



## Meeting of the Hawke's Bay Regional Council Māori Committee

**Date:** Wednesday 4 March 2020  
**Time:** 10.00am  
**Venue:** Council Chamber  
Hawke's Bay Regional Council  
159 Dalton Street  
NAPIER

### Agenda

ITEM	SUBJECT	PAGE
1.	Welcome/Notices/Apologies	
2.	Conflict of Interest Declarations	
<b>Decision Items</b>		
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9.	Taiwhenua Representatives' Verbal Updates	
10.	Verbal Update on Current Issues – HBRC Chair/CE	

### Parking

1. Free 2-hour on-road parking is available on Vautier Street adjacent to the HBRC Building & on Raffles Street.
2. There is free all day parking further afield – on Munroe Street or Hastings Street by Briscoes.
3. There are limited parking spaces (3) for visitors in the HBRC car park – entry off Vautier Street – it would be appropriate that the “visitors” parks be available for the members travelling distances from Wairoa and CHB.
4. If you do pay for parking elsewhere, please provide your receipt to the Receptionist for reimbursement – or include with your expenses claim for the meeting.

**NB:** Any carparks that have yellow markings are NOT to be parked in please.



# HAWKE'S BAY REGIONAL COUNCIL

## MĀORI COMMITTEE

Wednesday 04 March 2020

Item 3

### Subject: APPOINTMENT OF TANGATA WHENUA REPRESENTATIVES TO THE MĀORI COMMITTEE

#### Reason for Report

1. This item provides the means for the Māori Committee to confirm the Tangata Whenua representatives appointed to the Committee by each of the Taiwhenua/Executive.

#### Background

2. At the first ordinary meeting of the Regional Council held on 6 November 2019 the Māori Committee was re-established as a Committee of Council, and councillors Rex Graham, Charles Lambert, Hinewai Ormsby and Rick Barker appointed as Council's representatives.
3. The purpose of the Māori Committee, as per the Terms of Reference adopted 15 August 2017, is to:
  - 3.1. Actively participate and contribute in the decision-making processes, policy development and other activities of the Hawke's Bay Regional Council
  - 3.2. Consider ways in which to support the development of Māori capacity to contribute to the decision making process, and
  - 3.3. Provide leadership and relevant information to Council regarding economic, social, environmental and cultural matters regionally that support sustainable resource management and economic growth.
4. To make recommendations to the Council on matters of relevance affecting the tangata whenua of the Region, and to help fulfil the Māori consultative requirements of the Council particularly with regard to the principles of the Treaty of Waitangi, Local Government Act 2002 and the Resource Management Act 1991.
5. The Terms of Reference for the Māori Committee states that membership will include:
  - 5.1. Up to four elected members of the Council
  - 5.2. Twelve representatives nominated by each of the four Ngāti Kahungunu Taiwhenua / Executive in the Hawke's Bay region, being:
    - 5.2.1. Wairoa Taiwhenua
    - 5.2.2. Te Taiwhenua o Heretaunga
    - 5.2.3. Te Taiwhenua o Tamatea
    - 5.2.4. Te Taiwhenua o Te Whanganui-a-Orotū.

#### Decision Making Process

6. Council is required to make every decision in accordance with the requirements of the Local Government Act 2002 (the Act). Staff have assessed the requirements in relation to this item and have concluded:
  - 6.1. The decision does not significantly alter the service provision or affect a strategic asset.
  - 6.2. The use of the special consultative procedure is not prescribed by legislation.
  - 6.3. The decision does not fall within the definition of Council's policy on significance.
  - 6.4. The persons affected by this decision are members of the Māori Committee.
  - 6.5. The decision is not inconsistent with an existing policy or plan.

- 6.6. Given the nature and significance of the issue to be considered and decided, and also the persons likely to be affected by, or have an interest in the decisions made, Council can exercise its discretion and make a decision without consulting directly with the community or others having an interest in the decision.

### **Recommendations**

1. That the Māori Committee receives and notes the “Appointment of Tangata Whenua Representatives to the Maori Committee” staff report.
2. That the Māori Committee agrees to retain membership as detailed in the Terms of Reference adopted 15 August 2017, and accepts the appointment of Tangata Whenua representatives, being:
  - 2.1. Bill Blake and Katarina Kawana representing Wairoa Taiwhenua, and Michelle McIlroy representing Wairoa Kahungunu Executive, with Teresa Smith as the proxy member.
  - 2.2. Peter Eden and Api Robin representing Te Taiwhenua o Te Whanganui-a-Orotū, with the proxy member to be advised.
  - 2.3. Haami Hilton, Marei Apatu and Michael Paku representing Heretaunga Taiwhenua, with the proxy member to be advised.
  - 2.4. Ahuriri Houkamau, Zack Makoare and Paora Sciascia representing Tamatea Taiwhenua and Marge Hape as a proxy member

The Māori Committee recommends that Council:

3. Agrees that the decisions to be made are not significant under the criteria contained in Council's adopted Significance and Engagement Policy, and that Council can exercise its discretion and make decisions on this issue without conferring directly with the community and persons likely to be affected by or to have an interest in the decision.
4. Confirms the appointments detailed in 2 above, to the Māori Committee.

### **Authored by:**

**Annelie Roets**  
**GOVERNANCE ADMINISTRATION**  
**ASSISTANT**

**Melanie Taiaroa**  
**SENIOR ADVISOR MĀORI**  
**PARTNERSHIPS**

### **Approved by:**

**Pieri Munro**  
**TE POU WHAKARAE**

### **Attachment/s**

- [↓1](#) Te Taiwhenua o Tamatea appointments
- [↓2](#) Te Taiwhenua o Heretaunga appointments
- [↓3](#) Kahungunu Executive appointments

**Te Taiwhenua o Tamatea appointments**

The Board met on 4 November 2019, discussions were held regarding the abovementioned Committee. The following was minuted:

**MOTION**

That the Board agree Paora Sciascia, Zack Makoare and Ahuriri Houkamau are the elected representatives from Tamatea Taiwhenua for the HBRC Māori Committee, with Marge Hape as the proxy representative.

**MOVED: R Maaka /2<sup>nd</sup>: M Nepe Apatu-Thorstensen – CARRIED**





24 February 2020

Ref:COR240220RGHBRC

Rex Graham  
Chairman  
Hawke's Bay Regional Council  
Private Bag 6006  
NAPIER 4142

Tēnā koe Rex,

**Re: Māori Advisory Committee - Sign-Off Heretaunga Representatives**

I am writing to acknowledge the appointments of Kaumatua Haami Hilton, Mike Paku and Marei Apatu as the representatives for Te Taiwhenua o Heretaunga to the Māori Advisory Committee (MAC) on behalf of the organisation.

Nāku noa, nā

George Reedy  
Kaiwhakahaere Matua  
Chief Executive Officer







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21 February 2020

Hawkes Bay Regional Council  
Pieri Munro  
159 Dalton Street  
Napier 4110

Tena koe Pieri

**Kahungunu Maori Executive Committee on the Hawkes Bay Regional Council – Maori Committee**

On behalf of Kahungunu Maori Executive Committee we wish to reconfirm our Hawkes Bay Regional Maori Committee representatives as follows;

Kahungunu Executive (Wairoa) Representative – Michelle McIlroy  
Kahungunu Executive (Wairoa) Proxy - Teresa Smith

If you have any questions please talk with me.

Naku noa

Sarah Paku  
General Manager

Item 3

Attachment 3



# HAWKE'S BAY REGIONAL COUNCIL

## MĀORI COMMITTEE

Wednesday 04 March 2020

### SUBJECT: ELECTION OF THE MĀORI COMMITTEE CHAIRPERSON

Item 4

#### Reason for Report

1. This item is to enable the formal process of the election of the Chairperson of the Māori Committee to be undertaken.
2. It is proposed that the Committee follows a process similar to that of the Regional Council to elect its Chairperson, being:
  - 2.1. The HBRC Chairman will call for nominations, which are to be seconded and then accepted by the nominee
  - 2.2. The HBRC Chairman will then call for further nominations following the same process
  - 2.3. If more than one nominee, then a vote will be undertaken by all member's present following a brief "campaign speech" from each nominee
  - 2.4. If there is a clear majority resulting from the voting, that nominee is elected Chairperson of the Māori Committee.
  - 2.5. Should a majority not result, the Chairperson will then be chosen by lot, drawn by the HBRC Chief Executive.
3. If the Māori Committee so chooses, it may also elect or appoint a Deputy Chairperson to act in the absence of the Chairperson. In the event there is a decision to elect, staff recommend that the process followed to elect the Deputy is the same as the process conducted to elect the Chairperson.

#### Recommendations

That the Māori Committee:

1. Receives and considers the "Election of the Māori Committee Chairperson" staff report
2. Agrees that the election of the Māori Committee Chairperson will be conducted as proposed.
3. \_\_\_\_\_ nominates \_\_\_\_\_, seconded by \_\_\_\_\_
4. \_\_\_\_\_ nominates \_\_\_\_\_, seconded by \_\_\_\_\_
5. \_\_\_\_\_ votes counted for \_\_\_\_\_ and \_\_\_\_\_ votes counted for \_\_\_\_\_
6. As the result of voting, elects \_\_\_\_\_ to the role of Chairperson of the Māori Committee.
7. Agrees that the election of the Māori Committee Deputy Chairperson will be conducted as proposed.
8. \_\_\_\_\_ nominates \_\_\_\_\_, seconded by \_\_\_\_\_
9. \_\_\_\_\_ nominates \_\_\_\_\_, seconded by \_\_\_\_\_
10. \_\_\_\_\_ votes counted for \_\_\_\_\_ and \_\_\_\_\_ votes counted for \_\_\_\_\_
11. As the result of voting, elects \_\_\_\_\_ to the role of Deputy Chairperson of the Māori Committee.

12. The Māori Committee recommends that Council confirms the election of \_\_\_\_\_ as Māori Committee Chairperson and \_\_\_\_\_ as Deputy Chairperson.

**Authored by:**

**Leeanne Hooper**  
**GOVERNANCE LEAD**

**Approved by:**

**James Palmer**  
**CHIEF EXECUTIVE**

**Attachment/s**

There are no attachments for this report.

# HAWKE'S BAY REGIONAL COUNCIL

## MĀORI COMMITTEE

Wednesday 04 March 2020

### Subject: MĀORI COMMITTEE TERMS OF REFERENCE

Item 5

#### Reason for Report

1. This item provides an opportunity for the Māori Committee to review and amend or re-confirm its Terms of Reference.

#### Officers' Recommendation

2. Council staff recommend that the Māori Committee confirms and adopts the Terms of Reference as proposed (attached).

#### Executive Summary

3. The proposed Terms of Reference for the Māori Committee is the amalgamation of the previous Terms of Reference and Charter, which have been in place since being adopted by the Māori Committee by resolution on 17 October 2017 and, in the view of staff, remain fit for purpose.

#### Background

4. The Māori Committee was re-established by resolution of the Hawke's Bay Regional Council on 6 November 2020, following the 2019 Local Elections, including that Council:
  - 4.1. Confirms the Terms of Reference for proposal to the Māori Committee for confirmation at its first meeting of the Triennium on 4 March 2020.
5. Although staff consider that the ToR remains fit for purpose, we also consider that the new term of Council is an opportune time for the review of committees' Terms of Reference.

#### Options Assessment

6. Should the members of the Māori Committee agree that the Terms of Reference are fine as proposed, the Committee is able to simply adopt the version attached with the inclusion of the names of those members confirmed today.
7. If the Committee considers that amendments are required, it may traverse suggested amendments and agree those for incorporation into the Terms of Reference today, and resolve as such.
8. If it is agreed that a more thorough review and update process is required, the Committee may choose to establish a working party to consider all relevant issues and propose an updated version of the Terms of Reference to the next Māori Committee meeting for consideration.

#### Decision Making Process

9. Council and its committees are required to make every decision in accordance with the requirements of the Local Government Act 2002 (the Act). Staff have assessed the requirements in relation to this item and have concluded:
  - 9.1. The decision does not significantly alter the service provision or affect a strategic asset.
  - 9.2. The use of the special consultative procedure is not prescribed by legislation.
  - 9.3. The decision is not significant under the criteria contained in Council's adopted Significance and Engagement Policy.
  - 9.4. The decision is not inconsistent with an existing policy or plan.

**Recommendations**

That the Māori Committee:

1. Receives and considers the “Māori Committee Terms of Reference” staff report.
2. Agrees that the decisions to be made are not significant under the criteria contained in Council’s adopted Significance and Engagement Policy, and that Council can exercise its discretion and make decisions on this issue without conferring with the community.
3. Adopts the Terms of Reference as proposed.
4. Recommends that Hawke’s Bay Regional Council confirms the Terms of Reference for the Committee as resolved today.

OR

5. Adopts the Terms of Reference with the inclusion of the following agreed amendments:
  - 5.1. ...
  - 5.2. ...
  - 5.3. ...
6. Recommends that Hawke’s Bay Regional Council confirms the Terms of Reference for the Committee as resolved today.

OR

7. Establishes a working party comprised of \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_ to review the Terms of Reference for the Committee and propose an updated version to the 6 May 2020 meeting for the Committee’s consideration and adoption.

**Authored by:**

**Leeanne Hooper**  
**GOVERNANCE LEAD**

**Melanie Taiaroa**  
**SENIOR ADVISOR MĀORI**  
**PARTNERSHIPS**

**Approved by:**

**Pieri Munro**  
**TE POU WHAKARAE**

**James Palmer**  
**CHIEF EXECUTIVE**

**Attachment/s**

[↓](#)1 2020 Proposed Māori Committee Terms of Reference Incorporating the Charter



## **Māori Committee**

### **Terms of Reference**

*Adopted by Hawke's Bay Regional Council resolution **18 December 2019** for proposal to the Māori Committee*

1. The Māori Committee comprises those 12 representatives nominated by each of the four Ngāti Kahungunu Taiwhenua / Executive in the Hawke's Bay region.

