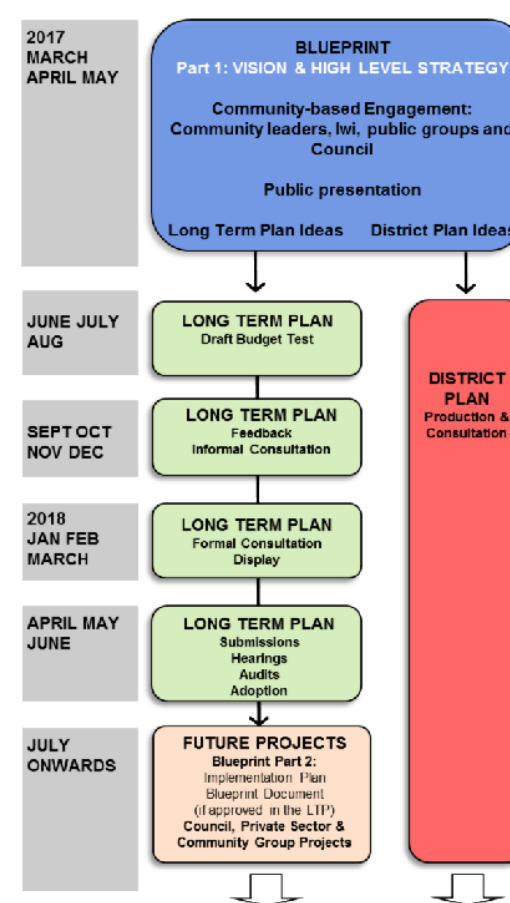
ABOVE FIG. 1-1: The Project Process

CENTRAL HAWKE'S BAY BLUEPRINT CONSULTATION OUTCOMES REPORT - CENTRAL HAWKE'S BAY DISTRICT COUNCIL **PAGE 3**

2. CONSULTATION OUTCOME SUMMARY

2.1 CONSULTATION PROCESS SUMMARY

Who was asked

The Central Hawke's Bay District Council invited the community to participate in thirteen consultation sessions across the District, refer to **Figure 2-1**. These sessions were held over four days between 10 and 13 April 2017.

Over three hundred people contributed their ideas from the following sessions:

→ Flemington -13 attendees
→ Omakere - 8 attendees
→ Ongaonga - 20 attendees
→ Otane - 46 attendees
→ Porangahau - 24 attendees
→ Takapau - 40 attendees
→ Tikokino - 15 attendees
→ Waipawa - 38 attendees
→ Waipukurau - 49 attendees
→ Iwi - 18 attendees
→ Community Leaders
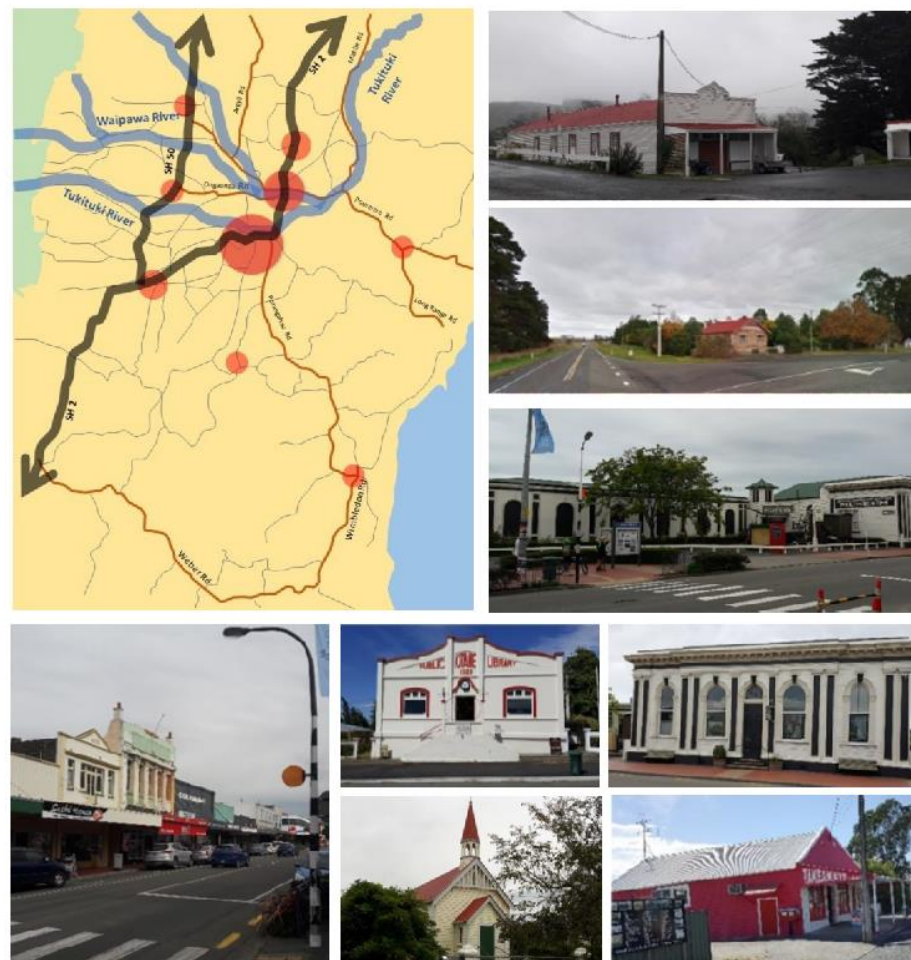→ Councillors
→ Council Staff

