Notice is hereby given that an ordinary meeting of the Horowhenua District Council will be held on:

| | |
|---|---|
| **Date:** | **Wednesday 19 July 2023** |
| **Time:** | **1:00pm** |
| **Meeting Room:** | **Council Chambers** |
| **Venue:** | **126-148 Oxford St** |
| | **Levin** |

# Council

# OPEN AGENDA

**MEMBERSHIP**

| | |
|---|---|
| **Mayor** | His Worship The Mayor Bernie Wanden |
| **Deputy Mayor** | Councillor David Allan |
| **Councillors** | Councillor Mike Barker |
| | Councillor Rogan Boyle |
| | Councillor Ross Brannigan |
| | Councillor Clint Grimstone |
| | Councillor Nina Hori Te Pa |
| | Councillor Sam Jennings |
| | Councillor Paul Olsen |
| | Councillor Jonathan Procter |
| | Councillor Justin Tamihana |
| | Councillor Piri-Hira Tukapua |
| | Councillor Alan Young |

Contact Telephone: 06 366 0999
Postal Address: Private Bag 4002, Levin 5540
Email: enquiries@horowhenua.govt.nz
Website: www.horowhenua.govt.nz

**Full Agendas are available on Council's website**
**www.horowhenua.govt.nz**

**Full Agendas are also available to be collected from:**
**Horowhenua District Council Service Centre, 126 Oxford Street, Levin**
**Te Awahou Nieuwe Stroom, Foxton,**
**Shannon Service Centre/Library, Plimmer Terrace, Shannon**
**and Te Takeretanga o Kura-hau-pō, Bath Street, Levin**

**Note:** The reports contained within this agenda are for consideration and should not be construed as Council policy unless and until adopted. Should Members require further information relating to any reports, please contact the Chief Executive Officer or the Chairperson.

**Karakia**

| | |
|---|---|
| Whakataka te hau ki te uru | Cease the winds from the west |
| Whakataka te hau ki te tonga | Cease the winds from the south |
| Kia mākinakina ki uta | Let the breeze blow over the land |
| Kia mātaratara ki tai | Let the breeze blow over the ocean |
| E hī ake ana te atakura | Let the red-tipped dawn come with a sharpened air. |
| He tio, he huka, he hau hū | A touch of frost, a promise of a glorious day. |
| Tīhei mauri ora! | |

## 1    Apologies

## 2    Public Participation

Notification of a request to speak is required by 12 noon on the day before the meeting by phoning 06 366 0999 or emailing public.participation@horowhenua.govt.nz.

## 3    Late Items

To consider, and if thought fit, to pass a resolution to permit the Council to consider any further items which do not appear on the Agenda of this meeting and/or the meeting to be held with the public excluded.

Such resolution is required to be made pursuant to Section 46A(7) of the Local Government Official Information and Meetings Act 1987, and the Chairperson must advise:

(i)     The reason why the item was not on the Agenda, and

(ii)    The reason why the discussion of this item cannot be delayed until a subsequent meeting.

## 4    Declarations of Interest

Members are reminded of their obligation to declare any conflicts of interest they might have in respect of the items on this Agenda.

## 5    Confirmation of Minutes

**5.1    Meeting minutes Extraordinary Meeting of Council, 28 June 2023**
**5.2    Meeting minutes In Committee Extraordinary Meeting of Council, 28 June 2023**

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**Recommendations**

That the meeting minutes of the Extraordinary Meeting of Council, 28 June 2023 be accepted as a true and correct record.

That the meeting minutes of the In Committee Extraordinary Meeting of Council, 28 June 2023 be accepted as a true and correct record.

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**File No.:** 23/470

# 6.1    Risk Management Framework, Strategy and Workplan Adoption

## 1.    Purpose

1.1    The purpose of this paper is to present to Council the final draft of the Risk Management Framework, Strategy and Workplan for adoption.

## 2.    Recommendation

2.1    That Report 23/470 Risk Management Framework, Strategy and Workplan Adoption be received.

2.2    That this matter or decision is recognised as not significant in terms of S76 of the Local Government Act.

2.3    That Council adopt the Risk Management Framework July 2023

2.4    That Council adopt the Risk Management Strategy and Workplan July 2023

## 3.    Background / Previous Council Decisions

3.1    With a newly formed Council, Risk and Assurance Committee, Executive Leadership Team and the appointment of the Risk Manager position, the last six months has focused on reviewing, completely overhauling and refocusing our organisations approach to managing risk within our business.

3.2    As you are aware we have been developing a Risk Management Framework and Risk Management Strategy that is supported by a comprehensive Workplan. This Risk architecture is essential in forming our approach to providing, direction and governance in the way risks are identified and managed in our organisation.

3.3    The first draft of the Risk Management Framework, Risk Management Strategy and Workplan were presented to the Executive, Risk & Assurance Committee and Council for feedback in March 2023. On Wednesday 7 June 2023 the refined versions were presented back to Risk and Assurance Committee where the committee endorsed the Framework, Strategy and Workplan for Council adoption:

> **Resolution Number  RAACC/2023/25**
>
> MOVED by Cr Jennings, seconded Cr Young:
>
> That the Risk and Assurance Committee endorse the Draft Risk Management Framework.                                                                                                    **CARRIED**

> **Resolution Number  RAACC/2023/26**
>
> MOVED by Cr Jennings, seconded Mrs Everton:
>
> That the Risk and Assurance Committee endorse the Draft Risk Strategy and Workplan.
>
>                                                                                                    **CARRIED**

## 4. Discussion

**Risk Management Framework**

4.1 Following on from the feedback from Council please find attached the new version of the Risk Management Framework document for your perusal and approval.

4.2 The document has been updated to ensure the language used is consistent with other Local Government Agencies and within Horowhenua District Council. Changes also reflect our change in direction with the Risk Appetite Framework as we enhance our Appetite Statements to reflect the five Community Outcomes as identified in the Long Term Plan and the top 10 Priorities listed on the Councils Plan on a Page document. Other key changes include a greater emphasis on our Risk Reporting & Rating Matrix; and clearer defined roles and responsibilities that support the flow of risk information and governance.

4.3 The document continues to focus on components covering the scope and design of the system itself as well as the processes for control and development of the system. Intentionally the document has been kept simple and to the point to ensure risk management remains user friendly and workable at all levels.

4.4 The overall approach is based on the Joint Australian New Zealand International Standard Risk Management- Principles and Guidelines (AS/NZS ISO 31000:2018) and is an integrated approach consisting of 3 interrelated components:

- Leadership and Commitment – Roles & Responsibilities
- Principles of Value Creation and Protection
- Process for Risk Management

4.5 As previously discussed the framework will continue to evolve as we continually adapt our RM approach to work successfully within the Local Government environment and for our organisation.

4.6 As with other key priorities the success of the framework and its continuous improvement is a journey, both architecturally and culturally. We will need to keep this document alive as we mold our framework as one of the best in the country.

**Risk Management Strategy & Workplan**

4.7 Equally important and again following on from Council meetings in March 2023, please find attached an updated version of the Risk Management Strategy and Workplan for adoption.

4.8 The document has also been updated to ensure the language used is consistent with other Local Government Agencies and within Horowhenua District Council. Highlighting a greater emphasis to align the RM Strategy to the five Community Outcomes and focus on the delivery of the Long Term Plan (LTP). The top priorities and deliverables associated with the LTP are diverse and complex, often prioritised on our ability to deliver with the limited resources we have.

4.9 The Council's vision to enhance its risk capability and maturity across its different business groups using a deliberate and integrated approach will positively support the delivery of its community outcomes. To support the delivery of Council's vision, we have refreshed the Risk Strategy Workplan initiatives including conducting management and elected member workshops and risk reviews. The key elements of the Risk Management Strategy & Workplan include:

(a) Risk Maturity

(b) Risk Appetite

(c) Risk Management Framework

(d) Risk Governance

(e)  Risk Communication

(f)  Risk Awareness & Training

4.10  These elements are supported by the Workplan objectives we have set to achieve over the next 3 years (2023-25). As mentioned previously, understanding this is a journey, providing prescribed goals and achieving set outcomes will support our organisation into ensuring we succeed.

# 5.  Next Steps

The next step is for Council and Independent Members to workshop the Risk Appetite Statement in September 2023.
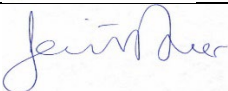
| **Confirmation of statutory compliance** |
| --- |
| In accordance with section 76 of the Local Government Act 2002, this report is approved as:<br><br>a.    containing sufficient information about the options and their advantages and disadvantages, bearing in mind the significance of the decisions; and,<br><br>b.    is based on adequate knowledge about, and adequate consideration of, the views and preferences of affected and interested parties bearing in mind the significance of the decision. |

# 6.  Appendices

| No. | Title | Page |
| --- | --- | --- |
| A | Horowhenua District Council - Risk Management Framework Rev 1.7 Draft | 10 |
| B | Horowhenua District Council - Risk Strategy & Workplan 2023 Rev 1.7 Draft | 36 |

| Author(s) | Rob Benefield<br>**Risk Manager** | |
| --- | --- | --- |

| Approved by | Ashley Huria<br>**Business Performance Manager** | |
| --- | --- | --- |
| | Jacinta Straker<br>**Group Manager Organisation Performance** | |
| | Monique Davidson<br>**Chief Executive Officer** | |

Horowhenua
DISTRICT COUNCIL

# Risk Management Framework

## Year 2023 - 2025

## Document Review & Approval

| Section | Organisation Performance |
|---|---|
| Author & Contact | Risk Manager |
| Approval | Executive Leadership Team |
| Date Approved | TBC |
| Review Date | 1 April 2025 |
| Version | 1.7 |

## Acknowledgement

The Horowhenua District Council (HDC) and Risk and Assurance Committee acknowledge those who created and implemented the existing Risk Management Framework, processes and tools at the HDC. These have created the foundation and context of this framework.

Further, the following resource documents have been relied on for development of this framework:
- 'Risk management – Principles and guidelines', ISO AS/NZS 31000:2009
- 'Risk Management Guidelines – Companion to AS/NZS ISO 31000: 2009'
- All of Government (AoG) Risk Maturity Resources
- Auditor Generals – Observations of Risk Management in Local Govt

## HDC Risk Mission Statement

The value underpinning this Risk Management Framework document is one of working together (mahi kotahitanga). The objective is for HDC to adopt the same language when discussing risk for transparent communication when it comes to identifying, assessing, and managing risk across Council.

## Risk Document Review Approach

The Framework will be reviewed biannual (every two years). Importantly the **Risk Appetite** for HDC will also be reviewed within the same timeframes. During the initiation phase, and assessment of the efficacy of the operation of the risk management process by Council, Risk and Assurance Committee and delegated to the Executive Leadership Team. Further iterations of, or supplements to, this document are likely to be issued as the risk function of HDC matures and the relationship with, and understanding of, the Framework deepens.

- The organisation acknowledges that there may be points of overlap between Health, Safety and Wellbeing, Project Risk and Group Risk where more than one risk register may have been implemented.

- Irrespective of having multiple risk registers in place, there is an expectation that all relevant risk, whether the risk be *Strategic, Legal, Service Delivery, Financial or Reputational*, are reported to the relevant register, where the residual risk remains significant or extreme it is reported immediately through to the Group Manager or Executive. This is imperative so the Risk and Assurance Committee and Council can operate on a *"no surprises basis"*.

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## Table of Contents

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# 1. Introduction

The successful management of risk is essential to enable Horowhenua District Council (HDC) to support the Horowhenua district by making informed decisions and fulfilling its objectives. The Terms of Reference for the Risk and Assurance Committee (RAC) states that, on behalf of Council, it will contribute to improving the governance, performance, and accountability of the Horowhenua District Council by:

a)  Ensuring that the Council has appropriate financial, health and safety, risk management and internal control systems in place.

b)  Seeking reasonable assurance as to the integrity and reliability of the Council's financial and non-financial reporting.

c)  Providing a communications link between management, the Council and the external and internal auditors and ensuring their independence and adequacy.

d)  Promoting a culture of openness and continuous improvement.

HDC is committed to the effective management of risk and recognises that risk is present in everything Council does. For risk management to be effective it must be integrated into Council's governance, business operations, projects, policies, processes and decision making as part of everyone's 'Business as Usual'. The following chart shows the flow of responsibility for HDC.

## Figure 1 - Flow of Risk Management Governance Structure



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## 2. Purpose

The value of the Risk Management Framework is to provide the basis for the development and maintenance of a coordinated set of activities to respond to risks that may affect the ability of the Council to achieve its mission and strategic objectives. This is an effective system to guide and support the integration of risk management processes and practices across the Council. This enables the management of risks in a planned and coordinated manner.

The Framework outlines the plans, relationships, accountabilities, resources, processes, and activities that need to be undertaken to manage risk.

The Framework is based on the Australia/New Zealand Risk Management Standard (AS/NZS ISO 31000:2009) and establishes:

- A methodology for the identification, assessment and management of risk.
- Responsibilities for risk management across Council.
- Accountabilities for good governance.
- Mechanisms for the formal reporting of information relating to risk. Key elements of the framework are summarised in the following diagram:

# Risk Management Framework

| Governance |
| --- |

| Risk Appetite | Risk Process | Risk Measurement |
| --- | --- | --- |

| Culture | Controls |
| --- | --- |

| Assurance |
| --- |

The Framework will be reviewed and updated by the Risk Manager in conjunction with the Executive Leadership Team (ELT) with any significant changes to be approved by the Risk and Assurance Committee and adopted by Council.

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## 3. Risk Appetite

Council's Risk Appetite was last reviewed in 2020 (Appendix G), in light of a newly elected Council the appointment of the new Risk and Assurance Committee (RAC) and Executive Leadership Team (ELT) needs to be reviewed to reflect current climate*.

### 3.1.  New Direction

Risk appetite is defined in the context of creating, preserving, and realising value. Our Risk appetite is based on the established prior strategies, mission, vision and culture. Our risk appetite will focus on the Community Outcomes as defined in the LTP and our top 10 focus areas.

- Risk appetite is the acceptable type and amount of risk for Council in achieving our Community Outcomes and business objectives.
- Risk appetite determines the upper limit of the key risks. It also influences distribution of resources, arrangement of processes, and creation of the organisational infrastructure necessary for efficient monitoring and responding to risks.
- Risk appetite can be either quantitative or qualitative or combination of the both, the best approach is to align with risk assessment criteria.
- Our Risk appetite (risk appetite statements) is characterised as follows:

    o it reflects Council's strategy, including business objectives, financial restrictions, and expectations of the stakeholders while achieving our Community Outcomes;
    o it embraces every key aspect (direction) of activity;
    o it considers the desire and the ability to take risks;
    o it defines Council's attitude towards risk;
    o it is regularly revised with the consideration of business context;
    o it requires efficient monitoring of the risk.

Council shall, no less than once a year, determine the risk appetite, i.e. ability to take risks in order to pursue its strategy and business objectives.

## 4. Approach to Managing Risk

The approach Horowhenua District Council (HDC) takes to managing risk is the core of the Framework, and includes components covering the scope and design of the system itself as well as the processes for control and development of the system.

The overall approach is based on the Joint Australian New Zealand International Standard Risk Management- Principles and Guidelines (AS/NZS ISO 31000:2018) and is an integrated approach consisting of three interrelated components:

- Leadership and Commitment – Roles & Responsibilities
- Principles of Value Creation and Protection
- Process for Risk Management

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# 5. Leadership and Commitment

The mandate for risk management comes from Council and the Executive Leadership Team (ELT). The continued engagement and support of these groups is important – without it, risk management fails. These groups understand this and are committed to ensuring sustainable and effective risk management. This commitment will provide an example for all employees at all levels to adopt.

HDC is committed to managing risk in a structured and practical way, and integrating risk management consistently across all levels within the Council by:

- Maintaining the risk management strategy and reviewing periodically to ensure that is it consistent with Council objectives.
- Promoting and encouraging all staff to take a proactive approach to risk management.



## 5.1. Risk Roles and Responsibilities

Everyone involved with Horowhenua District Council (HDC) plays a role in managing risk. Subconsciously we manage risk everyday both at work and in our private lives. Defined roles and responsibilities in the work environment provide visibility and clarity that structures the interactions of staff and various groups to achieve effective alignment, collaboration and accountability. Highlighted below are key roles within the wider HDC that oversee the successful delivery of both the risk management architecture as well as defining the tone and the culture within the organisation's environment.

**Council – Elected Members**
- Ensures that an appropriate risk governance structure is in place.
- Ensures that risks are adequately considered when setting the Council's objectives, and understand the risks facing the Council when pursuing those objectives.
- Is responsible for setting the risk appetite in conjunction with management.

**Risk and Assurance Committee**
- Ensures that management has appropriate risk management and internal controls in place.
- Approves and reviews risk management programmes and risk treatment options for high level risks.

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### Chief Executive
- Is the risk management sponsor.
- Tone at the top that leads the enhancement of risk awareness.
- Determination of how risk management activities will be coordinated in the organisation.
- Allocation of resources to achieve the objectives of the Risk Management Framework.

### Executive Leadership Team (Collective)
- Provides overall responsibility for the monitoring and management of risk relating to Council activities.
- Assists the Council to set its risk appetite, and ensures risks are managed in accordance with that appetite.
- Objectively analyses and monitors reported risks.
- Ensures the Risk Management Framework is in place and reviewed periodically to facilitate continuous improvement.
- Ensures legislative and governance obligations are met.
- Integrates risk management with Council policies, processes and practices.

### Group Managers
- Promote a risk management culture within their groups.
- Communicate and raise awareness of risk management to Council staff and managers, including attendance at risk management training.
- Regularly identify, manage and monitor risks in their groups, and ensure that those risks are appropriate in the pursuit of the Council's objectives; including elevation of significant or extreme risks to the Executive Leadership Team.
- Supports Risk Manager in reporting significant and extreme risks and how they are being managed to the Executive Leadership Team and Risk and Assurance Committee.
- Provides support and oversight of the risk management process.

### Risk Manager
- Manages and mentors the risk management process including facilitating staff risk management inductions and training.
- Supports the business in maintaining the Council's risk registers.
- Reports on strategic, high and extreme risks and how they are being managed to the Executive Leadership Team.
- Periodically reviews the risk registers and the effectiveness of the management of high and extreme risks.
- Reviews the effectiveness of the Risk Management Framework and reports to the Executive Leadership Team on findings and options for continual improvement.
- Receives information on emerging risks and considers the adequacy of how they are being managed.
- Facilitates the management of cross-organisational risks.
- Leads and supports the assessment both internally and/or externally, the organisation's risk maturity. Providing updated reports as it evolves.

### Managers/Team Leaders/Coordinators
- Manage activity / project / asset risks, including individual project risk registers and monitor individual risk action plans.
- Continually identify and assess risks, and respond appropriately in light of the Council's risk appetite.
- Elevate Moderate, Significant & Extreme risks to Group Manager.

### All Employees
- Complete Risk Management Induction
- Be aware of the Risk Management Framework and their role and responsibilities within it.
- Identify, monitor, and report potential risks and actual events as soon as possible.
- Understand that everyone in Council is responsible for managing risk.

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# 6. Principles

Horowhenua District Council (HDC) has a statutory obligation to meet the requirements as set out in section 10(1) (b) of the Local Government Act 2002, i.e. 'to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future'. The Council's Long Term Plan 2021-2041 sets out the key outcomes and priorities to respond to the projected growth of the district.

Effective risk management directly contributes to meeting these objectives by reducing the threats to success and realising opportunities to obtain success. It also provides organisational resilience in responding to, managing and recovering from emergency situations.

It is important for HDC staff and stakeholders to have a shared understanding of what an effective risk management framework looks like. To achieve this, HDC has adopted a set of standard principles to communicate what it is aiming to achieve in regard to risk management. Risk management at HDC is based on the following principles:

- **Integrated:** integrating risk management into all strategic and operational activities.

- **Structured and comprehensive:** adopting a comprehensive approach to risk management to ensure consistent, comparable, and reliable results.

- **Customised:** aligning the risk management approach with the vision and strategic outcomes of HDC and its risk appetite and enabling the reporting of risk issues quickly to the appropriate level within HDC.

- **Inclusive:** the appropriate and timely involvement of HDC stakeholders to ensure that their views are considered, facilitating improved awareness and informed risk management decisions.

- **Dynamic:** ensuring that the HDC Risk Management Framework and Risk Management Plan is sufficiently agile to sense and respond to changes in the external and internal context of the Council, including changes in knowledge and external environment.

- **Best available information:** considering relevant data, experience, stakeholder feedback, observation, evidence, forecasts, expert judgement while considering any limitations of the data or modelling used, or possible divergence of expert opinion.

- **Human and cultural factors:** recognising that human behavioural and cultural factors influence risk management at every level.

- **Continual improvement**: ensure a continual focus on improvement of risk management through learning and experience.

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source: ISO 31000:2018
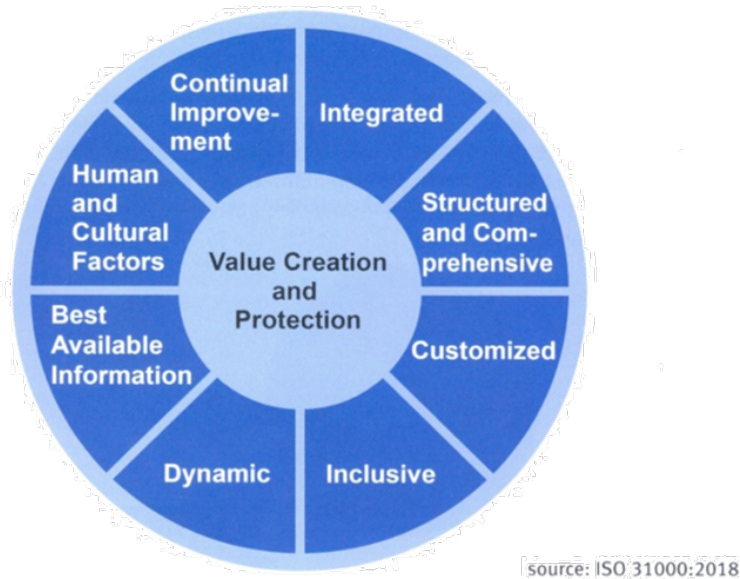
## 7. The Culture

The culture, capabilities and practices are integrated into strategy and execution that Horowhenua District Council (HDC) rely on to manage risk and in creating, preserving and realising value to the Horowhenua community. Commitment to core values is fundamental to efficient functioning of the Risk Management Framework. HDC must embrace a risk-aware culture by:

- Maintaining strong leadership: The Council and the Management place importance on creating the right risk awareness and tone throughout the organisation. Culture and, therefore, risk awareness cannot be changed from second-line team or department functions alone;

- Employing a participative management style: The Management encourages employees to participate in decision making and discuss risks to the strategy and business objectives;

- Enforcing accountability for all actions: The Management documents policies of accountability and adheres to them, demonstrating to employees that lack of accountability is not tolerated and that practicing accountability is appropriately rewarded;

- Aligning risk-aware behaviours and decision making with performance: Incentive programmes are aligned to the core values of the organisation including expected behaviours, adherence to codes of conduct, and promoting accountability for risk-aware decision making and judgment;

- Embedding risk in decision making: The Management addresses risk consistently when making key business decisions, which includes discussing and reviewing risk scenarios that can help everyone understand the interrelationship and impacts of risks before finalising decisions;

- Having open and honest discussions about risks Council face: Risk is not viewed as being negative, and understands that managing risk is critical to achieving the strategy and business objectives;

- Encouraging risk awareness across the organisation: The Management continually sends messages to employees that managing risk is a part of their daily responsibilities, and that it is not only valued but also critical to the organisation's success and survival.

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The culture affects how risk is identified, assessed and responded to from the moment of setting strategy through to execution and performance given the influence of internal and external factors. It is acknowledged that the level of the culture may affect:

- Scoping of strategy and business objectives. The culture of the organisation may affect the types of strategic alternatives being considered.

- The level of rigor applied to the risk identification and assessment processes. Depending where an organisation sits on the culture spectrum, the nature and types of risks and opportunities may differ. What are viewed as potential risks by a risk-averse organisation may be considered as opportunities worthy of pursuit by another.

- Selecting risk and allocating finite resources. A risk-averse organisation may allocate risk treatments or additional resources in order to gain higher confidence of the achievement of a specific business objectives. The cost and benefits associated with incremental risk treatments may be interpreted less favourably by more risk-aggressive organisation.

- The level of reviewing performance. Trends in the risk profile or business context may be addressed differently by organisations on different points of the culture spectrum. A risk-averse organisation may make changes more quickly to risk treatments as variations in performance identified. Organisations that are more risk aggressive may wait longer before making changes or may make smaller changes.

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# 8. Integration into Organisational Processes

Risk management process is an iterative process, which consists of activities of communicating and consulting, establishing the context and assessing, treating, monitoring, reviewing, and reporting risk, and must be systematically applied and integrated to our established activities.

In particular risk management process must be embedded in the following key processes:

**Planning and budgeting process**: a step in integrating risk management process may simply be to include one page to articulate: first, what events are business units concerned with that may impair their ability to achieve budget/business plan objectives, and second describe what activities they will undertake to monitor and manage those possible events.

**Project and programme management**: As part of good project management practice, risks are actively identified, managed, escalated and reported throughout the lifetime of the project.

**Development and review of our policies and procedures**: our policies and procedures specify the approach and expected actions required to manage a variety of risks, including those associated with legislative compliance, people management, and finance and asset management.

**Procurement and asset management**: Risk management must be factored into decision making for significant procurement and asset management related processes.

**Significance and Engagement Policy**: Horowhenua District Council's (HDC) Significance and Engagement Policy, adopted on 30 June 2021, outlines Council's general approach to determining the significance of proposals and decisions. The policy exists to inform you about what you can expect from HDC regarding consultation and ways to influence and participate in the decision making of the Council. For this reason the Risk Management Framework needs to integrate its risk evaluation and assessment process when determining the significance of proposals and decisions.

# 9. Risk Profiling

Assessing risks to the strategy and business objectives requires our organisation to understand the relationship between risk and performance. Risk profile provides a composite view of the risk at particular level of organisation (overall organisation level, business unit level). Council should initially understand the potential risk profile when evaluating alternatives strategies. Once strategy is chosen, the focus shifts to understanding the current risk profile for that chosen strategy and related business objectives.

- Risk profile helps management to determine what amount of risk is acceptable and manageable in the pursuit of strategy and business objectives. Risk profiles may help management:

  - Understand the level of performance in the context of the organisation's risk appetite;
  - Find the optimal level of performance given the organisation's ability to manage risk;
  - Determine the tolerance for variation in performance related to the target;
  - Assess the potential impact of risk on predetermined targets.

# 10. Strategy and Objective Setting

## 10.1. Business Context

Council consider business context when developing strategy to support mission, vision and values.

Council have complex and diverse missions that set the stage for the overall strategy to provide services to the community. Developing and carrying a strategy can be complicated by changes in budget, political climate, highly visible community oversight, and overall mission.

Council may be influenced by any or all of the following external factors:

- Political landscapes that affect funding and priorities.

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- Budget allocations by legislatures that impact the priorities and any mission changes.

- Demographic, including population growth rates and age distribution that impact the size of the population Council serve.

- Technological shifts that impact the type and amount of automation within operations and the challenge to keep pace.

- Changing leadership within government that create new priorities or modify existing ones.

- Climate change, which impacts scrutiny of related government policies.

Council may also be influenced by the following internal factors:

- Availability of capital, which depends on the current political atmosphere and may require the organisation to constrain activities or quickly relocate funds.

- Attrition and competition, which can impact the availability of highly skilled employees.

- Operational failures that challenge the ability to carry out mission.

- Availability of investment for technology infrastructure that impacts the ability to perform and interconnected activities.

## 11. Risk Management Process

There are many sources of uncertainty that could threaten Horowhenua District Council's (HDC) ability to meet its objectives. Council requires that there is a **systematic** application of management policies, procedures and practices to the task of establishing the context, identifying, analysing, evaluating, treating, monitoring and communicating risk. The Risk and Assurance Committee expects that staff:

- Consider material risks to the Council, e.g. **Strategic, Financial, Legislative, Reputational,** and **Service Delivery** risks as business as usual.

- Embed a risk culture throughout the organisation with staff routinely reporting upwards on risks.

- Tailor business planning and processes of the organisation, e.g. business cases and procurement plans to include a consideration of strategic, financial, legislative, reputational and service delivery risks.

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HDC has adopted the best practice process outlined in ISO Risk Management Guidelines (ISO 31000: 2018) to identify, analyse, evaluate, and report current and emerging risks. This standard outlines the risk management process to ensure risks are dealt with uniformly and systematically. The risk management process is illustrated in the following diagram and summarised in the following sections:
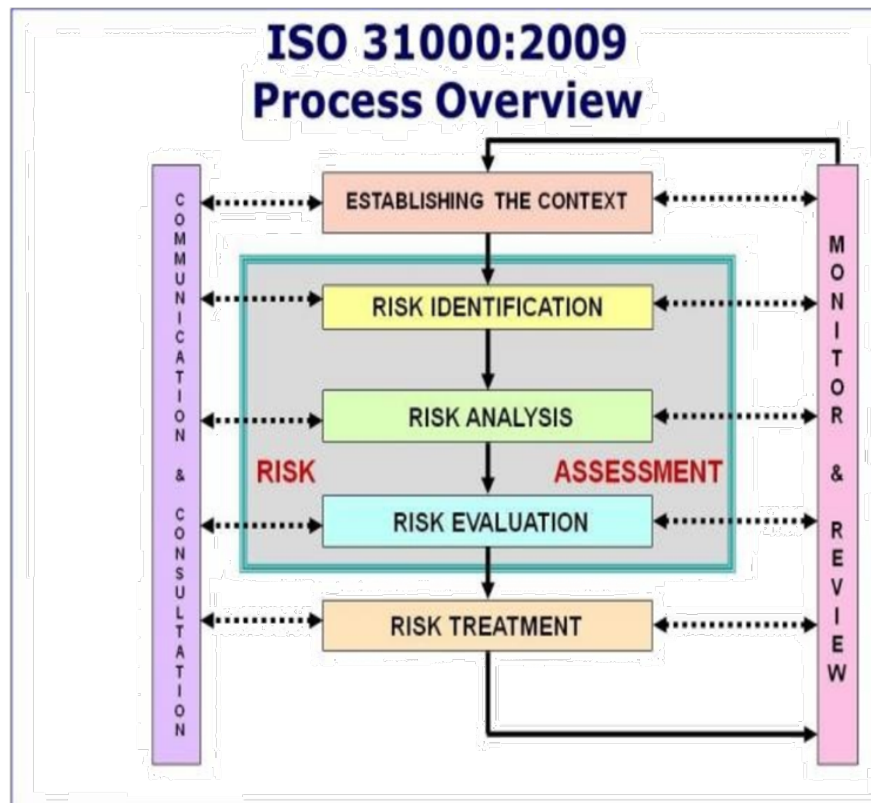


## 11.1. Communication & Consultation

Communication and consultation with both internal and external stakeholders is an important element in the risk management process. All communication and consultation should be timely and in accordance with the approved approach established by HDC to ensure effective participation of stakeholders in the risk management process.

## 11.2. Scope, Context – Defined by Risk Appetite

The scope, context and **risk appetite** tailors the risk management process, ensuring that it is aligned to the objectives of Council, enabling effective risk management and risk treatment.

Establishing the context allows for a better understanding of Council's objectives and defining internal and external factors that may be a source of uncertainty and setting scope and risk appetite accordingly. ISO 31000: 2018 describes the internal and external context as:

**External Context:**

- Social, cultural, political, legal, regulatory, financial, technological, environmental and economic factors.