### **He Toa Takitini - Strength in Unity**

2. This Terms of Reference reflects the intent and expectations of both the Hawke's Bay Regional Council (Regional Council) and appointed members of the Māori Committee.
3. The Hawke's Bay Regional Council Māori Committee has been in existence since the 1990s and has served as a valuable network for the Regional Council. This Terms of Reference has been updated over the many years and this the fifth version, since the establishment of the Regional Council's Māori Committee.
4. It is important to acknowledge those who have contributed to this Committee over the years and particularly to recognise the prominent work of the late Ngarangimataeo Eru Smith and the Chairman of the Council at that time, Harry Romanes. They are remembered for their vision and commitment to:
  - 4.1. ensuring Māori input to various activities of the Council, including active participation in the decision-making process and the development of sustainable relationships with Māori.
5. The calibre of Committee members over the years, has enabled the Regional Council and Tāngata Whenua to engage more effectively on issues that have been both challenging and beneficial.
6. This Charter looks to continue the strengthening the relationship of this Committee with the Regional Council, to ensure that the role of Kaitiakitanga, through marae hapū Iwi mandated entities is enacted for the protection and enhancement of the wellbeing of the Hawke's Bay environment and its people.
7. The Treaty of Waitangi is between the Crown, Iwi, Hapū and Whānau. The Regional Council is a statutory body with powers and responsibilities delegated to it by the Crown.
8. Councillors of the Hawke's Bay Regional Council are elected by the regional community and are accountable to that whole community, with the primary focus of the Council being environmental stewardship.
9. Hapū have Mana Whenua and Mana Moana (Tino rangatiratanga — self-determination, control over their own affairs) relating to the land or sea, as established in the Treaty, and the Regional Council exercises its functions as established by legislation.
10. The Māori Committee is a standing committee under clause 30(1)9b) of Schedule 7 of the Local Government Act 2002.

**Purpose**

11. The purpose of the Māori Committee is to:
  - 11.1. Actively participate and contribute in the decision-making processes, policy development and other activities of the Hawke's Bay Regional Council
  - 11.2. Consider ways in which to support the development of Māori capacity to contribute to the decision making process; and
  - 11.3. Provide leadership and relevant information to Council regarding economic, social, environmental and cultural matters regionally that support sustainable resource management and economic growth.
12. To make recommendations to the Council on matters of relevance affecting the tangata whenua of the Region, and to help fulfil the Māori consultative requirements of the Council particularly with regard to the principles of the Treaty of Waitangi, Local Government Act 2002 and the Resource Management Act 1991.

**Work programme**

13. The Regional Council will engage with the Māori Committee members in the spirit that reflects authentic partnership.
14. Within the first year of the Committee's establishment, a work plan for the Committee will be developed to set out, in general terms, what the Committee aims to achieve over its three-year term.
15. The work programme will be developed to provide an overview of key tasks that require the Māori Committee members input and direction:
  - 15.1. To provide policy advice with respect to the Regional Plan, regarding provisions for the Wāhi Tapu, Wāhi Taonga, Wāhi Tipuna engagement processes and where relevant to Tāngata Whenua, any other amendments to the Plan.
  - 15.2. To provide input to the Long Term Plan and Annual Plan with particular reference to those issues of importance to Māori from the region.
  - 15.3. To provide insight into Māori and other strategic community issues with particular reference to the Long Term Plan, the effectiveness of the Regional Plan and the delivery of the Annual Plan.
  - 15.4. To consider and recommend Māori capacity building initiatives within budget and resource constraints of the Regional Council.
  - 15.5. To assist the Regional Council as appropriate in conducting and maintaining effective, good faith working relationships with the Māori community including advice on governance arrangements.
16. In given situations the Regional Council will communicate to and consult with Hapū/Marae/Tāngata Whenua via the contact(s) established by the Māori Committee.
17. It is vital where contact is made, or is ongoing between the Regional Council and Hapū/Marae/Tāngata Whenua, that the relevant members of the Māori Committee are kept informed of developments.
18. Following is a communication process which reflects the engagement methodology for the Māori Committee and the Regional Council.



## Model of Communication



Item 5

Attachment 1

19. The expectation of the membership is that each Taiwhenua / Executive collective will engage with their respective constituents.
20. The Chairperson is to be elected at the first meeting of the Committee of each triennium, from among the appointed Māori members of the Committee. The Chairperson shall be elected for that term of the Committee but is not precluded from a subsequent term as Chairperson if so nominated. Two key roles of the Chairperson will be to:
  - 20.1. preside over meetings of the Committee in accordance with the Hawke's Bay Regional Council Standing Orders
  - 20.2. manage the nominations and appointments by Taiwhenua / Executive to the Māori Committee at the end of each triennium, for re-establishment of the Committee for the next triennium.
21. The Deputy Chairperson is also to be elected at the first meeting of the Committee of each triennium from among the appointed members of the Committee.

### Membership

Members	<p><i>Twelve</i> representatives nominated by the Tangata Whenua, appointed at the first meeting of the Māori Committee each triennium; plus one Proxy representative nominated to attend in an appointee's absence; being:</p> <ul style="list-style-type: none"> <li>- Kaumatua (Wairoa)</li> <li>- Kahungunu Executive (Wairoa)</li> <li>- Wairoa Taiwhenua</li> <li>- Proxy (Wairoa Taiwhenua)</li> <li>- Kaumatua (Hastings)</li> <li>- Heretaunga Executive (Hastings)</li> <li>- Heretaunga Taiwhenua (Hastings)</li> <li>- Proxy (Heretaunga Taiwhenua)</li> <li>- Te Taiwhenua o Tamatea (Central Hawke's Bay)</li> <li>- Kaumatua (Central Hawke's Bay)</li> <li>- Tamatea Taiwhenua (Central Hawke's Bay)</li> <li>- Proxy (Tamatea)</li> <li>- Te Taiwhenua o Te Whanganui-a-Orotū (Napier)</li> <li>- Te Taiwhenua o Te Whanganui-a-Orotū (Napier)</li> <li>- Te Taiwhenua o Te Whanganui-a-Orotū (Napier)</li> <li>- Proxy</li> </ul> <p><i>Up to four</i> elected members of the Council, being:</p> <p>Councillors Charles Lambert, Hinewai Ormsby, Rick Barker, and Rex Graham</p>
Meeting Frequency	Bi-monthly, but with the Chairperson of the Committee authorised to arrange additional meetings should the need arise

## Meeting Procedures

28. The Committee will meet on scheduled dates as agreed with Council for the purpose of discussing relevant agenda business put forward by either the Council or Māori Committee.
29. Such meetings will generally be every second month with the ability for the Māori Committee Chair to call extra meeting(s) if required to deal with specific and/or urgent business.
30. The meetings of the Committee shall be conducted in accordance with HBRC's Standing Orders while incorporating tikanga Māori (Māori custom and practice) as appropriate.
31. The Māori members of the Committee may hold a pre-meeting prior to the meeting proper to network and clarify issues to be raised at the meeting proper.
32. When meeting on marae the Standing Orders will be suspended to allow marae kawa.
33. Each rohe may appoint a proxy representative to attend committee meetings on occasions when the appointed representative from their area is unavailable, but this right is to be used as infrequently as is possible to ensure continuity and familiarity by appointed members.

## Quorum

34. As per the Council's Standing Order 10.2:
  - 34.1. A council sets the quorum for its committees and subcommittees, either by resolution or by stating the quorum in the terms of reference.
35. In accordance with SO 10.2 the quorum for the Māori Committee, to be stated in the Terms of Reference, will be a majority of members including at least 1 HBRC councillor.

## Delegated Powers

36. In its Advisory role, the Māori Committee is not delegated to exercise Regional Council powers, functions or authorities under the Local Government Act 2002 (I-GA), but rather will make recommendations to Council in relation to the matters detailed in the Māori Committee work programme and matters of significance to Māori.
37. The Māori Committee has authority to develop procedures and protocols that assist in its operation, provided that such procedures and protocols meet the statutory requirements of the I-GA, the Local Government Official Information and Meetings Act 1987 or HBRC's Standing Orders.
38. The Chairperson does not have a casting vote.

## Māori Committee Members' Responsibilities

39. Ensure consultation and feedback to Hapū/marae and other Māori organisations.
40. Put forward appropriate agenda items for discussion by the Committee.
41. Ensure that the work of the Māori Committee will align with Hapū marae aspirations, which, in turn, are appropriately promoted for Council consideration when developing the Council Long Term Plan (LTP), ITP review and/or Annual Plan.
42. Liaise with Hapū/Marae/Tāngata Whenua when required to assist direct contact with the Council.
43. Provide the Regional Council with appropriate Tāngata Whenua contacts as and when necessary
44. When requested by Consents staff, provide appropriate Tāngata Whenua contacts for those deemed 'affected' by a notified resource consent application.
45. Promote Tāngata Whenua interests in the Council's decision-making processes.
46. Assist Council to avoid disputes involving Tāngata Whenua issues.
47. Responsibilities of Councillors on the Māori committee

48. Seek an understanding of the issues relevant to the Regional Council that are of importance to Tāngata Whenua.
49. Represent and reflect the Council's policies, plans and responsibilities to the Māori Committee.
50. Promote an understanding of the concerns and reflect the resolutions of the Māori Committee to Council.
51. Assist with the promotion and support of hapū aspirations, which have been supported by the Māori Committee, when developing the Council's LT P, I-TP review or Annual Plan process. **Policies**

#### **Te Tiriti O Waitangi (Treaty of Waitangi) Policies**

52. The Treaty Article relevant to each Policy is shown in brackets.
53. The Hawke's Bay Regional Council acknowledges that:
  - 53.1. Major aspects of the Resource Management Act and Local Government Act place particular responsibilities on the Council regarding its involvement with Māori (Article One)
  - 53.2. It is necessary and valuable to have Māori input into decision-making and policy development, where appropriate (Article One & Two)
54. There are special requirements of Council to consult with Tāngata Whenua over matters of interest to Māori (Article Two).

#### **Resource Consent Process (Articles One and Two)**

55. The Council will provide a documented process to enable relevant Tāngata Whenua to have a meaningful input into publically notified or limited notified resource consent applications that affect them as either hapū/marae or iwi.
56. Relevant Māori members of the Māori Committee will at times be asked to provide appropriate Tāngata Whenua contacts in relation to resource consent application(s) and in particular notified consents.
57. The appropriate contacts will be required to represent Tāngata Whenua's views in relation to the proposed activity requiring resource consent and may involve formal submissions either supporting or opposing the application and appearing at consent hearings.
58. The documented process will be reviewed at least every three years with members of the Māori Committee to ensure it is still relevant and effective.

#### **Consultation/ Communication (Article One & Two)**

59. The Council and Māori Committee acknowledge the elements of effective consultation as established through the Courts, being:
  - 59.1. That sufficient information is provided to the consulted party, so that they can make informed decisions
  - 59.2. That sufficient time is given for both the participation of the consulted party and the consideration of the advice given
  - 59.3. That genuine consideration of that advice, including an open mind and a willingness to change, is shown; and
60. That consultation must be carried out in good faith by both parties. Consultation Policy for Tāngata Whenua Issues (Article One & Two)

## Kanohi ki te kanohi — Pokohiwi ki te pokohiwi Face to face — Shoulder to shoulder

61. In a wide variety of the Council's work there will be a need for effective consultation/communication with Tāngata Whenua.
62. The Council will endeavour to identify those with Mana Whenua (authority for that land) through the appropriate members of the Māori Committee on relevant occasions and in particular for resource consent applications.
63. The Council will endeavour to meet kanohi ki te kanohi (face to face) at an appropriate venue, such as marae.
64. The Council will acknowledge the mana (integrity) of the hui (meeting) by sending senior staff and, where appropriate, Councillors. That is, those who can make the decisions.
65. Where there are ongoing meetings required, Council will ensure that the relevant member of the Māori committee is kept informed about developments and involved directly at an early stage if there is a possibility of an impasse.
66. The Council will allow such time as is reasonable for a decision to be made allowing for tikanga Māori (Māori custom and practice) and thereby maximising the chances of a decision where the Council and tāngata whenua will be pokohiwi ki te pokohiwi (shoulder to shoulder) on the issue.
67. The Council's commitment is, through a process of pokohiwi ki te pokohiwi, to achieve a result where all parties are confident that their voice has been heard and respected and that the outcome has their support. It is accepted, however, that on rare occasions the Council may have to use its statutory powers or to refer issues to the legal system as a measure of last resort.
68. The Council will, within its statutory responsibilities, exercise its duty to protect Māori taonga (treasures) to the fullest extent practicable. (Article Two & One)
69. The Council will resource Tāngata Whenua, where appropriate, to ensure adequate consultation at a meaningful level is achieved on relevant issues. (Article Two & Three)
70. The Council, in making any decision, will ensure that the results of any consultation with Tāngata Whenua are fully considered. (Article Two & Three)

### Wāhi Tapu (Article Two)

71. The Council will exercise its responsibility to assist Tangata Whenua to protect and preserve wāhi tapu sites in the coastal marine area, on the beds of lakes and rivers and on Council owned or administered land through the Regional Resource Management Plan..
72. Council acknowledges that only Tangata Whenua can identify wāhi tapu and decide on the importance of any particular wāhi tapu.
73. Council will provide a facility for the registering of Wāhi Tapu, Wāhi Taonga and Wāhi Tipuna sites of significance.
74. Council will take all practical measures to protect the sanctity of wāhi tapu sites within the reasonable bounds of budgetary allocation.
75. Council will respect the wishes of hapū/marae who wish to keep the actual site of a particular wāhi tapu secret by recording a general locality indicator, or by operating a 'silent file' for limited access.
76. Council will give the utmost respect to information given by hapū /marae in confidence.
77. The Council will investigate which powers could be transferred to recognised ngā hapū. (Article Two)
78. The Council will lift the general awareness within Council of the significance of Māori issues.