What was asked

The consultation asked for feedback on the District now, as well as the vision for the future. The questions asked were as follows:

The District Now
→ What do you value most in the District?
→ What is holding the District back?

The District in the Future
→ What does a thriving Central Hawke's Bay look like?
→ What are your transformative ideas and actions for the future?
→ Which items should be in the Long Term Plan and District Plan?

ABOVE FIG. 2-1: Locations where consultation sessions were held

CENTRAL HAWKE'S BAY BLUEPRINT CONSULTATION OUTCOMES REPORT - CENTRAL HAWKE'S BAY DISTRICT COUNCIL **PAGE 4**

2.2 COMMUNITY FEEDBACK SUMMARY

The community consultation sessions resulted in 70 A1 sheets of feedback with approximately 3,500 feedback matters, refer to **Appendix B**. These were later typed up for analysis and to help with prioritisation, refer to **Appendix C**.

Across the feedback common ideas began to emerge that were repeated across communities and demographics. **Figure 2-2** depicts some of the most common words to re-occur. The strength of the existing community and the desire to maintain and improve community connections and cohesion was the most popular idea.

The full outcomes of the feedback and the frequency that ideas occurred is set out in a table in **Section 3** of this report. Subsequent feedback received was also included in this table, refer to **Appendix D** for full copies of this feedback.

Local Ideas

The consultation sessions also identified feedback on local initiatives in each of the ten communities. These are all captured in the full consultation feedback tables in **Section 3**.

ABOVE FIG. 2-2: Re-occurring words from the consultation sessions

BELOW FIG. 2.3 Consultation sessions and some of the feedback received

CENTRAL HAWKE'S BAY BLUEPRINT CONSULTATION OUTCOMES REPORT - CENTRAL HAWKE'S BAY DISTRICT COUNCIL **PAGE 5**
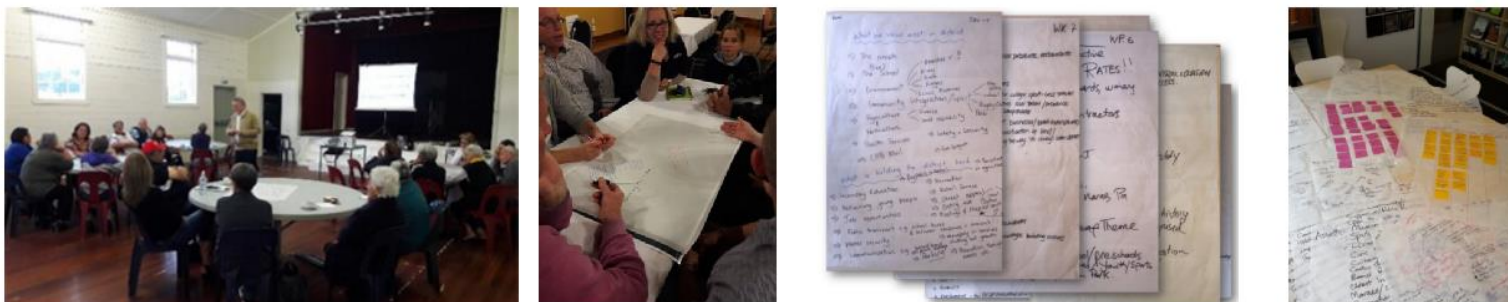
What do you value