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- Key drivers or trends affecting objectives.

- External stakeholder relationships, views and expectations.

- Contractual commitments.

- Complexity of networks and dependencies.

## Internal Context:

- **Vison**, **mission** and **values**.

- Governance, organisation structure, roles and accountabilities.

- Strategy, objectives; policies; standards, guidelines and models adopted by HDC.

- The culture of the organisation.

- Capabilities in terms of resources and knowledge, data, information systems and information flows.

- Contractual commitments.

- Internal stakeholder relationships, views, expectations; interdependencies and interconnections.

- Risk Appetite Statement is a directive from the Council indicating their comfort levels for acceptance of risks. Action of all staff including mitigation actions should be based on the Risk Appetite Statements.

- Risk appetite is established at the beginning of the risk management process. However, as risk appetite is based on context, which changes over time, the risk appetite should be continuously reviewed and amended where necessary.

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## 11.3. Risk Assessment

### 11.3.1. Risk Identification

The purpose is to identify areas of uncertainty and determine how these might impact the objectives of HDC. The risk identification process involves recognising and describing risks and is a process that all staff need to consider and contribute to.

With the tone set at the top, staff members are empowered, and required by the Chief Executive, to identify and communicate risks to five key areas of **Strategic, Financial, Legal, Service Delivery** and **Reputation** through line managers. Appropriate risks will be recorded in a Risk Management Register held on behalf of the Chief Executive to ensure that the impact on the vision or strategic outcomes is managed.

It is important to make use of a comprehensive and systematic approach during the identification process, as risks that are not identified will not be further analysed.

### 11.3.2. Risk Analysis

The identified risks should be analysed to develop an understanding of the level of "inherent" risk, the sources of the risk, the likelihood of the risk occurring, the full range of potential consequences as well as the controls and their effectiveness. Inherent risk can be described as 'risk that exists prior to any mitigations or actions taken to manage the risk'.

The identification of likelihood and consequence is a qualitative or semi-quantitative exercise. It is therefore difficult to identify where the impact of an event may fall, and it is the usual practice to provide an indicative descriptor table to place the consequence or impact. The Risk Consequence Table (Appendix A) and the Risk Likelihood Table (Appendix B) measured with the Control Effectiveness (Appendix D) provide a four-point profile scale (Appendix C) to assist with the estimation of the consequence and likelihood of occurrence for a risk.

HDC's Risk Matrix Profile (Appendix C) allows the prioritisation of identified risk. It identifies and captures the likelihood of identified risks and evaluates the potential damage or interruption caused by those risks.

### 11.3.3. Risk Evaluation

The purpose of risk evaluation is to support the decision making.

Risk evaluation involves comparing the results of the risk analysis and the risk appetite statement to determine whether any additional action is required. The table (Appendix C) below shows how the likelihood and consequence scores are combined to yield a rating for a described risk. The Heat Map (Appendix E) boundary zones reflect the risk appetite of HDC.

The strength of the current controls in place is considered and their effectiveness determined.

Controls should be designed to mitigate or limit the impact of a risk. The below indicators are used to assess the effectiveness of controls includes:

- **Deficient** – No controls in place, or identified as deficient.
- **Partial** – some controls in place, yet to be fully successful.
- **Moderate** – controls in place, operating effectively but need to be improved.
- **Strong** – Comprehensive controls in place, working effectively.

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## 11.4. Assessing Risk

- All risks are to be assessed to determine their significance by using the below matrix, which sets out a probability evaluation based on the combination of **likelihood** of the occurrence and severity of **impact or consequence.** Assessing risk can be subjective to an individual's views of the likelihood and impact of the risk. When assessing both **inherent** and **residual** risk it is important to undertake a **quantitative** and **qualitative** assessment to ensure there is a level of accuracy top measure the potential risk against an organisations risk appetite.

- **Step 1:** Determine the likelihood of the risk occurring from the *Likelihood Guide below in T.3*

- **Step 2:** Determine the potential consequence of the event of circumstance from the **Consequence/***Impact Guide below in T.4*

- **Step 3:** Multiplying the Likelihood and Consequence provides you with the *Risk Rating/Risk Rating Score as determined by* **T.1 and T.2** *below* (HDC's Promapp risk register calculates this for you)

- **Step 4:** The Risk rating (score) is determined by the degree of significance to the assessed level of risk, this provides an opportunity for those responsible for managing the risk to provide qualitative actions in reducing the impacts.

### 11.4.1.    Risk Rating Matrix (T.1)

| Likelihood | Consequence/Impact | | | | |
|---|---|---|---|---|---|
| | 1 - Insignificant | 2 - Minor | 3 - Moderate | 4 - Major | 5 - Catastrophic |
| 5 - Almost certain | Low | Moderate | Significant | Extreme | Extreme |
| 4 - Highly Likely | Low | Moderate | Moderate | Significant | Extreme |
| 3 - Possible | Low | Low | Moderate | Moderate | Significant |
| 2 - Unlikely | Low | Low | Moderate | Moderate | Moderate |
| 1 - Rare | Low | Low | Low | Low | Low |

### 11.4.2.    Risk Rating Matrix (T.2)

| Likelihood | Consequence/Impact | | | | |
|---|---|---|---|---|---|
| | 1 - Insignificant | 2 - Minor | 3 - Moderate | 4 - Major | 5 - Catastrophic |
| 5 - Almost certain | 5 | 10 | 15 | 20 | 25 |
| 4 - Highly Likely | 4 | 8 | 12 | 16 | 20 |
| 3 - Possible | 3 | 6 | 9 | 12 | 15 |
| 2 - Unlikely | 2 | 4 | 6 | 8 | 10 |
| 1 - Rare | 1 | 2 | 3 | 4 | 5 |
| Low | | | 1 to 7 | | |
| Moderate | | | 8 to 12 | | |
| Significant | | | 13 to 19 | | |

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| Extreme | 20 to 25 |
|---|---|

### 11.4.3. Risk Likelihood Criteria (T.3)

This table (T.3) is used to assess how likely a specific risk will occur. It can be useful to think about this in different ways. For example, is this event going to happen in the next 12 months? Is there a history of events or evidence this is occurring frequently?

| Likelihood | | | | | |
|---|---|---|---|---|---|
| **Rating** | **Definition examples** | | | | |
| 1 | Rare | Very Low | Rare, might only occur in exceptional circumstances | Once in five years or related top event i.e. 50 year flood | The event is expected to occur (<10%) |
| 2 | Unlikely | Low | Possible however uncommon | Once a year | The event could occur at some time (10%-49%) |
| 3 | Possible | Medium | Less Likely to happen than not, there is a real chance | 2-3 times a year | The event may well occur (50%-74%) |
| 4 | Highly Likely | Probable | Will probably occur in some circumstances, would be surprising if it did not occur | Weekly or expected over the course of a month | The event will probably occur (75%-89%) |
| 5 | Almost Certain | Very High | Expected to occur in most circumstances | daily or within the week | The event is expected to occur (>90%) |

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### 11.4.4. Risk Controls or Treatments (T.4)

Risk Controls or Treatments involves developing a range of options for mitigating the risk, assessing those options, and then preparing and implementing action plans.

The means by which Council seek to modify risks. They can be thought of as 'enablers' for Council's objectives. Risk treatment normally involves activities that aim to change either the likelihood of the consequences or the type, magnitude or timing of those consequences.

**Impact**

| **Transfer** | **Terminate** |
|---|---|
| Risk to another party | Activity generating risk |
| **Tolerate** | **Treat** |
| The risk and its likely impact | The risk to reduce likely impact or exposure |

**Likelihood**

18
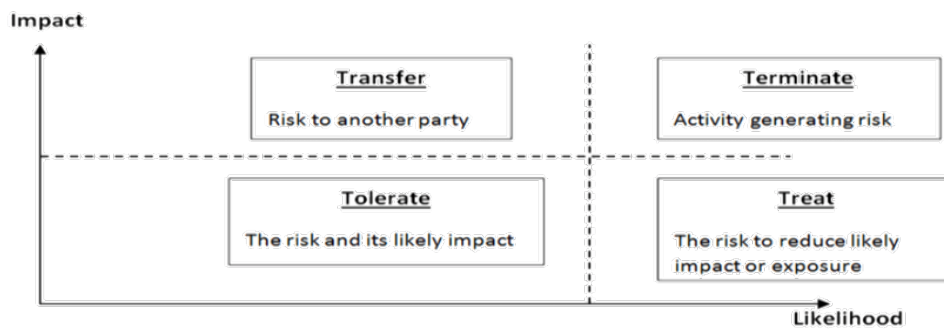
## Appendix A: Risk Consequence Table (Promapp)

| Consequence | | SUB-CONSEQUENCE ENABLED ✗ | ACTIVE ✓ | ✎ |
|---|---|---|---|---|
| **Catastrophic** | 5.00 | Death. Huge financial loss (>$10m). National press coverage. Cessation of service for more than 1 week. | | ✎ |
| **Major** | 4.00 | Extensive injuries. Loss of Channel. Loss of production capability. Major financial loss ($1m - $10m). Cessation of service of less than 1 week. | | ✎ |
| **Moderate** | 3.00 | Medical treatment required. High financial loss ($100k - $1m). Cessation of service for up to 1 day. | | ✎ |
| **Minor** | 2.00 | First aid treatment. Medium financial loss (less than $100k). | | ✎ |
| **Insignificant** | 1.00 | No injuries. Low financial loss ($10k). | | ✎ |

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## Appendix B: Risk Likelihood Table (Promapp)

### Default Rating Criteria

| Likelihood | | | ACTIVE ✔ |
|---|---|---|---|
| **Almost Certain** | 5.00 | The event is expected to occur with 80% chance in the next 12 months. | |
| **Highley Likely** | 4.00 | The event will probably occur with 25% chance within the next 12 months or once in 4 years | |
| **Possible** | 3.00 | The event might occur with 10% chance within the next 12months or once in 10 years | |
| **Unlikely** | 2.00 | The event will probably not occur with a 4% chance within the next 12 months or once in 25 years | |
| **Rare** | 1.00 | The event is not expected to occur with a 1-2% chance within the next 12 months or once in 50+ years | |

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## Appendix C: Risk Matrix Profile (Promapp)

### Scores & Escalations

| | |
|---|---|
| **0-7** LOW | **Low Level Risk Score Rating** <br> **Escalate to:** Manager <br> **Review Frequency:** No Review Required <br> ✔ Sign off explanation required <br> ✘ Escalated sign off explanation required |
| **7-12** MODERATE | **Mid Level Risk Rating** <br> **Escalate to:** Risk Management Lead <br> **Review Frequency:** 6 months <br> ✔ Sign off explanation required <br> ✘ Escalated sign off explanation required |
| **12-19** SIGNIFICANT | **High Risk Score Rating** <br> **Escalate to:** Risk Management Lead <br> **Review Frequency:** 3 months <br> ✔ Sign off explanation required <br> ✔ Escalated sign off explanation required |
| **19-∞** EXTREME | **Very High risk Score** <br> **Escalate to:** Risk Management Lead <br> **Review Frequency:** 1 month <br> ✔ Sign off explanation required <br> ✔ Escalated sign off explanation required |

Add Score Range

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## Appendix D: Control Effectiveness (Promapp)

| Control Effectiveness | | | ACTIVE ✔ |
|---|---|---|---|
| **Deficient** | 1.00 | No controls in place, or identified as deficient. | |
| **Partial** | 0.75 | Some controls in place, yet to be fully successful | |
| **Moderate** | 0.50 | Controls in place, operating effectively but need to be improved. | |
| **Strong** | 0.20 | Comprehensive controls in place, working effectively. | |

## Appendix E: Heat Map Example (Promapp)



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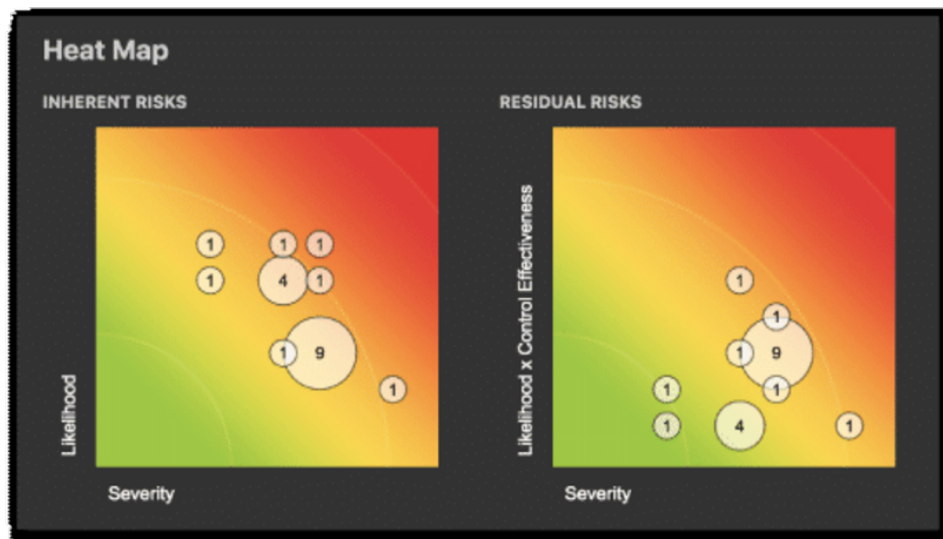
## Appendix F: HDC Consequence & Impact Examples

### Consequence or Impact

| Risk Type | Insignificant - 1 | Minor - 2 | Moderate - 3 | Major - 4 | Catastrophic - 5 |
|---|---|---|---|---|---|
| Financial | Single unplanned loss less than $250k | Single unplanned loss between $250k–$500k. Ongoing Loss less than $100k p.a. | Single unplanned loss between $500k–$5m. Ongoing Loss $100k-$1m+ p.a. | Single unplanned loss between $5-$20m. Ongoing Loss $1m - $3m+ p.a. | Single unplanned loss of $20m or greater to Council. Ongoing Loss $3m+ p.a. |
| Service Delivery | Loss of service to [0-10] households for period of no more than [8] hours. Loss of service to an industry for period of less than [8] hours. Public amenity partially closed or delivering reduced service. | Loss of service to [10-30] households for a period of [8-24] hours. Loss of service to an industry for period of [8] hours. Public amenity closed for up to a week or more. Isolated service standard failure. | Loss of service to [30-100] households for period of [24] hours. Loss of service to an industry for a period of [8-24] hours. Public amenity closed 1 week to 1 month. Customer complaints or complaints relating to more than one business area. Repeated service standard failure or one that affects multiple people. | Loss of service to [100-300] or more households for a period of [24-72] hours. Loss of service to an industry for a period of [24-72] hours. Public amenity closed for 1 month or more. | Loss of service to [300] + households for period of greater than [3] days. Loss of service to an industry for period of greater than [3] days. Permanent loss of public facility. Delay in major project of over a year. |
| Political / Governance/ Statutory Obligations | Letter of complaint to CEO, dealt with at Officer level. Request for information from Government Department. | Council delays decisions or public consultation on key documents. External Review | Decision making process breaks down. Government Department | Widespread public demand for political and management resignations. Government investigation into the running of Council. | Elected members replaced by Government Commissioner. |
| Reputation | Negative community view expressed via local media or social networks. | Negative local media or social network comments for up to a week. | Negative national media coverage or social network comment for two days. | Negative national multimedia coverage or social network comment for several days. | Negative national multimedia coverage or social network comment for 1 month plus. |
| Community Wellbeing | Minor injury on site not requiring medical attention. | Injury requiring medical attention on site. | Serious illnesses through network failure. Injury requiring hospitalisation. | Widespread illness requiring hospitalisation through network failure. Multiple injuries on site. | Widespread loss of life through network failure. Multiple loss of life on site. |
| Legal | Very minor administrative breach, no prosecution. | Minor audit qualification. Minor breach of legal obligation, threat of prosecution. | Major breach of breach of legislative obligations, legal action taken. | Ongoing breach of legislative obligations through embedded systematic failure, resulting in maximum fines or penalties. | Legal action resulting in maximum fines or penalties, legal actions taken by community. Penalties resulting in maximum fines or imprisonment. |
| Environmental | Environmental damage cleaned up within hours of event. Managed in house. | Environment restored after one week cleanup. Managed with committed external resources. | Environmental damage requiring up to 1 year to reverse. Managed by additional external resources. | Widespread environmental damage reversed after 1 year. Short-term assistance required from outside the region. | Permanent widespread environmental damage and loss of biodiversity. Ongoing assistance required outside of the region. |

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| People & Culture | Work injury or illness with up to one week off. Staff turnover exceeds 10% p.a. | Staff turnover exceeds 15%. | Work injury or illness with 1 week to 6 months' time off. Staff turnover exceeds 20% p.a. Loss of staff confidence in Management Team members. Inability to recruit into key skilled positions. | Work injury or illness leading to permanent disability. Staff turnover exceeds 25% p.a. Work injury or illness with more than 6 months' time-off. Loss of CEO confidence in Management Team members. Inability to recruit into key positions on an ongoing basis. | Loss of Life. Work injury with no return to work. Staff turnover exceeds 30% p.a. or is less than 5% for a prolonged period. |
|---|---|---|---|---|---|
| Information Management | Key information systems disrupted for 2 hours. Minor breach of information security and information loss, fixed within hours. | Key information systems disrupted for 1 working day. | Key information systems disrupted for 2-3 working days. Loss of all information systems for 1 hour. | Key information systems disrupted for a week. Financial system not available at year-end. Loss of archived records / backup. Loss of all information systems > 1 day. Theft or misuse of private / restricted information. | Loss of all historical information (backups). Widespread unauthorised entry to information systems. |
| Health & Safety | No injury or potential injury. | Minor injury – First Aid only. | Hospitalisation. | Severe injuries or potential injuries. | Long term disability or death. |
| Strategic Outcomes Legal and regulatory | Internal query. | Special Audit by outside agency or enquiry by Ombudsman. | Litigation. | District or Environmental Court (excluding normal operations). | High Court or Criminal Action. |
| Relationships | Disagreement. | Dispute or major disagreement. | Temporary loss of contact. | Mediation or external party required to restore relationship. | Irreversible breakdown. |

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## Appendix G: Risk Appetite 2020 (Currently being reviewed)
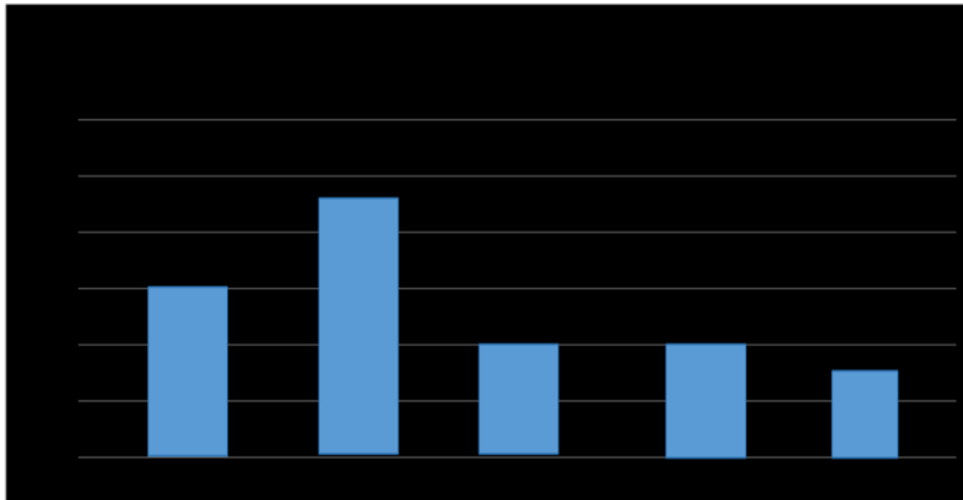


**2020 Statement**

It is recommended Council adopts an 'open' to 'hungry' appetite towards risks in the Strategic risk category. Council is therefore signalling it is willing to accept strongly justified risks and uncertainty in this category as it addresses the challenges and opportunities presented by the COVID-19 recovery and a return to a Growth response footing for the Horowhenua district. The 'cautious' appetite in the Reputational category indicates Council prefers to avoid risks in this area but is willing to accept them, and any issues that emerge out of other risk categories such as Strategic, if the benefits will outweigh the negatives.

Until the longer term impacts of COVID-19 are better understood, it is recommended Council adopts a 'minimal' appetite towards the Service Delivery risk category, meaning Council's preference is always for its safe delivery and with only a small margin for failure. However, Council also accepts with a 'minimal' appetite in the Finance risk category, some operational risks may subsequently be exposed with the levels of service delivery and trade-offs may be required.

Lastly, it is recommended Council sustains 'averse' and 'minimal' appetites towards legal risks meaning we will be extremely conservative, have a very low level of uncertainty, and will only reluctantly trade-off objectives.

The result means Council is willing, under the right conditions, to pursue and accept options in the Strategic risk category if the rewards are evident. Council is, however, to remain focused on excellence with our customer service delivery, to remain legally and legislatively compliant, and maintain a reputation of being a responsible and accountable Local Authority.

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Horowhenua
DISTRICT COUNCIL

# Risk Strategy & Work Plan

**Year 2023 - 2025**

## Document Review & Approval

| | |
|---|---|
| **Section** | Organisation Performance |
| **Author & Contact** | Risk Manager |
| **Approval** | Executive Leadership Team |
| **Date Approved** | TBC |
| **Review Date** | 1 April 2024 |
| **Version** | 1.5 |

## HDC Strategic Vision for Enterprise Risk

Horowhenua District Council (Council) is committed to the effective management of risk and recognises that risk is present in everything in all its business activities.

The Council is on a risk management maturity journey. It has a vision to lift risk capability and maturity by implementing and embedding the core elements of a Risk Management Framework to enable effective risk management.

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# 1. Supporting Councils Strategy and Long Term Plan

Over the next 20 years, it is expected that the Horowhenua district will be experiencing significant population growth. The Council's Long Term Plan 2021-2041[1] sets out the Council's key outcomes and priorities in responding to the growth.



To support the Council in the delivery of its Long Term Plan (LTP), the Council will need to consider the impact of uncertainties on its objectives[2]. The Council's vision is to enhance its risk capability and maturity across its different business groups using a deliberate and integrated approach will positively support the delivery of its community outcomes. To support the delivery of this vision the Council has recently refreshed its risk management initiatives including conducting management and elected member workshops and risk reviews.

The Council's risk function plays an important role in supporting the delivery of the Council's strategy and aligns with the delivery of its community outcomes (Ngā Putanga Hapori):

**Figure 1 - Community Outcomes (Long Term Plan)**



| Vibrant Economy | Outstanding Environment | Fit for purpose Infrastructure | Partnership with Tangata Whenua | Strong Communities |
|---|---|---|---|---|
| • We are business friendly. <br> • We will work with others to enable our economy to grow. <br> • We support diversity and resilience in our local economy. <br> • We aspire for economic security for all of our people. <br> • We seize growth opportunities for our district. | • We contribute to improving our natural environment for current and future generations to enjoy. <br> • We protect the important natural features in our district. <br> • We ensure our built environment supports the wellbeing of our people. <br> • We manage competing pressures on resources sustainably. | • We develop and maintain facilities and infrastructure to meet the needs of current and future generations. <br> • We provide efficient, reliable and affordable infrastructure. <br> • We work with partners to develop infrastructure that enables growth. <br> • Our community facilities and infrastructure are resilient, helping us to respond to climate change and natural hazards. | • We will uphold Te Tiriti o Waitangi and its principles. <br> • We build mutually respectful partnerships with tangata whenua. <br> • We support Mana Whenua to maintain and enhance tikanga with their ancestral lands and waterways, wāhi tapu and other taonga. <br> • We support whanau, marae, hapū and iwi in achieving their aspirations. <br> • We recognise the role of Mana Whenua as kaitiaki of their rohe. | • We value the diversity of our people. <br> • We recognise the value of our district's heritage and its contribution to our communities sense of identity and pride. <br> • We take an inclusive approach and encourage our people to participate in local decision making. <br> • We provide infrastructure and services as a foundation for resilient and connected communities. <br> • We build collaborative relationships with service providers to help enable all of our people to live positive and health lifestyles. <br> • We help create facilities and places where people of all ages and backgrounds feel included, safe and connected. |

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[1] Long Term Plan 2021-2041 (Te Mahere Tūroa) - Horowhenua District Council
[2] Definition of "Risk" ISO 31000:2018

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### How Risk Management Links to Council Strategies and Outcomes?

- A good Risk Management Framework supports and facilitates change and supports growth by enabling Council to take advantage of opportunities and innovation.

- Risk management enables and improves council use of data and information to make better decisions.

- By increasing awareness and understanding of risk and the management of risks, better outcomes can be achieved.

- The overarching Risk Management Framework incorporates policy documents that include any document(s) that provide process, procedures, and or guidelines.

## 2. Risk Management Strategy Overview

Council's key focus will on the following **three** aspects:

**Figure 2 - Risk Strategy Focus Areas**

**Awareness & Understanding**

- Raising risk awareness and understanding for all staff and elected members.
- Creating accessible resources and learning opportunities that are simple and practical.
- Building a risk aware culture.

**Risk Framework**

- Adopting and embedding a formal risk management framework to achieve consistency in approach and an integrated view of risk management for council.
- Focusing on a staged implementation of key elements of framework, embedding and regularly reviewing over time.

**Risk Communication & Reporting**

- Improving risk communication and reporting throughout the Council.
- Differentiating between operational and strategic risks.
- Integrating risk reporting for an enterprise view.

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# 3. Context and Background

## A Changing Risk Landscape

Risk is ever present in our highly volatile world. Risks are increasingly more interconnected and interdependent than ever before, and organisations need to place a greater focus on identifying emerging risks and building resilience.

The COVID19 pandemic exposed several vulnerabilities in operating models and risk approaches. Councils have justifiably focused on managing impacts of the pandemic, but at the same time, they are increasingly aware of other challenges like regulatory changes, climate change, supply chain disruption, cyber and people risks.

Councils are experiencing higher expectations from communities, stakeholders, and regulatory bodies around how risks are managed and governed. Existing and emerging risks will continue to challenge councils across the country as councils deliver on their Long Term Plans.

# 4. Office of the Auditor General Review

In October 2021, the Office of the Auditor General (OAG) produced a report[3] outlining key observations and recommendation on the findings on risk management practices undertaken by local councils. This was a follow up report from a 2016 finding[4] noting that risk management is one of the least mature elements of governance in the public sector. A survey of councils was undertaken and, additionally, four councils (Auckland, Waipa, Environment Canterbury and Queenstown-Lakes) were selected for in depth case studies.

The OAG made four significant recommendations which are outlined in the following figure.

**Figure 3 - OAG Risk Management Recommendations for Councils**



CONTROLLER AND AUDITOR-GENERAL
Tumuaki o te Mana Arotake

Our observations on local government risk management practices

**Risk Framework** — Implement a formal Enterprise Risk Management framework.

**Risk Maturity** — Assess current level of risk management maturity and develop a clear path to achieve desired level.

**Training and Support** — Prioritise risk management resources and training for elected members.

**Risk Assessment** — Use more sophisticated means to identify and manage risks on key programmes - use of quantitative risk assessments.

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[3] https://oag.parliament.nz/2021/risk-management/docs

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In brief, the report found that not all councils surveyed had implemented a formal risk management framework, recommending that a centralised framework is used to ensure consistency in practices applied across the council. In the report, the OAG encourages Chief Executives and elected members to consider the maturity of their existing risk management practices and prepare a clear plan for improving maturity. This involves carrying out regular reviews of risk management activities to inform progress and areas of improvement.

The role of elected members was discussed, and it found that elected members need to maintain an overall view of their council's strategic objectives, being aware of obstacles to achieving those and receive assurance that the council is managing risks well. OAG observed that more could be done to support elected members as they consider the risks faced by the council, particularly how these are factored into their decision making. Using specialist tools such as quantitative risk assessments is encouraged to provide councils with a better understanding of risks to deliver complex programmes of work and how risks may be reduced.

Finally, the report acknowledges that while implementing risk management takes time and resourcing, the consequences of not adequately managing risks are significant; and often resulting in large and unexpected expenditure, service failure and a loss of public trust and confidence.

**Council's Risk Management Journey**

Improving risk maturity is a journey that takes time and commitment. Council has previously developed a risk framework including a draft policy and risk appetite, although the framework was not formally adopted. Notwithstanding this, risk conversations take place regularly and good risk management takes place in several areas.[5]

More recently Council has been reviewing its risk framework with the intention to improve and enhance risk practices. Council's Risk and Assurance Committee (RAC) supports the further improvement initiatives to raise risk maturity enabling it to have appropriate oversight of the Council's risk activities.

**Scope and Purpose of the Risk Strategy**

This Risk Strategy prioritises areas that help take Council forward in lifting its risk management capabilities and maturity. It reflects Council's current place on its risk journey and to better enable Council to prepare for future growth through the five key community outcomes of *Vibrant Economy, Outstanding Environment, Fit for Purpose Infrastructure, Partnership with Tangata Whenua, Strong Communities.*

## 5. Focus Areas for 2023 – 2025

To help deliver on the vision, the risk strategy is focussed on the following three areas:

1. **Raising Risk Awareness and Understanding for all Staff and Elected Members.**
   At present there are varying levels of understanding of risks within the Council. Simple but relevant and practical discussions with staff on a regular basis will help raise the level of understanding and awareness thereby promoting better risk practices.

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[5] For example in Health Safety and Wellbeing and Infrastructure delivery.

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This will be undertaken in a number of ways, for example through developing risk resources available in a central repository (e.g. Council intranet) easily accessible for all staff. Resources available would provide guidance and tools on risk management for all staff including risk management processes of identifying, assessment and management in line with ISO standards.

Relevant groups well be identified to participate in risk workshops. The workshops would include risk areas of particular focus (appetite) to the Council, for example in the following areas:

- **Strategic** – Key deliverables and direction
- **Financial** – Financial Opportunities & Controls
- **Service Delivery** – Project and Programme Management; Health, Safety & Wellbeing
- **Reputational** – Integrity / Conflicts of Interests
- **Legislative** – Legal/ Regulatory and Compliance

As appropriate, training and awareness in relevant topics will be extended to include elected members.

Through the Council's Governance development programme, elected members will be supported in their role as governors to identify and consider risks when making decisions. This is particularly important at the beginning of a new triennial with new members coming on board.

The intention is that these training programmes will eventually become "business as usual" and part of the learning culture of the organisation.

The Risk Manager, supported by the Executive Leadership Team (ELT), will continue to proactively support the business units with this. Regular reinforcements of key messages – rewarding good risk taking and consequences for poor risk behaviours – are encouraged. Undertaking reviews and lessons learnt from events/incidents is useful to focus staff on future actions to improve risk maturity. The Chief Executive, Chair of the Risk and Assurance Committee (RAC) and ELT in Council have important roles to play to support a strong risk culture.

It is important to develop and roll out a programme to support both staff and elected members of the key principles of managing risks, in line with best practice. It is important that the programmes take place with sufficient regularity and relevance so that these are not seen as a compliance exercise.

Over time council may wish to consider implementing digitised e-learning tools as part of the compulsory on-boarding of staff and elected members.

