HASTINGS
DISTRICT COUNCIL

Te Hui o Te Kaunihera ā-Rohe o Heretaunga
Hastings District Council
Strategy and Policy Committee Meeting

Kaupapataka

Open Agenda

Te Rā Hui: Meeting date:	**Thursday, 19 November 2020**
Te Wā: Time:	**1.00pm**
Te Wāhi: Venue:	**Council Chamber** **Ground Floor** **Civic Administration Building** **Lyndon Road East** **Hastings**
Te Hoapā: Contact:	**Democracy and Governance Services** **P: 06 871 5000	E: democracy@hdc.govt.nz**
Te Āpiha Matua: Responsible Officer:	**Acting Group Manager: Strategy & Development – Raoul Oosterkamp**

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Strategy and Policy Committee – Terms of Reference

Fields of Activity

The purpose of the Strategy and Policy Committee is to develop all strategic, policy and planning frameworks for approval by Council.

Membership (Mayor and 14 Councillors)

- Chair appointed by Council.

- Deputy Chair appointed by Council.

- 1 Heretaunga Takoto Noa Māori Standing Committee Member appointed by Council.

- Chair of the Rural Community Board appointed by Council.

Quorum – 8 members

Delegated Powers

1) Authority to exercise all of Council's powers, functions and authorities (except where prohibited by law or otherwise delegated to another committee) in relation to all matters detailed in this delegation.
2) Authority to exercise all of Council's powers, functions and authorities (except where prohibited by law) at any time when the Chief Executive certifies in a report that;
    a) the matter is of such urgency that it requires to be dealt with, or
    b) the matter is required to be dealt with, prior to the next ordinary meeting of the Council.
3) Establish strategic direction to deliver Council Objectives and District Vision.
4) Establish policies and guidelines for decision making to assist in achieving strategic outcomes.
5) Establish levels of service across Council services in line with strategic goals and priorities.
6) Receive and consider reports from Subcommittees.
7) Develop draft bylaws for adoption by Council.
8) Develop and recommend the financial and infrastructure strategies and budgets for the Long-Term Plan, Annual Plan and Annual Report.
9) Consider and approve constitutions and any shareholder agreements for Council Controlled Organisations and other organisations that Council has an interest in.
10) Develop the Rating Policy for recommendation to Council for adoption.
11) Develop Funding Policies for recommendation to Council for adoption.
12) Delegations of powers to sub-committee(s) if so established.
13) Approve the purchase of and disposal of land (If included in the Long Term Plan).
14) Making submissions on behalf of Council to proposals by other organisations/authorities (Local and Regional).
15) Conversion of terminating leases to renewable leases and the settlement of terms except in the case of leases under the Reserves Act.

Thursday, 19 November 2020

Te Hui o Te Kaunihera ā-Rohe o Heretaunga
Hastings District Council
Strategy and Policy Committee Meeting

Kaupapataka

Open Agenda

Mematanga: **Membership:**	*Koromatua* **Chair:** Councillor Bayden Barber *Ngā KaiKaunihera* **Councillors:** Councillors Alwyn Corban, Malcolm Dixon, Damon Harvey (Deputy Chair), Tania Kerr, Eileen Lawson, Simon Nixon, Henare O'Keefe, Peleti Oli, Ann Redstone, Wendy Schollum, Sophie Siers, GeraldineTravers and Kevin Watkins. Mayor Sandra Hazlehurst Nick Dawson - Hastings District Rural Community Board Chair appointee Tania Eden – Heretaunga Takoto Noa Māori Standing Committee appointee
Tokamatua: **Quorum:**	8 members
Apiha Matua **Officer Responsible:**	Acting Group Manager: Strategy & Development – Raoul Oosterkamp Group Manager: Corporate – Bruce Allan Strategy Manager – Lex Verhoeven Principal Advisor: District Development – Mark Clews
Te Rōpū Manapori me te Kāwanatanga Democracy & Governance Services:	Lynne Cox (Extn 5632)

Te Rārangi Take
Order of Business

Apologies & Leave of Absence – *Ngā Whakapāhatanga me te Wehenga ā-Hui*

1.0 An apology from Mayor Hazlehurst has been received.

At the close of the agenda no requests for leave of absence had been received.