Common ideas for what is valued in the community include:

What is holding you back

Common ideas for what is holding the District back include:

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Vision and Ideas for the Future

Common ideas for a what people want for the future of the Central Hawke's Bay include:

"new businesses and employment for youth"

"vibrant and bustling towns and villages"

"be a tourism destination"

"public transport and cycling connections"

"healthy environment and clean, reliable water supply"

"more education and training options"

CENTRAL HAWKE'S BAY BLUEPRINT CONSULTATION OUTCOMES REPORT - CENTRAL HAWKE'S BAY DISTRICT COUNCIL **PAGE 7**

2.3 OVERARCHING COMMUNITY ASPIRATION AND KEY THEMES

Overarching Community Aspiration

The consultation feedback resulted in a clear overarching aspiration for the Central Hawke's Bay District:

"A proud and prosperous district with strong communities, and connected citizens, who respect and celebrate nature."
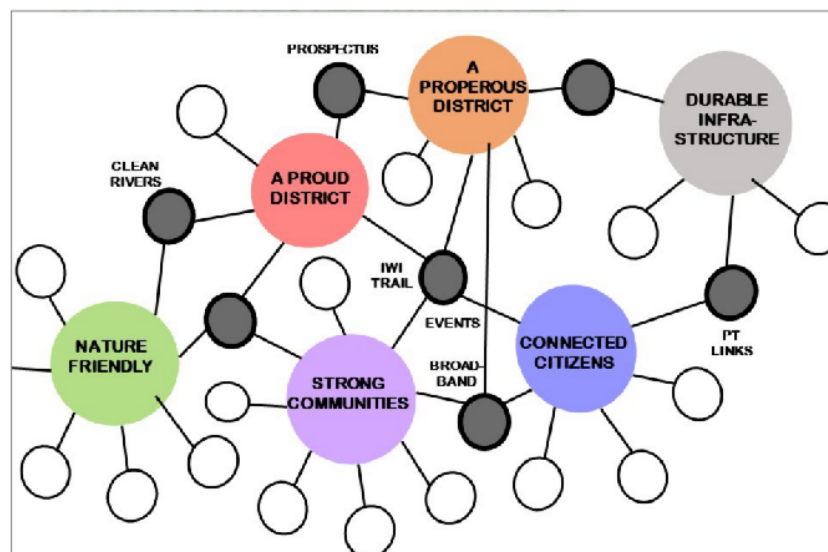
Key Themes

In order to achieve this aspiration, the overall the feedback has been structured into seven general themes and a number of sub-themes that the Council can focus on when moving to the next stage of the process:

1	a proud district
2	a prosperous district
3	strong communities
4	connected citizens
5	smart growth
6	nature friendly
7	durable infrastructure

A full summary of the sub-themes and ideas under each sub-theme is outlined in **Table 2-5**, on the next page.

Interconnected Initiatives

Many of the ideas and subsequent initiatives that emerge from the seven key themes will be interconnected with a number of other themes and initiatives, refer to **Figure 2-4**. One of the aims of the Long Term Plan process will be to identify and prioritise initiatives that will have the most transformative effects on the District.