## 2. Adopting and Embedding a Formal Enterprise Risk Management Framework

Whilst there are regular risk conversations taking place at Council with pockets of excellent risk management practices occurring in some areas, most of these are taking place at an informal basis. Best practice requires that risk management practices are formalised and structured as part of a risk management framework. The OAG recommendations[6] state the following:

*Councils should have a clearly defined framework for managing risk. A risk management framework supports a consistent approach to managing risks throughout a council. It also provides a way for a council to compare the different types of risk that it must deal with, whether they are project-based risks, day-to-day operational risks, or longer-term strategic risks.*

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[6] Paragraph 2.1, page 11 of the OAG Report

There is significant research that supports the adoption of a risk framework. In the new risk landscape where risks are increasingly interconnected and interdependent, an enterpriser risk framework that integrates the management of risks across the business and relates this back to the Council's strategy will be critical in supporting the Council to deliver on its Long Term Plan (LTP) outcomes.

The Strategy seeks to introduce foundational risk management systems to be implemented and integrated across the Council business units. While an Enterprise Risk Management framework may typically include the following elements below, it is important that a framework is developed that is appropriate to meet the Council's needs cognisant of where the Council is in its risk maturity journey. A risk framework should not be overly simplistic where it may lack the ability to identify root causes of risks; at the same time it should not be overly complicated to the extent that it is not successfully implemented or embedded.

The risk framework, once adopted, should be reviewed regularly to measure its effectiveness and ensure it continues to be relevant to the Council.

Key elements of an enterprise risk management framework are shown below:

**Figure 4 - Elements of an Enterprise Risk Management Framework**



**Risk strategy**
Setting a strategy aligned with business goals

**Risk identification and assessment**
Providing insight and quantification of material risks

**Material risks**
Identifying and consolidating material risks

**Culture and conduct**
Identifying effects of culture and conduct risks on objectives

**Risk appetite**
Defining and articulating the risk appetite

**Risk resilience**
Identifying 'crown jewels' where resilience is most required

**Risk governance**
Meeting ongoing reporting and disclosure requirements

**Roles and responsibilities**
Roles across 3 Lines of Defence

**Monitor, evaluate and report**
Monitoring evaluate and report material and emerging risks and controls

**Assurance**
Evaluating and aligning risk and assurance processes

**Incident management**
Incident management process

**Training and Upskilling**
Risk management training

The adoption of a framework will be through several steps, undertaken in a logical sequence which when completed will form the Risk Framework for Council. The work plan (see section 7) sets out the actions and activities anticipated for the next two years to achieve this.

**Improving Risk Communication and Reporting**

As risks are interconnected, it is critical that risk information is provided in a transparent and timely manner with information flowing up and down and across the organisation to the right people within Council. These are decision makers who are able to take appropriate action to respond to the risks. It is also important that the flow of information within the organisation happens with potential bad news rapidly communicated without fear of blame.

There is acknowledgement that there is presently limited risk reporting taking place to the Council and RAC, with the exception of good reporting in the Health Safety & Wellbeing and Infrastructure areas.

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This Strategy also aims to improve risk communication and collaboration across Council and bring these aspects under one enterprise reporting framework. This enables the Executive Leadership Team (ELT), the Risk and Assessment Committee (RAC) and Council to have visibility across the organisation as a whole and understanding risk profiles in these key risk areas. For example the following other areas could be included as part of regular reporting: Cyber/ IT, Legal/ Regulatory, Assurance, Project and Programme Management.

Consideration should be given to the level of granularity of information to be provided depending on where (and to whom) the risks are to be communicated. Generally, as risks are reported up to full Council and committees, the focus should be on strategic (as opposed to operational type) risks which will enable discussions and decisions to be made at the appropriate level. Operational risks tend to be reported at management level where the controls and mitigations generally sit. There are occasions where operational risks may escalate into material risks requiring the attention of governors.

The format of reporting at full Council/committee level will support the inclusion of risk based decision making and provide sufficient information to enable risk-reward conversations to take place.

By applying the Risk Management Framework (referred to above), staff across the different business units in Council will operate within a consistent framework and that key risks are accurately reported through the Enterprise Risk Management system.

To achieve this, there will be a staged development of key reporting based on key risk areas – over time it is anticipated that the reports will be sufficiently broad to provide the Risk and Assurance Committee with appropriate level of oversight for key risks across the Council. An example could be along the following lines:



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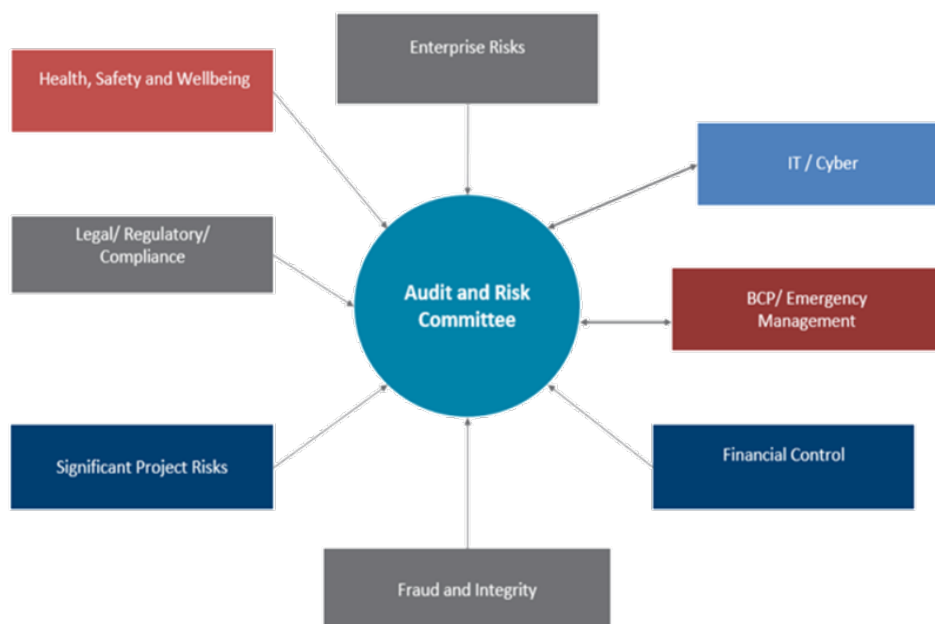
# 7. Enterprise Risk Management Work Plan

A plan is set out below to achieve the Risk Strategy.

| Strategy Element | 2023* | 2023-24* | 2025* |
|---|---|---|---|
| Risk Maturity | Audit Risk Maturity. | Enhance Risk Maturity. | Audit Risk Maturity. |
| Risk Appetite | Assess Risk Appetite in defining new boundaries. | Continue to review Risk Appetite. Align Risk Appetite to Community Outcomes as defined in the LTP. | Review Risk Appetite Statement. |
| Risk Framework | Develop Draft **Risk Management Framework.** | (Incorporate policy in framework). | Review Risk Management Framework. |
| Risk Framework | Develop and adopt **Risk Strategy & Work Plan 2023-2024.** | Develop/refresh and adopt Risk Appetite. | Review Progress of Risk Strategy and Plan. |
| Risk Framework | Framework developed as governing document that includes **HDC Risk Policy.** | | |
| Risk Governance | **Executive Leadership Team (ELT).** | Monthly Agenda item on ELT Meeting. Includes deep dive into top risks and identifying new risks | Monthly Agenda item on ELT Meeting. |
| Risk Governance | **Risk and Assurance Committee.** | Quarterly Risk and Assurance Committee. | Quarterly Risk and Assurance Committee. |
| Risk Governance | **Organisation Performance Report (OPR).** | Include high-level status overview of Risk management within HDC OPR. Includes risk review of each individual group reports. | On going |
| Risk Framework / Risk Communication | Review and adopt **Risk Matrix and Assessment Framework.** | Develop and implement Project Management Risk Framework. | Review Project Management Risk reporting. |
| Risk Framework / Risk Communication | Reignite **PROMAPP Risk Register.** Work closely with GMs in defining top risks and treatment. | Refine Top Risk Register. Review and update Operational/Departmental Risk Registers. Develop Risk Reporting template through Power BI | Ongoing |
| Risk Communication | Review and implement reporting templates for Council meetings. | Review and implement reporting templates. Report against Risk Appetite. | Ongoing |
| Risk Framework / Risk Communication | | Implement deep dives of top strategic risks. Develop Risk Assurance programme. | Implement Risk Assurance programme. Focus on controls and mitigations. |
| Risk Awareness and Training | Develop training and induction programme for staff and elected members. | Roll out training to managers who produce OPR. | Ongoing |
| Risk Awareness and Training | Develop Risk Report & Statement Writing training and induction programme for staff. | Roll out elected member and staff training programme Phase 1. | Elected member & staff training programme Phase 2 |
| Risk Awareness and Training | Develop internal resources including intranet pages and guidelines. | Roll out internal resources for staff. | Continue to update internal resources including-use of digital and e-learning. |
| Risk Governance | **Review Insurance Coverage.** Develop Insurance Review document that looks at opportunities to improve accuracies of coverage. | Includes enhancing Asset Register to provide accurate coverage. Reassess AON review document and recommendations. Meet with AON in July 2023 to determine new coverage expectations. | Develop and Implement Insurance strategy that provides direction and business rules for annual Insurance renewals |

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| | | | |
|---|---|---|---|
| Risk Governance | Review **Emergency Management** effectiveness within the organisation. | Improved understanding of key operational roles and responsibilities within newly formed leadership teams and elected members.<br><br>Greater scenario and emergency response planning and training. | |
| Risk Governance | Ongoing review and focus on **Procurement Framework** ensuring continued improvement programme for accountabilities and processes. | Ongoing enhancement of procurement accountabilities and processes. | |
| Risk Framework | | | Late 2024-2025 Independent assessment of Enterprise Risk Maturity. |
| Risk Framework | | | Review and plan for Risk Strategy 2025-2027. |

Note:  * References to years relate to Calendar year

# 8. Definitions

**Control** is a process, policy, device, practice or other action that reduces the likelihood of a risk event occurring or reduces the potential consequence of that risk event before the risk event occurs.

**Council** means the entity known as the Horowhenua District Council (HDC) and includes the governing body and the organisation.

**Governing body** means the mayor and councilors.

**Mitigation** is a process, policy, device, practice or other action that is intended to reduce the consequence of a risk event after the risk event has occurred.

**Organisation** means the operations, processes and staff of Horowhenua District Council led by the Chief Executive.

**Residual risk** is the risk remaining after risk treatment. (AS/NZS ISO 31000/2009)

**Risk** is the effect of uncertainty on objectives. (AS/NZS ISO 31000/2009)

**Risk event** is an occurrence or a change in a particular set of circumstances that gives rise to, or modifies, a risk.

**Risk management** is the coordinated activities to direct and control an organisation with regard to risk. (AS/NZS ISO 31000/2009)

**Risk management framework** is the combined suite of tools and processes, including this Strategy and supporting procedures, by which Council manages risk.

**Risk management plan** is a schedule that records risks and the controls, mitigations, risk treatments, and accountabilities associated with those risks.

**Risk register** is the same as a 'risk management plan'. For HDC this sits within Promapp software

**Risk treatment** is the process to modify risk. (AS/NZS ISO 31000/2009)

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**File No.:** 23/274

# 6.2    Draft Horowhenua District Speed Management Plan

## 1.    Purpose

1.1    The purpose of this report is to discuss the Draft Speed Management Plan 2024-2034 and to seek council approval of the plan before Council Officers commence community engagement.

## 2.    Executive Summary

2.1    Horowhenua District Council is required to develop and consult on a Speed Management Plan to set safe and appropriate speed limits in the Horowhenua District (excluding State Highways). The process that Horowhenua District Council is required to follow and the content and form of the Speed Management Plan is outlined in the Land Transport Rule: Setting of Speed Limits 2002.

2.2    Council officers, following the guidance of Waka Kotahi New Zealand Transport Agency, are proposing a staged approach to implementing any changes to the transport network. It is proposed that the initial three year Implementation Programme outlined in this Speed Management Plan focus on:

- Improving safety around schools by applying safe and appropriate speed limits,

- Applying safe and appropriate speed limits in two Horowhenua communities that have previously asked for speed limits to be reduced, and

- Confirm a number of legal speed limits around the District where there are anomalies between the sign posted and legal speed limits. This will not result in the change of any of the sign posted speed limits.

## 3.    Recommendation

3.1    That Report 23/274 Draft Horowhenua District Speed Management Plan be received.

3.2    That this matter or decision is recognised as not significant in terms of S76 of the Local Government Act.

3.3    That Council notes the requirement to develop a speed management plan that meets the criteria set by Waka Kotahi in the Land Transport Rule: Setting of Speed Limits 2022 and notes that the final Draft Speed Management Plan must be submitted to Horizons Regional Council by 20 September 2023.

3.4    Council notes officers have developed the Draft Speed Management Plan for community engagement based on previously received feedback to implement the minimum requirements, except with the inclusion of Manakau and Waikawa Beach for lower speeds at those communities request.

3.5    That Council approve the proposed 10 year vision, principles, objectives, and strategic alignment outlined in the attached Draft Speed Management Plan for community engagement. Inclusion of these components is a requirement in the Land Transport Rule: Setting of Speed Limits 2022.

3.6    That Council approve the proposed changes to speed limits around schools, as outlined in the attached Draft Speed Management Plan, for community engagement. The Land

Transport Rule: Setting of Speed Limits 2022 requires that all reasonable efforts be made to comply with speed limit requirements around schools by 31 December 2027.

3.7    That Council approve the proposed changes to speed limits in Waikawa Beach and Manakau, as outlined in the Draft Speed Management Plan, for community engagement.

3.8    That Council approve the proposed changes to confirm the legal speed limits to ensure consistency with current sign posted speed limits on identified roads in Horowhenua, as outlined in the Draft Speed Management Plan, for community engagement.

3.9    That Council authorise Council Officers to commence community engagement on the Draft Speed Management Plan, from 1 August 2023 to 21 August 2023.


# 4.   Background / Previous Council Decisions

4.1    The Government introduced the Land Transport Rule: Setting of Speed Limits in 2022 (the Rule), which requires a new approach to speed management to be taken for all Road Controlling Authorities in New Zealand. The Rule requires Horowhenua District Council, as a Road Controlling Authority, to develop and engage on a Speed Management Plan.

4.2    The primary purpose of this new process is to facilitate the implementation of safe and appropriate speeds to improve safety, save lives and prevent debilitating injuries. A safe and appropriate speed is a speed limit that is safe according to the standards set by the Safe System and appropriate in terms of aligning with community wellbeing objectives as well as the movement and place function, design and infrastructure of the street or road. Additional guidance on the process that Council is required to follow has been provided by Waka Kotahi in The Speed Management Guide.

4.3    The completed draft plan is required to be submitted to Horizons Regional Council for inclusion in the Draft Regional Speed Management Plan before being certified by the Waka Kotahi Director of Land Transport. The timeframes of when this needs to occur have been set by Waka Kotahi. The first deadline is 5 October 2023 which is the final date for the publication of any consultation draft speed management plan (this includes the Regional Speed Management Plan that Horowhenua District Council is required to feed into). The second deadline is the 29 March 2024 which is the last date for submitting the final draft speed management plan for certification.

4.4    Council Officers have previously held a briefing with Elected Members on the proposed inclusions in the Draft Speed Management Plan. The guidance from Elected Members was that the Draft Speed Management Plan needs make the minimum number of changes required by Waka Kotahi. The proposed changes in this Draft Speed Management Plan follow this guidance. Council Officers have discussed the proposed inclusions with Waka Kotahi representatives who agree that this is likely to be the minimum changes required, however this will be unable to be confirmed until the Speed Management Plans are certified.


# 5.   Discussion

**Plan Requirements: 10 Year Vision, Principles, Objectives and Strategic Alignment**

5.1    Council Officers drafted a 10 Year Vision, Principles, and Objectives in line with those developed by the Horizons Regional Transport Committee.

5.2    Council officers have drafted the strategic alignment component of the Speed Management Plan by considering the Long Term Plan 2021-2041, Horowhenua Integrated Transport Strategy, Horizons Regional Land Transport Plan, Government Policy Statement on Land Transport, and Road to Zero National Strategy.

5.3    The 10 year vision, principles, objectives and strategic alignment are required to be included in the Draft Speed Management Plan. The attached Draft Speed Management Plan in

Appendix A includes the proposed 10 year vision, principles, objectives and strategic alignment.

**Plan Requirements: Safer Speeds around Schools**

5.4     The Rule requires that all Road Controlling Authorities use all reasonable efforts to ensure that all roads around schools under its control comply with the prescribed speed limits by 31 December 2027. The requirement for category 1 schools is either a permanent or variable 30km/h speed limit. The guidance from Waka Kotahi outlines that a variable speed limit should only be considered if all other alternatives have been exhausted. The guidance also outlines that the suggested area included is streets outside school frontages and within 100m of a school boundary.

5.5     Council officers have assessed all schools with entrances on roads under Horowhenua District Council's jurisdiction and determined that they meet the criteria for Category 1 schools. Category 1 schools require safe and appropriate speeds of 30km/h.

5.6     The attached Draft Speed Management Plan in Appendix A includes maps that show the proposed changes around each school where the roads are under the jurisdiction of Horowhenua District Council.

5.7     As part of the initial engagement process, Council Officers contacted the school principals of each of the potentially affected schools. Responses were received from the principals of the following schools: Levin School, St Josephs School, Manawatu College, Fairfield School, Koputaroa School, Ohau School, Foxton School, Tokomaru School, Manakau School, Taitoko School, and Levin East School. All responses supported the proposed changes and where suggestions were made this included adding in areas where there were entrances to schools that Council Officers were unaware of. This feedback has been incorporated into the Draft Speed Management Plan.

5.8     Council Officers also engaged with iwi partners through the Te Tumatakahuki Navigator and Cultural Outcomes Lead. Information was shared on what was being proposed and feedback was sought. The feedback received included that the proposed reduction in speeds around schools and local roads was appropriate and would be supported as it is likely to significantly improve safety for tamariki and other vulnerable road users. This feedback has been incorporated into the Draft Speed Management Plan.

**Speed Limits on Local Roads**

5.9     Council Officers are proposing to reduce speed limits in Manakau and Waikawa Beach. This is because there has previously been strong community support for reducing speed limits during the Long Term Plan 2021 consultation process. In addition, some members of the community have recently heard about the proposed changes and expressed their support for the changes.

5.10    The roads where the speed limits are suggested to change have some or all of the following characteristics:

- Characterized as local streets that provide quiet and safe residential access for people of all ages and abilities,

- There are no or few footpaths,

- People walk, cycle or ride horses on the road or roadside,

- Some of the roads are very narrow.

5.11    Council Officers are proposing that community engagement occur to determine the level of support present in these two communities for permanently reducing speed limits in the areas shown in the attached Draft Speed Management Plan. It is recommended that a final

decision about whether this is included in the Draft Speed Management Plan be made following community engagement.

5.12    The attached Draft Speed Management Plan includes maps that show the proposed changes around Manakau and Waikawa Beach.

### Confirming Sign Posted Speed Limits

5.13    Council Officers are proposing that the current speed limits are confirmed on identified roads within the Horowhenua District. This process is required due to a legal anomaly to confirm that the legal speed limits are the same as the speed limit signs. It will not change any of the speed limits currently sign posted.

5.14    The Draft Speed Management Plan attached in Appendix A includes a table that shows the speed limits that require confirmation.

### Speed Limits of 70km/h or 90km/h

5.15    The Rule specifies that a Speed Management Plan must identify all roads with a speed limit of 70km/h or 90km/h. These speed limits must be reviewed in each Speed Management Plan.

5.16    There is only one road with the Horowhenua District with a legal speed limit of 70km/h, which is Roslyn Road in Levin (from 20-36 Roslyn Road to the intersection with SH57). Following a review by Council Officers is has been determined that the speed limit on this road does not need to be changed at this time and therefore no speed limit changes to Roslyn Road is proposed within this Speed Management Plan.

5.17    Kawiu Road in Levin between also has a sign posted speed limit of 70km/h. However, the legal speed limit of this road is 50km/h. 50km/h is considered to be the safe speed for this road and the sign posts will be changed to meet the current legal speed limits.

### Timeframes

5.18    The timeframes set out by Waka Kotahi include two deadlines. The first deadline is 5 October 2023, which is the final date for starting consultation or engagement activities for any draft Speed Management Plan. This includes the Draft Regional Speed Management Plan that the Horowhenua District Speed Management Plan feeds into. Therefore, Horizons Regional council require the Horowhenua District Draft Speed Management Plan by 20 September 2023. Working within these timeframes will be tight, therefore officer shave recommended a three-week community engagement programme so that the final Draft Speed Management Plan can be presented to Council for adoption at its next meeting on 30 August 2023.   This will allow sufficient time for the Horowhenua District Speed Management Plan into the Draft Regional Speed Management Plan that Horizons Regional Council will formally consult on.

5.19    The second deadline is 29 March 2024 which is the final date for submitting the final Draft Speed Management Plan for certification.

### Future Speed Management Plans

5.20    The Rule requires that Road Controlling Authorities update the Speed Management Plan every three years. The current advice from Waka Kotahi advisors is that Road Controlling

Authorities will need to have implemented safe and appropriate speeds on all roads within the next ten years.

5.21    Therefore, Council Officers are proposing that during the engagement process for this speed management plan (2024-2034) that the community is asked what changes they would like to see made in the future or what priorities they would like to see a focus on.

**Decision Significance**

5.22    This decision is considered non-significant in terms of S76 of the Local Government Act. It is considered that the impact on the current or future cultural, economic, environmental and social wellbeing of the district is minimal and the impact of Council to achieve stated levels of service set out in the Long Term Plan are minimal. In addition, there is no impact on the capability of Council to perform its role and carry out its activities and the financial resource and other costs of the decision are minimal and included in an adopted Long Term Plan.

# 6.    Options

6.1    It is the Officer's recommended approach for Council to adopt each of the points listed below as part of the Draft Speed Management Plan for community engagement.

6.2    That Council notes the requirement to develop a speed management plan that meets the criteria set by Waka Kotahi in the Land Transport Rule: Setting of Speed Limits 2022 and notes that the final Draft Speed Management Plan must be submitted to Horizons Regional Council by 20 September 2023.

6.3    Council notes officers have developed the Draft Speed Management Plan for community engagement based on previously received feedback to implement the minimum requirements, except with the inclusion of Manakau and Waikawa Beach for lower speeds at those communities request.

6.4    That Council approve the proposed 10 year vision, principles, objectives, and strategic alignment outlined in the attached Draft Speed Management Plan for community engagement. Inclusion of these components is a requirement in the Land Transport Rule: Setting of Speed Limits 2022.

6.5    That Council approve the proposed changes to speed limits around schools, as outlined in the attached Draft Speed Management Plan, for community engagement. The Land Transport Rule: Setting of Speed Limits 2022 requires that all reasonable efforts be made to comply with speed limit requirements around schools by 31 December 2027.

6.6    That Council approve the proposed changes to speed limits in Waikawa Beach and Manakau, as outlined in the Draft Speed Management Plan, for community engagement.

6.7    That Council approve the proposed changes to confirm the legal speed limits to ensure consistency with current sign posted speed limits on identified roads in Horowhenua, as outlined in the Draft Speed Management Plan, for community engagement.

6.8    That Council authorise Council Officers to commence community engagement on the Draft Speed Management Plan, for a three-week period from 1 August 2023.

**Rate Impact**

6.9    There will be no Rate impacts arising.

## 7.   Community Wellbeing

7.1   The Draft Speed Management Plan is aligned with the Community Outcomes of Strong Communities, Fit for Purpose Infrastructure, Outstanding Environment, and Partnership with Tangata Whenua.

7.2   This is by ensuring that vehicles traveling on our roads are doing so at safe and appropriate speeds we can improve safety for all road users, including those who are walking, cycling, or using mobility devices. In addition, the speed management plan will support the provision of equitable access to a variety of safe and healthy transport options. This will include supporting the increased use of active transport modes such as walking and cycling particularly for getting to and from school or work, or for recreation.

7.3   The proposed changes outlined in the Draft Speed Management Plan have not been assessed as having any significant negative impacts on community wellbeing. However, a key component of the proposed community engagement is to identify any additional negative impacts.

## 8.   Consenting Issues

There are no consents required or consenting issues arising.

## 9.   LTP Integration

There is no LTP programme related to the options or proposals in this report. There are no Special Consultative Processes required.

## 10.   Consultation

10.1   Initial engagement activities have been undertaken by Council Officers with school principals, iwi partners, and NZ Police. When received, their feedback has been incorporated into the attached Draft Speed Management Plan.

10.2   Community engagement will commence once approval is received from Council. This is suggested to include:

- Community connection article on Speed Management
- Social media posts on HDC social media channels
- Development of a Let's Korero Page
- Letters to people who will be directly affected e.g. residents of areas where speed limits will be changing outside their home address
- Media release
- Newspaper advert
- Posters
- Facebook Live event

## 11.   Legal Considerations

11.1   Horowhenua District Council, as a Road Controlling Authority, is required to complete a Speed Management Plan for implementation in 2024. The timeframes for completion are set by Waka Kotahi.

11.2   The process for how speed limits are set changed in 2022 with the Minister for Transport establishing the Land Transport Rule: Setting of Speed Limits 2022 ('The Rule'). Specifically this includes setting out the requirements for how Road Controlling Authorities must comply when setting speed limits. 'The Rule' significantly changed how speed limits are set and removed the requirement for Councils to set speed limits through bylaws and instead the

Director of Land Transport at Waka Kotahi will certify Speed Management Plans. A new Speed Management Plan will be required to be completed every three years.

11.3 Waka Kotahi has provided guidance on how to apply 'The Rule' to support national consistency. As this is a new process, it is anticipated that Waka Kotahi will be able to provide feedback to Road Controlling Authorities following the certification process.

11.4 Waka Kotahi has advised that any changes to speed limits, including speed limit signs or additional safety infrastructure will need to be funded out of existing land transport budgets.

## 12. Financial Considerations

12.1 The estimated cost of completing the proposed changes to sign posted speed limits in the three year implementation programme is $60,000. It is proposed that this is funded out of the current Road to Zero budget in the Long Term Plan 2021.

## 13. Iwi Considerations

13.1 Māori must be engaged with from the development stage of the Speed Management Plan to provide a meaningful opportunity to contribute. This is a requirement in the Rule and also outlined in the guidance provided by Waka Kotahi. Waka Kotahi also outline that the Safe Speed System and safe and appropriate speed limits are expected to contribute to improved speed management for Māori communities and improved Māori road safety outcomes overall.

13.2 Council Officers engaged with iwi partners through the Te Tumatakahuki Navigator and Horowhenua District Council Cultural Outcomes Lead. Information was shared on what was being proposed and input into developing the plan was sought. The feedback received outlined support for reducing speed limits around schools and in areas where there are high numbers of vulnerable road users e.g. people walking and cycling to improve safety.

13.3 In addition, Council Officers sought specific feedback and input into setting speed limits around marae. Speed limit setting around marae is similar to that used around schools, however the feedback received from iwi partners is that they do not believe it would be beneficial to permanently reduce speed limits on the roads next to marae entrances at this time.

13.4 Council Officers will continue to work with iwi partners to improve safety around marae. For example, a variable speed limit may be required where the safe and appropriate speed limit will be too high under certain circumstances. This may include: kaupapa at the marae generate significant changes in the volume of traffic entering and exiting the marae; and kaupapa at the marae such as tangi require processions of people to walk on the road. A variable speed limit does not require certification from the Director of Land Transport as part of a Speed Management Plan, therefore the requirements for variable limits around marae will continue to be discussed and will be implemented if appropriate following engagement.

## 14. Climate Change Considerations

14.1 Waka Kotahi have provided the following information about climate change impacts of lower speeds in the Speed Management Guide: Road to Zero edition 2022.

14.2 Speed management is a proven way to improve safety, saving lives and preventing debilitating injuries. It also represents a major, yet under-appreciated opportunity to improve

the climate change impacts of travel, support better health and wellbeing, and create greater inclusion.

14.3 While speed management contributes to improving the climate change impacts of travel, the proposed changes in the three year implementation plan are unlikely to have a significant impact.

## 15. Environmental Considerations

15.1 Waka Kotahi have provided the following information about environmental benefits arising from lowering speeds in the Speed Management Guide: Road to Zero edition 2022.

15.2 Safe speeds make travel more comfortable and accessible for people outside vehicles because of improved safety, reduced noise and emissions, and the reduced division of communities by high-speed roads. As safe speeds are achieved on more of the network and more people walk and cycle, a positive feedback loop can be created where private vehicle use is reduced and health grows.

15.3 Environmental benefits from lowering speeds overall and reducing acceleration and deceleration include reduced particulate matter, emissions and noise pollution. Research has found that reducing speed to safe speed limits reduces particulate matter from diesel vehicles. The reduction is more significant on higher speed roads such as motorways than on local roads, but the research noted a reduction in all contexts.

15.4 When a vehicle travels at a lower average speed, the wind and rolling resistance decreases, so the car requires less energy and fuel to maintain speed. Therefore fewer emissions are produced on safe speed roads. A vehicle moving at a constant speed produces fewer emissions than a vehicle moving between speeds and needing to use more fuel accelerating and decelerating. This is particularly relevant for urban areas where lowered speed limits can contribute to more consistent travel speeds and reduce acceleration and deceleration.

## 16. Health & Safety Considerations

16.1 There is no health and safety impact for completing the Draft Speed Management Plan.

16.2 Any health and safety considerations involved with implementing any subsequent changes, including changing or installing road signs, will be managed using current health and safety processes.

## 17. Other Considerations

17.1 There are no other considerations.

## 18. Next Steps

18.1 If the recommendations are adopted by Council, Council Officers will finalise the Draft Speed Management Plan and start community engagement activities on 1 August 2023. Feedback/submissions will be able to be submitted for three weeks following the commencement of community engagement.

18.2 Once community engagement activities are completed, Council Officers will incorporate the received feedback/submissions and return to Council to seek endorsement of the final draft Speed Management Plan before submitting to Horizons Regional Council. Horizons Regional Council will review the Draft Speed Management Plan for regional consistency and then incorporate into the Regional Speed Management Plan. The latest date for engagement to commence has been set as 5 October 2023. The Draft Speed Management

Plan will then be submitted to Waka Kotahi for review and subsequent certification by the Director of Land Transport. The deadline for submission to Waka Kotahi is 29 March 2024.

18.3   If the recommendations are not accepted, it is likely that the deadlines set by Waka Kotahi will be unable to be met, by not only Horowhenua District Council but also Horizons Regional Council, and implementation will be delayed. Ultimately, if the delay extends too long Waka Kotahi have the power to direct Horowhenua District Council to set speed limits or if this is not complied with for Waka Kotahi to set speed limits.

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### Confirmation of statutory compliance

In accordance with section 76 of the Local Government Act 2002, this report is approved as:

a.   containing sufficient information about the options and their advantages and disadvantages, bearing in mind the significance of the decisions; and,

b.   is based on adequate knowledge about, and adequate consideration of, the views and preferences of affected and interested parties bearing in mind the significance of the decision.

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## 19.  Appendices

| No. | Title | Page |
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| A | Draft Speed Management Plan 2024 | 58 |

| Author(s) | Justine Moore<br>**Infrastructure Planning Lead** | |
|---|---|---|

| Approved by | James Wallace<br>**Land Transport Manager** | |
|---|---|---|
| | Daniel Haigh<br>**Group Manager Community Infrastructure** | |
| | Monique Davidson<br>**Chief Executive Officer** | |

Horowhenua
DISTRICT COUNCIL

# Horowhenua District Draft Speed Management Plan 2024-2034

**July 2023**

## Document Control

Prepared by

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| Version | Name | Date | Details |
|---|---|---|---|
| 1.0 (Draft) | Horowhenua District Draft Speed Management Plan 2024-2034 | July 2023 | |
| | | | |

## Introduction

Horowhenua District Council is legally required to develop and consult on a Speed Management Plan that is used to set safe and appropriate speed limits in the Horowhenua District (excluding on the State Highways as this is the jurisdiction of Waka Kotahi). The process that Horowhenua District Council is required to follow and the content and form of the Speed Management Plan is outlined in the Land Transport Rule: Setting of Speed Limits 2002.