(Article Three)

79. The Council will provide training, particularly of Officers and Councillors of the Council, in relation to bicultural awareness and issues. (Article Three)
80. The Council will provide relevant training to members of the Māori Committee. (Article Three)

### **Regional Council's Commitment to the Māori Committee**

81. The Regional Council, in acknowledging the necessity and value of Māori involvement in decision-making and policy development, will:
  - 81.1. Appropriately resource the Māori Committee.
  - 81.2. Resource Māori Committee meetings on marae when appropriate and also relevant consultation hui.
  - 81.3. Maintain one position on each of the Regional Council's Committees namely: Environment & Services, Corporate & Strategic and Regional Transport committees for representatives from the Māori Committee.
  - 81.4. Maintain up to two positions on the Hearings Committee for RMA Making Good Decisions qualified representatives from the Māori Committee.
  - 81.5. Where a new Māori Committee has not been established after a local body election, Regional Council will support previous Māori Committee representatives attending, with voting rights, relevant initial Council committee meetings. This will maintain continuity until the Māori Committee nominates its new representatives. This will also include the Māori Committee representative(s) on any Hearing Panel that transverse the election process. Maintain one position on other Regional Council committees/working groups to provide Māori input where the focus of the Committee has a direct impact on Māori
  - 81.6. Have the Māori Committee Chairperson as a participant at Hawke's Bay Regional Council meetings.
  - 81.7. Councillors and appropriate staff will hold a wānanga (seminar) with kaumātua from throughout the rohe (area) to listen to the issues that are of importance for these iwi leaders at times when it is considered appropriate by either party.
  - 81.8. Maintain a strong working relationship with the Post Settlement Governance Entities (PSGE) and Ngāti Kahungunu Iwi Incorporated.
  - 81.9. As and when relevant, source appropriately experienced Māori to undertake specific work for the Council.
  - 81.10. Ensure the Chair (and through him/her the members) of the Māori Committee is provided with the background information relating to Council's meeting agendas.
82. Be particularly mindful that Tāngata Whenua are not adversely affected in the decision making process when applying Council's policy on significance when the outcome has a clear impact on Tāngata Whenua.

### **Hawke's Bay Regional Planning Committee Act (2015) <sup>1</sup>**

83. The purpose of the Hawke's Bay Regional Planning Committee Act is to:
  - 83.1. Improve Tāngata Whenua involvement in the development and review of documents prepared in accordance with the Resource Management Act 1991 <sup>2</sup> for the Hawke's Bay region.

<sup>1</sup> Hawke's Bay Regional Planning Committee Act (2015) <http://legislation.govt.nz/act/public/2015/0065/latest/DLM6059509.html?src=qs>

84. To that end, the Act establishes the Hawke's Bay Regional Planning Committee (RPC) as a joint committee of the Hawke's Bay Regional Council.<sup>3</sup>
85. The function of the RPC is to oversee the development and review of the RMA documents prepared in accordance with the RMA for the RPC region.
86. The construct of the Tāngata Whenua membership to the RPC is formed from the nine Treaty Entities within the Hawke's Bay region.
87. Relationship between the Māori Committee and the RPC Tāngata Whenua members:
  - 87.1. Whilst the Local Government Act provides the backdrop for engagement, the fundamental composition of the Māori Committee focuses on Hapū, Iwi and Marae. With the establishment of the RPC Act and the role of the Treaty Partners; the unfolding relationship still sits in the commitment to Whānau, Hapū, Iwi and Marae, to which this Committee has performed competently over the years.
  - 87.2. The Māori Committee members have developed a communication process for engaging with the RPC Tāngata Whenua membership. This is to strengthen the relationship between both respective committees in providing governance, oversight and engagement for the wider Tāngata Whenua of this region.
88. The Māori Committee recognises the steps of evolution that will emerge from this relationship with the RPC and offer their commitment to working together for the benefit and wellbeing of the environment, the Hapū, Iwi and Marae.

#### Evaluation

89. To provide an evaluation of the effectiveness of the Māori Committee, the Māori Committee may request that an evaluation of its role, functions and performance be arranged by Council. Council may also indicate its intention to evaluate the role, functions and performance of the Māori Committee. Notwithstanding this process, the Māori Committee will provide an opportunity for a discussion of its performance at the last committee meeting each calendar year.
90. The Terms of Reference will be reviewed at least once every three years.

#### Summary

91. This Terms of Reference is a statement of the agreed principles of participation between the Hawke's Bay Regional Council and the Māori Committee of Council.
92. It sets out the broad parameters under which the parties will interact.
93. The creation of the Māori Committee of Council is an important step in the process of strengthening Tino Rangatiratanga for Māori within the Hawke's Bay.
94. While it is not intended to be a legally binding document, this Charter is entered into by both parties with the utmost good faith.
95. The Terms of Reference is a continuation of the process to enable Tāngata Whenua to have a meaningful voice in local government, and is based on the trust that has been established between the two groups.

<sup>2</sup> Resource Management Act 1991 [http://www.legislation.govt.nz/act/public/1991/0069/latest\(DLM230265.html#DLM230264](http://www.legislation.govt.nz/act/public/1991/0069/latest(DLM230265.html#DLM230264)

<sup>3</sup> Part 1- s3 Preliminary provisions – Purpose

# HAWKE'S BAY REGIONAL COUNCIL

## MĀORI COMMITTEE

Wednesday 04 March 2020

Item 6

### SUBJECT: NOMINATION OF MĀORI COMMITTEE REPRESENTATIVES TO COUNCIL'S COMMITTEES

#### Reason for Report

1. This item provides the means for the Māori Committee to appoint tangata whenua members to Council's standing committees to represent tangata whenua views and provide feedback on the issues considered by those committees.

#### Background

2. Traditionally, the Regional Council has had tangata whenua representatives of the Māori Committee on:
  - 2.1. the Environment and Integrated Catchments Committee (1)
  - 2.2. the Corporate and Strategic Committee (1)
  - 2.3. the Regional Transport Committee (1 advisory member)
  - 2.4. the Hearings Committee (2 x RMA Making Good Decisions accredited)
3. Statute does not allow for the provision of a voting appointment to the Regional Council; however, a representative – usually the Māori Committee Chairperson, with full speaking rights is normally appointed to attend Council meetings.
4. The Terms of Reference for the above committees are attached to aid tangata whenua representatives in considering whether they wish to express interest in representing the Māori Committee on a particular committee.

#### Recommendations

1. That the Māori Committee nominates the following representatives for appointment:
  - 1.1. \_\_\_\_\_ as a member of the Environment and Integrated Catchments Committee
  - 1.2. \_\_\_\_\_ as a member of the Corporate and Strategic Committee
  - 1.3. \_\_\_\_\_ as an Advisory Member of the Regional Transport Committee
  - 1.4. \_\_\_\_\_ and \_\_\_\_\_ as members of the Hearings Committee
2. The Māori Committee recommends that Hawke's Bay Regional Council confirms:
  - 2.1. Māori Committee appointments to the Environment and Integrated Catchments, Corporate and Strategic, Regional Transport and Hearings committees as detailed in 1. above.
  - 2.2. That the Māori Committee Chairperson, \_\_\_\_\_, is appointed to the Regional Council with full speaking rights.

#### Authored by:

**Leeanne Hooper**  
**GOVERNANCE LEAD**

**Melanie Taiaroa**  
**SENIOR ADVISOR MAORI**  
**PARTNERSHIPS**

#### Approved by:

**Pieri Munro**  
**TE POU WHAKARAE**

**James Palmer**  
**CHIEF EXECUTIVE**

## Item 6

### Attachment/s

- [↓1](#) Environment and Integrated Catchments Committee Terms of Reference
- [↓2](#) Corporate and Strategic Committee Terms of Reference
- [↓3](#) Regional Transport Committee Terms of Reference
- [↓4](#) Hearings Committee Terms of Reference





Item 6

## Environment and Integrated Catchments Committee Terms of Reference

Confirmed by resolution of the Committee on 4 December 2019

Adopted by resolution of Hawke's Bay Regional Council 29 January 2020

The purpose of the Environment and Integrated Catchments Committee (EICC) is as follows.

### 1) Policy

To consider and recommend to Council:

- 1.1 carbon reduction and Climate Change adaptation and mitigation policies and strategies developed to guide the establishment of work plans
- 1.2 policies with regard to Council responsibilities and involvement in flood protection and drainage
- 1.3 policies with regard to Council's responsibilities for biosecurity, biodiversity and pest management
- 1.4 policies, strategies, and by-laws and compliance and enforcement programs relating to maritime and navigational safety under the Maritime Transport Act.

### 2) Environmental Monitoring and Research

- 2.1 To consider and recommend to Council environmental monitoring strategies and research and investigation programmes, including the State of the Environment Reports.
- 2.2 To consider technical reports on the findings of research and investigations into the impact of activities on the receiving environments and recommend to Council the development of new policy frameworks based around such information.

### 3) Policy/ Plan Implementation

- 3.1 To periodically review the effectiveness of Council's non-regulatory resource management operational work programmes within the ambit of the Committee and make recommendations to Council for any changes.
- 3.2 To recommend to Council management plans or any similar such documents for the effective implementation of environmental enhancement and improvement programmes of Council.
- 3.3 To assist staff, where appropriate, in identifying a preferred option and/or funding mechanism for Council consideration of biosecurity/ biodiversity initiatives, proposals for new or expansion of existing open spaces and regional parks, and infrastructure asset construction or improvement work; and in promoting the preferred option to the beneficiaries/ community.
- 3.4 To consider and recommend to Council all other policy implementation issues of Council.

### 4) Financial Authority

- 4.1 To recommend to Council, consideration of possible financial implications of specific initiatives.

### 5) Use of Delegated Powers for the Environment & Integrated Catchments Committee

This Committee may, without confirmation by the local authority that made the delegations, exercise or perform them in the like manner and with the same effect as the local authority could itself have exercised or performed them, provided that the decision deserves urgency and the decision to make the resolution a decision of Council is carried unanimously.

Attachment 1

## Attachment 1

- Members:**
- All Councillors being: Rick Barker, Will Foley, Craig Foss, Rex Graham, Neil Kirton, Charles Lambert, Hinewai Ormsby, Jerf van Beek and Martin Williams
  - One appointed member of the Māori Committee, being
  - One appointed member of the Regional Planning Committee, being
- Chair:** A member of the Committee as elected by the Council being: Councillor Rick Barker
- Deputy Chair:** A member of the Committee as elected by the Council being: Councillor Hinewai Ormsby
- Meeting Frequency:** Two-monthly
- Staff Executive:** Group Manager Integrated Catchment Management  
Group Manager Asset Management  
Group Manager Strategic Planning

## Item 6



## Corporate and Strategic Committee Terms of Reference

*(adopted by Hawke's Bay Regional Council resolution 27 November 2019)*

1. The Corporate and Strategic Committee is responsible for recommending actions, responses and changes to Council for:
  - 1.1. Establishing strategic priorities for organisational direction and performance including development of Council's Strategic Plan
  - 1.2. Development of Council's Annual and Long Term plans
  - 1.3. External relationships including Council's strategic partnerships with the region's Territorial Local Authorities
  - 1.4. Consideration of resourcing implications of strategic initiatives and significant financial matters
  - 1.5. Corporate Services including information and communication technology, fleet and facilities, marketing and communications
  - 1.6. The effectiveness of Council's resource consent, compliance monitoring and enforcement activities
  - 1.7. People and Capability management and Health and Safety and Wellbeing
  - 1.8. The strategic direction of Council's investment portfolio and, where appropriate, the sale or acquisition of Council investments.
2. **Use of Delegated Powers for the Corporate and Strategic Committee** – this committee may, without confirmation by the local authority that made the delegations, exercise or perform them in the like manner and with the same effect as the local authority could itself have exercised or performed them, provided that the decision deserves urgency and the decision to make the resolution a decision of Council is carried unanimously.

<b>Members:</b>	<p>All Councillors being: Rick Barker, Will Foley, Craig Foss, Rex Graham, Neil Kirton, Charles Lambert, Hinewai Ormsby, Jerf van Beek and Martin Williams</p> <p>One appointed member of the Māori Committee being _____</p> <p>One appointed Tangata Whenua member of the Regional Planning Committee being _____</p>
<b>Chair:</b>	A Councillor as elected by the Council, being Councillor Neil Kirton
<b>Deputy Chair:</b>	A Councillor as elected by the Council, being Councillor Craig Foss
<b>Meeting Frequency:</b>	Quarterly
<b>Staff Executive:</b>	<p>Chief Executive</p> <p>Group Manager Strategic Planning</p> <p>Group Manager Corporate Services</p> <p>Group Manager Office of the CE &amp; Chair</p>





## Regional Transport Committee Terms of Reference

*(adopted 6 November 2019 by Hawke's Bay Regional Council and confirmed by the Regional Transport Committee on 13 December 2019)*

The purpose of the Regional Transport Committee is to:

1. Prepare the Regional Land Transport Plan (RLTP) for approval by the Regional Council, in accordance with the Land Transport Management Act 2003.
2. Prepare the Regional Public Transport Plan (RPTP) for approval by the Regional Council, in accordance with the Land Transport Management Act 2003.
3. Monitor the implementation of the Regional Land Transport Plan and the Regional Public Transport Plan.
4. Advocate to Government on transport issues of concern to the region.
5. Undertake governance of RoadSafe Hawke's Bay.
6. Monitor passenger transport objectives and make recommendations to the Regional Council on public transport policies.
7. Provide the Regional Council with any advice and assistance it may request in relation to its transport responsibilities.