LEFT FIG. 2-4: Key themes are all interconnected, some initiatives will be more transformative for the District

CENTRAL HAWKE'S BAY BLUEPRINT CONSULTATION OUTCOMES REPORT - CENTRAL HAWKE'S BAY DISTRICT COUNCIL **PAGE 8**

A Proud District	A Prosperous District	Strong Communities	Connected Citizens	Smart Growth	Nature Friendly	Durable Infrastructure
Who We Are → Brand **Marketing** → Prospectus **Information** → Information Point	**Business** → Business Attraction → Business Support Strategy **Employment** → Apprenticeship Strategy → Finance **Council Practices** → Council engagement approach → Chamber Of Commerce → Iwi Engagement → Central Government → Council Efficiency Review **Visitors** → Visitor Infrastructure → Tourism Promotion → Visitor Information → Major Events → Directional Signage → Longest Name → Promote Lake Whatuma **Industry** → Container Drop-off Point → Truck Driver Accommodation → Fuel Stop **Agriculture** → Agri-support Strategy **Affordability** → Affordability Strategy → Local **Town Centre Vitality** → Town Centre Manager → Town Centre Strategies → Parking Strategy For W2 → Safety Strategy → Earthquake/Heritage Strategy **Events** → Events Strategy	**Community Strength** → Community Plans → Volunteer Support **Community Facilities** → Community Facilities Strategy → Seniors Strategy → Youth Strategy → Museum Strategy → Waipawa Pool → Library Strategy → Drug Recovery Approach → Civic Theatre → Community Gardens → Sports Strategy → Mountain Bikes → Drivers Licenses → Hospital Site → Waipukurau Marae → Events **Cultural** → Celebrate Heritage → Iwi Expression → Maori Trail **Community Services** → Education Support → Childcare → Leverage Projects - Council Support For Community Initiatives → Emergency Services **Health** → Attract More GPs **Safety** → Crime	**Communications** → Cell And Broadband → Social Media **Movement** → Transport Strategy → Cycling → Bus	**Growth** → Barriers To Growth → Residential Lots → Quality Living Environments → Energy Saving → Retirement Village	**Sustainability** → Sustainable Practices → Fertile Soils **Water Quality** → Clean Rivers **Biodiversity** → Support Community Tree Planting Initiatives **Rubbish / Recycling** → Green Waste → Waste Pricing → Fix Porangahau **Air Quality** **Clean Energy**	**General** → Infrastructure Strategy **Water Supply** → Water Conservation → Wastewater **Wastewater** **Stormwater** → Stormwater **Transport** → Roading

For the full consultation feedback tables see Appendix A

ABOVE TABLE. 2-5: Consultation Themes and Sub-Themes

CENTRAL HAWKE'S BAY BLUEPRINT CONSULTATION OUTCOMES REPORT - CENTRAL HAWKE'S BAY DISTRICT COUNCIL **PAGE 9**

Our vision for Central Hawke's Bay is a proud and prosperous district made up of strong communities and connected people who respect and protect our environment and celebrate our beautiful part of New Zealand.

Together we thrive!

Our Strategic Direction for Central Hawke's Bay

What we know
– Our DNA –

WORKING TOGETHER
Central Hawke's Bay will be stronger when we work together. Partnerships and collaboration are at the core of everything we do.

CUSTOMER EXCELLENCE
The communities we serve are our customers. They are at the heart of our decisions, interactions and communication. We'll engage with our customers to deliver value and exceed expectations.

THINKING SMARTER
We need to think smarter and better in everything we do. With a culture of innovation and continuous improvement we will add value to our communities.

What we stand for
– Our Values –

Our values capture who we are and what matters most to us. They are the attitudes we embrace as individuals, teams and as a whole organisation. We are all personally responsible for acting with these in mind.

T TRUST – We create trust by acting with integrity.
H HONESTY – We do what is right even when no one is looking.
R RESPECT – We have respect for each other, our community and our stakeholders.
I INNOVATION – We find smarter ways to do things to produce improved and sustainable results.
V VALUING PEOPLE – We are one team, supporting each other to succeed.
E EXCELLENCE – We deliver exceptional results.

What we're most proud of
– Our Greatest Asset –

People are our greatest asset. At Central Hawke's Bay District Council we are committed to providing a safe and great place to work that values diversity and inclusion, and develops skilled people who can lead our community to thrive.