The way speed is managed on our roads is changing. Government rules introduced last year with the Land Transport Rule: Setting of Speed Limits becoming operational in May 2022, require a new approach to speed management all over New Zealand.

The primary purpose of this new process is to facilitate the implementation of safe and appropriate speeds to improve safety, save lives, and prevent debilitating injuries. A safe and appropriate speed is a speed limit that is safe according to the standards set by the Safe System and appropriate in terms of aligning with community wellbeing objectives as well as the movement and place function, design and infrastructure of the street or road.  We are seeking your feedback on this draft Speed Management Plan. Your feedback is important and will help us confirm the changes to be made within the first three years of the plan and to let us know any other improvements you would like Council to consider for subsequent Speed Management Plans.

The first Horowhenua District Speed Management Plan will cover the period between 2024 and 2034 and will be updated with community input every three years.

## Why does Speed Management Matter?

Safe and appropriate speeds give people the best chance of survival without serious injury if they are involved in a crash. A pedestrian struck by a motor vehicle at 30km/h has a strong chance of surviving and avoiding serious injury. The probability of a pedestrian being killed rises as impact speed increases. The probability approximately doubles between 30km/h and 40km/h and again from 40k/h to 50km/h.

Children are some of the most vulnerable road users because, compared to adults, they are generally less visible, have a reduced ability to judge distance and speed and have lower levels of impulse control. Safe speeds have significant benefits for children because not only do they reduce the risk of death, injury or near misses but they also increase the opportunity for children to walk and cycle to school.

# Developing the Speed Management Plan

The Land Transport Rule: Setting of Speed Limits 2022 and Waka Kotahi Speed Management Guide outlines how Speed Management Plans should be developed.

Waka Kotahi has developed guiding principles for speed management that are drawn from international best practice. These guiding principles are designed to be applied together and complement each other.

**Figure 1: Guiding principles for speed management[1]**

**Safety**
Set speed limits that minimise the risk of fatal and serious injury to all road users by reducing impact speeds and crash forces

**Whole of system**
Support speed limits with other speed management activities such as regulation, enforcement, communications, engagement and monitoring

**Speed management principles**

**Community wellbeing**
Set speed limits to enable equitable access to a variety of safe and healthy transport options, and generate public health, accessibility, environmental and amenity co-benefits

**Movement & place**
Set speed limits in accordance with the One Network Framework street categories, design and infrastructure

[1] Waka Kotahi, 2022. Retrieved from: https://www.nzta.govt.nz/assets/resources/speed-management-guide-road-to-zero-edition/speed-management-guide-road-to-zero-edition.pdf).

Figure 2: One Network Framework safe and appropriate speed limits (SAAS)

| Category | Description | SAAS |
|---|---|---|
| Activity streets | These streets provide access to shops and services by all modes. They have a significant movement demand as well as place, so competing demands need to be managed within the available road space. | 30-40km/h |
| Local streets | These streets provide quiet and safe residential access for people of all ages and abilities, and foster community spirit and local pride. | 30km/h |
| Main streets | These streets have an important place function and a relatively important movement function. They support businesses, on-street activity and public life and connect with the wider transport network. | 30-40km/h |
| Urban connectors | These streets provide the safe, reliable and efficient movement of people and goods between regions and strategic centres and mitigate the impact on adjacent communities. | 40-60km/h |
| Peri-urban roads | These roads primarily provide access from residential property on the urban fringe, where the predominant adjacent land use is residential, but usually at a lower density than in urban residential locations. | 50-80km/h |
| Rural roads | These roads primarily provide access to rural land for people who live there, and support the land-use activities being undertaken. | 60-80km/h |
| Rural connectors | These roads provide the links between rural roads and interregional connectors (State highways). | 60-100km/h |

We are proposing a staged approach to implementing any changes to the transport network. It is proposed that we:
- Prioritise changes that need to be made in the next year, with an initial focus on addressing priority areas identified by Waka Kotahi.
- Investigate roads where proposed speed limits differ from Waka Kotahi's assessments of safe and appropriate speeds.

In developing this first Speed Management Plan, Horowhenua District Council has applied safe and appropriate speed limits to our district's roads that prioritise safety while also considering community wellbeing, whole of system, function, movement and place.

We are proposing that our first Speed Management Plan focus on:
- Improving safety around schools by applying safe and appropriate speed limits,
- Applying safe and appropriate speed limits in two Horowhenua communities that have previously asked for speed limits to be reduced, and
- Confirming a number of speed limits around the District where there are anomalies between the sign posted and legal speed limit. This will not result in the change of any of the sign posted speed limits.

With our Implementation plan for 2024-27, we are not proposing any changes to a speed limit that does not align with Waka Kotahi's assessment of what a safe and appropriate speed for the road is. It is also

important to note that this Speed Management Plan will exclude the State Highways as these are managed by Waka Kotahi.

## 10 Year Vision

**A safe transport system putting people, no matter their mode of transport, at its heart.**

Improving our road infrastructure, as well as setting and enforcing safe and appropriate speeds, are key to achieving Vision Zero, where no one is killed or seriously injured on our roads. Speed management is a fundamental component of this.

Horowhenua District Council has worked to develop a 10-year vision and objectives that are closely aligned with those proposed by Horizons Regional Council and other Road Controlling Authorities within our district.

## Objectives

The objectives of the Speed Management Plan for the Horowhenua District are:

### Keeping us safe

Minimising the risk of fatal and serious injury by setting safe and appropriate speeds. Speed determines both the likelihood of a crash occurring and severity of the outcome.

### Working Together

Taking a whole of network approach where decisions on safety infrastructure improvements, setting of safe and appropriate speeds, and safety camera changes are made together and aligns the transport network with a Safe System.

### Supporting Our Wellbeing

Enabling equitable access to a variety of safe and healthy transport options, and generate public health, accessibility, environmental and amenity co-benefits.

### Matching the Road and Life Around It

Setting safe and appropriate speeds in accordance with land use (future and current), types of road users present, street categories, design and infrastructure.

## Principles

To achieve our objectives we will work within the following principals (in addition to the Guiding Principles for Speed Management outlined previously):

### Communications and Engagement

**Build public understanding and awareness of safe and appropriate speeds, the Speed Management Plan development process, and the finalisation and implementation of plans. The planning process will be transparent and encourage widespread participation in the consultation process, so stakeholders and communities understand the full picture.**

It is crucial that changes in speed limits involve community input and feedback. The community's involvement in developing the SMP ensures that the changes proposed are implemented right the first time. The level of interest in this Speed Management Plan is likely to be high as the changes will affect a high number of Horowhenua community members. We will be using multiple channels to inform people why we are proposing changes to speed limits to encourage them to provide feedback on this draft plan.

During the consultation process, we are proposing that we ask community members where they would like the focus to be for subsequent Speed Management Plans, given that we are required to have fully implemented all safe and appropriate speeds within 10 years.

### Partnership with Māori

**Engagement with Māori on the development of Speed Management Plans and separate consultation with Māori on draft plans.**

Horowhenua District Council's approach to speed management has been outlined to both Ngati Raukawa and Muaupoko Tribal Authority. The feedback received to date has been incorporated into the draft Speed Management Plan.

Council will continue to check in with mana whenua during the consultation period to ensure that the developed draft plan continues to meet their expectation.

### Monitoring and Evaluation

**Regular monitoring, evaluation, and reporting are critical for keeping SMPs on track to achieve local, regional and national outcomes.**

To assess the effectiveness of any changes and to apply lessons learnt to future Speed Management Plans, speeds will be monitored before and after installation. In addition, we will continue to monitor crash information including the number of deaths and serious injuries on our roads.

We will seek feedback from key stakeholders (for example New Zealand Police and schools) and the community on the effectiveness of the proposed changes.

## Whole of Network Approach

Planning changes to speed limits is only one component of ensuring the road network provides for safe and efficient transport of people and goods. In order to achieve this, speed management planning must be incorporated into our wider land transport plans.

Over the next 10 years, Council will be assessing our community's entire road network, with particular care taken to investment planning for key routes where we may need to invest more in safety improvements so they can continue to be used efficiently. There will be cases where road safety may be improved by infrastructure improvements rather than lower speed limits, however this approach will not be affordable for the entire network. Therefore, we will be taking a whole of network approach to planning & prioritising safety improvements and speed limits.

It is important that the form of our roads and roadsides are designed to match the safe and appropriate speeds. As we work through the speed limit changes in our 2024-27 implementation plan, our ongoing safety improvement programme, particularly around schools will be designed to support these speed limit changes.

## Coordination with neighboring Road Controlling Authorities

As the Speed Management Plan was developed, we have coordinated with our neighbouring RCAs and sought feedback during its development. There is a shared interest in ensuring road safety and consistency for the communities that traverse our boundaries. However, it is important to note that each council may have different focuses and timelines based on their specific needs and strategic objectives.

# Implementation Programme 2024-2027

## Speed Limits around Schools

The Rule states that Horowhenua District Council as a Road Controlling Authority may determine what sections of the road under its control are a road outside a school. When doing this the typical or expected routes for pedestrians to access the school are taken into consideration for the purpose of making people feel safer and encourage them to walk to and from school (or travel to and from school on cycles or mobility devices).

Under the Rule, all schools are Category 1 schools unless a RCA reviews and assigns it to Category 2. Category 1 schools require a safe and appropriate speed on the roads and/or streets outside the school to be 30km/h. A variable speed limit should only be considered when all other alternatives have been exhausted.

No schools within the Horowhenua District have been categorised as Category 2 in this Speed Management Plan. However, for a school to be categorised as Category 2 it is expected to have the appropriate level of entranceway design and supporting safety infrastructure that removes or manages potential pedestrian cash conflicts to align within the Safe System injury tolerances. This would allow for a safe and appropriate speed of 60k/h.

Table 1: Proposed Speed Limits around Schools

| School Name | Category | Proposed Speed Limit | Further Information |
|---|---|---|---|
| Manakau School | 1 | 30 km/h | School is located within the proposed changes to local roads in Manakau |
| Ōhau School | 1 | 30 km/h | |
| Taitoko School | 1 | 30 km/h | |
| Fairfield School | 1 | 30 km/h | |
| Horowhenua College | 1 | 30 km/h | |
| St Joseph's School | 1 | 30 km/h | |
| Levin Intermediate | 1 | 30 km/h | |
| Levin School | 1 | 30 km/h | |
| Levin North School | 1 | 30 km/h | |
| Waiopehu College | 1 | 30 km/h | |
| Levin East School | 1 | 30 km/h | |

| Manawatu College | 1 | 30 km/h | |
| --- | --- | --- | --- |
| Foxton Primary School | 1 | 30 km/h | |
| Coley Street School | 1 | 30 km/h | |
| Foxton Beach School | 1 | 30 km/h | |
| Koputaroa School | 1 | 30 km/h | |
| Ōpiki School | 1 | 30 km/h | Waka Kotahi have proposed implementing a 30km/h variable speed limit on SH56 |
| Shannon School | 1 | 30 km/h | Waka Kotahi have proposed a 30km/h variable speed limit on SH57 |
| Tokomaru School | 1 | 30 km/h | Waka Kotahi have proposed a variable 30km/h speed limit on SH57 |

Please see the following maps that outline the where the proposed changes to speed limits are made. Pink indicates a proposed change in speed limit to 30km/h.
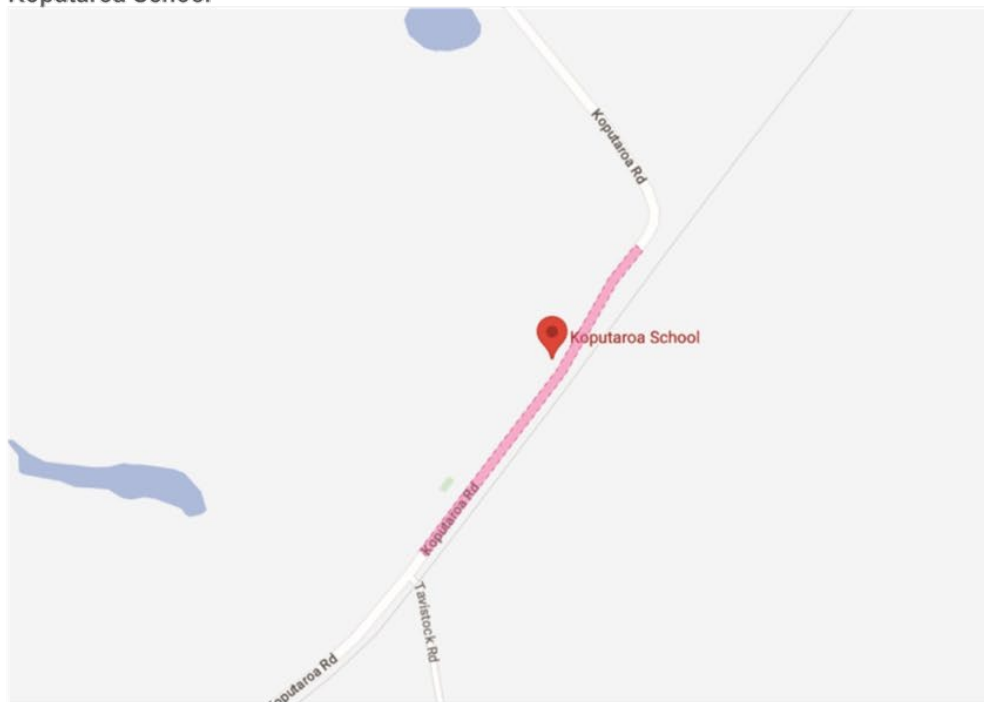
Opiki School
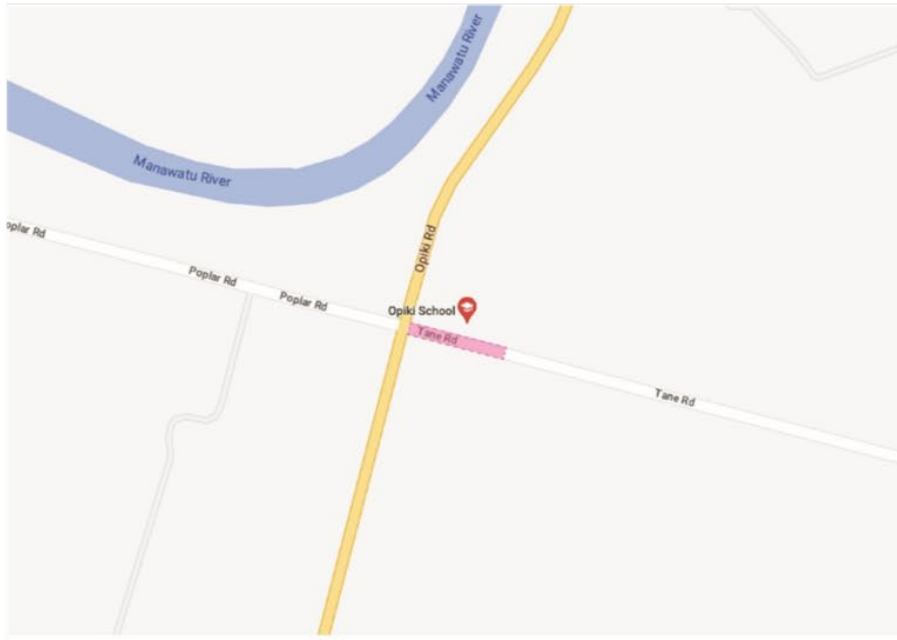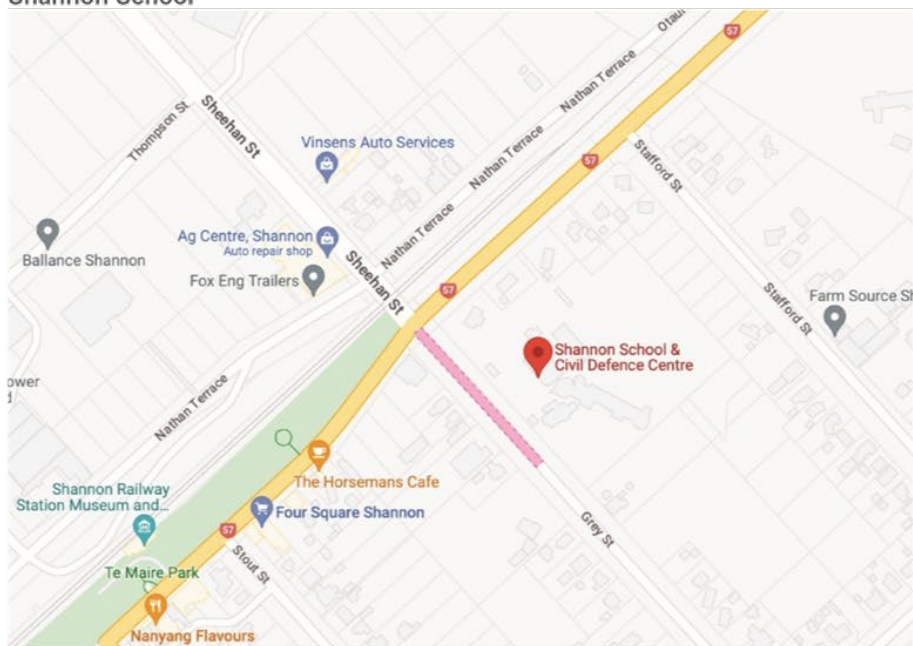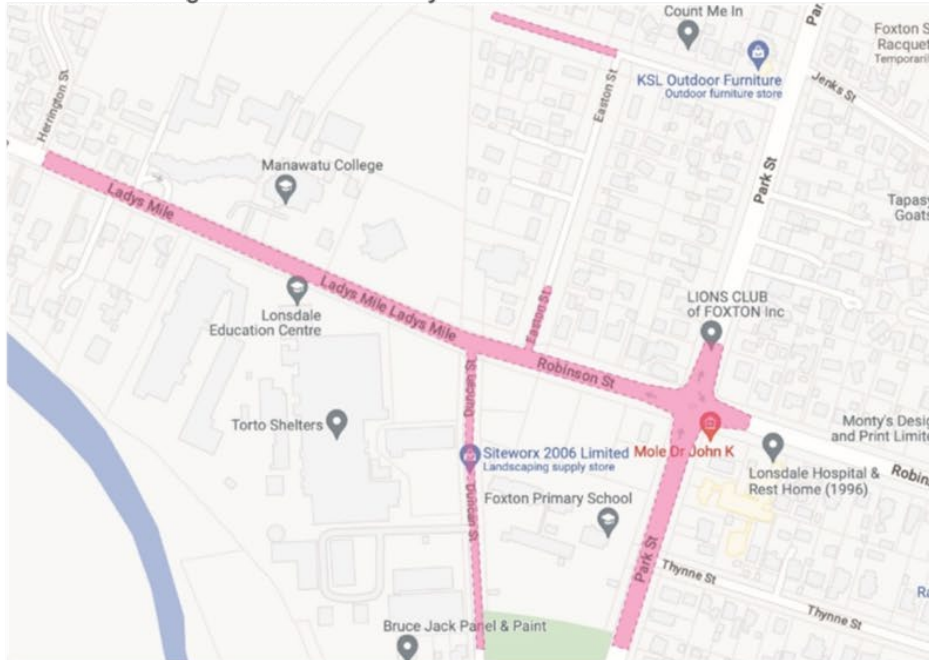


Tokomaru School
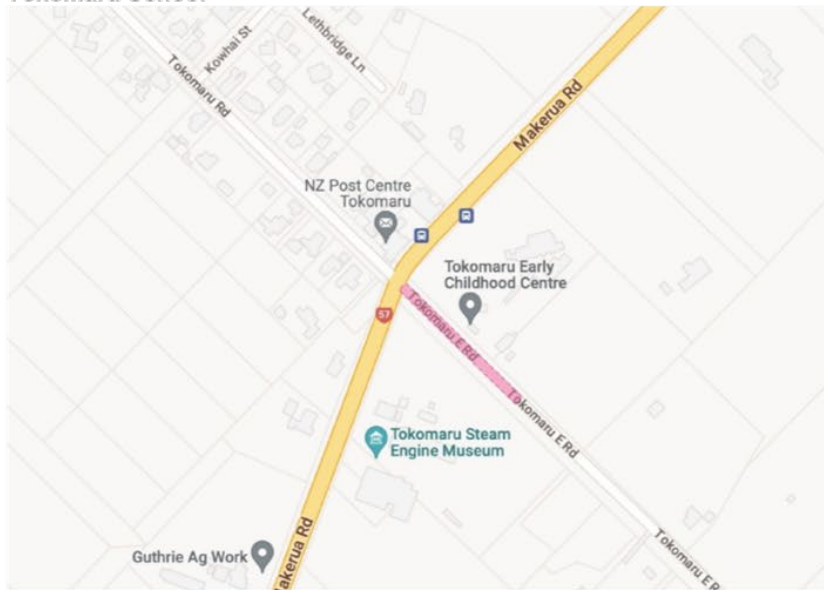
Koputaroa School



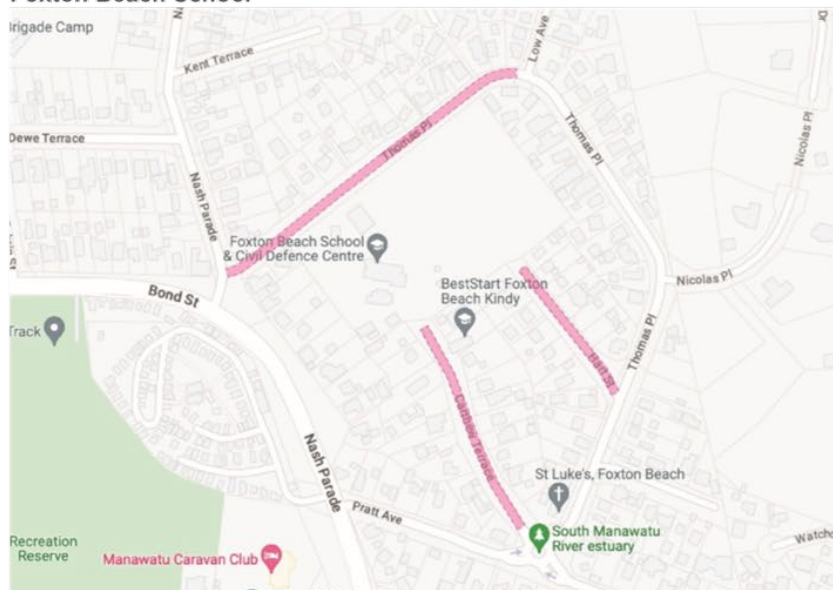Shannon School

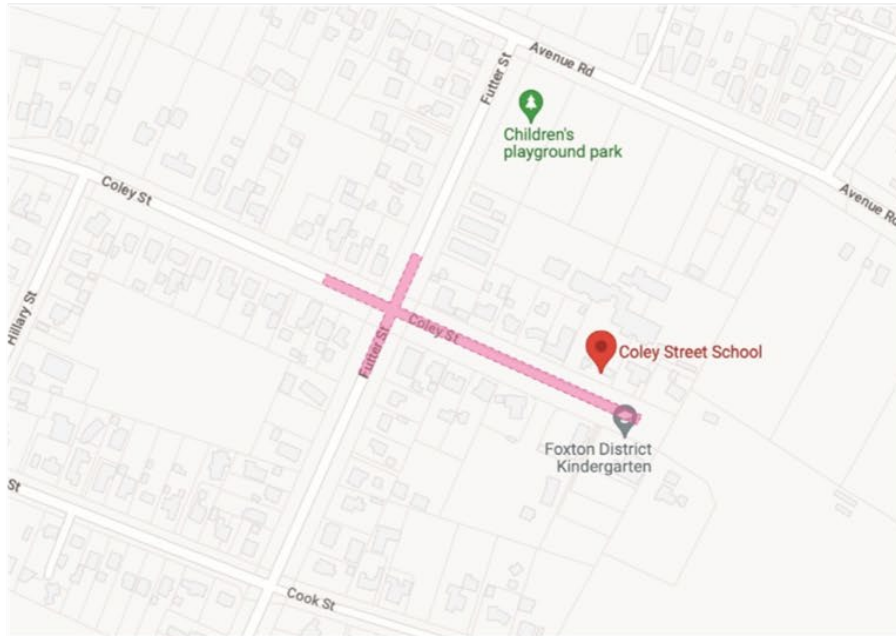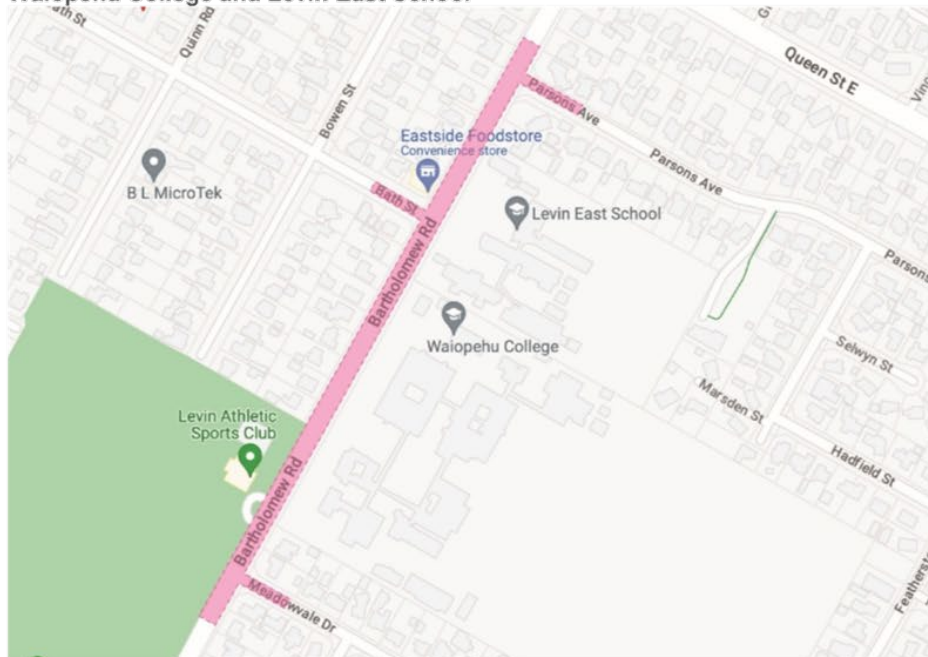**Manawatu College and Foxton Primary School**



**Foxton Beach School**

Coley Street School



Waiopehu College and Levin East School

**Levin North School**
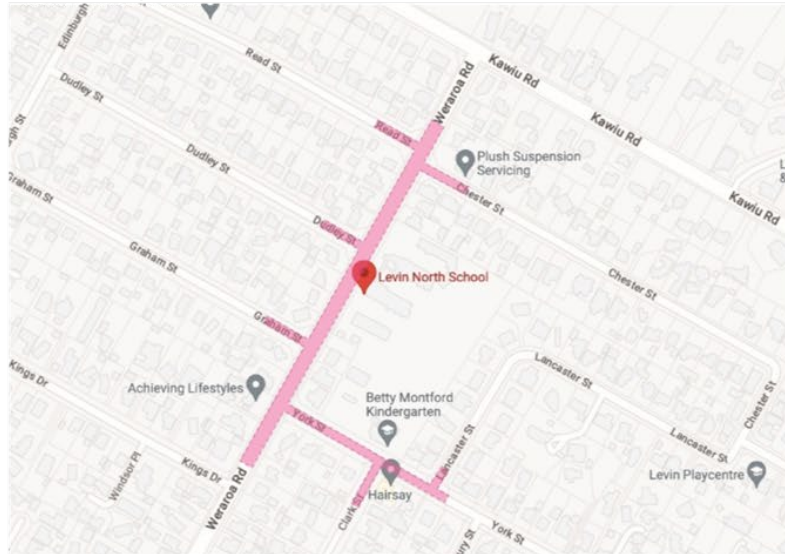


**Fairfield School**
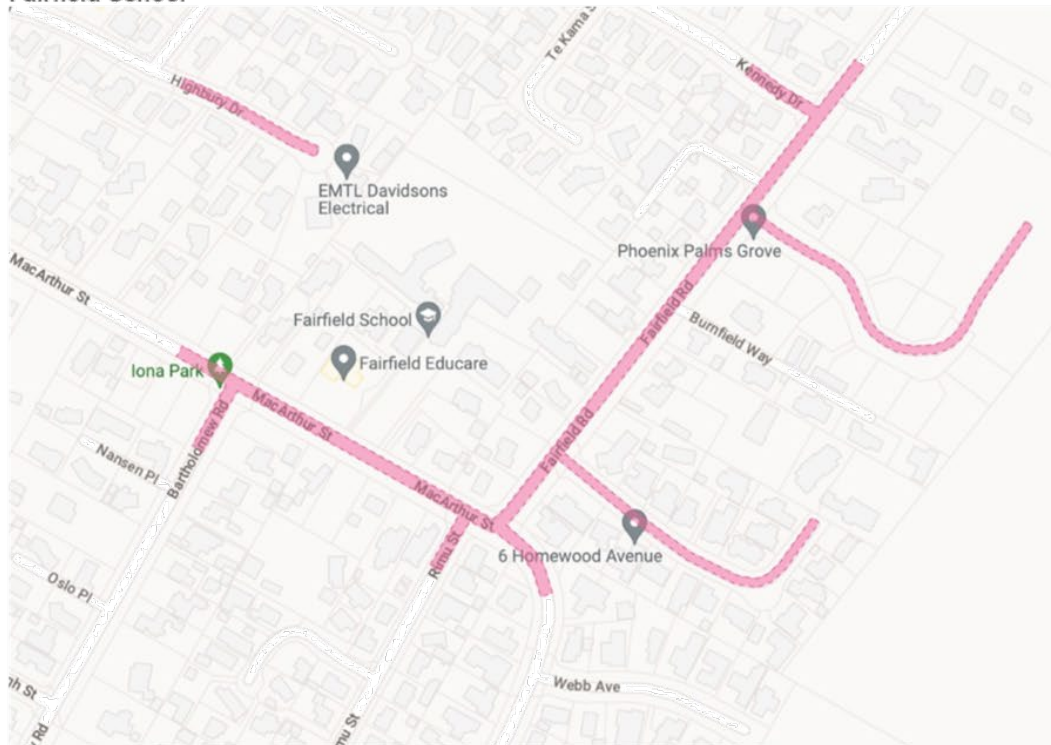
Levin School, Levin Intermediate, Horowhenua College, and St Joseph's School
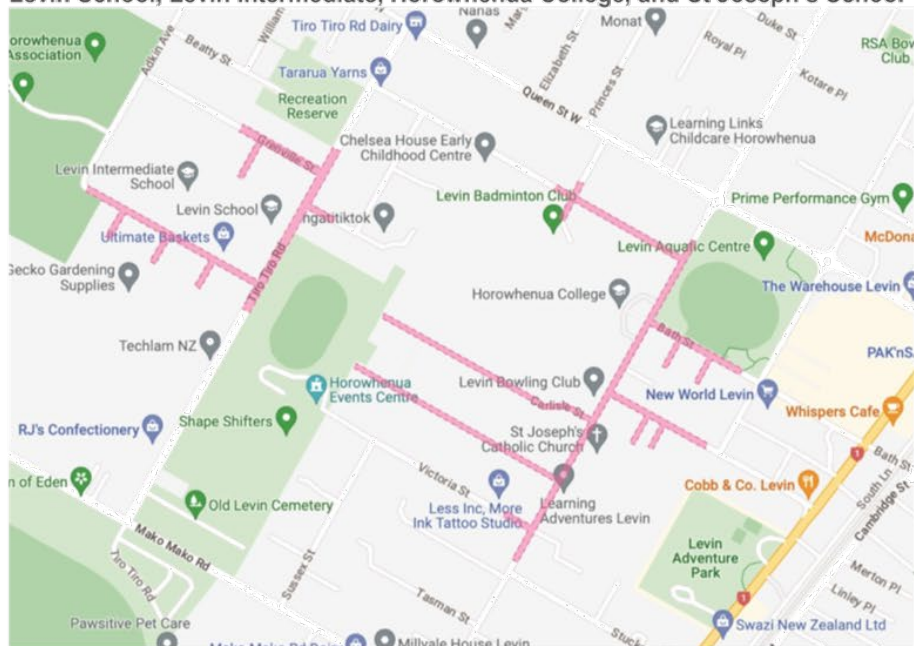