2.0 **Conflict of Interest** – *He Ngākau Kōnatunatu*

Members need to be vigilant to stand aside from decision-making when a conflict arises between their role as a Member of the Council and any private or other external interest they might have. This note is provided as a reminder to Members to scan the agenda and assess their own private interests and identify where they may have a pecuniary or other conflict of interest, or where there may be perceptions of conflict of interest.

If a Member feels they do have a conflict of interest, they should publicly declare that at the start of the relevant item of business and withdraw from participating in the meeting. If a Member thinks they may have a conflict of interest, they can seek advice from the General Counsel or the Manager: Democracy and Governance (preferably before the meeting).

It is noted that while Members can seek advice and discuss these matters, the final decision as to whether a conflict exists rests with the member.

Confirmation of Minutes – *Te Whakamana i Ngā Miniti*

3.0 Minutes of the Strategy and Policy Committee Meeting held Thursday 10 September 2020.
(Previously circulated)

Te Hui o Te Kaunihera ā-Rohe o Heretaunga
Hastings District Council: Strategy and Policy Committee Meeting

Te Rārangi Take

Report to Strategy and Policy Committee

Nā: From:	**Louise Stettner, Senior Advisor Strategic Policy & Evaluation (Portfolio Lead)**
Te Take: Subject:	**Summary of Recommendations of the Great Communities Subcommittee meeting held 3 November 2020**

1.0   Summary

1.1   The purpose of this report is to advise that the recommendations from the Great Communities Subcommittee held on 03 November 2020 require ratification by the Strategy and Policy Committee prior to adoption by full Council.

1.2   The relevant Great Communities Subcommittee recommendations to be ratified are set out below.

2.0   Recommendation– *Ngā Tūtohunga*

A)   That the report of the Senior Advisor Strategic Policy & Evaluation (Portfolio Lead) titled "Summary of Recommendations of the Great Communities Subcommittee meeting held 3 November 2020" be received.

B)   That the recommendation of the Great Communities Subcommittee meeting held 03 November 2020 to adopt The Hastings District Multicultural Strategy be ratified.

C)   That the Strategy and Policy Committee be recommended to adopt the Multi-Cultural Strategy attached to the report at Appendix A.

Attachments:

1⇩   Hastings District Council Multicultural Strategy   STR-1-7-20-932

THE HASTINGS DISTRICT

MULTICULTURAL STRATEGY

Te Rautaki Kākano Maha o Heretaunga

2020 – 2025

HASTINGS
HEART OF HAWKE'S BAY

TABLE OF CONTENTS

Kia ora
Konnichiwa
Talofa Hola
Hello Bonjour
Kia Orana Halo
Ni Hao Namaste
Malo e lelei

HASTINGS
DISTRICT COUNCIL

MIHI

Tēnā tātau e te hapori whānui o Heretaunga; Heretaunga-ara-rau, Heretaunga-haukū-nui, Heretaunga-haaro-te-kāhu, Heretaunga-raorao-haumako, Heretaunga-ringahora, Heretaunga takoto noa - tihei Heretaunga!

Anei mātau ko ngā uri whakaheke o Kahungunu e noho nei hei kaitiaki o ēnei whenua takoto noa. Anei hoki mātau e tuku nei i ngā mihi ki tēnā iwi, ki tēnā iwi, nō tēnā whenua, nō tēnā whenua mai i ngā hau e whā. Nō te tekau tau tuarima o te rautau tekau mā iwa tae noa ki tēnei wā tonu, ka tukua ngā ringa hora me te reo whakatau e te iwi kāenga ki ngā iwi katoa kua eke mai nei, e whai ana i ngā tikanga-ā-iwi me te pepeha e kiia nei ... Heretaunga ringahora.