### Members

#### a. Voting Members

Two elected members of the Regional Council, being:

- Councillors Martin Williams and Charles Lambert

One representative, as appointed by Council, from each of the following organisations (which are able to propose to the Committee short term replacements if they are unable to attend any meeting), being:

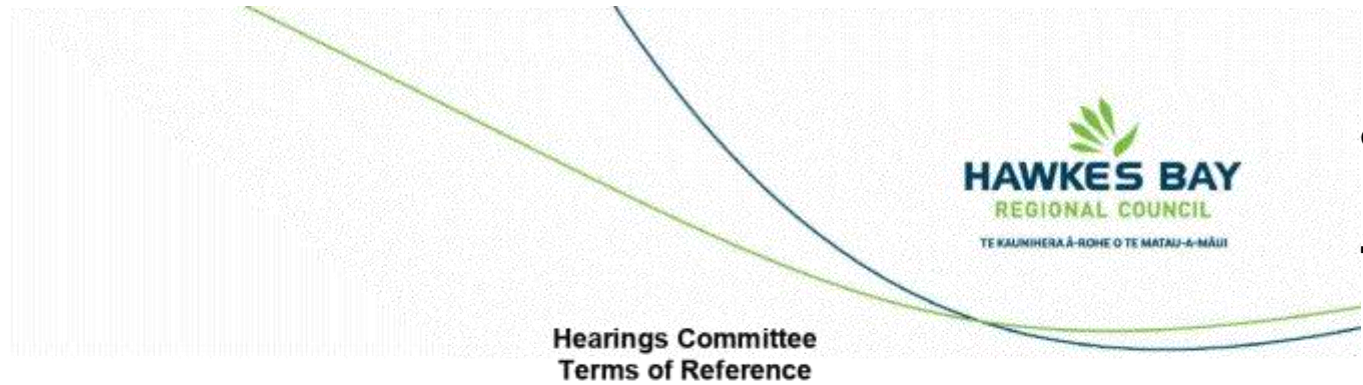
- Wairoa District Council: Mayor Craig Little, and Councillor Jeremy Harker as alternate
- Hastings District Council: Mayor Sandra Hazlehurst, and Councillor Tania Kerr as alternate
- Napier City Council: Councillor Keith Price and Mayor Kirsten Wise as alternate
- Central Hawke's Bay District Council: Mayor Alex Walker, and Councillor Kate Taylor as alternate
- New Zealand Transport Agency: Ms Emma Speight, and Mr Oliver Postings as alternate

#### b. Advisory Members (non- voting)

- New Zealand Police – representing road safety
- Automobile Association (AA) – representing access and mobility, including private motorists, pedestrians, cyclists and public transport users
- Port of Napier – representing the Port and coastal shipping-
- KiwiRail – representing rail issues
- Road Transport Association NZ – representing the road transport industry

	<ul style="list-style-type: none"> <li>– Cultural interests representative, also representing environmental issues –</li> <li>– HB District Health Board interests representative –</li> </ul>
<b>Chairman</b>	One Regional Council elected member, being Councillor Martin Williams
<b>Deputy Chairman</b>	One Regional Council elected member, being Councillor Charles Lambert
<b>Quorum</b>	A quorum of the Regional Transport Committee shall be four voting members
<b>Voting</b>	<p>In accordance with section 105(7) of the Land Transport Management Act 2003, at any meeting of the RTC, the Chairman, or any other legislated person presiding at the meeting:</p> <ul style="list-style-type: none"> <li>(a) has a deliberative vote; and</li> <li>(b) in the case of an equality of votes, does not have a casting vote (and therefore the act or question is defeated and the status quo is preserved).</li> </ul> <p><i>Regional Council, Territorial Authority and NZ Transport Agency representative members have full speaking and voting rights on all matters</i></p>
<b>Advisory Members</b>	<p>Advisory members are non-voting.</p> <p>The role of advisory members is to:</p> <ul style="list-style-type: none"> <li>– Provide advice to the Regional Transport Committee on matters pertaining to their advisory portfolios, when requested by the Chair</li> <li>– Report on relevant activities or events pertaining to their advisory portfolios.</li> </ul>
<b>Meeting Frequency</b>	Quarterly, or as required
<b>Staff Executive</b>	Group Manager Strategic Planning and Transport Manager
<b>Technical Advisory Group (TAG)</b>	<p>The Transport Committee considers advice relating to strategic transport issues from a Technical Advisory Group (TAG), generally comprising roading and infrastructural planning officers from NZTA and the Territorial Authorities, and is chaired by the HBRC Transport Manager. TAG members attend but do not vote at the Transport Committee meetings. TAG members may provide advice at meetings when invited to do so by the Chair</p>





Item 6

*Adopted by Council resolution on 6 November 2019  
and confirmed by the Hearings Committee on  
12 February 2020*

1. Pursuant to Section 34(1) of the Resource Management Act (RMA) the Hawke's Bay Regional Council delegates the following functions, powers and/or duties under the RMA<sup>1</sup>:
  - 1.1. To hear and make decisions on applications arising out of the Council's regulatory responsibilities on:
    - 1.1.1. notified applications where submissions have been made and submitters wish to be heard;
    - 1.1.2. reviews of conditions (s.128) where consent holder and/or submitters wish to be heard;
    - 1.1.3. notified applications where submissions have been made and where the Committee considers it necessary to hold a hearing;
    - 1.1.4. objections to decisions made under delegated authority by staff, where they wish to be heard (s.357);
    - 1.1.5. where the staff recommendation is to decline any application for reasons other than inadequate information;
  - 1.2. To determine other related discretionary process matters that may be associated with a hearing such as waivers of time, as appropriate under the Resource Management Act 1991.
  - 1.3. To hear and make decisions on objections against costs under Section 36(6) of the Act and objections to the levying of Financial Contributions under Section 108 of the Act.
  - 1.4. To hear and make decisions on lapsing of consents under Section 125 of the Act where Council Policy directs, or staff elect not to make a decision under delegated authority, or where a decision of an officer acting under delegated authority is subject to an objection.
  - 1.5. The appointment of Hearings Committee members or independent commissioners to a Hearing Panel to undertake the functions set out above in 1.1 to 1.4 pursuant to s 34A RMA and the appointment of the Chairperson of the Hearing Panel.
2. Pursuant to section 82 of the Biosecurity Act (BA) the Hawke's Bay Regional Council delegates the following functions, powers and/or duties under the BA:
  - 2.1. To hear and make decisions on submissions received on any statutory documents prepared by Council which have been subject to a formal submission process under the Biosecurity Act.
  - 2.2. To authorise the resolution and settlement of appeals and references through formal hearings or mediation before the Environment Court or any other judicial body which relate to the preparation of any statutory documents prepared under the Biosecurity Act by the Council and to either generally or from time to time delegate to officers the authority to resolve and settle appeals and references through formal mediation.

<sup>1</sup> NOTE: For the avoidance of doubt, the Hearings Committee is not delegated the functions, powers and duties to hear and make decisions on submissions made in relation to a proposed plan, policy statement, plan change or variation under the RMA. Such functions, powers and duties are delegated to a Panel of accredited RMA hearings commissioners appointed by the Council on an as needed basis, based on recommendations from the Regional Planning Committee.

Attachment 4

3. Pursuant to section 83 and Schedule 7 (clause 32) of the Local Government Act 2002 the Hawkes Bay Regional Council may, on a case by case basis, delegate the following powers, duties and functions under the LGA:
  - 3.1 to hear submissions and to decide or make recommendations to the Council on a proposal that is subject to a special consultative procedure.<sup>2</sup>
  - 3.2 to further delegate the functions under 3.1 to another subordinate decision making body, or to an officer of the Regional Council.
4. The Hawke's Bay Regional Council delegates to the Hearings Committee Chairperson and Council Chairperson, the ability to appoint Hearings Committee members or Independent Commissioners to a Hearing Panel to undertake the functions set out above in 1 and 2 above and the appointment of the Chairperson of the Hearing Panel.

<b>Members:</b>	Up to five elected "RMA Making Good Decisions" accredited Members of Council; being: <ul style="list-style-type: none"> <li>– Councillors Martin Williams, Rick Barker, Craig Foss, and Hinewai Ormsby</li> </ul> And up to four "RMA Making Good Decisions" accredited members of the Māori and/or Regional Planning Committee as nominated by the Chair of those Committees; being: <ul style="list-style-type: none"> <li>– to be appointed</li> </ul>
<b>Hearing Panel Composition:</b>	The Hearing Panel sitting to make decisions relating to 1. and 2. above shall comprise any combination of: <ul style="list-style-type: none"> <li>– The Chairperson sitting alone</li> <li>– Up to three members of the Hearings Committee</li> <li>– Up to five accredited Commissioners</li> <li>– If considered advisable in any particular case by the Chairman of the Hearings Committee, a member of the Council's Māori Committee.</li> <li>– Also, when appropriate, the Chairperson of the Standing Committee when hearings directly relate to policy originating from that Committee.</li> </ul> The Hearing Panel Chairperson has a Casting vote.
<b>Chair:</b>	An "RMA Making Good Decisions" Accredited member of the Committee as elected by the Council being: <ul style="list-style-type: none"> <li>– Councillor Martin Williams</li> </ul>
<b>Deputy Chair:</b>	A member of the Committee as elected by the Council being: <ul style="list-style-type: none"> <li>– Councillor Rick Barker</li> </ul>
<b>Meeting Frequency:</b>	As is required
<b>Quorum:</b>	The Chairman of the Hearings Committee plus one other member of the Hearings Committee or the Chairperson of the Regional Council
<b>Staff Executive:</b>	Group Manager Regulation and/or Group Manager Asset Management
<b>Qualifications:</b>	In accordance with s39B all persons appointed to a Hearing Panel shall be accredited, except that where there is a group, and over half of all the persons in the group are accredited and there are exceptional circumstances that do not provide the time or opportunity to ensure that all persons in the group are accredited.

<sup>2</sup> NOTE: For the avoidance of doubt, it is not intended that the Hearings Committee will be delegated to hear or make decisions on Long Term Plan, Annual Plan or Transport Plan submissions received.



# HAWKE'S BAY REGIONAL COUNCIL

## MĀORI COMMITTEE

Wednesday 04 March 2020

### Subject: REGIONAL CLIMATE CHANGE RESPONSE PROGRAMME DEVELOPMENT UPDATE

Item 7

#### Reasons for Report

1. This item briefly recaps recent decisions taken by Hawke's Bay Regional Council, and associated climate change response actions underway, including the decision in June 2019 to declare a climate emergency and direct staff to develop a comprehensive programme of work.
2. This item also invites the Maori Committee to nominate a person to participate in a small interim working group. That group would assist staff in the formative phases (during 2020) of developing a regionally coordinated programme for climate change response.

#### Background

3. An item similar to this one was presented to the Regional Council's Environment and Integrated Catchments Committee meeting on 5 February. At that meeting, notably the Committee agreed to establish an interim 'governance' working party, initially comprising councillors Rick Barker, Hinewai Ormsby and Martin Williams, plus one nominee each from the Māori Committee and Tangata Whenua members of the Regional Planning Committee.
4. Initially that working group will assist HBRC staff during 2020 to scope, prioritise needs for programme development and align that work with development of HBRC's 2021-31 Long Term Plan. Examples of some of the matters that this working group will need to consider include:
  - 4.1. how we might work with other councils and tāngata whenua to develop a coordinated programme of action responding to climate change in Hawke's Bay
  - 4.2. how community engagement initiatives can be aligned with the community engagement initiatives associated with preparation of the 2021-31 Long Term Plan
  - 4.3. is scheduling a conference in late 2020 a priority and necessary initiative in developing the coordinated programme
  - 4.4. what further information do we need to base our programme on/around? For example, a regional climate change risk assessment; a regional-scale inventory of greenhouse gas emissions ('GHGs'); a public perceptions survey baseline (and future repeatable surveys) to monitor trends in community profile, attitude and actions for climate change response
  - 4.5. how to deliver the work priorities within existing budgets or secure additional resourcing or de-prioritise other planned work.
5. The remainder of this report (including its attachments) are a replica of the background/context sections of the report staff had presented to the Environment and Integrated Catchments Committee meeting on 5 February 2020.

*"Action on climate change requires coherent and consistent governance across central and local government. Action on climate change requires a comprehensive understanding of the opportunities and risks, innovation, and prioritised actions to achieve our vision for prosperous communities."* (LGNZ Local Government Position Statement on climate change).

6. Climate change is a global issue with local effects. Rising greenhouse gas concentrations, global average sea level and average temperature rise are being felt in our communities in the form of extreme weather events causing river and coastal flooding, drought and severe coastal erosion.
7. Past hazard assessments for the region indicate that over the next century our region can expect sea levels to continue to rise, more extreme weather, more intense rainfall, warmer, drier summers, fewer frosts, milder winters and shifting seasons. In addition, the climate will also vary from year to year and decade to decade owing to natural processes such as El Niño. Climate change effects over the next decades are predictable with some certainty, and will vary from place to place. Many of those projections were documented in the 2017 NIWA report ['Hawke's Bay Climate Change Projections: prepared for Landcare Research New Zealand Limited.'](#)
8. Councils are at the forefront of managing the risk to New Zealand's natural and built environment through mitigation and adaptation actions. Through its environmental planning and regulation role, much of the responsibility for adaptation falls to local government. However, councils cannot address these issues by themselves. All parts of society, a diverse range of actions and policy approaches are required to effectively manage the risks climate change presents.
9. With respect to mitigation, councils can play an important role by working with communities to reduce emissions. As a business organisation, the Regional Council can also take steps to procure goods and services that are 'climate-friendly' and reduce its own emissions, waste, energy consumption, etc. A number of such initiatives are in place, in progress or planned for the future (Attachment 2). These are just some of the ingredients that would feature in a comprehensive programme of work in response to climate change.
10. In the Council's Strategic Plan 2017-2021, four of the 23 strategic goals are:
  - 10.1. by 2025, coastal hazards are being managed to meet foreseeable climate change risks to coastal communities out to 2100
  - 10.2. by 2030, flood risk is being managed to meet foreseeable climate change risks out to 2100
  - 10.3. by 2030, Hawke's Bay has environmentally sustainable, harvestable water identified and stored or plans to be stored if required
  - 10.4. by 2040, Hawke's Bay is carbon neutral.
11. To achieve those 23 strategic goals, over the past few years the Regional Council has made a series of decisions and launched a number of significant proposals that lay stronger foundations. Most notably, the 2018-28 Long Term Plan has been described as "revolutionary" in that it signals a new era in the way the Council manages the environment. With a strengthened environmental focus and emphasis on land, water and biodiversity, the LTP includes upscaling and accelerated work in land and water management (i.e. science, policy, regulation and incentives). To enable that, some of the things Council has agreed include:
  - 11.1. completing a Capital structure review
  - 11.2. completing shareholding transactions for Port of Napier Limited
  - 11.3. increasing user charges
  - 11.4. borrowing up to \$35 million over ten years to provide incentives to change farming practices in the region.