Taitoko School
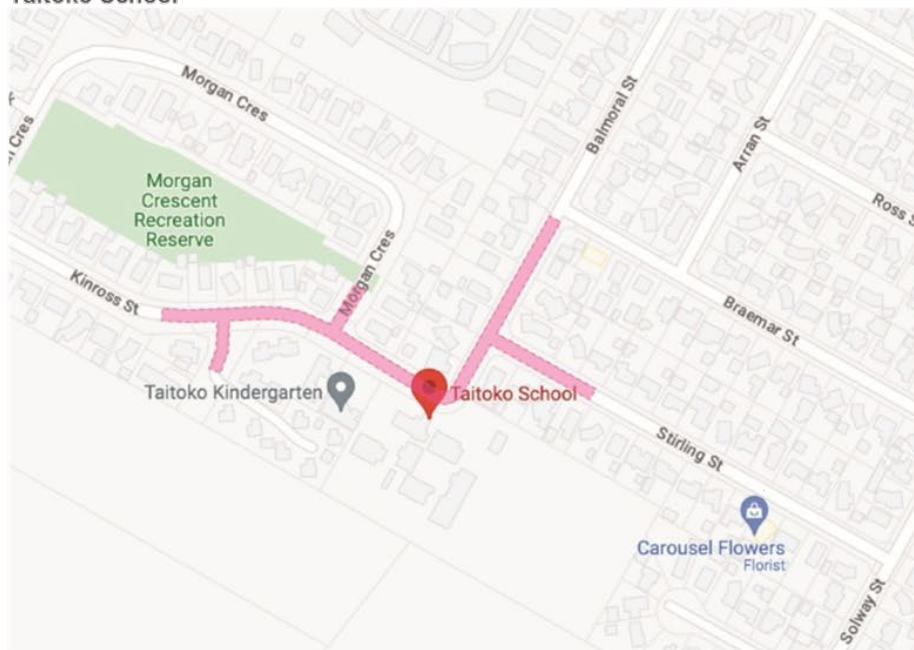
### Ōhau School
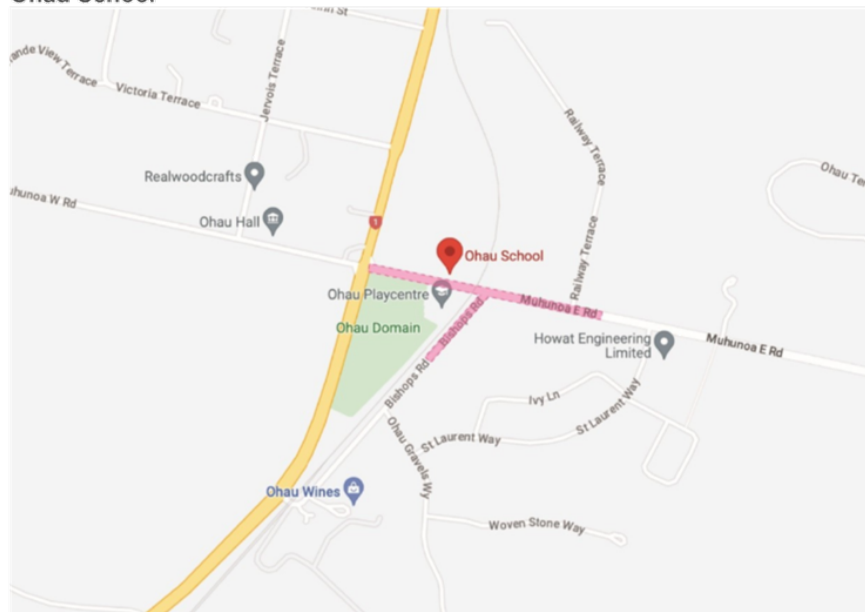


To support lower speed limits around schools, a programme is being developed to deliver infrastructure improvements around schools to physically change environments to reduce traffic speeds. This increases safety and encourages a shift to multi-modal transport options.

There are various engineering interventions that can be used to support reduced speed limits including:
- Traffic calming measures, such as changing the geometric design of the road by road narrowing, chicanes, speed humps, or mini roundabouts, which are intended to slow traffic.
- Raised pedestrian crossings
- Raised intersections
- Traffic islands
- Road markings and signs including warning signs, speed limit signs, road markings, and other signage that alert drivers to the presence of pedestrians and/or other hazards
- Cycle lanes and paths which provide a dedicated space for cyclists and encourage the use of alternative transportation modes.

These interventions can be tailored to the specific needs and characteristics of the surrounding area to improve safety and encourage safer driving speeds.

We are proposing to complete these changes in Year 1 of this Speed Management Plan.

## Speed Limits on Local Roads

We are proposing to reduce speed limits in Manakau and Waikawa Beach. This is because the roads in these areas have some of the following characteristics:
- They are characterised as local streets that provide quiet and safe residential access for people of all ages and abilities,
- There are no or few footpaths,
- People walk, cycle, or ride horses on the road or roadside,
- Some of the roads are very narrow.

In addition, members of these communities have previously asked for speed limits to be reduced during the Long Term Plan consultation process. Therefore we are proposing the following changes as shown on the maps below. Pink indicates a proposed change in speed limit to 30km/h.

If these proposed changes are implemented, to support lower speed limits in these areas, a programme will be developed to deliver infrastructure improvements where necessary to physically change environments to reduce traffic speeds. This increases safety and encourages a shift to multi-modal transport options.

We are proposing to make these changes in year one of the programme.

**Manakau**
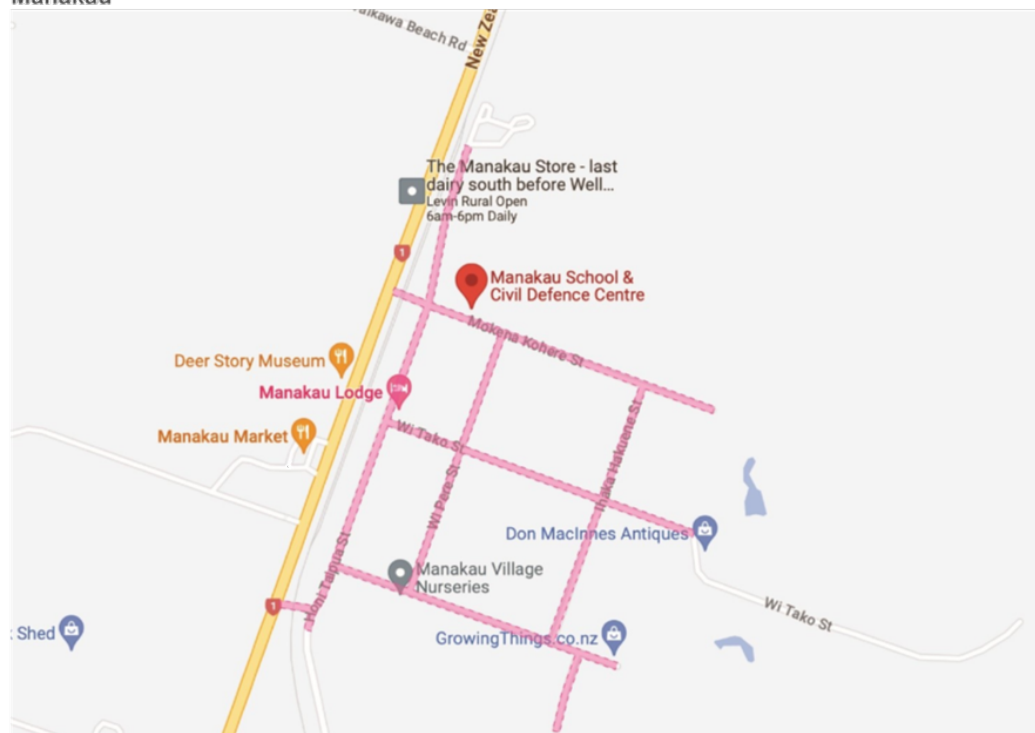
Waikawa Beach
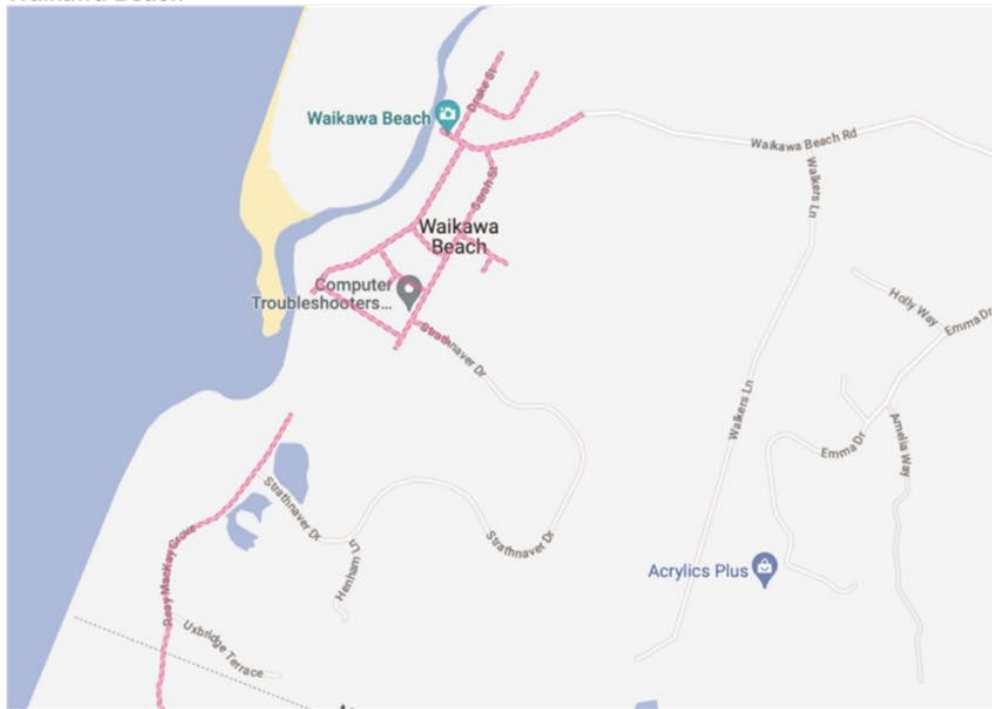
## Confirming Sign Posted Speed Limits

We are proposing to confirm the current sign posted speed limits on some roads. This process is required due to a legal anomaly and will not change any of the speed limits currently sign posted.

We are proposing to complete these changes in Year 1 of the Speed Management Plan. This would be completed as soon as practicable after the Speed Management Plan is certified and ideally no later than June 2024.

| | Road Name | Suburb | Road Area | Sign Posted Speed Limit |
|---|---|---|---|---|
| 1 | Martins Road | Manakau | From 48 Martins Road to end | 80 |
| 2 | Gleeson Road | Manakau | From SH1 to end | 80 |
| 3 | Waiaute Road | Manakau | From Gleeson Road to end | 80 |
| 4 | McLeavey Road | Ohau | From SH1 to Arapaepae South Road | 80 |
| 5 | Muhunoa East Road | Ohau | From 55 Muhunoa East Road to intersection with Arapaepae South Road | 80 |
| 6 | Florida Road | Ohau | From 37-85 Florida Road to 50-252 Florida Road | 80 |
| 7 | Papaitonga Lake Road | Ohau | From intersection with Muhunoa West Road to end | 80 |
| 8 | Hokio Beach Road | Levin | From 109-121 Hokio Beach Road to 300-316 Hokio Beach Road | 80 |
| 9 | Arete Lane | Levin | From Tararua Road to Ruapai Road | 80 |
| 10 | Ruapai Drive | Levin | From Areta Lane to end | 80 |
| 11 | Oriwa Lane | Levin | From Ruapai Drive to end | 80 |
| 12 | Gladstone Road | Levin | From intersection with Tararua Road to intersection with Queen Street East | 80 |
| 13 | Denton Road | Levin | From intersection with Queen Street East to end | 80 |
| 14 | Queen Street East | Levin | From intersection with Gladstone Road and Denton Road, to intersection with SH57 | 80 |
| 15 | Kawiu Road | Levin | From 231-389 Kawiu Road to intersection with SH1 | 80 |
| 16 | Lindsay Road | Levin | From SH1 to end | 80 |
| 17 | Bruce Road | Levin | From intersection with Buller Road to 55 Buller Road | 80 |
| 18 | Tararua Road | Levin | From intersection with Cambridge Street to 91 Tararua Road | 50 |
| 19 | Fairfield Road | Levin | From Roslyn Road to end of road North. | 60 |
| 20 | Park Avenue | Waitarere Beach | From 165 Park Avenue to 250 Park Avenue | 50 |
| 21 | Via Aroha | Waitarere Beach | From Park Avenue to end | 50 |
| 22 | Mowhia Grove | Waitarere Beach | From Waitarere Rise to end | 60 |
| 23 | Quail Way | Waitarere Beach | From intersection with Waitarere Rise Avenue to end | 60 |

| 24 | Te Ariki Drive | Waitarere Beach | From intersection with Waitarere Rise Avenue to end | 60 |
| 25 | Kanuka Drive | Waitarere Beach | From intersection with Waitarere Rise Avenue to end | 60 |
| 26 | Waka Tete Place | Waitarere Beach | From intersection with Kanuka Drive to end | 60 |
| 27 | Truebridge Drive | Waitarere Beach | From intersection with Kanuka Drive to end | 60 |
| 28 | Palmer Road | Foxton Beach | From intersection with Cousins Avenue to intersection of Foxton Beach Road | 80 |
| 29 | Foxton Beach Road | Foxton Beach | From 1 Seabury Avenue to 14 Foxton Beach Avenue | 80 |
| 30 | Carex Grove | Foxton Beach | From Lakeview Drive to end | 50 |
| 31 | Lakeview Drive | Foxton Beach | From Palmer Road to end | 50 |
| 32 | Nicholas Place | Foxton Beach | From intersection with Thomas Place to end | 50 |
| 33 | Avenue Road | Foxton | From 99-115 Avenue Road to intersection with Hickford Road | 80 |
| 34 | Baker Street | Foxton | From intersection with Avenue Road to intersection with Howan Street | 80 |
| 35 | Howan Street | Foxton | From intersection with Baker Street to intersection with Hickford Road | 80 |
| 36 | Thompson Street | Shannon | From intersection with Sheehan Street to end | 50 |
| 37 | Bryce Street | Shannon | From SH57 to 25 Bryce Street near Old Foxton Road | 60 |

## Speed Limits of 70km/h or 90km/h

The Rule specifies that a Speed Management Plan must identify all roads with a speed limit of 70km/h or 90km/h. These speed limits must be reviewed in each Speed Management Plan.

No legal speed limit changes are proposed within this Speed Management Plan.

| | Road Name | Suburb | Road Area | Speed Limit | Speed Limit Review |
|---|---|---|---|---|---|
| 1 | Roslyn Road | Levin | From 20-36 Roslyn Road to intersection with SH57 | 70 | Roslyn Road is classified as a peri-urban road. The Safe and Appropriate Speed limit is 50-80km/h. The road is sealed, has a marked centreline, the alignment is straight with one corner, and has edge marker posts. 70km/h is considered to be a safe speed for this road. This speed limit will continue to be reviewed in subsequent speed management plans to ensure that the speed limit remains safe. |
| 2 | Kawiu Road | Levin | From 122 Kawiu Road Levin to 236-244 Kawiu Road Levin | Sign posted speed limit 70 | Kawiu Road between 122 and 236-244 currently has a legal speed limit of 50km/h. However, the sign posted speed limit is 70 km/h. 50km/h is considered to be the safe speed for this road and the sign posts will be changed to meet the current legal speed limits. |

# Strategic Alignment

Speed management is a key component of improving road safety and is line with key strategies and policies. These are outlined below:

## Long Term Plan 2021-2041

The Speed Management Plan is aligned with community outcomes outlined within the Long Term Plan 2021-2041.

**Strong Communities**

We value the diversity of our people, and how our district's heritage shapes our community's sense of identity and pride. We provide infrastructure, services, facilities, and places to build resilient and connected communities where people of all ages and backgrounds feel included and safe. We are building collaborative relationships with service providers to enable all people to live positive and healthy lifestyles, encouraging our people to participate in local decision making.

By ensuring that vehicles traveling on our roads are doing so at safe and appropriate speeds we can improve safety for all road users, including those who are walking, cycling, or using mobility devices.

**Fit for Purpose Infrastructure**

We provide efficient, reliable and affordable infrastructure, developing and maintaining facilities and infrastructure to meet the needs of current and future generations. Our community facilities and infrastructure are resilient, helping us to respond to climate change and natural hazards, working with partners to develop infrastructure that enables growth.

The Speed Management Plan is not just about setting safe and appropriate speed limits but will also take a whole of network approach that will include safety infrastructure improvements.

**Outstanding Environment**

We contribute to improving our natural environment for current and future generations to enjoy, and protect the important natural features in our district. We ensure our built environment supports the wellbeing of our people and manage competing pressures on resources sustainably.

The Speed Management Plan will support the provision of equitable access to a variety of safe and healthy transport options. This will include supporting the increased use of active transport modes like walking and cycling particularly for getting to and from school or work, or for recreation.

**Partnership with Tangata Whenua**

We uphold Te Tiriti o Waitangi and its principles and recognise the role of Mana Whenua as kaitiaki of their rohe. We support them to maintain and enhance tikanga with their ancestral lands and waterways, wāhi taput and other taonga, and build mutually respectful partnerships with tangata whenua, supporting whanau, marae, hapū and iwi in achieving their aspirations.

A key component of the Speed Management Plan process includes partnering with Māori as kaitiaki of their rohe.

## Horowhenua Integrated Transport Strategy (HITS)

Horowhenua District Council recognises the importance of an integrated transport system to the wellbeing of our residents and those travelling through our district and is committed to building a safe, resilient, and sustainable transport system.

The Speed Management Plan specifically relates to two of the six strategic focus areas outlined in the HITS:
- **Safety** by helping to improve safety for our most vulnerable road users including pedestrians, cyclists, mopeds and motorcyclists; and
- **Active Transport** by helping to contribute to the development of a safe and connected network for active travel.

## Horizons Regional Land Transport Plan (RLTP)

The Regional Land Transport Plan (RLTP) is a collaboration between all council's in the Manawatū-Whanganui Region, Waka Kotahi NZ Transport Agency, and Kiwi Rail. The RLTP outlines the following strategic direction and transport investment priorities:
- **Connectivity and access**: Provide better transport connections and options to enable efficient and safe movement of people and freight, and improved access to health, social and economic opportunities
- **Safety**: improve the transport network to create a safe transport system for all users.
- **Better travel options**: make active and public transport, and alternative freight modes safe, attractive and viable options for more trips throughout the region
- **Environment:** reduce environmental impacts and carbon emissions from the transport system.
- **Resilience:** build resilience into the region's transport network by strengthening priority transport lifelines.

The strategic direction and investment objectives align with the objectives of the Speed Management Plan where the key drivers are to improve safety for all road users by reducing the risk of death and serious injury, encourage the use of a variety of transport options including active transport options such as walking and cycling, and reduce the environmental impacts of the transport system through the use of alternative transport options.

# Consistency with National Safety Strategies and Policies

**Government Policy Statement (GPS) on Land Transport**

Horowhenua District Council's approach to Speed Management is consistent with the road safety aspects for the Government Policy Statement on Land Transport (2021/22 – 2030/31). The GPS on Land Transport 2021 outlines that the purpose of the transport system is to improve people's wellbeing and the liveability of places.

Under the GPS 2021, the overall goals to be delivered by 2031 are:
1) Reduce the number of deaths and serious injuries
2) A safer land transport network.

It does this by contributing to the strategic priorities shown in Figure 1 below.

**Figure 3: GPS Strategic Priorities[2]**



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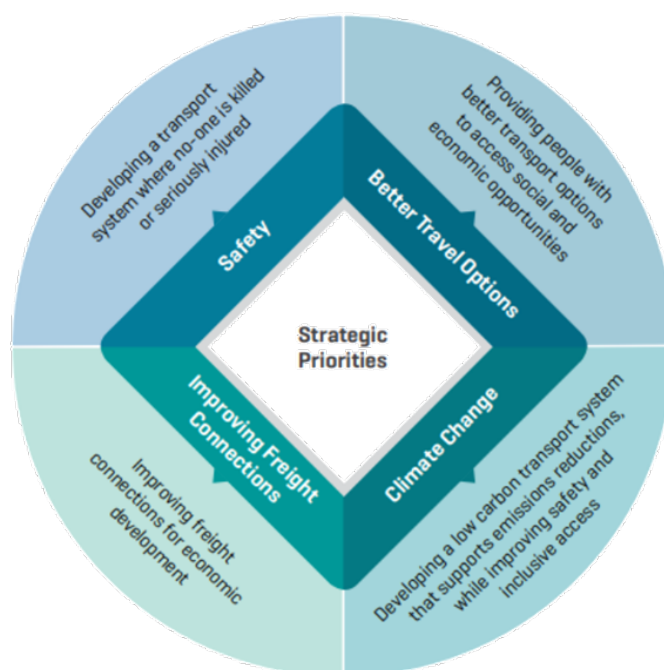
[2] New Zealand Government (2020). Retrieved from
https://www.transport.govt.nz/assets/Uploads/Paper/GPS2021.pdf

The proposed Speed Management Plan aligns with the GPS strategic priorities. This will allow Council to apply for funding for speed-related infrastructure through the National Land Transport Programme (NLTP). Although this Speed Management Plan has a strong focus on safety, it will also contribute to other priorities.

**GPS Priority and Alignment**

- **Safety** – The proposed speed management plan is working towards a local transport network where no one is killed or seriously injured. The Speed Management Plan proposes to improve safety through reduced speed limits and associated infrastructure in high-priority areas.
- **Better travel options** – The focus on roads around schools and roads in communities that have asked for lower speed limits will lead to safe and appropriate speeds that will also encourage more people in these areas to walk, cycle, or use other forms of active transport.
- **Climate change** – managing speeds can encourage the use of other modes of transport including walking, cycling, mopeds, and mobility scooters.
- **Improving freight connections** – speed reductions will lead to reduced numbers of crashes on the local transport network, making journeys more reliable.

Overall the Speed Management Plan for the Horowhenua District is aligned with the GPS 2021 which emphasises the importance of prioritising safety in the transport system to reduce deaths and serious injuries and create a safer land transport network.

**Road to Zero**

The Road to Zero Strategy was launched in Aotearoa New Zealand in late 2019. This strategy places human wellbeing at the heart of road transport planning. It outlines a road safety system that supports and expects road users to make good choices, but also acknowledges that we can all make mistakes. It values every life and the liveability of our communities, and it upholds the rights of all of us to feel safe and arrive safely on our journeys across Aotearoa. It outlines a vision were no one is killed or seriously injured in road crashes.

The Road to Zero has set an intermediate target to reduce deaths and serious injuries on our roads by 40 percent by 2030. Recent research has shown that the likelihood of surviving a serious injury largely depends on the impact speed. The survival impact for pedestrians, cyclists, and motorcyclists is within 30-40km/h, whereas for side collisions between vehicles it is at 50km/hr and head on crashes at approximately 70-80km/h. Based on these findings, the Road to Zero strategy was developed to avoid death and severe injuries from road crashes by ensuring that road users travel at speeds that are safe for the road environment.

To achieve this seven guiding principles that provide a shared understanding of how we will work and the values that will guide our actions and decision making were developed. These are:

- We promote good choices but plan for mistakes
- We design for human vulnerability
- We strengthen all parts of the road transport system
- We have shared responsibility for improving road safety
- Our actions are grounded in evidence and evaluated
- Our road safety actions support health, wellbeing and liveable places
- We make safety a critical decision-making priority.

Of particular relevance to the Speed Management Plan from the above is making safety a critical decision making priority as it aims to enhance road safety through setting safe and appropriate speeds and upgrading infrastructure.

# Appendix A – Legal Requirements

Road Controlling Authorities (RCA) are required by the Land Transport Rule: Setting of Speed Limits 2002 (The Rule) to prepare speed management plans that establish a 10 year vision and three year action plan to implement safe and appropriate speed limits and associated speed management activities. The Rule also sets out requirements when setting speed limits.

Once completed, the Horowhenua SMP will be submitted to Horizons Regional Council. Horizons Regional Council as the Regional Transport Committee (RTC) will coordinate inputs from all RCAs within the region to create a regional SMP that aligns with the regional land transport plan process.

The SMP will then be submitted to Waka Kotahi for the Director of Land Transport to review and certify.

The objective of the Rule is to contribute to road safety through:
- Providing for a whole of network approach where speed management is considered alongside investment in safety infrastructure;
- Empowering or requiring RCAs to set speed limits for roads under their control;
- Setting out requirement RCAs must comply with when setting speed limits.

**Content requirements of a plan (with reference to clause 3.8 of Land Transport Rule: Setting of Speed Limits 2022)**

(1) A plan must—

    (a) set out objectives, policies and measures for managing speed on relevant roads for at least 10 financial years from the start of the plan; and

    (b) include an explanation of how the plan is consistent with the road safety aspects of the GPS on land transport[#] and any Government road safety strategy;[†] and

    (c) include a general explanation of how a whole-of-network approach was taken to changing speed limits, safety cameras and safety infrastructure, including the approach when deciding whether to invest in making a road safer at higher speeds or to set a lower speed limit.

(2) A plan must also—

    (a) identify the changes (if any) being proposed to speed limits (other than temporary speed limits) and safety infrastructure on the relevant roads; and

    (b) include an implementation programme for at least 3 financial years from the start of the plan that sets out—

        (i) the changes (if any) being proposed to (A) speed limits on the relevant roads, including, to the extent practicable, information on each proposed speed limit relating to the geographical area of the proposed speed limit, the type of speed limit, the proposed speed limit expressed in kilometres per hour, and, for a seasonal or variable speed limit, the conditions under which each speed limit will apply; and (B) safety infrastructure on the relevant roads; and

        (ii) the timeframe within which each change is proposed to occur; and

    (c) for speed limits of 70 km/h or 90 km/h, include any content required by clause 4.3(2); and

    (d) in relation to schools, include—

        (i) any content required by clause 5.2(4); and

        (ii) any designation of a category 2 school; and

        (iii) if required by clause 5.3, an explanation for why, having regard to any guidance provided by the Agency about speed limits outside schools, the speed limit outside the category 2 school is safe and appropriate for the road; and

    (e) include, for any changes being proposed to a speed limit that do not align with the Agency's confirmed assessment of what is the safe and appropriate speed limit for the road, an explanation for why, after considering the matters in clause 3.2(1), the road controlling authority proposes a speed limit that differs from the Agency's confirmed assessment (unless subclause (3) applies);^ and

    (f) include comment on any review relevant to the roads or region that has been completed under clause 3.17 since the previous plan published under clause 3.3(8) or 3.4(13).

| Content requirements of a plan (with reference to clause 3.8 of Land Transport Rule: Setting of Speed Limits 2022) | |
|---|---|
| State highway speed management plan – clause 3.8(5) | Regional speed management plans – clause 3.8(6) |
| (5)      A State highway speed management plan— <br><br> must also include a general explanation of how the Agency (as RCA) has, when proposing a change to a speed limit, had regard under clause 3.2(2) to the desirability of a road under its control and an adjoining road under the control of another road controlling authority having the same speed limit, unless there is good reason for different speed limits; and <br><br> may also include changes to safety cameras on roads that are not State highways. | (6)      A regional speed management plan must— <br><br> (a)   identify, for any proposed change to a speed limit for a road under the control of a territorial authority (the first road) that adjoins a road under the control of another territorial authority (the second road), any instances where the speed limit for the first road is different or is proposed to differ from the speed limit for the second road; and <br><br> (b)   include information from the State highway speed management plan (either the consultation draft or the published copy, depending on which is most recently available) relating to State highways in the region. |
| (7)      A plan may include discussion of other matters related to speed management on the relevant roads, including temporary speed limits. | |
| (8) A plan must be in the form (if any) set by the Agency. | |

**File No.:** 23/487

# 6.3    Oxford Street Plane Trees Update

## 1.    Purpose

1.1    The purpose of this report is to provide Councillors an update on the resource consent application to remove the Oxford Street Plane Trees following public submissions and seek further guidance.

## 2. Executive Summary

2.1    The consent application to remove 27 out of 38 Plane trees on Oxford Street was notified on 31/03/2023 at 9.00am. Submissions closed on 02/05/2023 at 4.45pm. There were approximately 120 submissions on the matter of which the majority 75% were against removal with 20% being in favour of removal. The balance (5%) were either unclear or neutral.

2.2    Submissions indicate there is a strong interest in the Oxford Street Plane trees locally and that the majority of submitters opposed to removal were opposed on amenity and environmental aspects rather than the historic and cultural elements of the avenue.

2.3    Given the high level of interest in the matter, particularly in respect of the loss of amenity, Officers are considering an amendment to the current application. The amendment being considered is to reduce the number of trees proposed to be felled from twenty-seven to fifteen. With the trees identified for removal being those identified as causing severe infrastructure damage to Oxford Street (as per attached Infrastructure Damage assessment).

## 3.    Recommendation

3.1    That Report 23/487 Oxford Street Plane Trees Update be received.

3.2    That this matter or decision is recognised as not significant in terms of S76 of the Local Government Act.

3.3    That Council direct Officers to amend the current application to remove only those trees identified by the roading report as causing significant damage to infrastructure (fifteen in number), and replant with more acceptable species (Option 1). Or

3.4    That Council direct Officers to continue with the current application to remove all twenty-seven Plane trees from Oxford Street.

## 4. Background / Previous Council Decisions

4.1    There are approximately 38 London Plane trees (Platanus x acerfolia) on Oxford Street in Levin. The trees are the vestiges of an avenue of 65 trees that were planted along the Levin Main Street (Oxford Street) to commemorate Queen Victoria's Diamond Jubilee in 1897. The trees that remain today were replacements of this original planting, and are only 60 or so years old.

4.2    Since Council resolved to cease pollarding as a maintenance approach to the avenue of trees at the Operations & Services Committee of 28/04/1993 retailers have complained about alleged flooding issues affecting their premises.

4.3    The trees were listed as Notable trees in the Operative District Plan of 2000 and remain listed as such in the 2015 Operative District Plan. This classification severely limits Officers options in terms of pruning and removing the trees to alleviate the alleged issues. Given

strategic plans in relation to Ō2NL, the impending revocation of Oxford Street as a State Highway, and plans for town centre improvements (Levin Town Centre Strategy), Officers applied for a resource consent to remove the trees. The application was made with a view to resolving the long-standing issue described by local retailers, and facilitate the planning and installation of a new landscape design in alignment with future plans for the Levin Town Centre.