Ka mau tonu te iwi kāenga ki te reo o mihi, o maioha hoki i a mātau e whakatau nei i ngā tangata nō tāwāhi, nō tuawhenua arā, ko koutou kua tau nei ki tēnei kāenga tuku iho, ki Heretaunga e noho mai nei ki ngā rekereke o Te Matā o Rongokako, me ngā maunga toitoi e tū noa ana i te riu o te whenua.

Ka tau ki kōnei i raro i te manaakitanga o te kōpuni kauika o te iwi kāenga o Heretaunga, o Kahungunu, o Te Kaunihera ā-Rohe o Heretaunga.

Piki mai rā, kake mai rā, nau mai, haere mai!

WELCOME

Greetings to you the community of Heretaunga; Heretaunga and all its beauty and abundance of welcoming, fertile lands that we are all caretakers of today - we salute Heretaunga!

We the people of Ngāti Kahungunu welcome you today just as we have done so since the 1850s where we have welcomed all people to our lands and in doing so, held true to the values instilled in us through our cultural narratives and in the local pepeha, 'Heretaunga ringahora' - 'Heretaunga of its welcoming arms and hospitality abundant'.

Today, we continue to uphold these values when welcoming all those of you who now call Heretaunga / Hastings home; no matter where you've come from.

May you feel safe, under the guidance and support of Heretaunga, Ngāti Kahungunu and of the Hastings District Council.

Welcome, welcome, welcome, welcome!

MIKE PAKU

Chair of Te Haaro Board,
Te Taiwhenua O Heretaunga

Te Rautaki Kākano Maha o Heretaunga

– literal meanings refer to the multiple / many / lots of 'seeds' of Heretaunga. Metaphorically this refers to the many different people that reside in Heretaunga.

Te Rautaki Kākano Maha o Heretaunga 1

MESSAGE FROM THE MAYOR OF HASTINGS

As the Hastings Mayor, I am very proud to be writing this message for the very first Multicultural Strategy for Hastings District Council.

This strategy is a commitment by Hastings District Council to embrace and support all of our wonderfully diverse communities.

Hastings is a multicultural district and is becoming increasingly culturally diverse. In fact, over 17% of our people in the Hastings district were born outside of New Zealand. The district's population is growing and this will include people from a variety of different cultures.

We celebrate our cultural diversity in a range of ways, from our monthly citizenship ceremonies for our new Hastings citizens to the hugely popular International Cultures Day held at Cornwall Park every year.

This Multicultural Strategy has been developed to help us strengthen the support for our diverse community and its different cultures, ethnicities and backgrounds.

I would like to acknowledge the Multicultural Strategy Working Group, established in June 2018 to develop the strategy. Made up of elected members and community representatives, this group brought its ideas forward, and after community engagement in 2019 a draft strategy was formed.

As a council we have a responsibility to ensure our services are accessible to all and that everyone can fully take part in all forms of civil participation and democracy.

Our council wants the Hastings district to be a place where everybody is respected and accepted, a place where diversity is celebrated and our whole community benefits.