Why we do what we do
– Our Purpose –

It's our goal to create an environment that supports a thriving Central Hawke's Bay district, by providing efficient and appropriate infrastructure, services and regulatory functions.

The outcomes we want to achieve
– Our Objectives –

- A proud district.
- A prosperous district.
- Strong communities.
- Connected citizens.
- Smart growth.
- Environmentally responsible.
- Durable infastructure.

How we'll reach our outcomes
– Our Focus –

- Promoting smart growth.
- Attracting and enabling business success.
- Strengthening our district and community identity.
- Protecting and promoting our unique landscape.
- Planning for tomorrow to future-proof Central Hawke's Bay.

5.5 **COVID-19 AND DROUGHT ECONOMIC RECOVERY ACTION PLAN - UPDATE**

File Number: COU1-1410

Author: **Craig Ireson, Economic Development Lead**

Authoriser: **Doug Tate, Group Manager Customer and Community Partnerships**

Attachments: **1.** **Drought and Covid-19 Economic Recovery Plan** ⇩

PURPOSE

Officers have prepared an update report on the COVID-19 and Drought Economic Recovery Action Plan covering the period from its adoption on 9 April 2020.

RECOMMENDATION

That, having considered all matters raised in the report, the report be noted.

SIGNIFICANCE AND ENGAGEMENT

This report is provided for information purposes only and has been assessed as not significant.

BACKGROUND

The Economic Recovery plan (see Attachment 1) has now been adopted and is being actioned. This action plan overrides the District Economic Development Action Plan in the interim, so this report serves as a proxy for an update on that plan also

DISCUSSION

Actions to date

A Project Control Group (PCG) to oversee the implementation of economic recovery plan has been established.

The PCG includes:

- Monique Davidson – Chief Executive
- Doug Tate – GM Customer & Community Partnerships
- Craig Ireson – Economic Development Lead
- Brent Chamberlain – Chief Financial Officer
- Alex Walker - Mayor
- Kelly Annand – Deputy Mayor
- Brent Muggeridge - Councillor
- Tim Aitken - Councillor
- Roger Maaka – Tihei Mauri Ora
- Stuart Smith- Centralines Economic Development
- Bridgett Bennett – Project support

Priority actions

At the first meeting of the PCG on 24 April 2020 the following priority actions were identified:

1. Create a high level communications and engagement plan to communicate to and with our community about the recovery activity;

2. Develop immediate communications to the public about what they need to know right now.

This includes:

- Information about the process for refunding consent fees;

- Updating about our early payment to suppliers' policy;

- An update about the revision of the annual plan

- In partnership with Centralines, information about their bringing forward of their winter rebate

- An over-arching message that our approach is pro-active and lenient rather than punitive, so get in touch so we can support you through a plan

3. Ensure that the local recovery plan feeds into and informs the regional recovery plan and vice versa

4. Develop terms of reference and a process for engagement to establish the economic recovery taskforce

5. Develop a dash board of economic and social data with which to baseline activity and sense-check our recovery priorities

6. Identify 'quick win' projects to progress immediately while foundational work is being undertaken

7. Continue to prioritise and assist Māori economic development through an engagement process which enables Māori to have a strategic voice across everything we do within the recovery plan

8. Develop a framework for a sustainable approach to social procurement

IMPLICATIONS ASSESSMENT

This report confirms that the matter concerned has no particular implications and has been dealt with in accordance with the Local Government Act 2002. Specifically:

- Council staff have delegated authority for any decisions made;

- Council staff have identified and assessed all reasonably practicable options for addressing the matter and considered the views and preferences of any interested or affected persons (including Māori), in proportion to the significance of the matter;

- Any decisions made will help meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses;

- Unless stated above, any decisions made can be addressed through current funding under the Long-Term Plan and Annual Plan;

- Any decisions made are consistent with the Council's plans and policies; and

- No decisions have been made that would alter significantly the intended level of service provision for any significant activity undertaken by or on behalf of the Council, or would transfer the ownership or control of a strategic asset to or from the Council.

RECOMMENDATION

That, having considered all matters raised in the report, the report be noted.