4.4     At its meeting of 14 December 2022 Council Resolved

*That Council continues current pruning of the Oxford Street Plane trees and progress the resource consent application for the removal of Oxford Street Plane trees, noting there will be an estimated $120,000 required for the consent and consultants would be in addition to the current operating expenditure of $50,000. (Option 2);*

*That Council approves the additional expenditure for the chosen option.*

# 5. Discussion

5.1     The consent application to remove 27 out of 38 Plane trees on Oxford Street was notified on 31/03/2023 at 9.00am. Submissions closed on 02/05/2023 at 4.45pm.

5.2     There were approximately 120 submissions on the matter of which the majority 75% were against removal with 20% being in favour of removal. The balance (5%) were either unclear or neutral.

5.3     Of the 90 submissions opposed to removal approximately 68% (61 submissions) were opposed on the basis of loss of amenity and/or environment. Opposition in relation to historic and cultural reasons was limited to 12% (11 submissions).

5.4      A notable percentage (19%) of those opposed to removal recognised that the trees had likely outgrown their position and required ongoing and regular pruning. Of that 19% just under half (47%) advocated for a return to pollarding which is not permitted under the current notable tree status.

5.5     Submissions indicate there is a strong interest in the Oxford Street Plane trees locally and that the majority of submitters opposed to removal were opposed on amenity and environmental aspects rather than the historic and cultural elements of the avenue.

5.6     Of those opposed to removal a reasonable percentage recognised that the trees have outgrown their current positions and require ongoing regular pruning. Some even advocated a return to pollarding.

5.7     Given the high level of interest in the matter, particularly in respect of the loss of amenity, Officers are considering an amendment to the current application, and wanting to seek direction from Elected Members.

5.8     The amendment being considered is to reduce the number of trees proposed to be felled from twenty-seven to fifteen. With the trees identified for removal being those identified as causing severe infrastructure damage to Oxford Street (as per attached Infrastructure Damage assessment).

5.9     It is anticipated that the trees removed will be replaced with smaller species that fit in with the outline landscape proposals contained in the Levin Town Centre Strategy (rain gardens/native plantings to encourage and improve amenity and biodiversity).

5.10   The amendment will recognise the concerns expressed by submitters in respect of loss of amenity and environmental aspects, whilst reducing the ongoing damage to infrastructure and associated H&S issues (trips and falls).

5.11   The balance of trees (12 ) will be subject to a further resource consent application (along with those between Bath Street and Queen Street), as part of the Levin Town Centre Development.

5.12 The other option is to continue with the current resource application but given the significant opposition to the consent application in its current format, noting that risks exist that the resource consent application process may be unsuccessful.

5.13 An operational budget of $180,000 was made available in 22/23 to manage the Oxford Street Resource Application and pruning of which $60,000 was drawn from existing budgets, and a further $120,000 made available by Council. To date Officers have spent $66,424, the remaining amount is unbudgeted in the current financial year, but has had prior approval of Council.

5.14 Officers are in discussion with the Consent Planner concerning next steps regarding hearing arrangements. We anticipate that once we have clarity on consent scope, we will be able to confirm hearing date, and the regulatory process will continue.

# 6. Options

6.1 Two options are proposed

**Option 1** – Amend the current application to seek removal of only those trees identified by roading as causing significant damage to infrastructure (fifteen in number), and replant with more acceptable species.

### *Advantages*

- *Removal of fifteen trees will have significantly less impact on the visual and amenity aspects of the application which was the prime concern of submitters;*

- *Removal of only fifteen trees will demonstrate to submitters that Council has listened and responded to public opinion on the matter;*

- *Removal of fifteen trees only will resolve those issues flagged by Council's roading manager in relation to ongoing damage to infrastructure;*

- *Removal of fifteen trees only will still go a significant way to resolving those issues raised by local retailers in respect of alleged nuisance and damage created by the trees;*

- *Removal of fifteen trees only will reduce the operational spend on annual pruning;*

- *Replacement of trees removed with smaller species that complement the Levin Town Centre Development will further reduce concerns relating to amenity and environmental concerns;*

- *Replacement trees will be complementary to the Levin Town Centre Strategy..*

### *Disadvantages*

- *Removal of fifteen trees only will necessitate a further application to remove the balance of trees (and those between Bath Street and Queen Street) in preparation for the Levin Town Centre Development at a later date;*

- *Removal of only fifteen trees will mean that Council will need to continue to undertake tree pruning on the balance (twelve trees plus those between Bath Street and Queen Street West).*

- *It is still not guaranteed that resource consent will be granted.*

**Option 2** – Continue with the application to remove all twenty-seven Plane trees.

### *Advantages*

- *Removal of all trees will resolve concerns expressed by retailers in relation to alleged nuisance and damage;*

- *Removal of all trees will resolve those matters raised by Council's roading manager in relation to ongoing infrastructural damage;*

- *Removal of all trees will provide a 'clean site' in preparation for the Levin Town Centre Development at a later date;*

- *Removal of all trees will significantly reduce operational pruning costs.*

*Disadvantages*

- *Removal of all trees will have a significant impact on the visual and amenity aspects of the application which was the prime concern of submitters;*

- *Removal of all trees may lead to further complaints/action in relation to the trees and may be seen by submitters as Council ignoring public opinion.*

- *It is not guaranteed that resource consent will be granted.*

6.2 **Cost**

6.3 There are no additional costs as whether Council elects to continue with the current application (removal of all trees), or indicate a preference for removing only fifteen trees, cost estimates to complete the process remain the same.

**Rate Impact**

6.4 Council allowed $180,000 to progress the pruning of the Plane trees on Oxford Street, and processing the existing consent application, of which $60,000 came from existing budgets and a further $120,000 for the resource consent process. Council spent $66,424 on physical works and consultancy in 2022/2023.

6.5 **Community Wellbeing**

6.6 Community wellbeing issues relating to potential loss of amenity remain, should all trees be removed. This would be mitigated to some extent by amending the application to remove fifteen trees only and replanting with more suitable species following removal.

6.7 **Consenting Issues**

6.8 Both options require resource consent.

6.9 **LTP Integration**

6.10 There is no LTP programme related to the options or proposals in this report. There are no Special Consultative Processes required, this is a resource management act reform.

## 7. Consultation

7.1 Public consultation has closed.

## 8. Legal Considerations

8.1 The process is a notified resource consent under the RMA, but there are no specific legal or regulatory requirements relevant to the options concerned.

## 9. Financial Considerations

9.1 There are no other financial considerations.

## 10. Iwi Considerations

10.1 Whilst Iwi partners have not been directly consulted at this point, Officers acknowledge the importance of this perspective, and on that basis recognise the importance of their input dependent on the option chosen by Council.

## 11. Climate Change Considerations

11.1 These matters will be dealt with through the Resource Management Act process.

## 12. Environmental Considerations

12.1 These matters will be dealt with through the Resource Management Act process.

## 13. Health & Safety Considerations

13.1 There is a significant health and safety impact in doing nothing, both options presented to Council seek to minimise the risk these trees are having on our infrastructure and wider community.

## 14. Other Considerations

14.1 There are likely to be strong community views on both options.

## 15. Next Steps

15.1 Once Council has given direction on the subject, Officers will seek to enact that guidance.

## 16. Supporting Information

**Strategic Fit/Strategic Outcome**

Proposals are in line with promoting a vibrant economy through being business friendly. The proposal assists in the maintenance of fit for purpose infrastructure. The proposal aligns with developing strong communities by encouraging local people to participate in local decision making.

**Decision Making**

The decision can be made at an Ordinary Meeting of Council.

**Consistency with Existing Policy**

There are no policies or strategies currently supporting the actions/options.

**Funding**

Funding is not in the current Annual Plan or Long Term Plan to fund an application for either a resource consent or Plan Change.

| Risk Area | Risk Identified | Consequence | Likelihood | Risk Assessment (Low to Extreme) | Managed how |
|---|---|---|---|---|---|
| Strategic | | | | | |
| Financial | | | | | |
| Service Delivery | | | | | |
| Legal | Removal or failure to remove the | Medium | Low | Low | Clear communication with |

| | | | | | |
|---|---|---|---|---|---|
| | Plane trees may lead to legal action. | | | | stakeholders and production of a well-developed proposal. |
| Reputational | Given the high-profile nature of the avenue the process may attract strong community feedback leading to national interest. | Medium | High | High | Clear communication with stakeholders and production of a well-developed proposal. |

**Confirmation of statutory compliance**

In accordance with section 76 of the Local Government Act 2002, this report is approved as:

   a.   containing sufficient information about the options and their advantages and disadvantages, bearing in mind the significance of the decisions; and,

   b.   is based on adequate knowledge about, and adequate consideration of, the views and preferences of affected and interested parties bearing in mind the significance of the decision.

# 17. Appendices

There are no appendices for this report

| Author(s) | Arthur Nelson<br>**Parks and Property Manager** | |
|---|---|---|

| Approved by | Brent Harvey<br>**Group Manager - Community Experience & Services** | |
|---|---|---|
| | Monique Davidson<br>**Chief Executive Officer** | |

## 6.4  Request for Appointment of Elected Members to External Organisations

**File No.:** 23/484

### 1.  Purpose

1.1  To appoint and elected member representative to the Horowhenua Rate Payers Association and to Coast Access Radio

### 2.  Recommendation

2.1  That Report 23/484 Request for Appointment of Elected Members to External Organisations be received.

2.2  That this matter or decision be recognised as not significant in terms of s76 of the Local Government Act 2002.

2.3  That Council appoint [elected member] to the Horowhenua Ratepayers and Residents Association Inc for the remainder of this triennium.

2.4  That Council appoint [elected member] to Coast Access Radio Trust Board for the remainder of this triennium.

### 3.  Background/Previous Council Decisions

3.1  From time to time requests are received by Council for an elected member to be appointed to sit on various external organisation boards or committees.  These appointments are valuable for both the community and Council.

3.2  The community benefits from the expertise and interest shown by the elected members, and the Council benefits in having another avenue by which to receive feedback from the community it serves.

3.3  Councillors are currently represented on 38 different organisations across the Horowhenua District.  These appointments are usually made at the beginning of the triennium but appointments can be made at any time.

### 4.  Issues for Consideration

4.1  We have received two requests from organisations seeking to have an elected member appointed to them.

4.2  Coast Access Radio Trust have approached Council inviting a Horowhenua District Council elected member to join their Board.  Their letter of request is at Attachment 1.

4.3  The Horowhenua Ratepayers and Residents Association Inc have also approached the Council, requesting a councillor be appointed to their association.  Their email of request is at Attachment 2.

4.4  Both organisations service the Horowhenua community.

4.5  Council has to opportunity to appoint one of its number to each of the respective organisations.

### Attachments

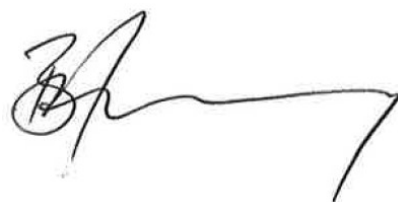| No. | Title | Page |
| --- | --- | --- |
| A | Coast Access Radio Trust - Letter Inviting Appointment | 95 |
| B | Horowhenua District Ratepayers and Residents Association - Email Inviting Appointment | 96 |

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**Confirmation of statutory compliance**

In accordance with section 76 of the Local Government Act 2002, this report is approved as:
   a. containing sufficient information about the options and their benefits and costs, bearing in mind the significance of the decisions; and,
   b. is based on adequate knowledge about, and adequate consideration of, the views and preferences of affected and interested parties bearing in mind the significance of the decision.

## Signatories

| Author(s) | Grayson Rowse<br>**Principal Advisor - Democracy** | |
|---|---|---|

| Approved by | Monique Davidson<br>**Chief Executive Officer** | |
|---|---|---|

**Coast Access Radio**
Level 1
9 Mahara Place
Waikanae
04 2934838
admin@coastaccessradio.org.nz
www.coastaccessradio.org.nz

NZ On Air
Irirangi Te Motu

22 June 2023

Monique Davidson
The Chief Executive
Horowhenua District Council.

Dear Monique,

Vacancy on Coast Access Radio Trust.

Coast Access Radio Trust, the governance body of Coast Access Radio has several vacancies on the Trust Board. At the recent Trust meeting, the Trustees resolved to approach the HDC and invite an elected member to join the Board.

Michael Scott, the Chair has discussed this with Councillor Clint Grimstone and he would be delighted to accept the position.

The Trust meets twice a year, but in between meetings conducts its business by email.

Coast Access Radio is the oldest community radio station serving Kapiti and the Horowhenua, having started radio services in 1996. It is funded by New Zealand on Air by an operational grant.

Yours truly,

Graeme Joyes
Trustee.

**From:** Christine Moriarty <camoriarty52@gmail.com>
**Sent:** Wednesday, 26 April 2023 11:56 am
**To:** Monique Davidson <moniqued@horowhenua.govt.nz>
**Cc:** Clinton Grimstone <clintforcouncil2022@gmail.com>
**Subject:** Representative on Horowhenua District Residence & Ratepayers Association

Hi Monique, as discussed a few weeks ago, we HDRRA would love to have a councolour or 2 come to our committee meetings.

Clint has offered to come if you approve of this.

Our meetings are on the 1st Tuesday of the month at 3pm.

Thanks Christine Moriarty
Chair HDRRA Inc
063679891

2

**File No.:** 23/405

# 6.5 Revised Elected Member Training Programme

## 1. Purpose

1.1 To seek approval of the revised elected member training schedule for 2023/24.

## 2. Executive Summary

2.1 Councillors requested a revised training programme be developed that incorporated an individual allocation for each member.

2.2 This has been provided in programme that includes subscription based training options and conference along with an individual allocation.

## 3. Recommendation

3.1 That Report 23/405 Revised Elected Member Training Programme be received.

3.2 That this matter or decision is recognised as not significant in terms of S76 of the Local Government Act.

3.3 That Council adopt the Elected Member Training and Development Policy - Draft July 2023.

3.4 That Council adopt the Proposed Elected Member Training Matrix - Draft July 2023.

3.5 That Council adopt Option 1 – Training Programme – Including Ākona/Option 2 – Training Programme – Excluding Ākona for 2023/24.

## 4. Background / Previous Council Decisions

4.1 Council adopted the Elected Members Training and Development Policy at its meeting on 1 February 2023. This policy can be found at Appendix 1.

4.2 That Policy and the associated training programme was developed in response to areas for improvement noted on the Council Mark Independent Assessment Report – August 2021, which stated:

> *"Council has a formal induction process in place and elected members are surveyed to understand the effectiveness of the induction to enable programme improvement.*
>
> *Elected members do not, however, currently have a structured professional development programme in place. Nor does Council currently track professional development completed by elected members. Instead, elected members are encouraged to identify knowledge gaps and to undertake training. A more formal and systematic approach to professional development would be beneficial to monitor the effectiveness of training completed."* p.6

4.3 The report also presented a proposed elected member training schedule. This was not endorsed by Council, and officers were requested to bring back an alternative proposal for consideration.

4.4    One suggested option by councillors was to equally divide the budget across all councillors and then councillors could choose what training they would undertake.  This suggestion has been modelled, and is set out in the discussion below.

4.5    The annual budget for elected member training remains unchanged.

# 5. Discussion

5.1    Two revised training programme have been developed with the following assumptions all cost are GST Exclusive:

    5.1.1 The annual budget for 2023-24 is $40,000.

    5.1.2 That the Mayor and two Councillors will attend the Annual Local Government New Zealand Conference at a cost of $7,024.34.

    5.1.3 The Ākona subscription remains at $8500.

    5.1.4 Two Community Board members will attend the Community Board Conference at a cost of $2,324.60.

5.2    Additionally, the relevant Council business unit will fund the Making Good Decisions and District Licensing Committee training course costs separately.

5.3    The revised programme does not specify which Courses individual Councillors will attend, but will provide and individual allocation, which can be utilised for relevant retraining and development.  The programme includes a list of core governance courses, which all Councillors are encouraged to attend.

5.4    Councillors can request to undertake other training or attend other conferences as set out in the Elected Members Training and Development Policy.

### Ākona

5.5    Currently the Council is still under the trial with Ākona therefore we have not committed to a year subscription. Ākona is an eLearning platform that contains: A range of E-modules, Guidance materials and Ako hours (one-hour lunchtime Q&A webinars with subject matter experts). They can also provide workshops at an additional cost either delivered online and in-person, for example, Chairing Meetings which is $5000 +GST (and travel costs for the facilitator).

5.6    The following table presents the utilisation of Ākona, indicating that usage is currently low, however, with improved promotion this may increase.

| **Sessions** | **Number of attendees** |
|---|---|
| **Ako hours (One hour lunchtime sessions)** | |
| Te Tiriti O Waitangi | 2 attendees |
| All other Ako hours | 0 attendees |
| | |
| **Modules** | |
| What is Local Government | 1 attendee |
| Conflict of Interest | 1 attendee |
| Navigating local government meeting | 1 attendee |

## 6. Options

6.1   The following sets out a proposed programme of training.  The programme aims to ensure all elected members have an opportunity to participate in formal training as part of their development.

### Option 1 – Training Programme – Including Ākona

6.2   Option 1 includes the subscription to Ākona.

| Year ending | Budget(Excl GST) | Training Opportunity | Cost (Excl GST) | Notes |
|---|---|---|---|---|
| 30/06/24 | $40,000 | Ākona subscription | $8,500 | |
| | | Mayor and two councillors to attend LGNZ Conference July 2023, plus return air fares, meals and accommodation. | $3882.61 $851.30 $2290.53 | Registration Airfares Accommodation/ Meals |
| | | Two community board members to attend the Community Board Conference | $2,324.60 | Final costs and venue to be confirmed |
| | | Individual Elected Member (13) training and development allocation | $1,703.92 | |

### Option 2 – Training Programme – Excluding Ākona

6.3   Option 2 excludes the subscription to Ākona and sees the cost $8,500 being repurposes into the individual elected member training and development allocation.

| Year ending | Budget (Excl GST) | Training Opportunity | Cost (Excl GST) | Notes |
|---|---|---|---|---|
| 30/06/24 | $40,000 | Mayor and two councillors to attend LGNZ Conference July 2023, plus return air fares, meals and accommodation. | $3882.61 $851.30 $2290.53 | Registration Airfares Accommodation/Meals |
| | | Two community board members to attend the Community Board Conference | $2,324.60 | Final costs and venue to be confirmed |
| | | Individual Elected Member (13) training and development allocation | $2,357.77 | |

6.4    A proposed Training Matrix attached at Appendix 2 with suggested core governance training with some other options set out in Appendix 3. Many of these topics are also covered in Ākona.

### Access to Corporate Training

6.5    From time to time there may be courses offered through internal corporate training that may be useful in the development of elected members.

6.6    As and when these occur, these can be made available to elected members.

### Other providers and other courses

6.7    From time to time, there may be specific courses that may be recommended for particular roles, such workshops on effective meetings for Chairs, for particular skill sets, such as speed reading, that may be added to the programme from time to time.

6.8    Media training would be desirable for at least the Mayor, Deputy Mayor, and Chairs of Committees and Steering Groups. Indicative costs are $6,860 for up to six participants.  This has not been included in the proposed programme due to restrictions on the budget.

### Sector Group Forums

6.9    Attending sector group meetings like Zone 3, offer informal learning and development opportunities that should be utilised alongside formal training. These gatherings bring together Local Government NZ members, Mayors, Councillors and Chief Executives and Council Staff from across the region, enabling the exchange of insights, best practices, innovative ideas and sector challenges. They provide a platform for networking and fostering connections with peers. These meetings offer a dynamic learning environment, complementing formal training by providing context and practical insights into everyday topics.

### Cost

6.10   Aside from the Ākona Platform, which is subscription based, all courses come with a per person per attendance cost.

6.11   The annual budget for Elected Member training and development is $40,000.

### Rate Impact

6.12   The proposed budget is included in the 2023/24 Annual Plan.

## 7.  Next Steps

7.1    If either option is adopted, elected members will be able to access training from 1 July 2023.

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**Confirmation of statutory compliance**

In accordance with section 76 of the Local Government Act 2002, this report is approved as:

a.    containing sufficient information about the options and their advantages and disadvantages, bearing in mind the significance of the decisions; and,

b.    is based on adequate knowledge about, and adequate consideration of, the views and preferences of affected and interested parties bearing in mind the significance of the decision.

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## 8.   Appendices

| No. | Title | Page |
|-----|-------|------|
| A | Elected Member Training and Development Policy - Draft July 2023 | 102 |
| B | Proposed Elected Member Training Matrix - Draft July 2023 | 109 |
| C | Institute of Directors - Essentials Series Courses - 2023 | 110 |

| Author(s) | Ashley Huria<br>**Business Performance Manager** | |
|-----------|------------------------------------------------|--|

| Approved by | Monique Davidson<br>**Chief Executive Officer** | |
|-------------|------------------------------------------------|--|

**Horowhenua**

Elected Member
Training and
Development Policy

July 2023

**Version Control**

| Version Number | Amendments | Date | Completed by |
|---|---|---|---|
| 0.2 | Draft – D23/3956 | 24/01/2023 | Grayson Rowse |
| 0.3 | Draft – D23/90187 | 05/07/2023 | Ashley |
| | | | |
| | | | |

**Review date:**

[3 years from approval]

**Resolution adopting policy**

[insert copy of resolution from minutes]

# Policy brief & purpose

Our **Elected Member Training and Development policy** refers to the Council's learning and development programs and activities for its elected members.

Modern Local Government, and its governance, is a dynamic and complex system, where members of the community are elected to govern a multi-faceted, multi-million dollar organisation. Doing the job well and serving their community requires elected members to possess an extensive skill set. The purpose of this policy is to facilitate the development of that skills set across our elected members for the benefit of the wider community.

This policy addresses a recommendation for the Council Mark Independent Assessment – August 2021, which noted as an area for improvement:

> *More structured professional development for elected members is desirable, as is a formal method of performance assessment.*

# Scope

This policy applies to all elected members of the Council, its committees, sub-committees and community boards.

Independent members appointed by Council to its committees or subcommittees, or appoint to any community board are generally appointed because of the specific skills and knowledge they bring, and therefore are not covered by this policy.

# Policy elements

Elected members have a role in identifying their own development needs within their governance role. Officers can provide general guidance on the areas of development through the courses identified in the triennial programme. The triennial programme is supported by a skills matrix which identifies the key skills required by elected members, which is reviewed within six months of the beginning of each triennium.

## What do we mean by training and development?

In general, we approve and encourage the following elected member training:

- Formal training sessions
- Councillor Mentoring
- Participating in conferences
- Participation in working groups or sector groups

As part of our learning and development provisions, we can also arrange for subscriptions or educational material, so elected members will have access to news, articles and other material that can help them become better at their job. There are two conditions for this:

- Subscription/Material should be job-related
- All relevant fees should not exceed a set limit per person

D23/90187                                     2

This list doesn't include software licences or other tools that are provided through the organisation.

## Council training programs

We might occasionally engage experts to train our elected members. The Council will cover the entire cost in this case. Examples of this kind of training and development are:

- Introduction to the Legal Environment for Elected Members
- Te Ao Māori and Te Tiriti training.

Elected members attending these types of trainings will be considered to be on approved council business.

## Ad hoc Requests for Training

While this policy anticipates a formal structured training and development programme for elected members, it does not preclude individual elected members identifying other opportunities for development outside the developed programme.

Elected members who wish to take on opportunities outside the formal programme should initially discuss the option with the Mayor, and then submit a formal request. All requests will be considered against the needs of the organisation, equity amongst members and availability of budget.

The approval for any additional training, including any additional costs, rests with the Council.

## Equity

The training and conference budget is limited and it is unlikely that all training needs can be meet. Generally it would be unusual for an elected member to be involved in more than two development opportunities in any one year, with the exception of the induction programme at the beginning of each triennium.

## Community Board Members

The primary mechanism for community board member development is through attendance at the Community Board Conference held every two years, and through the subscription based LGNZ programmes available to all elected members

# Procedure

This procedure should be followed for elected members conference attendance and training and development options:

1. A triennial training programme is co designed by officers and elected members
2. The training programme is presented to Council for approval.
3. Elected members self-select areas of interest or development need.
4. Democracy Services prepares a paper outlining options and corresponding budget allocation seeking council approval.
5. A paper will be prepared at the beginning of a calendar year, following the approval in June for the Councillors attending the Annual LGNZ conference in July.
6. If Council approves, they will make arrangements for elected member's attendance, including arranging accommodation and transport as needed.

7. If an elected members cannot attend the approved conference or training, they are to advise Democracy Services, the Mayor and CE. A decision will be made in consultation with the Mayor and Deputy as to whom will replace them.

8. Following attendance at a conference or training, elected members should provide a report back to their colleagues. This can be done as an attachment to the Mayor's or Chairperson's Report.

D23/90187                                        4

# Elected Member - Request for Training and Development

**Name:**

**Course or Conference Title:**

**Date:**

**Venue:**

**Course or Conference Fees:**

Travel required?                    Yes    ☐                    No    ☐

Approximate cost of travel:

Accommodation required?        Yes    ☐              No    ☐

Approximate cost of accommodation:

**Please explain how attendance at this course or conference will assist in your role as an elected member:**

## Suggested Skills Matrix

| Key Skills | Essential | Desirable | Role Specific |
|---|---|---|---|
| Te Tiriti o Waitangi | ☒ | | |
| Financial Essentials | ☒ | | |
| Governance Essentials | ☒ | | |
| Health and Safety Governance | ☒ | | |
| Legal Essentials for local Government | ☒ | | |
| Strategy Essentials | | ☒ | |
| Risk Essentials | | ☒ | |
| Audit and Risk Committees | | | ☒ |
| Kotahitanga – Principles of Māori Governance | | ☒ | |
| Making Good Decisions (RMA) | | | ☒ |
| Chairing meetings | | | ☒ |

## Proposed Councillor Training Matrix

| | Ākona | LGNZ Conference | Chair's Skills | Making Good Decisions[1] | DLC Introduction[1] | Governance Essentials | Finance Essentials | Strategy Essentials | Media Training | Self directed[3] |
|---|---|---|---|---|---|---|---|---|---|---|
| **Mayor** | ☑ | ☑ | ☑ Opt | | | | | | ☑ Opt | ☑ |
| **Deputy Mayor** | ☑ | ☑ | ☑ Opt | | | | | | ☑ Opt | ☑ |
| **Chairs of Committees** | ☑ | ☑ | ☑ Opt | | | | | | ☑ Opt | ☑ |
| **DLC Chairs and Members** | | | | | ☑ | | | | | |
| **Hearings Committee members** | | | | ☑ | | | | | | |
| **1st term Councillors[4]** | ☑ | ☑ | | | | ☑ IoD | ☑ IoD | ☑ IoD | | ☑ |
| **Returning Councillors** | ☑ | ☑ | | | | ☑ IoD or Refresher[2] | ☑ IoD or Refresher[2] | ☑ IoD or Refresher[2] | | ☑ |

[1] – courses responsibility of respective business group

[2] – refresher can be complete through Ākona on-line module

[3] – self-directed courses can be accessed by all elected members within the annual training budget allocation.

[4] – 1st term Councillors should aim to complete one Essentials Course each year – Democracy Service will advise course dates as they become available.

D23/90188

# INSTITUTE OF DIRECTORS: GOVERNANCE ESSENTIALS COURSES – FACE TO FACE - 2023

| Date | Course | Provider | Mode | Location | Course fee | Travel | Accommodation | Course description |
|---|---|---|---|---|---|---|---|---|
| Tuesday, 3 October 2023 | Governance - Essentials | IoD | In person | Wlg | $ 1,130 | N/R | N/R | In this one-day course you learn the roles and responsibilities of the board and directors across a range of governance settings.<br><br>At the end of the course you will have a confident grasp of board relationships, robust processes, good decision-making, and the main elements of board operations.<br><br>**Duration**<br>8.30 to 5.00pm<br><br>**Content covered**<br>Governance, legal, and regulatory essentials<br>Board charters, the role of the board, culture and ethics, and board composition<br>Board protocols, meetings, and papers<br>Board and management relationships and succession planning |

| Wednesday, 4 October 2023 | Finance - Essentials | IoD | In person | Wlg | $ 1,130 | N/R | N/R | In this one-day course you will learn to use and oversee financial information and processes.<br><br>Course exercises with practical applications demonstrate how this content is critical for all directors.<br><br>By the end of the course you will understand how to ask the right questions to hold an organisation to account on behalf of its stakeholders.<br><br>**Duration**<br>8.30am to 5.00pm<br><br>**Content covered**<br>Understand the Financial Reporting Act and its implications.<br>Learn finance terminology and accounting terms and principles.<br>Know your external reporting obligations and solvency requirements.<br>Interpret performance with financial analysis tools.<br>Assess initiatives and opportunities to build organisational value.<br>Recognise red flags. |

| Thursday, 5 October 2023 | Strategy - Essentials | iod | In person | Wlg | $ 1,130 | N/R | N/R | Explore various strategic models in a New Zealand context.<br><br>See how to encourage big-picture thinking and steer your organisation to a better future.<br><br>Enhance your confidence to be able to ask insightful questions and make astute strategic recommendations.<br><br>**Duration**<br>8.30am to 5.00pm<br><br>**Content covered**<br>What strategy is, and isn't<br>The role of the board in developing strategy<br>The impacts of strategy and benefits of strategic planning<br>How strategy is formulated, developed, and communicated<br>Evaluating strategy |
|---|---|---|---|---|---|---|---|---|

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Early-mid 2024 | Risk - Essentials | IoD | On-line | Wlg | | N/R | N/R | Every organisation needs to embrace risk. You need to know your own, fellow directors and organisations risk appetite.<br><br>Discover how to evaluate the risk management advice your board receives. Understand the cost and benefit risk assessments and the implications. Develop your competence by reviewing risk case studies from a wide range of public and private sector organisations.<br><br>**Duration**<br>8.30am to 5.00pm<br><br>**Content covered**<br>Risk governance is different from risk management<br>Assessing your appetite for risk<br>Monitoring and reporting risks<br>Risk treatment for effective board oversight<br>Have you got enough risk to achieve your objectives? |
| Friday, 6 October 2023 | Kotahitanga - Principles of Maori Governance | IoD | In person | Wlg | $    760 | N/R | N/R | Understanding key Māori cultural concepts is fundamental to understanding how Māori society operates and how Māori are likely to operate in different business scenarios.<br>In this course, learn how your board can have an increased awareness of Māori cultural values and how these values can be applied and led by your board.<br>You will learn how to reflect and integrate kaupapa Māori into the |

| | | | | | | | | governance and leadership of your organisation, and gain an awareness of the business opportunities and relationships within Te Ōhanga Māori/the Māori economy. **Duration** 8.30am to 3.30pm. Lunch will be provided at the conclusion for those that would like to network after the session. **Content covered** What is governance? What is Māori governance? Key features of Māori governance Māori cultural values Whakataukī Te Tiriti o Waitangi \| Treaty of Waitangi Māori relational perspectives Te Ōhanga Māori \| The Māori economy Integration of Māori perspectives into your governance culture Effective engagement Steps to integrate Māori perspectives into your governance culture |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |

**File No.:** 23/473

# 6.6     Adoption of the Elected Member Allowances and Recovery of Expenses Policy 2023 and the Elected Member Remuneration Policy 2023.

## 1.    Purpose

The purpose of this report is to advise Elected Members of the Local Government Members (2023/24) Determination (the Determination) from the Remuneration Authority for the period beginning 1 July 2023 and consider adoption of the Elected Member Allowances and Recovery of Expenses Policy 2023 and the Elected Member Remuneration Policy 2023.