SANDRA HAZLEHURST
Mayor of Hastings
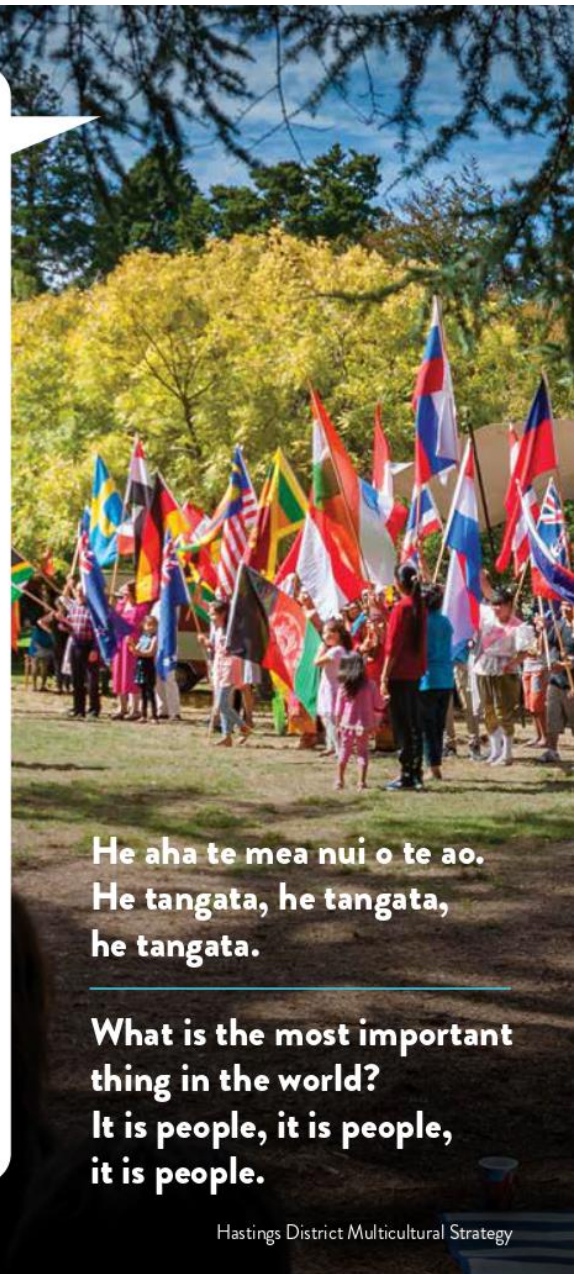
He aha te mea nui o te ao.
He tangata, he tangata,
he tangata.

What is the most important thing in the world?
It is people, it is people,
it is people.

2   Hastings District Multicultural Strategy

MESSAGE FROM HASTINGS DISTRICT COUNCIL MULTICUTURAL STRATEGY WORKING GROUP

Hastings district is becoming increasingly culturally diverse. There are more newcomers choosing to call Hastings home making it a more vibrant place to be.

In Hastings, there are a number of events and opportunities for the community to experience and enjoy a variety of cultures and backgrounds. The Blossom Festival, International Cultures Day, Lighting of the Osmanthus Gardens and the Polynesian festivals (Polyfest) are wonderful ways to express our shared sense of pride in being part of a culturally rich and vibrant Hastings. This strategy builds on these initiatives as we look to further embrace cultural diversity.

The vision of the strategy is:

"Hastings district is an inclusive, welcoming community where everyone belongs."

The goals of the strategy are:

1. Multiculturalism and diversity is celebrated in Hastings district.

2. Hastings district is a welcoming, inclusive and safe place for all.

3. People of all cultures have equitable access to council services and resources.

4. All residents feel empowered to participate in council decision-making.

5. Council is a role model in terms of cultural diversity.

As a council we have a responsibility to ensure that all members of our community are and feel welcome in the Hastings district. It does not matter whether your family has been here for generations or you have recently moved to New Zealand, you are all welcome and Hastings district is your home.

We look forward to the exciting and innovative initiatives the community and council will deliver to benefit the community. We consider the following whakataukī (proverb) fitting.

"Kotahi te kōhao o te ngira e kuhuna ai te miro mā, te miro pango, te miro whero"

Literal meaning –

"Through the eye of the needle pass the white thread, the black thread, and the red thread."

This whakataukī has implications for the connections and collaboration that may arise from working towards supporting a common vision.