April 2020

Drought and COVID-19 Economic Recovery Action Plan

This action plan is driven by 'our DNA'; through this plan, and throughout it, we will seek to:

- Work together with our community and key regional and national partners
- Provide customer excellence by keeping the needs and welfare of our community at the heart of our decision making
- Think smarter by continuing to innovate and continuously improve how we operate

Immediate Response

1. Leading Civil Defence in Central Hawke's Bay to ensure comprehensive welfare support

Council is leading a Civil Defence response and is coordinating with Hawke's Bay Civil Defence and Emergency management (HBCDEM) Ministry of Health, Police, Red Cross, FENZ, Safer CHB and other agencies. Council has created an economic recovery and drought function within our Civil Defence structure, and these functions are liaising directly with their regional counterparts to align work programmes. Council has already approved $200,000 to support the organisation in responding to the unprecedented situation of COVID-19 and Drought.

2. Support the establishment of Tihei Mauri Ora – Te Taiwhenua o Tamatea support structure

Council has worked with the Taiwhenua to establish a structure to enable direct engagement and support for hapū and mana whenua within the Civil Defence. The Tihei Mauri Co-Ordinator and Tumuaki liaise with the Controller and Welfare manager regularly and a daily meeting is held including the Deputy Mayor. The structure is being established across the district with 'tautoko' (support) being identified in Takapau, Porangahau, Pukehou, Ōtāne, Waipawa and Waipukurau. Council has invested a significant amount of IT resource and support, including equipment and training on its use. This will allow a resourced, connected support structure for Te Taiwhenua o Tamatea, that is on a compatible platform with Council and other supporting agencies.

3. Refund consent fees affected by Lockdown

Full refunds will be offered to anyone who wants to cancel a building consent or resource consent application that was lodged prior 24 March 2020.

4. Early payments to suppliers

The Council is moving from a monthly cycle of payment of supplier invoices to a weekly cycle. This will assist our key supplies to maintain regular cash flows, and in turn allow them to meet their payroll obligations so that the maximum possible number of staff in the region retain their jobs.

5. Progress Central Hawke's Bay projects in regional economic stimulus packages

Council staff are investigating bringing forward or increasing parts of the District's capital programme to stimulate business and create jobs. This includes working closely with government officials on how we ensure our District is part of any Hawke's Bay regional economic stimulus packages to help reduce social and economic impacts and advocating for our businesses and communities to access these packages. These discussions with Government include possible co-funding arrangements. These opportunities range across #thebigwaterstory, wastewater, roading, housing and other transformational community infrastructure projects linked to Project Thrive. As part of this Council has already progressed additional Provincial Growth Fund applications for roading and other infrastructure projects.

Together we thrive! E ora ngātahi ana!

6. **Advocate to Central Government on behalf of our most vulnerable citizens**

   Council will advocate to Central Government to increase the current rates rebate scheme for those in financial hardship.

7. **Advocacy to Hawke's Bay Regional Council**

   Council will continue to advocate on behalf of our community to Hawke's Bay Regional Council and request that they give clear guidance on their regulatory approach towards implementation of the Tukituki Catchment Plan and associated consenting deadlines.

8. **Rates Postponement Policy**

   Council will implement its newly adopted Rates Postponement Policy which allows those in our community experiencing financial hardship due to Drought, have their rates payment postponed.

9. **Accelerate our regional, digital Business Hub project**

   Council will accelerate our proposed regional digital business hub project to create a space for businesses to connect. Council will work with our regional economic development delivery partners to programme the hub to support business growth and revitalisation.

Short – Mid-Term Recovery

10. **Re- frame existing assessment work to identify 'quick wins'**

    Council staff will re-frame existing assessment work to include strategic analysis and potential direction for economic recovery; and identify resources available and any identified additional resource requirements.