## 2.    Recommendation

2.1    That Report 23/473 Adoption of the Elected Member Allowances and Recovery of Expenses Policy 2023 and the Elected Member Remuneration Policy 2023. be received.

2.2    That this matter or decision is recognised as not significant in terms of S76 of the Local Government Act.

2.3    That the Horowhenua District Council note and adopt the Elected Member Remuneration Policy 2023.

2.4    That the Horowhenua District Council note and adopt the updated Elected Members' Allowances and Recovery of Expenses Policy 2023.

## 3.    Background / Previous Council Decisions

3.1    The Remuneration Authority ('the authority') is the independent body responsible for the setting of elected members' remuneration.

3.2    In Schedule Remuneration – Part 1 of the Local Government Members 2023/24 Determination 2023 ('the determination') the Authority has determined the remuneration of Elected Members. The Determination also details the allowances that may be paid to Elected Members.

## 4.    Discussion

4.1    The latest Local Government Members 2023/24 Determination 2023 has two changes that relate to Horowhenua District Council.

4.2    In summary, this Determination keeps Mayor and councillors at their post 2022 local elections levels, however Community Board Members receive an increase of 4% as they did not receive any increase to their remuneration following the local elections.

4.3    Allowances and hearing fees, covering all local government elected members have been maintained at their post 2022 local elections levels apart from the vehicle-kilometre allowance which has been adjusted to reflect the rates (see below) prescribed by the Inland Revenue Department for the 2023 year.

4.4    The following table sets out the remuneration rates for Te Awahou Foxton Community Board set by the Remuneration Authority, for 2023/24, which apply from 1 July 2023, compared with those previously set in 2022.

Adoption of the Elected Member Allowances and Recovery of Expenses Policy 2023 and the Elected Member Remuneration Policy 2023.

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| Position | 2022/23 | New Rate 2023/24 |
|---|---|---|
| <u>Foxton Community Board</u> | | |
| Chairperson | 12,884 | 13,999 |
| Member | 6,442 | 6,699 |

4.5     The Elected Members Remuneration Policy has been created and updated to include the new rate.

**Elected Members Allowances & Recovery of Expenses Policy**

4.6     From time to time Elected Members incur expenses on Council's behalf which are required to be reimbursed. This reimbursement and the use of Council-supplied resources applies only to Elected Members personally, and only while they are acting in their official capacity as elected members.

4.7     Council's Policy on Elected Members' Allowances and Recovery of Expenses is updated following determination from the Remuneration Authority.

4.8     Changes have been made as a result of the Determination to the Elected Members' Allowances and Recovery of Expenses Policy, are highlighted in yellow in attachment B.

4.9     The key change is the vehicle-kilometre allowance rates (clause 11) have been adjusted from those shown in the previous determination to reflect the current rates prescribed by the Inland Revenue Department for the year 2023.

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### <u>Confirmation of statutory compliance</u>

In accordance with section 76 of the Local Government Act 2002, this report is approved as:

a.     containing sufficient information about the options and their advantages and disadvantages, bearing in mind the significance of the decisions; and,

b.     is based on adequate knowledge about, and adequate consideration of, the views and preferences of affected and interested parties bearing in mind the significance of the decision.

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Adoption of the Elected Member Allowances and Recovery of Expenses Policy 2023 and the Elected Member Remuneration Policy 2023.

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## 5. Appendices

| Author(s) | Ashley Huria<br>**Business Performance Manager** | |
|-----------|--------------------------------------------------|---|

| Approved by | Jacinta Straker<br>**Group Manager Organisation Performance** | |
|-------------|-----------------------------------------------------------------|---|
| | Monique Davidson<br>**Chief Executive Officer** | |

Adoption of the Elected Member Allowances and Recovery of Expenses Policy 2023 and the
Elected Member Remuneration Policy 2023.

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# Elected Member Remuneration Policy 2023/24

Adopted: <TBC>
Updated: 1 July 2023
Review: 30 June 2024

Adoption of the Elected Member Allowances and Recovery of Expenses Policy 2023 and the Elected Member Remuneration Policy 2023.

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## 1. Remuneration

The salary pool is determined by the Remuneration Authority, on an annual basis.

The Mayor, Councillors and Community Board are paid an annual salary set by the Authority. Salaries will be paid by direct credit to the elected member's nominated bank account in line with the payroll fortnightly pay system.

A meeting allowance is set by the Remuneration Authority for Resource Management Hearings. This is provided for outside of the salary pool set by the Authority.

| Position | No of Positions | Rate as at 1 July 2024 |
|---|---|---|
| **Council** | | |
| Mayor | 1 | $141,395 |
| Deputy Mayor, including Hearings Committee Chair, Deputy Chair Community Wellbeing Committee | 1 | $65,806 |
| Chairperson – Community Wellbeing Committee | 1 | $50,322 |
| Chairperson – Community Funding & Recognition Committee | 1 | $46,451 |
| Deputy Chairperson – Finance, Audit & Risk Committee | 1 | $42,580 |
| Councillors | 6 | $38,709 |
| **Foxton Community Board** | | |
| Chairperson | 1 | $13,399 |
| Member | 4 | $6,699 |
| **Hearing Fees** | | |
| Chairperson | 1 | $116 per hour |
| Member | 4 | $93 per hour |

Meeting fees for members of the Hearings Committee will be paid at a rate of $116/hour (Chairman) and $93/hour (members) for hearings convened under Council Policy or statutory requirement.

Adoption of the Elected Member Allowances and Recovery of Expenses Policy 2023 and the Elected Member Remuneration Policy 2023.

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Horowhenua
DISTRICT COUNCIL

# Elected Members' Allowances & Recovery of Expenses Policy

Adopted: <TBC>
Updated: 1 July 2023
Review: 30 June 2024

Adoption of the Elected Member Allowances and Recovery of Expenses Policy 2023 and the
Elected Member Remuneration Policy 2023.

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# Table of Contents

Adoption of the Elected Member Allowances and Recovery of Expenses Policy 2023 and the Elected Member Remuneration Policy 2023.

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# 1. Introduction

## 1.1. Purpose

To set out rules for the payment of allowances and for claiming of expenses by Elected Members.

## 1.2. Scope

This policy applies to Elected Members while they are acting in their official capacity during their term of office.

## 1.3. Context

From time to time Elected Members incur expenses on the Council's behalf, which need to be reimbursed. This reimbursement and the use of Council-supplied resources apply only to Elected Members personally, and only while they are acting in their official capacity as Elected Members.

Costs for expenses must have a justifiable business purpose, be moderate and conservative having regard to the circumstances, and be appropriate in all respects.

## 1.4. Definitions

The following definitions apply to this document:

| Term | Definition |
| --- | --- |
| Actual | Means as evidenced by the original receipt attached to the expense claim form. |
| Reasonable | means that it is within the amount specified by this policy or as deemed reasonable by the Mayor and/or Chief Executive. |
| Council business | includes: formal Council and Community Board meetings, committee meetings, workshops, seminars, statutory hearings, training courses, site visits, meetings with staff, meetings with community groups, meetings with members of the public. It does not include events where the primary focus is on social activity. |
| Remuneration Authority | is an independent body established by the Remuneration Authority Act 1977, with responsibilities under the Local Government Act 2002 to determine remuneration and expense/allowance rules for local authority members. |

## 1.5 Principles

The process for reimbursement of claims includes the following principles:

- any expenses to be reimbursed must be on an actual and reasonable basis and in line with Council policy
- full original receipts are required to accompany the expense claim form

Adoption of the Elected Member Allowances and Recovery of Expenses Policy 2023 and the Elected Member Remuneration Policy 2023.

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- expense claims are to be approved by the Chief Executive and Finance, Audit & Risk Committee Chairperson in the case of the Mayor, and Chief Executive in the case of all other Elected Members
- reimbursements will be made electronically into a nominated bank account in line with payroll dates.

In the case of one-off expenditure such as travel to conferences, the process and prior approvals required are detailed in this policy.

In the case of vehicle mileage, travel time and communications, all limits set in this document do not exceed the Remuneration Authority's Determination.

The Council's internal audit work programme includes sampling expense claims and allowances paid to Elected Members and staff.

All expenditure that falls under this policy is approved on the condition that it can be met within relevant budget provisions.

## 2. Elected Members' Allowances and Expenses

| Position | Expense / Allowance | Description |
|---|---|---|
| Elected Members | Taxis | Taxis may be used for Council business, instead of private vehicles or public transport, for the following reasons:<br><br>a) safety/security reasons, and<br>b) when travelling outside the district if a taxi is the most appropriate form of transport.<br><br>Taxis may not be used if significant travel distances mean that use of a taxi is not the most cost effective option. Rental cars booked by staff should be considered as an option in such circumstances.<br><br>Costs paid for directly by the individual for unanticipated travel within New Zealand or for international travel will be reimbursed on presentation of actual receipts. |
| Elected Members | Exceptional circumstances for Council related meetings | Elected Members may arrange overnight accommodation when travel or business requirements do not allow for the return on the same day, e.g. if it is unreasonable for an Elected Member to travel to their home after a late meeting. |
| Elected Members | Domestic Air Travel | All Elected Members are entitled to utilise domestic air travel for Council related travel, generally where travel by air is the most cost effective travel option. |
| | International Air Travel | As a general policy all Elected Member international air travel is by way of economy class, where all or part of the costs of the fares are to be met by the Council.<br><br>The approval of the Council is required for exceptions, e.g. where Premium Economy or the equivalent air |

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Adoption of the Elected Member Allowances and Recovery of Expenses Policy 2023 and the Elected Member Remuneration Policy 2023.

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| Position | Expense / Allowance | Description |
|---|---|---|
| | | travel is desirable for health or other compelling reasons. |
| | Air Points | Air points accumulated while on Council business cannot be utilised for personal use. |
| | Private accommodation provided by friends/relatives | Payment of $50 per night when staying in private accommodation, to cover accommodation, breakfast and dinner. It is intended that at least a portion of this allowance is paid to the accommodation provider. |
| | Fixed Meal Allowance | A fixed meal allowance of $60 is payable before receipts are required in the event of out of district approved Council business. |
| | Parking Expenses | Reimbursement of casual car parking costs related to Council or Community Board business held at any Council premises. This will be on receipt of a signed claim form accompanied by a receipt. |
| Mayor | Car Parking | Use of an assigned car park in Civic Building. |
| Councillors | Car Parking | Use of one of four 'Councillor' assigned car parks in the Civic Building basement. |
| Elected Members | Rental Cars | Rental cars may be utilised when attending meetings or conferences in other centres, where this is the most cost effective travel option. |
| Elected Members | Annual Function | Council will fund an annual function for Elected Members and their partners/spouses. |
| Mayor | Entertainment and Hospitality | The Mayor holds a credit card to pay directly for any entertainment or hospitality expenses incurred while carrying out Council business. Full receipts and details of the names of parties entertained and reasons for the entertainment are to be provided.<br><br>Reimbursement of costs incurred while hosting official visitors to the Council, or while travelling on Council business. These costs can cover a range of items including, but not limited to, tea/coffee, and catering including alcohol with meals. |
| Elected Members | Communications Technology, Stationery and Consumables | IPads or a laptop to be provided to all Elected Members with the internet service charge paid for by Council.<br><br>Internet connection for home – all Elected Members will receive an allowance of $30.76 per fortnight ($800 per year) for use of home internet for Council business. |

| Position | Expense / Allowance | Description |
|---|---|---|
| | | Mobile phone – all Elected Members will receive an allowance of $19.23 per fortnight ($500 per year) for use of their mobile phone, for Council business. |
| | | Stationery and consumables - supply of reasonable amounts of paper and printer consumables for Council business. Council to provide on request. |
| Elected Members | General Community Related Expenses | From time to time Elected Members may have unforeseen costs arise for items relating to community events, e.g. payment of koha, or purchasing a wreath for attendance at a commemorative event. |
| | | Reimbursement of such expenditure should have prior approval by the Chief Executive. The items should be appropriate to the occasion and expenditure should be moderate and conservative. |
| Elected Members | Vehicle mileage | A vehicle mileage allowance for Elected Members using their own vehicle will be paid as follows:<br><br>(a) for a petrol or diesel vehicle:<br>　(i) 95 cents per kilometre for the first 14,000 kilometres of eligible travel in the determination term; and<br>　(ii) 34 cents per kilometre after the first 14,000 kilometres of eligible travel in the determination term;<br><br>(b) for a petrol hybrid vehicle:<br>　(i) 95 cents per kilometre for the first 14,000 kilometres of eligible travel in the determination term; and<br>　(ii) 34 cents per kilometre after the first 14,000 kilometres of eligible travel in the determination term;<br><br>(c) for an electric vehicle:<br>　(i) 95 cents per kilometre for the first 14,000 kilometres of eligible travel in the determination term; and<br>　(ii) 11 cents per kilometre after the first 14,000 kilometres of eligible travel in the determination term.<br><br>Mileage to be paid on receipt of a completed and signed claim form. |
| Mayor and Councillors | Travel and conferences, courses and seminars | Conference, course, seminar or training attendance must be relevant and contribute to the Elected Member's ability to carry out Council business. |

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Adoption of the Elected Member Allowances and Recovery of Expenses Policy 2023 and the Elected Member Remuneration Policy 2023.

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| Position | Expense / Allowance | Description |
|---|---|---|
| | | Attendance at these events when held in New Zealand must be approved by both the Mayor and the Chief Executive. |
| | | Attendance at these events when held overseas must be approved by the Council. |
| | | Council will fund the cost of attendance of the Mayor and up to four Elected Members, at the annual LGNZ Conference. |
| | | This is to be formally endorsed by Council prior to attending. |
| Elected Members | Childcare | Council will pay a childcare allowance of up to $6,000 per annum to an eligible member, as a contribution towards expenses incurred while the member is engaged in local authority business: |
| | | <ul><li>if the member is a parent or guardian of the child or is a person who usually has responsibility for the day-to-day care of the child;</li><li>the child is under 14 years of age;</li><li>the childcare is provided by a person who;<ul><li>is not a parent of the child or a spouse, civil union partner, or de facto partner of the member and</li><li>does not ordinarily reside with the member, and</li></ul></li><li>the member provides satisfactory evidence of the amount paid for childcare (invoice/receipt) and completes a claim form.</li></ul> |
| Foxton Community Board Members | Conferences | Council will fund the cost of attendance of the Board Chair and one other Board Member, together with their partner/spouse, at the bi-annual New Zealand Community Board Conference; OR up to four members (four in total). |
| | | This is to be formally endorsed by FCB members prior to attending. |

## 3. Related Documents

- HDC Sensitive Expenditure Policy.
- Local Government Members (2023/24) Determination 2023

## 4. Adopted by the Horowhenua District Council on:

xxx

Adoption of the Elected Member Allowances and Recovery of Expenses Policy 2023 and the Elected Member Remuneration Policy 2023.

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**File No.:** 23/476

## 7.1    Horowhenua District Council Organisation Performance Report July 2023

### 1.    Purpose

To present the Organisation Performance Report for July 2023.

### 2.    Recommendation

2.1    That Report 23/476 Horowhenua District Council Organisation Performance Report July 2023 be received.

2.2    That this matter or decision is recognised as not significant in terms of S76 of the Local Government Act.

2.3    That having considered all matters raised in the Organisation Performance Report July 2023 the report be noted.

### 3.  Background / Previous Council Decisions

This report is provided for information purposes only and seeks to update Council on a number of key projects and priorities for Horowhenua District Council. This report seeks to provide a snapshot of progress since the previous meeting. Officers are happy to receive feedback on future improvements to this report.

| Confirmation of statutory compliance |
|---|
| In accordance with section 76 of the Local Government Act 2002, this report is approved as:<br><br>a.    containing sufficient information about the options and their advantages and disadvantages, bearing in mind the significance of the decisions; and,<br><br>b.    is based on adequate knowledge about, and adequate consideration of, the views and preferences of affected and interested parties bearing in mind the significance of the decision. |

### 4.    Appendices

| No. | Title | Page |
|---|---|---|
| A | Organisation Performance Report - July 2023 *(Under Separate Cover)* | |

| Author(s) | Charlie Strivens<br>**Senior Advisor - Organisation Performance** | |
|---|---|---|

| Approved by | Jacinta Straker<br>**Group Manager Organisation Performance** | |
|---|---|---|
| | Monique Davidson<br>**Chief Executive Officer** | |

# 7.2     Long Term Plan 2021-2041 Monitoring Report

**File No.:** 23/478

## 1.     Purpose

The purpose of this report is to present to Council the ongoing monitoring report, which reflects the progress of those actions and recommendations from the Long Term Plan 2021-2041 deliberations.

## 2.     Recommendation

2.1   That Report 23/478 Long Term Plan 2021-2041 Monitoring Report be received.

2.2   That this matter or decision be recognised as not significant in terms of s76 of the Local Government Act 2002.

## 3.     Background/Previous Council Decisions

During Long Term Plan 2021-2041 Deliberations, Council gave direction on a number of actions and recommendations, which are recorded in the attached monitoring report.

## 4.     Issues for Consideration

It is intended that this monitoring report be presented to Council on a quarterly basis.

## Attachments

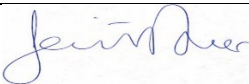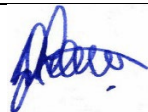| No. | Title | Page |
|-----|-------|------|
| A | LTP 2021-2041 monitoring report - July 2023 | 130 |

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**Confirmation of statutory compliance**

In accordance with section 76 of the Local Government Act 2002, this report is approved as:
  a.  containing sufficient information about the options and their benefits and costs, bearing in mind the significance of the decisions; and,
  b.  is based on adequate knowledge about, and adequate consideration of, the views and preferences of affected and interested parties bearing in mind the significance of the decision.

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## Signatories

| Author(s) | Grayson Rowse<br>**Principal Advisor - Democracy** | |
|-----------|------------------------------------------|---|

| Approved by | Monique Davidson<br>**Chief Executive Officer** | |
|-------------|---------------------------------------|---|

**MONITORING REPORT – Long Term Plan 2021/2041 – July 2023**

| | Completed |
|---|---|
| | In Progress |
| | Transfer |
| | Off Track |

| Item Description | Topic | Resolved/Actions | Officer | Action by Date | Status | Officer Comment |
|---|---|---|---|---|---|---|
| Three Waters | 1 | Council Officers will provide an update on the progress of the Levin stormwater discharge resource consent application on its website by Sept 2022. | C Hiddleston | Sept 2023 | | The team will formulate an update for the webpage in consultation with our communication team. |
| | 2 | Council will provide an update on the Foxton Beach stormwater discharge water quality monitoring, and the resource consent application progress, on Council's website by Sept 2022. | C Hiddleston | Sept 2023 | | Work is still progressing with the consenting of this project. HRC approved an extension of time for collation of the S92 response on 22 June 2023. The team will formulate an update for the webpage in consultation with our communication team. |
| | 9 | That Council continue working collaboratively with Horizons to deliver the improvements to the Foxton East Drainage Scheme to ensure that best outcome is achieved for the community. | C Hiddleston | On-going | | As HRC have reduced the scope of the Foxton East Drainage Scheme, the 3 waters team continue to engage with HRC. Water and sewer upgrades are due for replacement in Union St which will require consultation with HRC as these contracts had been put on hold. |
| | 11 | That Council continue promoting Enviroschools and general water conservation education. | C Hiddleston | On-going | | This is an ongoing education programme. Further work required to implement future projects for water conservation and promotion of the 3P's in wastewater |

As at 12 July 2023

D22/151299

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| **Solid Waste** | 8 | That Council continue with the feasibility study for the diversion of green waste and food waste from landfills. | T Taukiri | On-going | | Officers have engaged with Ministry of Environment for funding application and potential suppliers for trial purposes of organic waste collection in 2022. Further work required before application for funding can be made.<br>This workstream will be picked up as part of the WMMP strategic direction and work program. |
| **Land Transport** | 5 | That Officers continue to develop walking and cycling forward works programmes. | J Wallace | Jun 2021 | | Although June 2021 target has not been met, the development of the Walking & Cycling Strategy is underway and on track for completion by December 2023. |
| | | That Officers develop a 'Walking and Cycling Strategy', with input from key stakeholder groups. | J Wallace | Jun 2021 | | Although June 2021 target has not been met, the development of the Walking & Cycling Strategy is underway and on track for completion by December 2023. |
| | | That Officers will investigate whether a similar education programme to 'bikes in schools' could be made available for our local schools. | J Wallace | Jun 2021 | | Work is being progressed with funding approved from Waka Kotahi, work is being led by the community development team, with support from Land Transport. |
| | 8 | That officers continue to advocate on behalf of the district for the construction of Ō2NL. | D McCorkindale | On-going | | Officers are advocating to Ministers and Waka Kotahi officials in support of the construction of Ō2NL on an ongoing basis. The aftermath of Cyclone Gabrielle may add |

As at 12 July 2023                                                                                                    D23/26575

| | | | | | | |
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| | | | | | | some additional risk to the funding for the construction of the Ō2NL project and therefore the continued advocacy for it on behalf of the district will be important.<br><br>HDC Officers regularly meet with Waka Kotahi to discuss the Ō2NL project to advocate on behalf of the district to achieve genuine involvement and participation. Across a few areas this has led to follow up workshops allowing Council to participate and put forward notions on behalf of the community.<br><br>HDC Officers attend the Ō2NL Project Steering Committee meeting each month. This group comprises of Council, Iwi and Waka Kotahi. This is a vehicle for advocacy for the district. |
| | 9 | That officers continue to advocate Waka Kotahi for the investigation and delivery of appropriate safety interventions for the Manakau section of the existing State Highway 1. | D McCorkindale | On-going | | Ōtaki to Ohau safety improvement work is underway, with the first phase of work between Ōtaki and Manakau. Three turnaround bays and stretches of median and side barriers will be installed between Ōtaki and Manakau. This is expected to be complete by end of March 2024. These safety improvements are designed to transition drivers safely from |

As at 12 July 2023

D23/26575

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| | | | | | | the dual-lane, median separated highways from Wellington to north of Ōtaki, to the single-lane State Highway 1. |
| | 9 | Ō2NL Revocation<br>With the desire expressed for Elected Members to be more involved with this, it was stressed that this was part of the Horowhenua Integrated Transport Strategy and Council was doing everything it could in relation to Ō2NL. | D McCorkindale | On-going | | The HDC Ō2NL & Town Centre Taskforce have met two (2) times:<br>22 February 23, Officers discussed the upcoming opportunities to be involved in revocation planning.<br>10 May 23, Officers sought direction from Elected Members on Schedules A and B of the Principal Development Agreement between HDC and Waka Kotahi, and provide an update on the Ō2NL project.<br><br>Officers and Elected Members have recently attended a workshop with Waka Kotahi to understand the background and underlying principles to the Legacy Outcomes Framework and then to move into feeding on the legacy outcomes that we as a Council believe are important for our community from this project. |
| | 10 | That Officers involved in Ō2NL discussions raise KEAG's desire for the inclusion of a Bridleway in the proposed shared pathway, which integrates where possible with the existing Bridleway network of the Kāpiti Expressways. | D McCorkindale | On-going | | The Notice of Requirement application for O2NL has been lodged. The application identifies a shared pathway |

As at 12 July 2023                                                                                    D23/26575

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| | | | | | | | that integrates with the existing network of the Kapiti Expressways. The application references the shared path being for pedestrians and cyclists. The submission process on the O2NL Notice of Requirement has provided a further opportunity for the community to influence the final form and function of the proposed shared pathway. The detailed design phase for the O2NL.<br><br>Submissions have been received by KEAG which are being considered in the process. |
| Community Infrastructure | 2 | Foxton War Memorial Hall<br>THAT the Horowhenua District Council supports the transfer of Foxton Memorial Hall to the Foxton War Memorial *Hall Interim Committee (FWMHIC).* | A Nelson | complete | | | Council determined to sell the Foxton Memorial Hall on 28 June 2023 after significant debate. |
| | | *THAT negotiations with the Foxton War Memorial Hall Interim Committee will include, but not be limited to:*<br>  – *ownership of land and building to be transferred to FWMHIC upon receipt of a satisfactory Business Plan and the CEO and both Kere Kere Ward Councillors to complete due diligence before 30 June 2022;*<br>  – *there is no burden on Council'*<br>  – *provision of a business case to identify how the facility will become self-funding;*<br>  – *how the FWMHIC will fund ongoing renewals of the building in order to maintain it in a fit-for-purpose condition going forward;*<br>  – *Māori and Youth representation on the Trust Board to be encouraged;* | A Nelson | complete | | | Council determined to sell the Foxton Memorial Hall on 28 June 2023 after significant debate. |

As at 12 July 2023

D23/26575

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| | | – seed funding provision no greater than one year of the existing maintenance budget.<br>– the completion of seismic strengthening by 2031;<br>– should the FWMHIC disband, Horowhenua District Council will be given first option to take ownership of the land and building at no cost to Council. | | | 🟦 | |
| | | Council to continue to lobby Central Government in relation to the River Loop as it was not a Council decision initially that gave rise to this issue. | M Davidson | On-going | 🟩 | Engagement on this continues |
| | 20 | Naming of Reserves<br>THAT the Horowhenua District Council supports officers to discuss with local iwi, a potential Te Reo name for the River Loop Reserve, with a view to undertaking wider consultation with the community concerning the proposed name. | A Nelson | Jan 2023 | 🟥 | This work is currently off-track given other priorities. |
| | 22 | Officers from the Parks and Property and Roading Teams will continue to investigate the opportunity to install a shared pathway connecting Queen Street shared pathway and Mako Mako Road in the 2021/2022 Financial Year. | J Wallace | Jun 2022 | 🟥 | This project will be investigated as part of the Walking & Cycling Strategy, and Implementation plan. |
| | 23 | Butterfly Pathway<br>THAT the Horowhenua District Council supports in principle the establishment of a butterfly pathway at the Thompson House Remembrance Park and helps clarify wider community support, with consideration to be given to providing a contribution (if any) at the next Annual Plan. | A Nelson | Ongoing | 🟦 | The final design has been completed for the Butterfly Pathway and has received a positive response from the group. The group is looking at options to fund the pathway Administration of the group is being managed by Volunteer Central and Officers will be acting in an advisory capacity only as requested by the group moving forward. |
| Property | 1 | Foxton Courthouse<br>THAT the Horowhenua District Council does not support providing funding to strengthen the Foxton Courthouse Museum for the purpose of establishing a Foxton Heritage Centre. | S. Hester | Jun 2021 | 🟩 | Council has been successful in gaining funding to the value of $80,000 from the Three Waters Better Off Funding. An RFP has been issued which is currently being evaluated. |

As at 12 July 2023                                                                                     D23/26575

| | 2 | That Council officers continue to progress work to identify and protect Cultural Sites as part of the District Plan activity and that this be done in partnership with Iwi. | C Dick | | | Officers have commissioned external support to provide cultural impact assessments for the growth areas identified by Council. Reports are expected at the end of October. These will identify sites of cultural significance. Protection through a plan change could then be considered. |
| | 17 | That the group reviewing the Foxton Beach Freeholding Account Strategy and Policy considers the points relevant to the freehold account from the submission of the Foxton Beach Progressive Association to the LTP 2021-2041. | G Rowse | On-going | | The Strategy and Policy Review has completed initial engagement with Hapū, and are preparing a report for TAFCB and Council outlining progress thus far, suggestions for options to proceed in terms of both scope and leadership of the review. The report is due to TAFCB at its next meeting on 7 August 2023, and then Council on 30 August 2023. |
| | 26 | That Council officers engage with Hospitality NZ (and related parties) on ways which Council can increase support to the Tourism/Hospitality sector and enhance commercial business settings in Horowhenua. | B Spencer | June 2022 | | Newly designed visitor information guides distributed to Ruapehu, Whanganui, Manawatū, Hawkes Bay, Taranaki, Wellington and Horowhenua iSites. They have also engaged with Tourism NZ listings for the district go direct to our Horowhenuanz.co.nz website. Web team regularly promoting the district as a destination through social media and normal part of their operations. |

As at 12 July 2023

D23/26575

| | 31 | Officers to make contact with Muaūpoko iwi representatives in regards to the Muaūpoko Report | M Davidson | On-going | | This is still to be actioned. |
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## 7.3 Council Resolution and Actions Monitoring Report July 2023

**File No.:** 23/477

### 1. Purpose

The purpose of this report is to present to Council the updated monitoring report covering resolutions and requested actions from previous meetings of Council.

### 2. Recommendation

2.1 That Report, Council Resolution and Actions Monitoring Report July 2023 be received.

2.2 That this matter or decision be recognised as not significant in terms of s76 of the Local Government Act 2002.
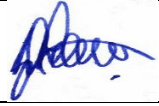
### Attachments

| No. | Title | Page |
|-----|-------|------|
| A | Council Actions Monitoring Report 2023 - July 2023 | 140 |

| **Confirmation of statutory compliance** |
|---|
| In accordance with section 76 of the Local Government Act 2002, this report is approved as:<br>a. containing sufficient information about the options and their benefits and costs, bearing in mind the significance of the decisions; and,<br>b. is based on adequate knowledge about, and adequate consideration of, the views and preferences of affected and interested parties bearing in mind the significance of the decision. |

### Signatories

| Author(s) | Grayson Rowse<br>**Principal Advisor - Democracy** | |
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| Approved by | Monique Davidson<br>**Chief Executive Officer** | |
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## Council Actions Monitoring Report 2023
## As at 12 July 2023

| | Completed |
|---|---|
| | In progress |
| | Transfer |
| | Off track |

| Reference | Resolution/Action | Officer | Due date | Status | Officer Comment |
|---|---|---|---|---|---|
| 21/502 | That the Chief Executive provide a full report on all options in respect of vehicular beach access at Waikawa Beach. | A Nelson | 02/03/2023 | | Community consultation and consultation with iwi has commenced and is being led by Boffa Miskell. |
| 22/166 | That Council requests the Chief Executive to prepare a report into implications of, and options for, granting land access for the Foxton Beach Community Centre to build a three-bay garage, and report on implications and options for boundary line adjustments for the land upon which the Foxton Beach Community centre sits. | S Hester | 02/03/2023 | | Report has been completed. Council made a Resolution to complete a Boundary Change which will be complete w/c 16/072023. |
| 22/166 | That Council requests the Chief Executive to work with the Windmill Trust and the Foxton Tourism Development Association (FTDA) to look at options for an alternative storage site for the Foxton Tram. | S Hester | 30/06/2023 | | Officers attended the TAFCB workshop on 24 January 2023 and provided a brief update about the Horse Drawn Tram, including that no funding has been secured for a permanent display. Although a broad discussion was held with TAFCB members, no specific direction was provided and Officers await further direction regarding TAFCB aspirations for this Tram. Given the above, no further action will be progressed until further direction is received from the TAFCB. |

D23/93718

Last update: 12-Jul-23

| 22/166 | That Council enters into a variation of the existing lease for Café Molen in support of option 1, as presented to the Foxton Community Board's meeting of 11 April 2022 – to extend the lease for the Dutch Oven into the current tram storage space. | S Hester | 02/03/2023 | | The Parks & Property team have had several meetings with the Windmill Trust, and discussions around how Council may assist the Trust to continue operating the cafe under lease are continuing. The lease is up for renewal in September 2023, discussions are continuing with the lessee for a new lease term which includes the new storage space. |
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| CO/2022/28 | That Council approves Officers proceeding with the additional liquefaction assessment and mapping to complete the district liquefaction map, and that this work be funded from within existing operational budgets | D McCorkindale | 28/02/2023 | | The district liquefaction mapping has been undertaken and presented to Council at a briefing 19 April 2023. Awaiting final changes to our model resulting from this work with Tonkin and Taylor before we post this live in our GIS system |
| CO/2022/170 | That Council enter into a lease agreement of thirty (30) years with the Levin-Waitārere Surf Lifesaving Club at a rental level calculated to align with the criteria set out in Council's Community Leasing Policy.