3
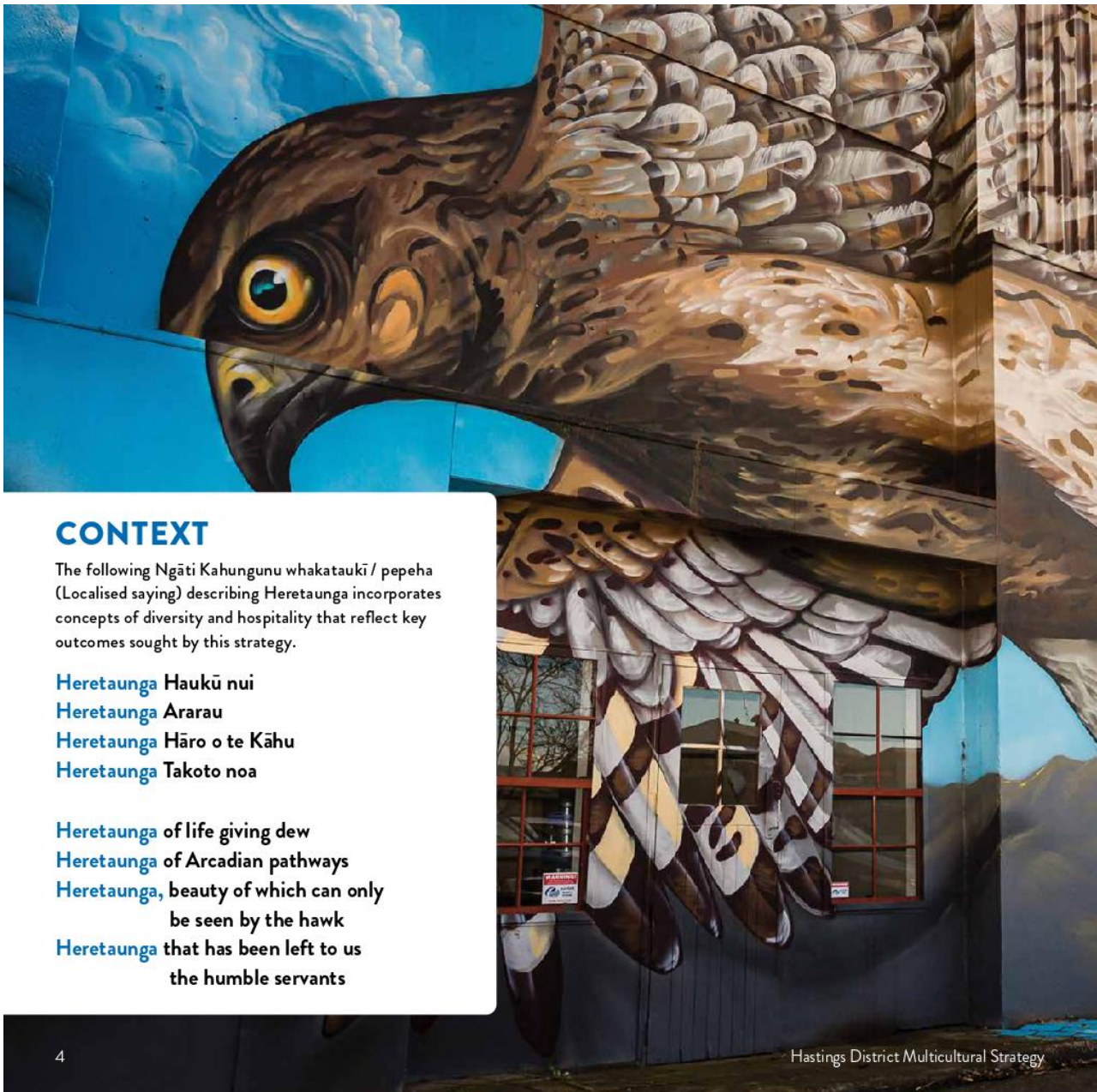
CONTEXT

The following Ngāti Kahungunu whakataukī / pepeha (Localised saying) describing Heretaunga incorporates concepts of diversity and hospitality that reflect key outcomes sought by this strategy.