    Three immediate projects which can be re-framed to identify quick wins are:

    - Tourism Infrastructure Needs Assessment: fast tracking this assessment (completed in 2 months rather than 4), and use the process to develop localised points of different domestic tourism campaigns, aligned with regional and national campaign activity
    - High Productivity Motor Vehicle assessment: quick win bridge and road work identified earlier and progressed for government funding
    - Integrated spatial planning; identify community and social infrastructure such as cycle ways, cultural hubs, business hubs, digital connectivity

11. **Establish a Central Hawke's Bay Recovery Task Force, in partnership with Centralines**

    Council will establish a CHB Economic Recovery task force, in partnership with Centralines, which looks at developing and supporting community/industry led economic recovery projects. Council will seek to work with key sector groups including primary, commercial, service, and construction to accelerate projects to encourage stimulus, and provide a nimble approach to supporting these developments. This task force will be aligned with and supported by regional activity led out by Business Hawke's Bay and our neighbouring local authorities.

12. **Incorporate a community recovery lens in our grant funding policy**

    Council will look to prioritise allocation from the Environment and Sustainability Fund, and the Community Pride and Vibrancy fund, to applications which contribute to community recovery from the effects of COVID-19 and drought.

13. **Examine policies and process to ensure Council can assist ratepayers who are experiencing financial hardship**

    Council will examine ways in which it can mitigate the financial impact felt by our community through a proactive and more lenient approach in the application of our existing rates payment policies. This proactive approach will include:

    - Increased use of the $640 government rebate on annual rates for those on superannuation/WINZ beneficiaries who qualify
    - Use of the 'Remission of Additional Charges Policy' to ensure those impacted by Drought/COVID-19 aren't further impacted by the application of late payment fees
    - Use of the 'Postponement of Rates for Natural Calamities Policy' to assist landowners who are in financial difficulty due to drought
    - Working with rate payers/debtors who are in arrears to put an appropriate/tailored payment plan in place

    In addition, officers will investigate if it's existing 'Postponement of Rates for Natural Calamities Policy' could be extended to cover COVID-19, or whether a completely new policy specially for this pandemic be written.

14. **Rates Rebate for 1,000 most impacted rate payers**

    Council will look to utilise $200k from our 'Catastrophic Events Fund' to fund the creation of a new Rates Rebate Fund. This will enable Council to give a $200 rebate for up to 1000 ratepayers who are most impacted by the financial effects of COVID-19. Council staff will begin to develop a Policy Framework to implement and manage this process.

15. **More financial relief options**

    Council is in the process of setting its annual budget for the 2020/21 financial year. Council will proactively seek to soften the financial blow through revising the draft annual plan. A number of initiatives will be used to ensure the annual rates increase will be kept as low as possible for the 2020/21 financial year without reducing levels of service. We will also explore a campaign to encourage up-front rates payments in full for those who can afford this, to assist with Councils' cash flow.

Together we thrive! E ora ngātahi ana!

16. Incorporating Social Procurement into Council's capital programme

Social procurement is a way to ensure any investment maximises community uplift through the engagement of local suppliers, and a focus on wider economic, cultural, community and environmental benefits. Additional emphasis will be given to the full range of social procurement opportunities in our current and future capital works programme, including those projects accelerated by government investment in action five. Contracts could be constructed to mandate certain levels of re-employment of workers who had their employment affected by COVID-19, and employment of local residents.

17. Continued prioritisation of Ngā Ara Tipuna and investigate feasibility of phase three opportunities

Ngā Ara Tipuna will remain a transformational and aspirational project for mana whenua, with renewed emphasis on the economic and business development work streams within that project, and an emphasis on social procurement to benefit local, Māori suppliers and sub-contractors. Work will also be accelerated to identify and scope phase three opportunities to be in a position to respond to further fiscal stimulus opportunities, as presented by Central Government, when and if they arise.

Long Term Recovery

18. Ongoing development of a revised/re-prioritised Economic Development Action plan and work programme including:

a. Skills and employment

b. Growth and development

c. Business development and attraction

d. Domestic/regional tourism strategy and events programme

e. Land use diversification

f. Infrastructure

g. Water security

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6 DATE OF NEXT MEETING

RECOMMENDATION

THAT the next meeting of the Strategy and Wellbeing Committee be held on 2 July 2020 .

7 KARAKIA AND TIME OF CLOSURE