#### ***Climate Emergency Declaration and Local Government Leaders' Climate Change Declaration***

12. On 26 June 2019, the Regional Council declared a climate emergency when it passed the following resolution (ref RC69/19): *"[The Hawke's Bay Regional Council]*
  - 12.1. *Declares a climate emergency, recognising global warming to be an urgent and pervasive threat to human and ecological wellbeing.*

- 12.2. *Commits to providing an annual progress report in relation to its existing programme of work and additional future programmes relating to climate change.*
- 12.3. *Includes climate change as a primary factor for consideration in its decision making processes.*
- 12.4. *Commits to developing a comprehensive programme of work in response to climate change, including regional leadership for climate change awareness and action.*
- 12.5. *Requests staff develop a programme of community engagement on climate change mitigation and adaptation.*
- 12.6. *Directs the Chief Executive to further reduce the Council's greenhouse gas emissions and report annually on progress within the annual progress report.*
- 12.7. *Advocates to the Ministry for the Environment to include greenhouse gas emissions in the consenting process under the Resource Management Act.*
- 12.8. *Makes further submissions, as appropriate, to the Zero Carbon Bill."*
13. The Regional Council is a signatory to the 2015 Local Government Leaders' Climate Change Declaration. The Declaration features seven principles under headings of precaution, stewardship/kaitiakitanga, equity/justice, anticipation (thinking and acting long-term), understanding, cooperation and resilience. The local government sector's position on climate change is documented by Local Government New Zealand – the "sector voice" for all 78 councils in Aotearoa. In a [4-page summary](#), the statements are:
  - 13.1. *Local government will collaborate*
  - 13.2. *Local government will incorporate climate change implications into urban development and land-use decisions and take a long term approach to waste management and energy use, including transport infrastructure*
  - 13.3. *Local government will take an all hazards approach to managing risks*
  - 13.4. *Local government will factor in the impacts of climate change on water security.*
  - 13.5. *What local government requires of central government is:*
    - 13.5.1. *a national campaign to raise awareness of climate change*
    - 13.5.2. *policy alignment and a clear mandate to address climate change*
    - 13.5.3. *a decision on fiscal responsibility for adaptation*
    - 13.5.4. *co-investment with central government to support low carbon, climate resilient infrastructure.*

### **Surveying residents' perceptions**

14. In the Regional Council's two-yearly independent survey of HB residents' perceptions, the [2019 survey](#)<sup>4</sup> sought residents' opinions about climate change. Sixty-five percent of the 800 respondents indicated they are 'somewhat to very concerned' about the impact of climate change and thirty percent believe the Regional Council should give 'high to very high' priority to addressing the impacts of climate change.
15. Project leaders are currently considering the merits of designing an additional community survey to aid in building a 'before' snapshot of public perceptions and knowledge of climate action in the region. This is a one-time-only opportunity to obtain a richer snapshot before the regional council and its partners proceed to build a comprehensive programme of climate action, and the associated targeted communications, community engagement etc. Over time, repeated surveys would enable us to 'test' effectiveness of the programme on community awareness and action highlighting areas for particular focussed effort.

<sup>4</sup> Full survey results online at: <https://www.hbrc.govt.nz/assets/Document-Library/Council-Documents/2019-HBRC-Resident-Survey-report.pdf>

## Climate change legislation

16. In late 2019, Parliament passed the Climate Change Response (Zero Carbon) Amendment Bill into legislation. That amended the Climate Change Response Act 2002 and is a blueprint for New Zealand to deliver on the Paris Agreement signed in April 2017.<sup>5</sup>
17. The Climate Change Response Act as amended now sets up a framework of five year emissions budgets for achieving those targets and establishes a new, politically neutral and independent Climate Change Commission<sup>6</sup> to keep us on track and to hold successive governments accountable to implementing actions to achieve the zero carbon goal by 2050. The Commission is also responsible for developing a National Climate Adaptation Plan which has had foundation works laid down by the preparation of a [National Climate Change Risk Assessment Framework](#) and work currently underway on the national risk assessment itself.
18. Along with these changes, councils can expect useful direction when Government releases its first National Climate Change Risk Assessment due in mid-2020 (future six-yearly risk assessments will be undertaken by the Climate Change Commission).
19. The Government has previously announced its intention to review the resource management system. In 2019, a six-person panel was appointed by Government Ministers to lead a comprehensive review of the Resource Management Act and other significant legislation comprising the resource management system. In November 2019, the Panel released an issues and options paper outlining main issues to be addressed in the reform process and offers possible ways in which they might be addressed. Addressing climate change and natural hazards was identified as one of 14 key issues to be addressed in the review. It is very likely that the review will lead to legislative reform, but any such new legislation will not be in place within the current term of the Labour-led Government. This poses a degree of uncertainty if the reform will continue after the outcome of the Government elections later this year.

## ETS and the farming sector

20. Over the next 5 years, farm-based greenhouse gas emissions from livestock and synthetic fertilisers will be addressed through a novel approach, apart from the Emissions Trading Scheme. Farming sector leaders and the Government are partnering to reduce primary sector emissions through an action plan which includes:
  - 20.1. improved tools for estimating and benchmarking emissions on farms
  - 20.2. integrated farm plans that include a climate module
  - 20.3. investment in research, development and commercialisation
  - 20.4. increased farm advisory capacity and capability
  - 20.5. incentives for early adopters
  - 20.6. recognition of on-farm mitigation such as small plantings, riparian areas and natural cover.
21. Mandatory reporting of livestock emissions will be required from the beginning of 2024. From 2025, the Climate Change Response (Emissions Trading Reform) Amendment Bill (2019) prices agricultural livestock emissions at the farm level and fertiliser at the processor level.

<sup>5</sup> The Paris Agreement is an international commitment to limit global warming to well below two degrees Celsius above pre-industrial levels and to pursue efforts to limit the temperature increase even further to 1.5 degrees Celsius.

<sup>6</sup> The Government established an interim Climate Change Commission while the 'Zero Carbon Bill' progressed through Parliamentary legislation stages.

## Council actions across Hawke's Bay

22. All Hawke's Bay councils are factoring climate change into policy, regulatory, operational and corporate support areas. Activities can be grouped into broad focus areas of leadership, planning and regulation, infrastructure and asset management, emissions reduction, information to increase community resilience, procurement and investment. Nonetheless, this 'business as usual' for councils' activities is constantly growing and evolving. For example, the Regional Council currently has two e-bikes, six electric vehicles and four hybrid vehicles in its fleet compared to just a few years ago when it had only a single small hybrid.
23. The Regional Council's Annual Reports, plus interim quarterly activity reporting document the organisation's energy use, staff travel etc. Staff intend further detailed metrics will feature in those future reports. In this way, the Regional Council's own actions will be far more transparent and show how the Regional Council is indeed leading and 'walking the talk' (i.e. Attachment 2 Row C.1).
24. Attachment 2 presents an indicative summary of HBRC's current actions. This builds on staff briefings presented to the HBRC Environment and Services Committee in [June](#) and [August](#) last year. The layout of actions referenced in Attachment 2 builds on a three-pillar approach (refer Attachment 1) which was presented in November 2019 to the incoming 2019-22 Regional Councillors as part of an induction session. The three pillars suggested for a strategic response in Hawke's Bay to climate change are:
  - 24.1. **Framework** – best practice information, assessment and reporting framework that is compliant with both national and international obligations and standards
  - 24.2. **Engagement** – HBRC leading an informed and engaged community in partnership with iwi and other local authorities
  - 24.3. **Action** – both mitigation *and* adaptation pathways. Priorities are understood and resourced appropriately, and the community has confidence that progress is happening and real.
25. There have been preliminary exchanges amongst the Chief Executives of the Regional Council and four main Hawke's Bay territorial authorities. Some of the key points arising from those preliminary exchanges are:
  - 25.1. many of the territorial authorities' activities already factor in climate change and nowadays this is the norm rather than an exception
  - 25.2. much of the new 2019-2021 councillors' work in past few months has been focussed on induction and setting up representation on committees. None have yet had a focussed conversation on their respective council's priorities for climate change response action
  - 25.3. territorial authorities look to the regional council for technical expertise on climate projections, research and application. They typically do not have that kind of expertise in-house
  - 25.4. territorial authority chief executives anticipate their respective councillors would support a regionally coordinated response on climate change led by the Regional Council that involves the TLAs
  - 25.5. forming an interim working group is preferable for agility and less rigidity of meeting schedules etc. A cross-council and iwi working party could provide regular reports to the HB Leaders Group (Mayors and Regional Chair) until a more permanent governance arrangement is established.
  - 25.6. the interim working group would be supported by a small group of staff from the regional council and TLAs
  - 25.7. it would be useful to build a complete picture of collective council action across the region augmenting those activities by HBRC noted in Attachment 2.

## Resourcing

26. There are limited resources allocated within HBRC's budgets for the 2019-20 and 2020-21 financial years. To put this in context, budgets for Project 194 ('Response to Climate Change') are as follows:
  - 26.1. 2019-20 TOTAL = \$24,800 (incl \$16,300 external costs)
  - 26.2. DRAFT 2020-21 TOTAL = \$25,700
27. To progress development of a coordinated action programme, a well-targeted programme ought to be informed by a risk assessment and also an inventory of emissions at whole-of-region scales<sup>7</sup>. By way of example, an emissions inventory for the Waikato region in 2016 cost almost \$60,000 and its first three-yearly refresh is estimated to cost over \$75,000. To be clear, records and monitoring of the Regional Council's own carbon footprint has been completed and is ongoing.
28. Beyond 2021, the Council's long term plan development process presents an opportunity to boost resources for climate action in Hawke's Bay, if that is the Council's desire. The public engagement dimensions of the LTP process also present an opportunity for pairing community engagement on a programme of climate change response actions.
29. In addition to community engagement alongside the LTP, engagement with tāngata whenua is crucial. Mr Pieri Munro (Te Pou Whakarae) has advised the Project team that a briefing paper should be presented to the Maori Committee meeting on 4 March to seek their input and direction about the roles and responsibilities for tāngata whenua in developing the regional climate change response programme for Hawke's Bay.

## Community engagement opportunities

30. Recent surveys indicate New Zealanders are becoming increasingly concerned about climate change. In Hawke's Bay, the Regional Council's 2019 Residents Perception Survey results painted a similar picture.
31. In June 2019, the Regional Council's declaration of a climate emergency was accompanied with a direction that council officers "*develop a programme of community engagement on climate change mitigation and adaptation.*"
32. During development of a comprehensive climate change response programme, it will be important to engage and communicate with multiple stakeholders throughout the process. Forms of engagement will vary by audience. A communications plan is currently under preparation with the intent that communications and community engagement:
  - 32.1. would work within existing project budgets
  - 32.2. builds on existing local initiatives and projects (for example, the adaptation planning and communications as part of the Clifton to Tangoio Coastal Hazards Strategy project)
  - 32.3. aligns with preparation and drafting of the council's 2021-31 Long Term Plan (e.g. regional roadshows and hui) and
  - 32.4. works with initiatives of other regions, businesses and central government.

## Conference in 2020

33. The idea of a conference later in 2020 has been suggested. The scale, content and timing of such a conference will be dependent on the resourcing that can be secured for such an event. Assuming a small council/iwi working party is to be assembled, that working party can be assigned the task of scoping out the purpose, timing and calibre of the conference. Subject to appropriate resourcing being secured, event planning can be handed over to a dedicated project team thereafter.

<sup>7</sup> StatsNZ has led compilation of national greenhouse gas emissions by sector over the past few decades. Work is currently underway to disaggregate that high-level work by region. That disaggregation work is expected to be completed by June 2020.

34. In terms of timing, the Prime Minister's announcement of the General Election date (19 September 2020) will be a relevant consideration, at least in terms of content for central government workstreams, political speaker availability and national profile.

### **Community Engagement - Youth**

35. Under the banner of 'HB Youth Climate Action 2020 and beyond,' planning has commenced for a two day youth camp in June 2020. With Council's support, secondary school students and teachers will be invited to participate in an action collaboration to discuss the impacts and risks of the climate crisis and the unique challenges and opportunities it presents to Hawke's Bay.
36. The outcome will be to inform, collaborate and empower rangatahi to have a voice and work as a partner with Council. These types of initiatives would complement a fuller calendar of community engagement activities through mid-late 2020 (for example, a conference as mentioned above).

### **Decision Making Process**

37. Staff have assessed the requirements of the Local Government Act 2002 in relation to this item and have concluded that, as this report is for information only, the decision making provisions do not apply.

### **Recommendations**

That the Māori Committee:

1. receives and considers the "*Regional Climate Change Response Programme Development Update*" staff report
2. nominates \_\_\_\_\_ as the Māori Committee member on the climate change working party.

### **Authored by:**

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**PRINCIPAL ADVISOR**  
**STRATEGIC PLANNING**

### **Approved by:**

**Tom Skerman**  
**GROUP MANAGER**  
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### **Attachment/s**

There are no attachments for this report.





# HAWKE'S BAY REGIONAL COUNCIL

## MĀORI COMMITTEE

Wednesday 04 March 2020

### Subject: 2017-21 STRATEGIC PLAN REFRESH

Item 8

#### Reason for Report

1. This item seeks the Māori Committee's feedback on a refresh of Hawke's Bay Regional Council's *2017-21 Strategic Plan*. The plan is being refreshed rather than re-written for a number of reasons (as noted below) including that it is mid-way through its life cycle and the vision, mission and values in the plan have strong support from staff.
2. The focus of the refresh is to take into account:
  - 2.1. Priorities for the new triennium
  - 2.2. Changes in the external macro-environment since the current Plan was adopted in 2017, and
  - 2.3. Lessons learnt and issues arising from the delivery of current workstreams and projects under the current LTP.
3. This item also describes how the Strategic Plan fits within the broader Long Term Plan project.

#### Context

4. This item marks the first step in the development of the 2021-31 Long Term Plan (LTP), a five-stage process that will conclude with Council's adoption of the LTP in June 2021. The LTP is the centerpiece of the triennium and the primary vehicle to consult on significant changes to Council's business.
5. The Strategic Plan is a non-statutory document that sets the organisation's priorities and signals where more investment is needed in the long term plan. The Strategic Plan "refresh" is an essential building block for the development of the 2021-31 Long Term Plan.
6. The 5-stages of the LTP project are:
  - 6.1. Stage 1: Jan – June 2020 – Strategic direction setting and information gathering
  - 6.2. Stage 2: June – Dec 2020 – Change proposals (business cases, policy changes)
  - 6.3. Stage 3: Dec – Feb 2021 – Consultation Document and Supporting Information
  - 6.4. Stage 4: Mar – May 2021 – Consultation (including hearings, deliberations)
  - 6.5. Stage 5: May – July 2021 – Final Document.
7. The LTP project schedule has been designed to cement the strategic direction early on in the project. This will enable enough time to re-prioritise resources, if necessary to deliver on the strategy in a consistent and cohesive manner. In practice, amendments made to the strategic goals in the refreshed Strategic Plan will be the subject of business cases during Phase 2 of the LTP project. In this way, staff can operationalise the strategic changes.

#### Marked-up Strategic Plan

8. Attached to this document is a marked-up version of the 2017-21 Strategic Plan with the changes provisionally agreed at a council workshop held on 11 February 2020. These changes are subject to further consideration by Council and feedback from the Māori Committee.

9. The changes are to:
  - 9.1. More explicitly infuse climate change throughout the document to reflect the accelerating political and community expectations for climate change action. This includes wording changes to the vision and purpose and a new box across all four focus areas to describe climate change impacts.
  - 9.2. Align targets for freshwater quantity and quality limits and farm plans to new national targets set in the Government's Freshwater Reform Package.
  - 9.3. Align the carbon neutrality target to the national target of 2050.
  - 9.4. Consider setting targets for areas not sufficiently covered such as:
    - 9.4.1. Stronger bi-lateral engagement/relationships with our Territorial Authorities
    - 9.4.2. Marine environment
    - 9.4.3. Sustainable urban development that considers long term natural hazard risk reduction
    - 9.4.4. Encroachment of urban development onto high quality/versatile soils.