Heretaunga Haukū nui
Heretaunga Ararau
Heretaunga Hāro o te Kāhu
Heretaunga Takoto noa

Heretaunga of life giving dew
Heretaunga of Arcadian pathways
Heretaunga, beauty of which can only
be seen by the hawk
Heretaunga that has been left to us
the humble servants

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Hastings District Multicultural Strategy

CONTEXT

Heretaunga-haukū-nui, Heretaunga-ara-rau, Heretaunga-hāro-o-te-kāhu, Heretaunga-raorao-haumako, Heretaunga-ringahora, Heretaunga takoto noa. Tihei Heretaunga!

He whakataukī tēnei i whānau mai i ngā kōrero ā-iwi (kupu whakarite, kīwaha, pepeha) me te hononga ki te rohe o Heretaunga. Ka āta whakamāramahia te hononga ki te wāhi me ngā kōrero huhua ka tuitui nei i te rohe whānui o Heretaunga.

Heretaunga-haukū-nui - he kōrero whakamārama tēnei i te āhua o te kohu ka tārewa i runga i a Heretaunga me ngā haukū nui nō mai anō.

He tohu te kohu nō te whenua haumako, nō ngā wai whakaora me te nui o ngā kai pēnei i te ika, te heihei, te hipi, te kau, ngā huawhenua me ngā huarākau. Katoa ēnei he mea whāngai ki te hapori whānui.

He hononga tō te rārangi nei ki te manawapou o roto i ngā awa, ngā hikuwai, ngā repo, ngā roto me ngā puna pēnei i te kohu. Nā te manawapou nei i haumako ai ngā whenua o te rohe o Heretaunga, ā, koinei hoki i mōhiotia ai ngā whenua nei, hai whenua haumako i Aotearoa.

Heretaunga-ara-rau - he kōrero anō tēnei e pā ana ki ngā ara maha i te whenua me ngā wai anō hoki ka ū ki te rohe nei, kia haumako ai te rohe o Heretaunga. He kōrero hoki a Ararau mō te kanorau, te kōrero, te āhuatanga, te tukinga me te mahi tahi o te whakaaro, te tuakiri me te whakamāramatanga. Katoa ēnei āhuatanga ka hāngai ki te hua o te "Ararau," te kanorau me te oranga i roto i ngā "ararau" o Heretaunga. Waihoki, he mea whakamahi tēnei wāhanga nō te whakataukī hai ingoa mō tēnei kaupapa here Reo Māori.

Heretaunga-hāro-o-te-kāhu - he kōrero tēnei e hāngai ana ki te rerehua o te whenua me ngā wai, he rerehuatanga i ōna wā ka kitea noa ihotia e te kāhu nōna e rere ana. Ka rere te kāhu i te rangi hai rapu i ana kai, me te aha ka whai hononga mātau ki te ātaahua o te āhua o te kite i a ia e rere ana i te rangi, ka kīia te hononga rā e te mana whenua ko Heretaunga hāro-o-te-kāhu. Mā te whakanui i te rerehua o tēnei āhuatanga me te whakamana i te hītori o te mana whenua e whakakitea ai ō mātau whenua ki te motu nei, ki tāwāhi anō hoki.

Heretaunga-raorao-haumako - he kōrero tēnei ka whakanui i te haumakotanga o ngā raorao me ngā mānia e puta ai ngā hua ahuone, hua wāina anō hoki me ngā kararehe ahuwhenua ka whāngaihia e te whenua. Ko Papatūānuku te whakatinanatanga o te whenua e manaaki nei i te haumakotanga o Heretaunga, nā konā i hua ake ai ngā kai me ngā rauemi maha, e mōhiotia whānuitia ana, nō te rohe o Heretaunga.

Heretaunga-ringahora - he kōrero tēnei e hāngai ana ki te wairua manaaki me te wairua atawhai o te rohe. He kōrero a ringahora mō te manaakitanga me te hora o ngā ringa hai pōhiri atu i te tangata.

E hāngai hoki ana ki tā te mana whenua, manaaki i ngā manuhiri ki Heretaunga, he āhuatanga nō ngā tau 1820 ā mohoa noa nei.