That Council give delegated authority to the Chief Executive Officer to negotiate and enter into a new lease on Council's behalf. | S Hester | 28/02/2023 | | Complete. The surf life-saving club has signed a 30-year lease and P&P assistance in writing the Lotteries application has resulted in an award of 300k to the build. The signed lease has been provided to the ECCT for consideration of further assistance. |
| CO/2022/168 | That Council agrees to:

☐ Procure a maintenance contractor to monitor the landfill cap and repair as needed (including repairing seeps as needed) at an estimated | D Haigh | 30/03/2024 | | 1. Council is presently using contractors to monitor the cap and make repairs on an as required basis.
2. The extent and level of contamination in gully area C2 has been confirmed. A report of findings has been tabled with Council. Further works will need |

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| | cost of $130,000 per annum as part of opex expenditure.<br>☐ Fund the importation of clay soil, shaping the top of the Old Dump to stop water ponding, cease ingress and control surface stormwater flows. Re-establish vegetation, at an estimated cost of $320,000 to be completed by June 2023.<br>☐ Procure specialist assistance to confirm contamination in the gulley area at borehole C2, scope the required remediation of contaminated land, and undertake remediation at an estimated cost of $300,000. Initial actions to be completed by June 2023.<br>☐ Approve a programme of work to firstly assess targeted restoration areas of the Tatana Drain and Hokio Stream by working alongside Iwi and willing landowners, develop a restoration programme, secure additional funding and then proceed with appropriate restoration projects. The initial cost of this action is $300,000.<br>☐ Authorise Council Officers to undertake scoping activities to determine the cost of adding additional capping to the top and sides of the Old Dump as suitable soil becomes available and ensure | | | to be undertaken to determine the best method of removal and monitoring of pumping of ground water level leachate. The works will include 4 new monitoring bores with piezometers.<br>3. Access targeted restoration works for Northern Farm Drain. (Tatana Drain) This will need to follow works in 2 above. Once we have developed a receptor collection system, we can then look at what might be needed if anything for the downstream restoration areas.<br>4. The necessity of further work on the sides of the Old Dump will need to be reassessed. Recapping of the crown of the Old Dump is all that is needed as most if not all the leachate from directly below the Old Dump as long since migrated north wards towards the Northern Farm Drain. |

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| | that suitable drainage is constructed as capping is applied.<br><br>Council notes that taking these actions does not preclude any further remediation actions or enhancements on the sites. Any further remediation actions or enhancements above the scope of those outlined above will be returned to Council for approval before commencing.<br><br>Council authorise the Chief Executive to begin the procurement process to undertake the work identified and authorise the Chief Executive to enter into contracts to begin the work required over the summer earthworks season. | | | | |
| CO/2023/110/LTP | That Council requests that Officers include the Ohau Shared Path proposal in Council's Cycling Facilities funding application to the 2024/2027 National Land Transport Programme.<br><br>That Council requests that Officers investigate options to improve pedestrian and cyclist connectivity under the Ohau rail over bridge.<br><br>That Council requests that officers continue to work with Ms Kilsby-Halliday to undertake engagement with the Ohau community. This engagement should focus on understanding their perspective, gauging the level of | D Haigh | 31/06/2024 | | Work yet to commence on this item. |

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| | support for the proposed shared pathway, and exploring opportunities for community input in the pathway's development<br><br>That Council requests, pending a better understanding of the project's feasibility, and level of community support, that the development of the shared pathway is included within the programme of Cycling Facilities Budget for consideration as part of the 2024 Long Term Plan (LTP). | | | | |
| CO/2023/111/LTP | That Council requests that Officers investigate options for providing a safe cycling connection between Ōhau and Levin and present a report to Council for consideration.<br><br>That Council writes to submitter #204 Jason White thanking him for his submission, acknowledging that we support the idea in principle but suggest he take it to the controlling authority "Waka Kotahi" with the understanding it would be better suited for the Revocation process. | D Haigh | 30/06/2024 | | Work is yet to commence on this item. |
| CO/2023/112/LTP | That Council requests that Officers in consultation with community develop a comprehensive and inclusive development plan for Target Reserve within the next financial year given the | B Harvey | 31/06/2024 | | Officers have begun planning for the Target Reserve Development Plan. Work will generally be completed in-house (by staff), with a support to from a |

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| | diverse range of recreational demands on this site. This plan should consider various recreational activities, including walking, mountain biking, horse riding, and other existing recreational groups such as Horowhenua Paintballing and the Levin Pistol Club, notwithstanding discussions will continue with the Manawatu Mountain Biking Club to progress a Memorandum of Understanding. | | | | consultant acting in an advisory capacity where specific design criterion may be required (drawing plans, developing specifications). |
| CO/2023/113/LTP | That Council approves funding up to $15,000 for the cost-effective fibreglass Single pan Long Drop Wilderness Toilet Unit in the event funding cannot be secured within the next 6 months.<br><br>That Council requests that officers collaborate with representatives from the Te Araroa Manawatu Trust regarding the installation of the fibre glass Single pan Long Drop Wilderness Toilet Unit. This approach ensures that the facilities meet the necessary Trail standards and contribute to the overall quality of the Te Araroa trail and contribute to the overall visitor experience.<br><br>That Council requests that Officers work with the Te Araroa Manawatu Trust to pursue further funding opportunities via the Tourism | B Harvey | 31/12/2023 | | Officers have met with the Te Araroa Manawatu Trust to discuss options and the release of funding for the project. |

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| | Infrastructure Fund to advance projects across Horowhenua. | | | | |
| CO/2023/114/LTP | That Council request that Officers continue the ongoing consultation process between the involved parties, including Manakau United Football Club, the Manakau District Community Association, Ngāti Wehi Wehi and Council, regarding the capital funding obtained from the 'Better Off' fund. This funding should be utilised as the initial phase of works to improve the site.<br><br>That Council explores the possibility of bringing Manakau Domain back under Council control. This would entail the transfer of operational maintenance and renewal responsibilities to the Council. It is important to consider the associated costs and budget implications, including an estimated annual expenditure of approximately 20-30k for maintenance, which would need to be funded through rates. Any decision to bring the site under Council control should also ensure that it remains available for public use. | B Harvey | 31/06/2024 | | Officers have had an initial meeting with representatives of the Manawatu United Football Club, Ngati Wehi Wehi, and Manakau Residents Association in which priorities for the application of funding have been discussed.<br><br>The possibility of bringing Manakau Domain back under Council control will be considered as part of the 2024-44 LTP. |

D23/93718

Last update: 12-Jul-23

| CO/2023/115/LTP | That Council provides support to the submitter and other interested community groups to help them identify requirements and possible suitable sites for a privately funded skid pad or other motorsport facility. | B Harvey | 31/06/2024 | | No progress on this matter to this point. |
|---|---|---|---|---|---|
| CO/2023/116/LTP | That implementing a living wage for Council employees be considered during the Long Term Plan 2024. | J Straker | 31/06/2024 | | This will be considered as part of developing the 2024-44 LTP |
| CO/2023/146 | That Council direct the Chief Executive to meet with executive leaders of Horizons and other parties including the Manawatu Marine Boating Club, Department of Conservation and Iwi/Hapū within the next three months to progress commitment to undertaking a structural assessment of the Foxton Wharf. | M Davidson | 21/09/2023 | | Contact is being made with related parties to arrange a time to discuss matters related to the Foxton Wharf. Funding to the Manawatu Marine Boating Club has progressed to allow for immediate remediation. The conversation will instead have a long-term focus. |

## 8.1    Proceedings of the Risk and Assurance Committee held on 7 June 2023

**File No.:** 23/479

### 1.    Purpose

To present to the Council the minutes of the Risk and Assurance Committee meeting held on 07 June 2023.

### 2.    Recommendation

2.1    That Report 23/479 Proceedings of the Risk and Assurance Committee held on 7 June 2023 be received.

2.2    That the Council receives the minutes of the Risk and Assurance Committee meeting held on 07 June 2023.

### 3.    Issues for Consideration

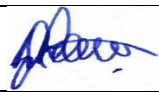There are no items that require further consideration.

### Attachments

There are no attachments for this report.

| Confirmation of statutory compliance |
|---|
| In accordance with section 76 of the Local Government Act 2002, this report is approved as:<br>   a.  containing sufficient information about the options and their benefits and costs, bearing in mind the significance of the decisions; and,<br>   b.  is based on adequate knowledge about, and adequate consideration of, the views and preferences of affected and interested parties bearing in mind the significance of the decision. |

### Signatories

| Author(s) | Grayson Rowse<br>**Principal Advisor - Democracy** | |
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| Approved by | Monique Davidson<br>**Chief Executive Officer** | |
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# Risk and Assurance Committee

## OPEN MINUTES
## UNCONFIRMED

Minutes of a meeting of Risk and Assurance Committee held in the Council Chambers, 126-148 Oxford St, Levin on Wednesday 7 June 2023 at 3.30pm.

**PRESENT**

| | | |
|---|---|---|
| **Chairperson** | Cr Sam Jennings | |
| **Councillors** | Cr Alan Young | |
| | Cr Clint Grimstone | |
| | Mayor Bernie Wanden | |
| | Cr Piri-Hira Tukapua | |
| | Mrs Jenny Livschitz | Independent Member |
| | Mrs Sarah Everton | Independent Member |

| | | |
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| **Reporting Officer** | Jacinta Straker | Group Manager - Organisation Performance |
| | Daniel Haigh | Group Manager - Community Infrastructure |
| | Brent Harvey | Group Manager - Community Experience and Services |
| | David McCorkindale | Group Manager – Community Vision and Delivery |
| | Blair Spencer | Group Manager – Housing & Business Development |
| | Ashley Huria | Business Performance Manager |
| **Meeting Secretary** | Jody Lygo | Democracy Support Officer |
| | Rob Benefield | Risk Manager |
| | Tanya Glavas | Health & Safety Lead |
| | Pei Shan Gan | Financial Controller |
| | Clint Ramoo | Director of Audit NZ |

The meeting opened with a Karakia.

## 1    Apologies

### Apology

Resolution number **RAACC/2023/15**

MOVED by Cr Jennings, seconded Cr Young:

That the apologies from Councillor Procter and Councillor Olsen be accepted.

**CARRIED**

## 2    Public Participation

There was no public participation.

**3      Late Items**

There were no late items.

**4      Declaration of Interest**

There were no declarations of interest.

**5      Confirmation of Minutes**

### Resolution Number  RAACC/2023/16

MOVED by Cr Jennings, seconded Mayor Wanden:

That the minutes of the meeting of the Risk and Assurance Committee held on Wednesday, 1 March 2023, be confirmed as a true and correct record.

That the minutes of the meeting of the In Committee Meeting of Risk and Assurance Committee held on Wednesday, 1 March 2023, be confirmed as a true and correct record.

That the minutes of the meeting of the Extraordinary Meeting of Risk and Assurance Committee held on Wednesday, 26 April 2023, be confirmed as a true and correct record.

**CARRIED**

**6      Reports for Noting**

### 6.1   Audit Management Letter, Engagement letter and Audit plan for 2022/23 Annual Report

This report is to present to the Risk and Assurance Committee the Audit management letter for the 2021/22 year and the engagement letter and audit plan for the 2022/23 Annual Report.

### Resolution Number  RAACC/2023/17

MOVED by Cr Jennings, seconded Cr Tukapua:

That Report 23/369 Audit Management Letter, Engagement letter and Audit plan for 2022/23 Annual Report be received.

That this matter or decision be recognised as not significant in terms of s76 of the Local Government Act 2002.

**CARRIED**

Mr Clint Ramoo, Director - Audit NZ and Council's Financial Controller joined the table to speak to this report.

Mr Ramoo provided background information, speaking to the challenges faced as well as the requirements going forward.

The Chair noted that alongside the Chief Executive and Group Manager – Organisation Performance the committee will be kept informed of progress toward meeting the audit requirements.

Council expressed to Audit NZ that the current indicated fees were unsustainable and unaffordable, and that work was required to complete a fair value assessment of cost and treatment.

### 6.2 Treasury Report for the March 2023 quarter

To present to the Risk and Assurance Committee the Bancorp Treasury Reporting Dashboard for the March 2023 quarter.

**Resolution Number  RAACC/2023/18**

MOVED by Cr Jennings, seconded Cr Young:

That Report 23/333 Treasury Report for the March 2023 quarter be received.

That this matter or decision be recognised as not significant in terms of s76 of the Local Government Act 2002.

**<u>CARRIED</u>**

The Financial Controller spoke to this report noting a purposeful policy breach occurred to allow officers to access more advantageous interest rates in April.

### 6.3 Risk and Assurance Committee Resolutions and Actions Monitoring Report

The purpose of this report is to report to the Risk and Assurance Committee on previous resolutions.

The Financial Controller introduced this report, providing a summary to members.

**Resolution Number  RAACC/2023/19**

MOVED by Cr Jennings, seconded Cr Grimstone:

That Report 23/362 Risk and Assurance Committee Resolutions and Actions Monitoring Report be received.

That this matter or decision be recognised as not significant in terms of s76 of the Local Government Act 2002.

**<u>CARRIED</u>**

It was noted that moving forward if an action listed in the Actions Monitoring Report is purposefully delayed that, the context would be written into the relevant comment section of the monitoring report.

**Resolution Number  RAACC/2023/20**

MOVED by Cr Jennings, seconded Mrs Everton:

That the Risk & Assurance Committee notes the Risk & Assurance Committee resolution and actions monitoring report.

**<u>CARRIED</u>**

### 6.4 Health, Safety and Wellbeing Quarterly Report - June

To provide the Committee with health, safety and wellbeing information and insight from 1 February to 30 April 2023 and to update the Committee on key health and safety critical risks and initiatives.

**Resolution Number RAACC/2023/21**

MOVED by Cr Jennings, seconded Cr Grimstone:

That Report 23/360 Health, Safety and Wellbeing Quarterly Report - June be received.

That this matter or decision be recognised as not significant in terms of s76 of the Local Government Act 2002.

**CARRIED**

*Councillor Young exited the meeting at 04:51 pm.*
*Councillor Young returned to the meeting at 04:57 pm.*

Council's Health & Safety Lead joined the table with the Business Performance Manager to introduce this report and provide a summary of the dashboard.

Discussion was held surrounding workplace audits and the SiteWise accreditation of contractors that Council engages with.

The table spoke in detail about threatening behaviour and the impacts on staff, Council and the Community including the rights to trespass and guidelines around managing threatening and abusive phone calls.

### 6.5 Insurance Renewal Strategy Update

To provide an update on the 2023 -24 Insurance Renewal Workstream; this is established to maximize the accuracy and effectiveness of Horowhenua District Councils Insurance Renewal submission.

**Resolution Number RAACC/2023/22**

MOVED by Cr Jennings, seconded Mayor Wanden:

That Report 23/344 Insurance Renewal Strategy Update  be received.

That this matter or decision be recognised as not significant in terms of s76 of the Local Government Act 2002.

**CARRIED**

The Risk Manager joined the table with the Business Performance Manager to introduce this report. Officers provided some background information and discussed the operational approach to managing insurance renewals.

**Resolution Number RAACC/2023/23**

MOVED by Cr Jennings, seconded Mrs Livschitz:

That the Risk and Assurance Committee endorse the proposed planned approach for the Insurance Renewal.

**CARRIED**

### 6.6 Risk Management Status Quarterly Report - June 2023

The purpose of this paper is to report to the Risk and Assurance Committee the risk landscape, risk management work in progress and to ignite discussion with the committee about risk.

*Councillor Tukapua exited the meeting at 05:52 pm.*
*Councillor Tukapua returned to the meeting at 05:53 pm.*

**Resolution Number  RAACC/2023/24**

MOVED by Cr Jennings, seconded Mayor Wanden:

That Report 23/350 Risk Management Status Quarterly Report - June 2023 be received.

That this matter or decision be recognised as not significant in terms of s76 of the Local Government Act 2002.

**CARRIED**

Officers spoke to this report, providing a summary on the last three months and discussing the top ten priorities.

**Resolution Number  RAACC/2023/25**

MOVED by Cr Jennings, seconded Cr Young:

That the Risk and Assurance Committee endorse the Draft Risk Management Framework.                                                   **CARRIED**

**Resolution Number  RAACC/2023/26**

MOVED by Cr Jennings, seconded Mrs Everton:

That the Risk and Assurance Committee endorse the Draft Risk Strategy and Workplan.

**CARRIED**

### 6.7 Internal Audit Work Programme

This report provides the Risk and Assurance Committee with a suggested approach to the internal audit work programme.

**Resolution Number  RAACC/2023/27**

MOVED by Cr Jennings, seconded Cr Tukapua:

That Report 23/339 Internal Audit Work Programme be received.

That this matter or decision be recognised as not significant in terms of s76 of the Local Government Act 2002.

**CARRIED**

The Business Performance Manager spoke to the purpose of the report, asking for endorsement to fix known areas of improvement, noting these are Fringe Benefit Tax, Business Continuity Programme, Cyber Security and Financial Policies

**Resolution Number  RAACC/2023/28**

MOVED by Cr Jennings, seconded Mayor Wanden:

That Risk and Assurance Committee endorse utilising the $51,000 budgeted for internal audit to assist with fixing known areas for improvements such as Fringe Benefit Tax, Business Continuity Programme, Cyber Security and Financial Policies during the 2023/24 financial year.

**CARRIED**

### 6.8 Conflict of Interest Report

To update the committee on the Council's planned approach to recording and managing conflicts of interest for Horowhenua District Council employees, this report does not relate to Elected Members conflict of interest.

**Resolution Number RAACC/2023/29**

MOVED by Cr Jennings, seconded Cr Young:

That Report 23/332 Conflict of Interest Report be received.

That this matter or decision be recognised as not significant in terms of s76 of the Local Government Act 2002.

**CARRIED**

**Resolution Number RAACC/2023/30**

MOVED by Cr Jennings, seconded Cr Grimstone:

That the committee note the work that the Council is currently undertaking to better understand and manage conflicts of interest. **CARRIED**

### 6.9 Legislative Compliance Report

This report provides the Risk and Assurance Committee an update on legislative compliance for Horowhenua District Council.

**Resolution Number RAACC/2023/31**

MOVED by Cr Jennings, seconded Cr Young:

That Report 23/340 Legislative Compliance Report be received.

That this matter or decision be recognised as not significant in terms of s76 of the Local Government Act 2002.

**CARRIED**

The Chair spoke to this report noting this is the first time this report type has been brought to the Committee and that we are at the beginning of a journey with starting this process that will be followed internally.

Discussion was held surrounding the impacts of Bylaws, and the need to continually upskill staff.

**Resolution Number RAACC/2023/32**

MOVED by Cr Jennings, seconded Cr Grimstone:

That the committee note the Council's planned approach for improving the monitoring of legislative compliance.

**CARRIED**

### 6.10  Risk and Assurance Committee Work Programme

The purpose of this report is to provide the Risk and Assurance Committee with an outline of a Draft Work Programme.

**Resolution Number  RAACC/2023/33**

MOVED by Cr Jennings, seconded Cr Grimstone:

That Report 23/361 Risk and Assurance Committee Work Programme be received.

That this matter or decision be recognised as not significant in terms of s76 of the Local Government Act 2002.

**CARRIED**

Officers spoke to this report answering questions when required.

The following topics were discussed and noted as a focus of this committee:
-   State of the Districts footpaths
-   Accuracy of record holding
-   Risk lense across the Three Waters Reform programme

The Committee requested a report be brought to the Capital Projects steering Group regarding the current status of the Foxton Water Tank.

### Procedural motion to exclude the public

**Resolution Number  RAACC/2023/34**

MOVED by Cr Jennings, seconded Mayor Wanden:

That the public be excluded from the following part(s) of the proceedings of this meeting.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution follows.

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by section 6 or section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public, as follows:

### C1  Risk Management Status Quarterly Report - June 2023 - Attachment D - Operational Risk Register May 2023 Updated 10

| Reason for passing this resolution in relation to each matter | Particular interest(s) protected (where applicable) | Ground(s) under section 48(1) for the passing of this resolution |
|---|---|---|
| The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7. | s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of a deceased person. | s48(1)(a)<br>The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for |

| | | withholding exists under section 7. |
| --- | --- | --- |

**C2    Risk Management Status Quarterly Report - June 2023 - Attachment E - Organisation Risk Register May 2023 Updated 10**

| Reason for passing this resolution in relation to each matter | Particular interest(s) protected (where applicable) | Ground(s) under section 48(1) for the passing of this resolution |
| --- | --- | --- |
| The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7. | s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of a deceased person. | s48(1)(a)<br>The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7. |

The text of these resolutions is made available to the public who are present at the meeting and form part of the minutes of the meeting.

**CARRIED**

6.45 pm     The public were excluded.

Resolutions in relation to the confidential items are recorded in the confidential section of these minutes and are not publicly available.

7:19 pm                                   There being no further business, the Chairperson declared the meeting closed.

CONFIRMED AS A TRUE AND CORRECT RECORD AT A MEETING OF RISK AND ASSURANCE COMMITTEE HELD ON

**DATE:**             ..........................

**CHAIRPERSON:**

# 8.2 Proceedings of the Capital Projects Delivery Steering Group held on 21 June 2023

**File No.:** 23/480

## 1. Purpose

To present to the Council the minutes of the Capital Projects Delivery Steering Group meeting held on 21 June 2023.

## 2. Recommendation

2.1 That Report 23/480 Proceedings of the Capital Projects Delivery Steering Group held on 21 June 2023 be received.

2.2 That the Council receives the minutes of the Capital Projects Delivery Steering Group meeting held on 21 June 2023.

## 3. Issues for Consideration

There are no items that require further consideration.

## Attachments

There are no attachments for this report.

---

**Confirmation of statutory compliance**

In accordance with section 76 of the Local Government Act 2002, this report is approved as:
   a.  containing sufficient information about the options and their benefits and costs, bearing in mind the significance of the decisions; and,
   b.  is based on adequate knowledge about, and adequate consideration of, the views and preferences of affected and interested parties bearing in mind the significance of the decision.

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## Signatories

| Author(s) | Grayson Rowse<br>**Principal Advisor - Democracy** | |
|---|---|---|

| Approved by | Monique Davidson<br>**Chief Executive Officer** | |
|---|---|---|

Horowhenua
DISTRICT COUNCIL

# Capital Projects Delivery Steering Group

# OPEN MINUTES
# UNCONFIRMED

Minutes of a meeting of Capital Projects Delivery Steering Group held in the Council Chambers, 126-148 Oxford St, Levin on Wednesday 21 June 2023 at 1.00pm.

## PRESENT

| | | |
|---|---|---|
| **Chairperson** | Cr R Brannigan | |
| **Councillors** | Cr M Barker | |
| | Cr S Jennings | Absent |
| | Cr R Boyle | |
| | Cr P Olsen | |

## IN ATTENDANCE

| | |
|---|---|
| Daniel Haigh | Group Manager - Community Infrastructure |
| Jacinta Straker | Group Manager - Organisation Performance |
| Tony Parsons | Principal Project Manager – Community Infrastructure |

**Year-end forecast**

Daniel Haigh presented the forecast end of year result for the Capital Program. This is expected to be close to $35million. A great result

Guidance from table requested around what information is sought in the future as we move into a new financial year.

General theme was much more detail around ability to deliver and requirements to complete within the time frames of project.

Need to have some certainty around the pipeline of work to keep contractors engaged from the end of one project to the start of another. More work is needed on the scheduling and project alignment
.
Year 2 of the capital program sitting at $52million.

Workshop with elected members to review the capital programme for year 2.

## 8.3 Proceedings of the Community Wellbeing Committee held on 28 June 2023

**File No.:** 23/481

### 1. Purpose

To present to the Council the minutes of the Community Wellbeing Committee meeting held on 28 June 2023.

### 2. Recommendation

2.1 That Report 23/481 Proceedings of the Community Wellbeing Committee held on 28 June 2023 be received.

2.2 That the Council receives the minutes of the Community Wellbeing Committee meeting held on 28 June 2023.

### 3. Issues for Consideration

There are no items that require further consideration.

### Attachments

There are no attachments for this report.

| Confirmation of statutory compliance |
|---|
| In accordance with section 76 of the Local Government Act 2002, this report is approved as:<br>a. containing sufficient information about the options and their benefits and costs, bearing in mind the significance of the decisions; and,<br>b. is based on adequate knowledge about, and adequate consideration of, the views and preferences of affected and interested parties bearing in mind the significance of the decision. |

### Signatories

| Author(s) | Grayson Rowse<br>**Principal Advisor - Democracy** | |
|---|---|---|

| Approved by | Monique Davidson<br>**Chief Executive Officer** | |
|---|---|---|

# Community Wellbeing Committee

# OPEN MINUTES
# UNCONFIRMED

Minutes of a meeting of Community Wellbeing Committee held in the Council Chambers, 126-148 Oxford St, Levin on Wednesday 28 June 2023 at 10:09am.

## PRESENT

| | | |
|---|---|---|
| **Chair** | Cr David Allan | |
| **Deputy Chairperson** | | |
| **Councillors** | Cr Nina Hori Te Pa | Apology |
| | Cr Clint Grimstone | Apology |

## IN ATTENDANCE

| | | |
|---|---|---|
| **Reporting Officer** | Mark Hammond | Community Facilities and Services Manager |
| **Meeting Secretary** | Jody Lygo | Democracy Support Officer |
| | Julia Atkins | Mayor's Taskforce for Jobs - Lead Coordinator |
| | Tammie Metcalfe | Mayor's Task Force For Jobs Coordinator |
| | Amber Moffitt | Community Development Senior Advisor |
| | Angela Rainham | Te Whatu Ora |
| | Angelina Tuialii | Pasifika Health Service |

The meeting opened with a Karakia.

## 1    Apologies

**Apology**

Resolution number **CWCCC/2023/1**

MOVED by Layna, seconded Angelia:

That the apology from Mayor Wanden, Councillor Grimstone, Councillor Hori Te Pa & Brooke Carter be accepted.

**CARRIED**

**Apology**

Resolution number **CWCCC/2023/2**

MOVED by Deputy Mayor Wanden, seconded Layna:

That the apology from Jacqui Moynihan be accepted.

**CARRIED**

## 2    Public Participation

There was none.

## 3    Late Items

There were none.

## 4    Declaration of Interest

There were none.

## 5    Confirmation of Minutes

**Resolution Number  CWCCC/2023/3**

MOVED by Julia, seconded Cr Allan:

That the minutes of the meeting of the Community Wellbeing Committee held on Wednesday, 5 April 2023, be confirmed as a true and correct record.

**CARRIED**

Mark making comments to the minutes – highlighting that there is change happening in the structure of Council, acknowledging the change is now in effect. Discussion was held regarding strengthening network relationships. It is council's intention that we will work on that, we will be providing update on the identified priories by the committee and how they fit into the work programme.

## 6    Items for Discussion

**6.1 Te Whata Ora New Initiative – Angela** *presentation programme director for Te Whata Ora.*

Angela spoke to her presenation, outlining the purpose of the programme and its success leading to it being brought to Horowhenua.

It is a health programme, focusing on the environment people are living in every day.

They will work with whanau to look at the home and find ways to make it warmer, dryer and safer and is locally called Kāinga Whakatipu rather than healthy homes.

The key findings from a commissioned report evaluated the national health homes initiative was outlined.
This programme is focused on referrals from either inside the hospital or social services and iwi partners. People can also self-refer.

**6.2 Update: Mayor's Taskforce for Jobs – Julia & Tammie presentation.**

Mayor's Taskforce for Jobs – Coordinator's joined the table to speak to their presentation, explaining what MTFJ is and outlining what a day in their role consists of.

Since September the programme hasplaced 112 people into work in the Horowhenua, primarily in the construction and trade services. Easier to get a young person into construction without experience, however retail places often request they have prior experience.

Further discussion was held about the work of the programme and its future with the recent funding announcement of 18 million being granted to the Nations programmes.

**6.3 Update: Youth space**

The Community Facilities and Services Manager spoke to this presentation providing detail on the recent youth space development and its features.

Discussion was held surrounding the process of the development including the consultation with our tamariki to discover what they imagined the space to contain, ensuring all young people would feel comfortable in the space.

Acknowledment was made to Natalie & Jared MacDonlad the Youth Programme Coordinator's for there excellent work in this space.

Discussion was also held regaring the change in our approach with yEP (Youth Empowerment Project).

# 7    Reports for Decision

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### 7.1 Community Network Updates

The purpose of this report is to provide key updates from network meetings as well as presenting their minutes to the Committee.

**Resolution Number  CWCCC/2023/4**

MOVED by Cr Allan, seconded Layna:

That Report Community Network Updates be received.

That this matter or decision is recognised as not significant in terms of S76 of the Local Government Act.

**<u>CARRIED</u>**

The Community Facilities and Services Manager spoke to this item as well as the Community Development Senior Advisor. An update was given on the following groups:
-   Education Horowhenua
-   Older Persons
-   Access and Inclusion
-   Youth Services Network

| 11.28 am | There being no further business, the Chairperson declared the meeting closed. |
|---|---|
| | CONFIRMED AS A TRUE AND CORRECT RECORD AT A MEETING OF COMMUNITY WELLBEING COMMITTEE HELD ON |

**<u>DATE</u>:**            ..........................

**<u>CHAIRPERSON</u>:**

# Exclusion of the Public : Local Government Official Information and Meetings Act 1987

The following motion is submitted for consideration:

That the public be excluded from the following part(s) of the proceedings of this meeting.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution follows.

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by section 6 or section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public, as follows:

### C1    Kennedy Drive to Cambridge Street Wastewater Upgrade

| Reason for passing this resolution in relation to each matter | Particular interest(s) protected (where applicable) | Ground(s) under section 48(1) for the passing of this resolution |
|---|---|---|
| The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7. | s7(2)(h) - The withholding of the information is necessary to enable the local authority to carry out, without prejudice or disadvantage, commercial activities. | s48(1)(a) The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7. |

### C2    Solid Waste Disposal Agreement

| Reason for passing this resolution in relation to each matter | Particular interest(s) protected (where applicable) | Ground(s) under section 48(1) for the passing of this resolution |
|---|---|---|
| The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7. | s7(2)(h) - The withholding of the information is necessary to enable the local authority to carry out, without prejudice or disadvantage, commercial activities. s7(2)(i) - The withholding of the information is necessary to enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations). | s48(1)(a) The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7. |

### C3    Property Disposals Update

| Reason for passing this resolution in relation to each matter | Particular interest(s) protected (where applicable) | Ground(s) under section 48(1) for the passing of this resolution |
|---|---|---|
| The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7. | s7(2)(h) - The withholding of the information is necessary to enable the local authority to carry out, without prejudice or disadvantage, commercial activities. | s48(1)(a) The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7. |

**C4    2024 Road Maintenance Contract Procurement Plan and Local Government Act 2002 Section 17a Review**

| Reason for passing this resolution in relation to each matter | Particular interest(s) protected (where applicable) | Ground(s) under section 48(1) for the passing of this resolution |
|---|---|---|
| The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7. | s7(2)(h) - The withholding of the information is necessary to enable the local authority to carry out, without prejudice or disadvantage, commercial activities.<br><br>s7(2)(i) - The withholding of the information is necessary to enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations). | s48(1)(a)<br>The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7. |