### **Proposed format for workshop**

10. It is proposed to use the same workshop format as was used at the Council's Strategic Plan refresh workshop held on 11 February. This will involve a brief presentation from staff on the process and content of the the *2017-21 Strategic Plan* to demonstrate the significance of the change from the previous 2011 plan and then to run a "bus stop" exercise in which committee members pair up, and move around each bus top to:
  - 10.1. Consider the proposed changes
  - 10.2. Identify and discuss any key priorities not captured or given sufficient emphasis.
11. Group Managers will be posted at each bus top to guide and record feedback and then report back to the wider group on what they heard.

### **Key assumptions**

#### *New strategy or a review and refresh?*

12. Staff are following the working assumption that we only require a refresh of the current strategic plan in order to inform the next LTP. This assumption is based on:
  - 12.1. The *2017-21 Strategic Plan* is a five year strategy document and we are only mid-way through.
  - 12.2. HBRC's functions are captured in multiple acts, policies, standards and regulations. Our unique set of functions reflect significant statutory roles and responsibilities, particularly in natural resources, hazard management and transport. Much of what we do is non-discretionary. It will come as no surprise that recent iterations of HBRC's strategic plans have at their core been similar in terms of direction. The *2017-21 Strategic Plan* reflected more a focus on how to achieve our outcomes more quickly or better, rather than fundamentally changing which particular outcomes we might achieve.
  - 12.3. The *2017-21 Strategic Plan* was a precursor to an ambitious and ultimately successful community consultation process that has significantly altered the resourcing of HBRC. The current LTP drives a 3-year general rates increase totalling over 30% and initiated a capital structure review that materially diversified the organisation's investment portfolio risk following the conclusion of the Port of Napier IPO. Accordingly, the organisation is part way through a period of significant internal change in order to deliver outcomes with programs that can impact at pace and scale.
  - 12.4. "I support the council's vision, values and strategy" has been one of the highest scoring questions in the annual Staff Survey over the past two years. This is important for achieving results on the ground, staff retention and attraction.

- 12.5. Most of our work streams and projects have impact over long time periods, sometimes decades (such as in the case of freshwater quality improvements, erosion control and flood protection). In some cases our activities are more successfully measured by something that does not happen, rather than something that does but lends itself to easier measurement. This of course in no reason not to review a strategy to assess what is working and what can be improved.
- 12.6. An extensive review of the Strategic Plan will compress subsequent phases of the LTP project, in particular the time available to review existing levels of service and to develop, assess, and prioritise business cases to implement strategic intent. This was a lesson learnt from the previous LTP. The project schedule has been carefully sequenced to avoid this happening again and requires the Strategic Plan refresh to be signed off no later than April 2020.

*No additional rates increase in the 2020-21 Financial Year*

13. The refresh is undertaken on the assumption that the impact of any changes will be delivered through the 2021-31 LTP and not the final year of the current LTP.

## **Background**

### *Land, River, Us*

14. A hard copy of the “Land River Us” document was included with the Agenda for today’s meeting. It represents a significant effort and undertaking by this Council and although this was published approximately 10-years ago, many themes and aspirations remain relevant today. It is provided by way of general background to the workshop in order to prompt thinking as to what has changed for HBRC in the last decade, and what has not.

### *2017-21 Strategic Plan*

15. A copy of the *2017-21 Strategic Plan* can be found on council's website [link here](#).
16. The *2017-21 Strategic Plan* was the result of 14-months of engagement with staff, the incoming Council, the Maori Committee and RPC and informed the development of the current 2018-28 LTP. It replaced the 2011 Strategic Plan.
17. The objective of the 2017-21 Strategic Plan was to *“help re-orientate the organisation to achieve priorities for this electoral term and beyond as agreed by the current Council. In the increasingly resource-constrained environment we operate, hard choices about priorities have to be made. To do this, this Council has decided to focus on achieving real results in areas of core business.”*
18. The process started with an horizon scan of eight macro-environment strategic drivers and ultimately established a Desired Outcomes and Actions framework built around four focus areas, namely:
  - 18.1. Water Quality, Safety and Certainty
  - 18.2. Smart, Sustainable Land use
  - 18.3. Healthy and Functioning Biodiversity, and
  - 18.4. Sustainable Services and Infrastructure.
19. The four focus areas are in turn supported by 23 time-bound and measurable strategic goals that were reported on for the first time in the 2018-19 Annual Report.

## **Revisiting the eight strategic drivers from the 2017-21 Strategic Plan**

20. As noted above, the following macro factors were assessed in the development of the current Strategic Plan:
  - 20.1. Fiscal pressures
  - 20.2. Community values and expectations
  - 20.3. Technology, data and information
  - 20.4. Partnerships with Tangata Whenua

- 20.5. Central government direction
- 20.6. Past, present and future resource use
- 20.7. Socio-economic development
- 20.8. Hazards and emergency management.
21. These factors are important as they recognise that the Council does not exist in isolation. By considering the impact these macro factors could have on council business when setting priorities, council can future proof its decisions. They are also useful touchpoints to check back against to assess what has changed since the last plan was adopted.
22. The table below looks at what has changed in the macro-environment since the Strategic Plan was adopted three years ago, grouped by the eight strategic drivers from the current Plan.

Driver for change	Situation in 2017	Versus 2020
Fiscal pressures	Uncertain RWSS returns and the need to build a new wharf for Napier Port forecast multi-million dollar shortfall in annual revenue for Council operations and constrained capacity to deliver new initiatives.	RWSS ceased in 2018. The successful listing of the Napier Port on the NZX in August 2019 secured dividend revenue, and a more diversified balance sheet. 40%+ rates increases since 2017-18 has tested the community's willingness to pay for council services but rates remain low in dollar terms.
Community values and expectations	Increasing awareness of environmental issues, but low levels of awareness of what we actually do and are currently doing. Added to this is ongoing confusion about the role of HBRC relative to territorial authorities. Effective communication with the community remains an ongoing imperative and needs to be at the centre of organisational strategy.	Accelerating political and community expectations on Climate Change Three waters - increased expectations from community about the level of collaboration between all responsible agencies. Greater acceptance and engagement by the primary sector in relation to practice change and interventions to improve environmental performance.
Technology, data and information	Data rich information linking person, place, resource use and environmental outcomes that can be scaled-up and down is needed to support planning and decision-making. Emerging technologies such as remote sensing and big data will transform how people experience or use the services we provide or make them cheaper or more efficient to provide but will require significant ongoing investment. Technology is an enabler underpinning all the strategic drivers but in light of the Council's limited resources a clear technology strategy will be required to guide future investment.	IRIS PGF projects – Regional Water Assessment and 3D Aquifer mapping project

Driver for change	Situation in 2017	Versus 2020
Partnerships with Tangata Whenua	Increasing demands of co-governance and co-management with tangata whenua but limited capacity to support this. HBRC has relatively low levels of cultural competency, and has not resourced Tangata Whenua engagement to the level of some other regional councils. Tangata Whenua seek an improved level of commitment, focus and resource.	During 2018 the Maori Partnerships Manager role was created and filled by Piere Munro along with two Maori advisor roles. Regional Planning Committee 'relationship reset' workshops.
Central government direction	Increasing direction & prescription from central government is resulting in less discretion in some areas. Dissatisfaction with the performance of local government and pressure on central government to drive stronger, faster outcomes in a range of areas has resulted in the creation of new legal and rule-based instruments. These more explicitly require HBRC to do more in certain areas. The most significant of these is the National Policy Statement for Freshwater Management (NPS-FM), though many other lower profile instruments are placing increasing demands on the Council. HBRC needs to continue to monitor the resource implications of these as their impacts on the Council will continue to grow over time. It is important to communicate to the community that many of the drivers of costs for HBRC are not discretionary.	This trend has continued and increased. In 2020, the MFE's programme includes: <ul style="list-style-type: none"> <li>• Essential Freshwater/Healthy Waterways (NPS FM) reform package, which has far-reaching consequences for HBRC work programs and priorities.</li> <li>• RMA issues and options paper – 12 Nov – 3 Feb 2020</li> <li>• Govt funded region-wide Three Waters Review. Engagement on national Climate Changes Risk Assessment</li> <li>• ETS regulations</li> <li>• Proposed NPS for Indigenous Biodiversity 26 Nov – 14 March 2020</li> <li>• Amendments to Air Quality NES</li> <li>• NPS for Urban Development</li> <li>• NPS for Highly Productive land</li> <li>• NES for marine aquaculture</li> <li>• NEW for outdoor storage of tyres</li> <li>• RMA Bill</li> </ul>

Driver for change	Situation in 2017	Versus 2020
Past, present and future resource use	<p>Most environmental issues that HBRC manages are not new. They are a legacy of the cumulative and chronic effects of previous decisions. Many of these challenges are landscape scale and require an enormous effort over time to turn around, costing tens of millions of dollars and involving thousands of landowners. Progress in many areas will be a multi-decade endeavour. Reconciling expectations for speedy results - given the size of the challenge, limited allocation tools, no pricing of scarcity or pollution and the large science investment required - is an ongoing challenge. Translating desired change into regulatory plans given effect through consenting processes takes many years.</p> <p>In some cases the community want HBRC to do things where it has little or no legal basis to act, which will be a source of ongoing frustration. Over the last decade, HBRC has developed significant science capability for managing resources. This needs to be leveraged as much as possible to support informed community discussions on what needs to be achieved, what can be achieved and by when.</p> <p>Major stress points for Hawke's Bay include:</p> <ul style="list-style-type: none"> <li>• Sediment is the major stress-point for freshwater, estuaries and the marine environment.</li> <li>• Urban stormwater that is capital intensive to retrofit.</li> <li>• Water quantity (particularly managing overallocation for irrigation) and water quality limits</li> <li>• Farm practice change at the scale and pace that the community is demanding</li> <li>• Marine and coastal environment</li> <li>• Biodiversity</li> </ul>	<p>Climate Change – seismic shifts in both community and political drivers for action.</p> <p>TANK and other RMA plan changes navigating HBRC's Treaty Partner relationships.</p> <p>Through the 2018-28 LTP, Council resolved to borrow \$35M over 10 years to provide incentives to change in the form of interest free loans for Farm Plans and subsidies of up to 75% for riparian and reforestation. This led to the significantly enhanced Erosion Control Scheme which (as at 5 Feb 2020) has an estimated 139M hectares of farm area within the scheme and 443ha of land covered with works. There has been a total spend of \$1.23M over the past two years by HBRC, landowners and other leveraged funding.</p> <p>The Council further agreed to significant funding increases biodiversity, biosecurity and Future Farming.</p>

Driver for change	Situation in 2017	Versus 2020
Socio-economic development	<p>Capital required for water storage and port development, potential to leverage core RM role to enhance productivity and positioning of land-based sectors</p> <p>Currently the region's economy is performing well and growing, but not all parts of the community are benefiting. The Matariki Regional Economic Development Strategy and Action Plan 2016 has identified this and seeks to address it.</p> <p>Regional economic development is driven by forces occurring globally, nationally and regionally. There are many organisations, both public and private, that influence how the region's economy performs. HBRC works in partnership with many of these. The Council provides support to Business Hawkes Bay and directly to businesses on behalf of NZ Trade and Enterprise and Callaghan Innovation. The region's four territorial authorities are also active in economic development.</p> <p>HBRC needs a clear view where it can add value to regional economic development and what the priority for scarce resources should be.</p>	<p>Population growth and GDP is currently exceeding forecast.</p> <p>Council's proposal to step back funding to HB Tourism over 3 years from \$1.8 to an annual spend of \$900,000 by Year 4 received strong opposition during consultation on the 2018 LTP. In response, Council decided to drop funding to \$1.5M in year 1 and hold it at that level for years 2-3 to give the industry and council time to investigate the best way to transition to a sustainable funding model.</p> <p>Economic Development focus on core business as a driver for a sustainable resource management platform for the community, as opposed to actively seeking growth opportunities.</p>



Driver for change	Situation in 2017	Versus 2020
Hazards and emergency management	<p>Recent earthquakes nationally and tsunamis internationally have increased community awareness of natural hazards. There is an increasing community focus on risk, and there will need to be tough decisions and leadership required in the coastal hazard zone. The region has made good progress developing its regional civil defence capabilities, and readiness is at an all-time high. However, the risks are ever present and some risks are growing.</p> <p>Climate change is expected to bring increased frequency and intensity of storm events, which coupled with sea level rise makes the coastal environment increasingly hazardous. HBRC is working with Hastings District Council and Napier City Council on the Coastal Hazard Strategy but the hard yards lie ahead with the difficult decisions around retreat and defend, and the associated costs and upheaval of this. Over time climate change, including in relation to floods and droughts, may place HBRC at the centre of rolling regional crises that may challenge the capacity and capability of the organisation to respond. In time the Council will need to develop specific strategies to respond.</p>	<p>HBRC consulted on and subsequently agreed to take responsibility for collecting a single regional rate for CDEM. This along with a brand new purpose build CDEM facility in Hastings has further strengthened the regional civil defence capabilities. The ownership of the CDEM asset is a live topic of discussion between HBRC and Hastings District Council.</p> <p>Climate Change, the council's declaration and increased community expectations for action make this an ever increasing priority for HBRC.</p> <p>Funding the Coastal Hazards Strategy remains a significant matter for council.</p>

### Next Steps

23. Feedback from today and in particular changes that Committee members would like to see to the vision, mission and purpose and the 23 strategic goals will be worked into a revised strategic plan which can then be reviewed and confirmed at subsequent Council workshops on 11 March and/or 1 April.
24. Once done, staff will use the new strategic plan to initiate and inform the levels of service review and any change proposals with associated business cases as part of the long term plan development.

### Recommendation

That the Māori Committee receives and considers the “2017-21 Strategic Plan Refresh” staff report, and provides feedback as requested.