Heretaunga takoto noa - he kōrero tēnei mō ngā rangatira maha o Heretaunga kua ngaro atu ki te pō me te whakaaro ia, whatungarongaro te tangata, toitū te whenua. Waihoki, he mea nui te manaaki i te whenua e whai oranga ai ngā uri whakaheke. 81,000 ngā tāngata i te rohe o Heretauga i ēnei rā. Tōna 26% o aua tāngata rā he.

Māori, ā, ko te nuinga nō Ngāti Kahungunu. Ko Ngāti Kahungunu te iwi nui tuatoru i Aotearoa nei, ā-tāngata. Tōna 10% Māori nō Ngāti Kahungunu.

Te Rautaki Kākano Maha o Heretaunga 5

Peter Scott (Above Hawke's Bay)

Hastings District Multicultural Strategy

CONTEXT

Heretaunga-haukū-nui, Heretaunga-ara-rau, Heretaunga-hāro-o-te-kāhu, Heretaunga-raorao-haumako, Heretaunga-ringahora, Heretaunga takoto noa. Tihei Heretaunga!

The proverb above is inspired by and reflective of the cultural narratives (metaphors, idioms, local sayings), and their intrinsic connection and relationship to Hastings district. An explanation of this whakataukī describes the inherent connection with place and the local cultural narratives that weave together the threads that represent Heretaunga:

Heretaunga the life-giving dews and waters - Describes the thick fog that hovered over Heretaunga and the heavy dews from when the first arrivals landed here centuries ago. The fog was and remains a symbol of warm land, life enriching waters and a veritable breeding ground of fish, fowl, livestock, produce and fruit to support a huge and diverse community. The translation of this line refers to the lifeblood from the rivers, streams, swamps, lakes and the aquifers including the heavy mists. This lifeblood, is what gives the Hastings district the fertility that it is renowned for as being amongst the best lands in Aotearoa New Zealand.

Heretaunga of converging pathways - Is a further saying about the myriad of pathways both on the land and on the waters that all converge on the area, and that give it its fertile oasis status as the Hastings District. Ararau also speaks of diversity, discourse, innovation, collision and a collusion of ideas, identity and interpretation. These descriptions all refer to the productivity from the notion of 'ararau', which lends itself to great diversity and ultimately sustenance and production from the 'ararau' of Heretaunga. Accordingly, this phrase that forms part of the broader proverb, is also used as the name for this Te Reo Māori Policy.

Heretaunga from the eye of the hawk - Refers to the amazing beauty of the land and waterways, which once upon a time could only be seen by the sharp eye of the hawk soaring in full flight. The kāhu soars above the landscape to scope its prey but in doing so has a beautiful backdrop that we are inherently part of and which is commonly referred to by mana whenua as Heretaunga hāro-te-kāhu. Celebrating the beauty that is this stunning backdrop, and that represents the local heritage of mana whenua today, makes our landscapes more visible both locally and nationally.

Heretaunga of the fertile plains - Pays homage to the lowlands or plains that are rich and fertile that produce the vast range of horticultural and viticultural produce and fruits as well as the agricultural livestock that the lands nurture and grow. Earth Mother represents the land that nurtures the fertility of Heretaunga from which springs forth the rich bounty of food and resources that Hastings district is renowned for.

Heretaunga of its hospitality and open arms - Refers to the hospitality and kindness that the district is also renowned for. Ringahora is a metaphorical representation that symbolises hospitality with open hands and an acknowledgement of the welcome extended by mana whenua to settlers and visitors to Heretaunga since the 1820s.

Heretaunga of the departed chiefs - Is in reference to Heretaunga of the many departed chiefs and the notion that while people may come and depart, the land endures. Accordingly, strong leadership is aspired to, to ensure that the land is safe and that it is left in even better condition than it currently is for generations to come. Today, Hastings district is home to 81,000 people. Approximately 26% of the population identify as Māori with the majority belonging to Ngāti Kahungunu. Ngāti Kahungunu are the 3rd largest iwi by population in Aotearoa New Zealand and account for 10% of the entire Māori population.