### Authored by:

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STRATEGY AND PROJECTS LEADER

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TE POU WHAKARAE

Approved by:

Tom Skerman  
GROUP MANAGER  
STRATEGIC PLANNING

**Attachment/s**

[↓](#) 1 Marked-up HBRC Strategic Plan

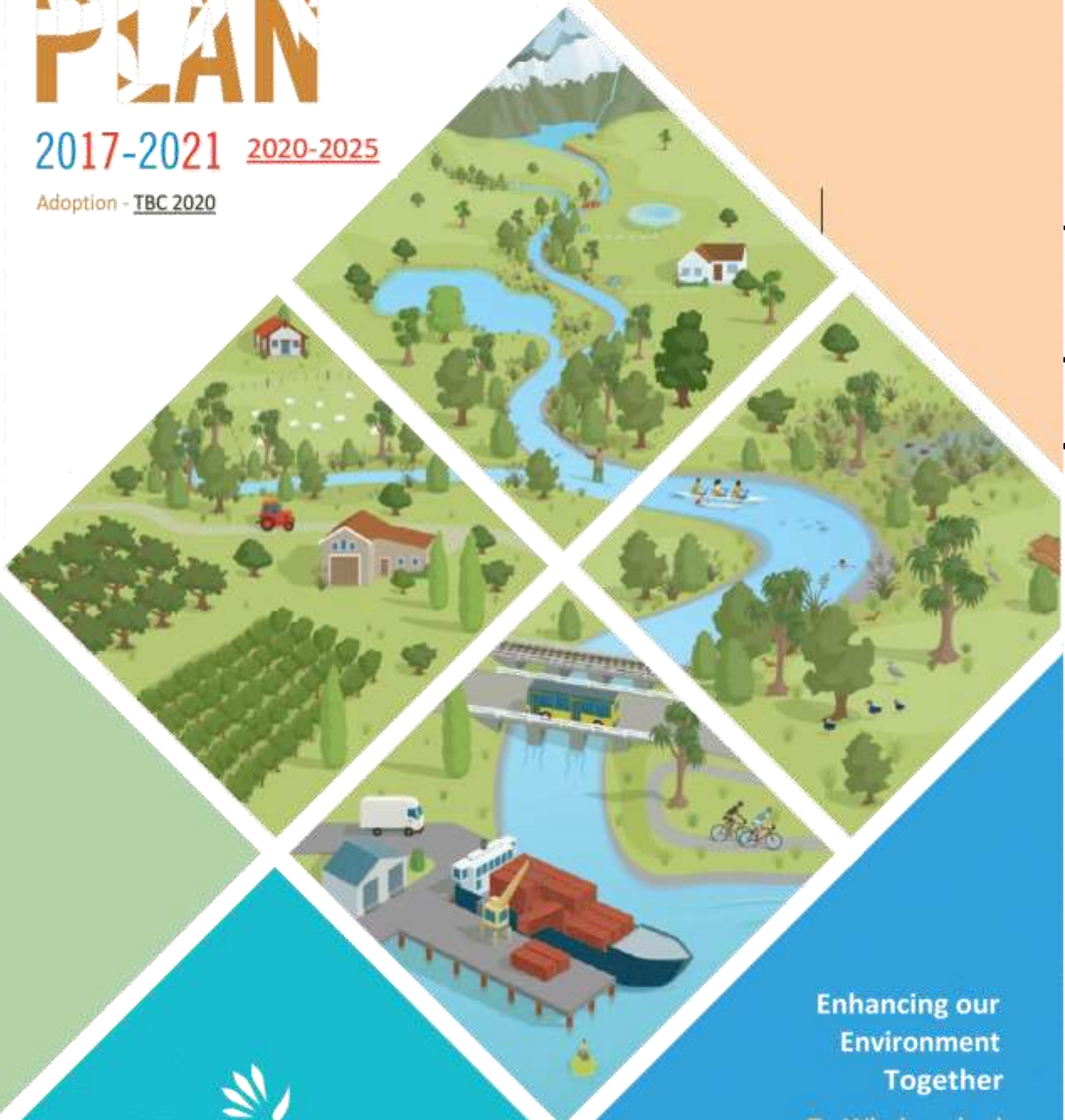


HAWKE'S BAY REGIONAL COUNCIL

# STRATEGIC PLAN

2017-2021 2020-2025

Adoption - TBC 2020



**HAWKE'S BAY**  
REGIONAL COUNCIL

Enhancing our  
Environment  
Together  
Te Whakapakari  
Tahi i Tō Tātau Taiao

Item 8

Attachment 1

page 2

## OUR STRATEGY AT A GLANCE

### OUR VISION: WE WANT

a healthy environment, a vibrant-resilient community and a prosperous economy

### OUR PURPOSE: WE WORK

with our community to protect and manage the region's precious taonga of rivers, lakes, soils, air, coast and biodiversity in response to climate change and for health, wellbeing and connectivity

### OUR FOCUS: WE PRIORITISE

1. Water quality, safety and certainty-security  
Kia kouna, kia haumaru, kia pūmau te pai o te wai
2. Smart, sustainable land use  
Kia koi, kia ukauka te whakamahinga o te whenua
3. Healthy and functioning biodiversity  
Kia ora, kia mahi tika te kanorau koiora
4. Sustainable services and infrastructure  
Kia ukauka ngā ratonga me ngā hanganga ā-rohe

### OUR VALUES: WE BELIEVE IN

- **Partnership and Collaboration**  
we work with our community in everything we do
- **Accountability**  
we hold ourselves to account to deliver results, be responsive to community expectations, and the best use of ratepayers' funds and assets
- **Transparency**  
we report on what we do and the value this delivers for our community
- **Excellence**  
we set our sights and expectations high, and never stop striving to do better

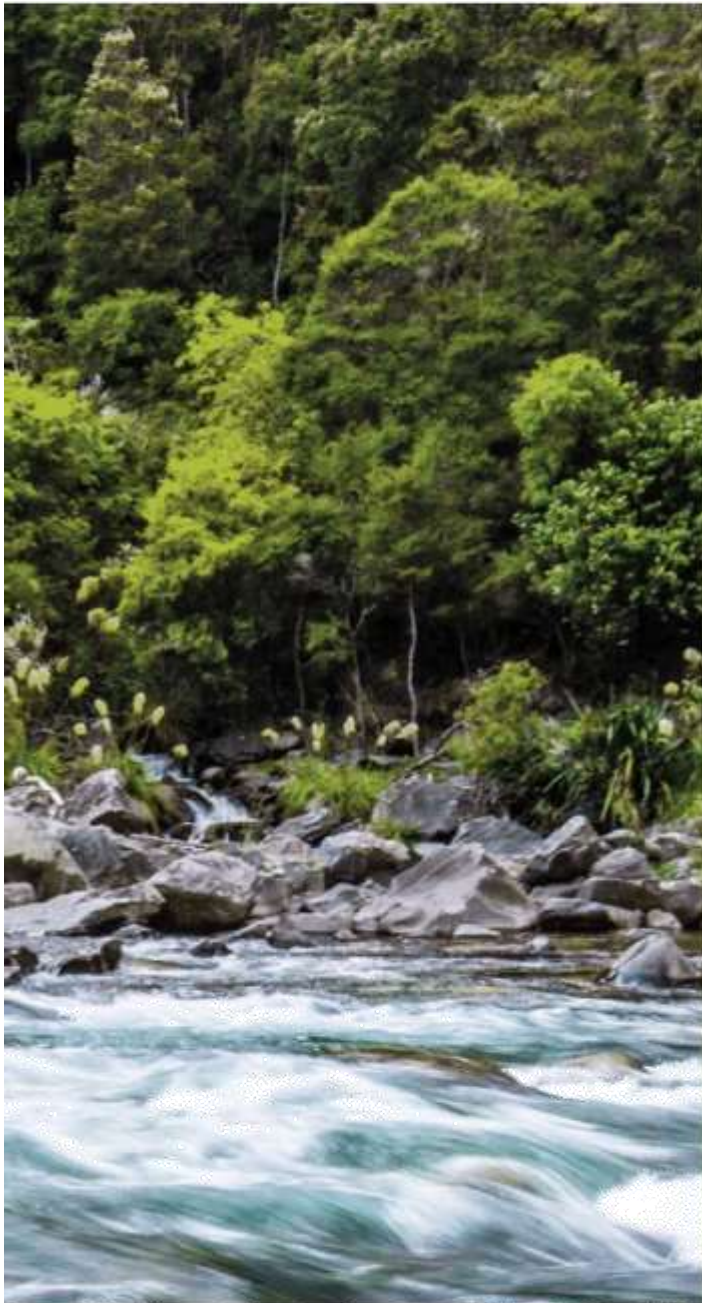
### OUR MISSION STATEMENT:

Enhancing our  
Environment together  
Te Whakapakari  
tahi i tō tātau

Attachment 1

Item 8





CLIMATE CHANGE IMPACTS  
OUR REGION'S PHYSICAL  
RESOURCES, AND IS A KEY  
CONSIDERATION IN  
EVERYTHING WE DO

#### OUR APPROACH: WE WILL

- **Inspire**  
provide inspirational and inclusive regional leadership that addresses difficult issues, motivates and mobilises action
- **Collaborate**  
develop our skills and capacity to partner with Tāngata Whenua, communities, councils, central government, businesses, farmers and growers for collective action
- **Prioritise**  
clearly identify the core business priorities for our communities and target our resources and capabilities for tangible results, alongside the resources of partners
- **Invest**  
drive environmentally sound and sustainable regional growth to leverage Hawke's Bay's comparative advantages, regional provenance and values
- **Monitor, Learn & Adapt**  
track and transparently report our progress and performance, use 'systems thinking' and adaptive management to address complex issues and causes
- **Innovate**  
adopt new technology and data to deliver more effective and efficient services

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## Stronger Leadership

### Introduction

A new Hawke's Bay Regional Council was elected in October 2016. This Council has resolved to provide stronger, more visible and connected regional leadership to protect and enhance Hawke's Bay's remarkable environment.

This document was first adopted in August 2017. The purpose of this document is to help re-orientate the organisation to achieve priorities set by the current Council for this its electoral term and beyond. It reflected a desire by that Council to provide stronger, more visible and connected regional leadership to protect and enhance Hawke's Bay's remarkable environment and to focus on achieving real results in areas of core business, as agreed by the current Council.

In the increasingly resource-constrained environment we operate, hard choices about priorities have to be made. To do this, this Council has decided to focus on achieving real results in areas of core business.

Core business refers to the unique set of functions, skills and resources provided by the regional council that are 'mission critical' to the wellbeing of the region. HBRC has significant statutory roles and responsibilities required by law, particularly in natural resources (land, water, air, coast and biosecurity), hazard management and transport. Many of this Council's activities and services need to be managed at a regional scale, and/or call for specialist expertise not available elsewhere.

#### 2020 Refresh

The focus areas, outcomes and timebound goals set by that council have been endorsed by the incoming 2019 Council with a small number of amendments to reflect current circumstances and new priorities. In particular, climate change has been infused into the mission and vision, focus areas and targets have been realigned to national timeframes.

James Palmer,  
Chief Executive,  
HBRC





## Our Strategic Drivers

### Times are Changing

Hawke's Bay Regional Council operates in a dynamic environment. ~~The region and Council's operating environment is different today from what it was when the regional council was first established in 1989. The starting point for the 2020 Refresh of the Strategic Plan was to see what had changed in the macro-environment that impacts on council's business in the three years since the plan was adopted. From this we developed a snapshot of the key current pressures driving council's objective and priority setting.~~

~~Three key changes include positive change in council's fiscal position, accelerating community and political expectations around climate change action and freshwater reform since the Strategy was first adopted in 2017.~~

~~In developing this strategy and framing new priorities, the Council has identified a number of strategic drivers—as shown opposite.~~

~~Understanding these drivers helps the Council to anticipate change and apply it to our business. It also ensures that decisions made by the Council now are as future-proofed as possible. More information on each of the strategic drivers is available on request.~~

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Attachment 1

Attachment 1

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## Our Strategic Priorities

**Four Focus Areas**

In response to the Council's eight strategic drivers, and to deliver stronger leadership on behalf of our region's remarkable environment, Hawke's Bay Regional Council has identified four areas of focus for the next five years and beyond.

These four priorities are additional to the other 'business as usual' work we do, and signal where more attention is needed in the short to medium term.

**2.****SMART,  
SUSTAINABLE  
LAND USE**

KIA KOI, KIA UKAUKA  
TE WHAKAMAHINGA  
O TE WHENUA

**4.****SUSTAINABLE SERVICES  
AND INFRASTRUCTURE**

KIA UKAUKA NGĀ  
RATONGA ME NGĀ  
HANGANGA A-ROHE

**1.****WATERQUALITY,  
SAFETY AND  
CERTAINTY**

KIA KOUNGA,  
KIA HAUMARU,  
KIA PUMAU  
TE PAI O TE WAI

**THE PRIORITY  
FOCUS AREAS WILL  
BE GIVEN HIGHEST  
PRIORITY FOR NEW OR  
MORE FUNDING IN THE  
LONG TERM PLAN  
2018-28**

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### OUTCOME AND RESULT FOCUSED

A number of time-bound and measurable strategic goals have been identified in support of these focus areas. These demonstrate a desire by Council to shift from reporting activity or outputs to managing for and reporting on outcomes - the things that matter to the community. Typically, the Council does not have full control over whether these outcomes are achieved, but it has a clear statutory role in achieving them, along with others. Focusing on the outcome will enable our Councillors to track progress better and also allow more agile and adaptable delivery.

Wherever possible, the outcomes, goals and objectives in this strategy align with either a national target or an existing Hawke's Bay strategy or plan. These are listed in the following pages. These measures will be refined over time and will include work under way to better integrate Mātauranga Māori (Māori knowledge) into our monitoring and reporting activities.

### WORKING TOGETHER

Fostering good working relationships is fundamental to the successful achievement of all of these strategic goals. We know we can't achieve change without the people (our community) outside our building. As expressed in our purpose statement, "working with our community" is at the heart of everything we do. This is particularly relevant to our relationships with Tāngata Whenua in terms of co-governance and co-management. Successful relationships involve building trust, which in turn enables us to support each other to respond to new challenges as they arise.

There are a range of possible interventions available to the Council to achieve its goals and objectives. These range from provision of goods and services directly to state and trend monitoring of the current situation. Council needs to decide on the best mix of these to get results in a desired timeframe. This does not mean that we will always take the lead on an issue. A regional leadership role means proactively identifying regional issues and working with others to deal with these.

### INTERCONNECTEDNESS

The strategic priorities and goals are connected to one another, so success in one area cannot be at the expense of another. Equally the priorities have been grouped into four separate domains but could just as easily be grouped in other ways, for example land and water together. The key point is that the Council needs to design the way in which it organises its resources and its activities so these are aligned and mutually reinforcing.

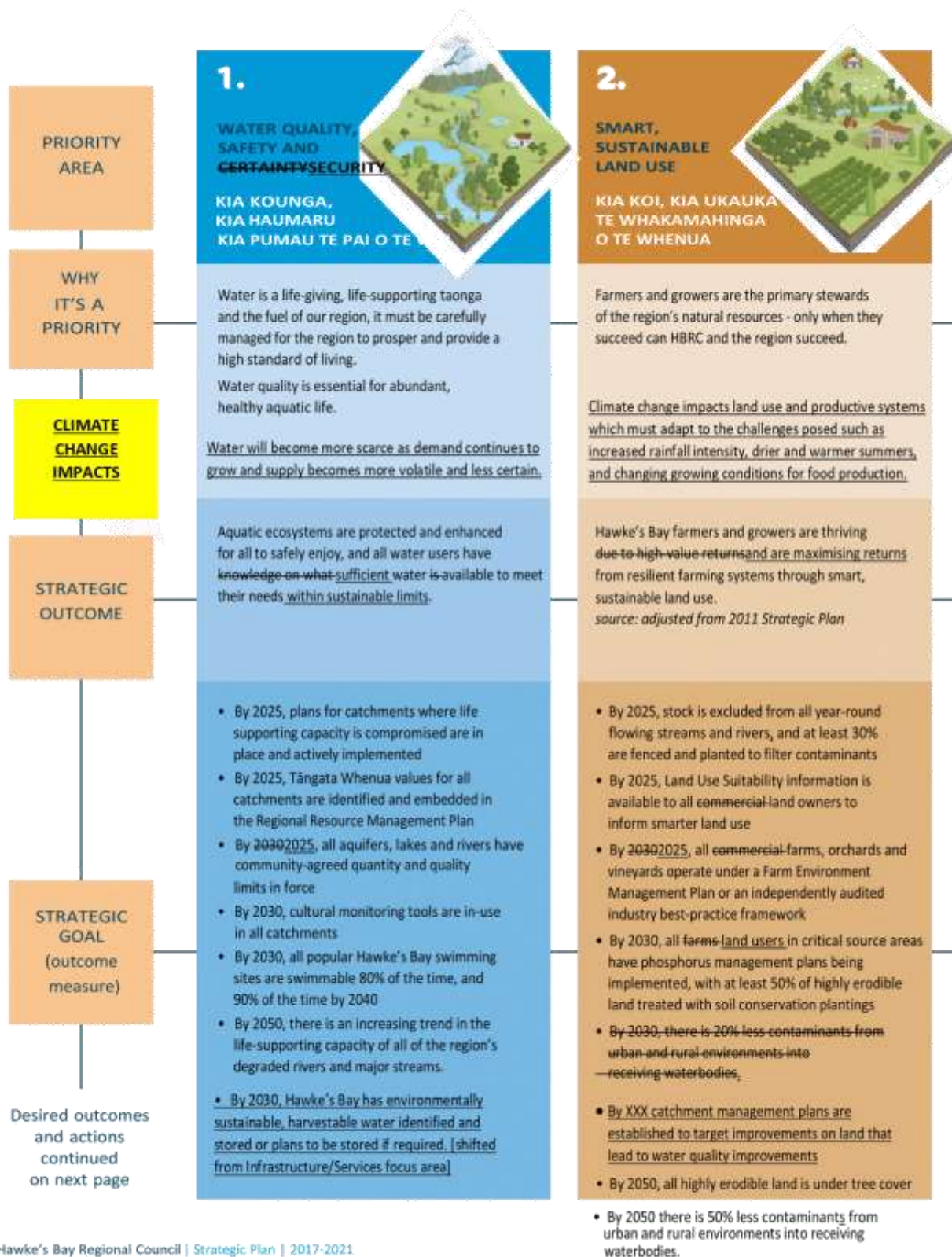
### ASSUMPTIONS

The table on the following pages shows the link between a desired strategic outcome and the actions needed to achieve it, in each of the four priority focus areas. A number of assumptions underpin the link between the action and the desired outcome. There are too many to mention here but it is worth noting that these assumptions will directly impact whether the outcomes are achieved in the manner assumed.



## Desired Outcomes and Actions

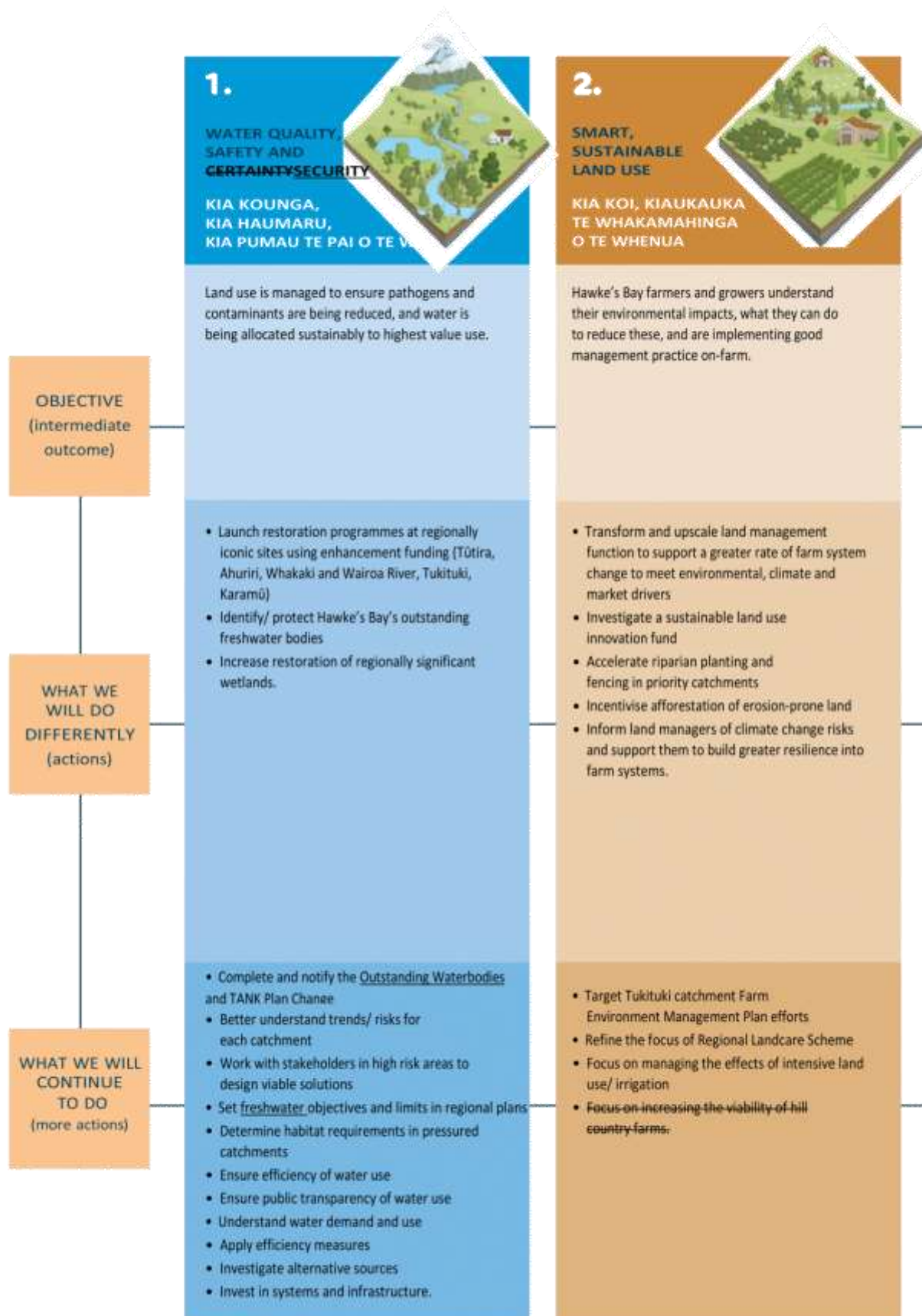
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<p><b>3.</b></p> <p><b>HEALTHY AND FUNCTIONING BIODIVERSITY</b></p> <p>KIA ŌRA, KIA MAHI TIKA TE KANORAU KOIORA</p> 	<p><b>4.</b></p> <p><b>SUSTAINABLE SERVICES AND INFRASTRUCTURE</b></p> <p>KIA UKAUKA NGA RATONGA ME NGA HANGANGA A-ROHE</p> 
<p>Healthy, functioning ecosystems - from our mountains to sea - underpin the vitality of our region. This includes habitat restoration alongside plant and animal pest control, and attention to the sensitive coastal marine environment.</p> <p><u>Already under threat, our region's biodiversity faces accelerating stress from a changing climate.</u></p>	<p>High performing regional infrastructure enables the region's natural resources to transform into goods and services that underpin the prosperity and wellbeing of the Hawke's Bay community.</p> <p><u>The climate assumptions that underpin our infrastructure investments and decisions are changing rapidly – we must more accurately account for climate change impacts in the future.</u></p>
<p>Working together, Hawke's Bay's biodiversity is enhanced, healthy and functioning.</p> <p>source: <i>HB Biodiversity Strategy, 2015-2050</i></p> <p><u>Placeholder for pest management outcome statement [see RPMP]</u></p>	<p>The region has resilient physical, community and business infrastructure to unlock potential growth and prosperity from our natural resource base.</p> <p>source: <i>Matariki HB Regional Economic Development Strategy and Action Plan 2016</i></p>
<ul style="list-style-type: none"> <li>By 2020, regional priority locations for ecosystem restoration - including in the coastal marine area - have been identified</li> <li>By 2030, key (target) species and habitat (sites) are prioritised and under active restoration source: <i>HB Biodiversity Strategy, 2015-2050 and Action Plan 2017-2020</i></li> <li>By 2050, a full range of indigenous habitats and ecosystems, and abundance and distributions of taonga species are maintained and increased in every catchment in Hawke's Bay source: <i>HB Biodiversity Strategy, 2015-2050 and Action Plan 2017-2020</i></li> <li>By 2050, Hawke's Bay is predator free in line with NZ 2050 target source: <del>proposed 2018-2038</del> <i>RPMP</i></li> </ul>	<ul style="list-style-type: none"> <li>By 2025 regional air quality consistently meets World Health Organisation guidelines</li> <li>By 2025, <u>the Coastal Hazard Joint Committee is implementing its strategy to manage coastal hazards in Clifton to Tangoio are being</u> <u>to meet adapt to</u> foreseeable climate change risks to coastal communities out to 2100</li> <li>By 2023<del>5</del>, the Napier Port is future-proofed with the addition of a new wharf with supporting land transport infrastructure</li> <li>By 2030 flood risk is being managed to <u>meet adapt to</u> foreseeable climate change risks out to 2100</li> <li>By 2030, Hawke's Bay has environmentally sustainable, harvestable water identified and stored or plans to be stored if required <u>[shifted to Water focus area]</u></li> <li>By 2040 HBRC is carbon zero and plays a leadership role in the region's goal of zero greenhouse gases by 2040 by 2050, Hawke's Bay is carbon neutral</li> <li>By XXXX, ...sustainable urban development that considers long term natural hazard risk reduction....</li> <li>From 2020, further unplanned urban development avoids high productive land</li> </ul>



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<b>3.</b> <b>HEALTHY AND FUNCTIONING BIODIVERSITY</b> <b>KIA ŌRA, KIA MAHI TIKA TE KANORAU KOIORA</b> 	<b>4.</b> <b>SUSTAINABLE SERVICES AND INFRASTRUCTURE</b> <b>KIA UKAUKA NGĀ RATONGA ME NGĀ HANGANGA A-ROHE</b> 
<p>Strong knowledge of target species, ecosystems and habitats is shared, informing joint prioritisation and active collaborative management.</p> <p>Hawke's Bay has a comprehensive regional network of predator control programmes on land.</p> <p>Growing knowledge of the coastal marine environment, and associated pressures and impacts is informing active management.</p>	<p>Investment in critical enabling infrastructure is being facilitated in a timely manner through strategic planning, <u>and capital raising and accurate pricing for climate change impacts</u>.</p>
<ul style="list-style-type: none"> <li>Identify high priority ecosystems, develop partnerships to protect and restore these and identify synergies with land and water management initiatives</li> <li>Expand 'Cape to City' in a network of predator control initiatives across Hawke's Bay</li> <li>Partner with funders and communities to scale up effort using new technologies and techniques</li> <li>Promote the co-ordination of marine pest management between regions</li> <li>Actively identify and control pests that pose a direct threat</li> <li>Develop a Coastal Marine Monitoring and Management Plan, supported by the stakeholder led Coastal Marine research strategy</li> <li>Restore and enhance the region's estuaries</li> <li>Investigate the establishment of a Marine Institute.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a capital investment strategy for regional infrastructure <u>NEEDS EXPLAINING</u></li> <li>Promote low-impact transport and energy reductions solutions</li> <li>Work with others to implement the Matariki Hawke's Bay Regional Economic Development Strategy and Action Plan 2016; HBRC is the lead in seven of the 47 identified actions (inclusive of three actions assigned under the Regional Transport Committee)</li> <li>Strategically plan for future coastal erosion and sea-level rise with Napier City and Hastings District Councils</li> <li>Increase flood protection levels <u>where to provide practical, and affordable protection to our communities.</u></li> <li><u>Emissions are baselined and climate change inventories demonstrate improvement toward a goal of zero greenhouse gases.</u></li> <li><u>Review CDEM Group Plan.</u></li> <li><u>Review 30-year Infrastructure Strategy and Asset Management Plans.</u></li> </ul>
<ul style="list-style-type: none"> <li>Marine and coastal state of environment monitoring</li> <li>Continue to minimise pest impacts.</li> </ul>	<ul style="list-style-type: none"> <li>Manage flood scheme assets affordably</li> <li>Continue to use scheme assets for environmental and amenity enhancement</li> <li>Continue to build community resilience through civil defence, well designed plans, sound investment and infrastructure provision</li> <li>Identify and manage risks arising from climate change</li> <li>Plan for and prioritise roading investment</li> <li>Connect urban communities via public transport and cycle networks</li> <li>Provide regional leadership and enhance relationships and partnerships.</li> </ul>



**HAWKE'S BAY**  
REGIONAL COUNCIL

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