Te Rautaki Kākano Maha o Heretaunga   7

Hastings District Multicultural Strategy

VISION

Hastings District is an inclusive, welcoming community where everyone belongs.

Te Rautaki Kākano Maha o Heretaunga

GOALS

1. **Multiculturalism and diversity is celebrated in the Hastings district**

   - Publicise and raise awareness of cultural events in the Hastings district so that residents' lives can be enriched

   - There is a shared sense of pride in being part of a culturally diverse and vibrant community.

2. **Hastings district is a welcoming, inclusive and safe place for all**

   - People of all cultures and backgrounds feel welcome and their identity is respected

   - People are connected and feel that they belong in the community

   - People feel safe in the community

   - Public spaces reflect the diverse cultures in the Hastings district.

3. **People of all cultures have equitable access to council services and resources**

   - Council facilities, services and activities are easily accessible by all.

4. **All residents feel empowered to participate in council decision-making**

   - People of all cultures and backgrounds are active in all forms of civic participation.

5. **Council to be a role model in terms of cultural diversity in the workforce**

   - Hastings District Council is an inclusive and diverse organisation that understands and responds to the diversity of the community it serves.

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Hastings District Multicultural Strategy

STRATEGY PRINCIPLES

The Treaty of Waitangi[1] is New Zealand's founding document

Multiculturalism is a strength of the Hastings district and should be celebrated

Communities are best placed to lead their own development; including identification of needs and aspirations

The Treaty gives us an opportunity to share this land and to recognise the concept of manaakitanga (hospitality)

A harmonious community requires respect and understanding of all cultures that live in the Hastings district

There is no place in the Hastings district for racism and discrimination

Ngāti Kahungunu hold mana whenua in the Hastings district and their manaaki extends to all cultures that reside in the Ngāti Kahungunu rohe

The strategy will require collaboration – council, community and stakeholders working together

Where possible we will respond through the people we have and existing budgets

[1] - For information about the Treaty of Waitangi and its history see this link - www.nzhistory.govt.nz/politics/treaty/the-treaty-in-brief

Te Rautaki Kākano Maha o Heretaunga

11

PRIORITY ACTIONS

Priority actions to contribute towards the strategy's goals:

GOAL 1

Multiculturalism and diversity is celebrated in the Hastings district

- Develop a calendar that highlights a range of cultural events that take place in the Hastings district
- Linked to the cultural calendar – provide opportunities for the community to experience different art and cultural events in the Hastings district
- Increase the acknowledgement, promotion and celebration of language weeks.

GOAL 2

Hastings is a welcoming, inclusive and safe place for all

- Support connections with mana whenua
- Explore the Welcoming Communities accreditation when offered by NZ Immigration (See Appendix 2 for more information about Welcoming Communities)
- Host a Recognised Seasonal Employer (RSE) workers event
- Support the international student welcome in collaboration with EIT and Napier City Council
- Create and promote public art that celebrates and reflects diversity
- Create a welcome board at council reception – that welcomes people in different languages and shows the diversity of the council's workforce
- Reflect diversity in communications including positive images of diverse cultures and signage in different languages.

GOAL 3

People of all cultures have equitable access to council services and resources

- Develop a database of local cultural group contacts to facilitate communication between council and the community
- Socialise the Multicultural Strategy across council to ensure contribution to the strategy's goals are maximised
- Develop a welcome pack that contains key information about the Hastings district including council services and resources and make this available to the community
- Provide opportunities for the councillors to engage with diverse cultures in their own spaces – this could be facilitated by the cultural calendar.

GOAL 4

All residents feel empowered to participate in council decision-making

- Explore ways to add value to the citizenship ceremonies – e.g. share more local information and opportunities
- Have key communications in different languages including the council's website.

GOAL 5

Council to be a role model for cultural diversity in the workforce

- Create and deliver cultural competency training to staff
- Develop a Diversity Workforce Policy.

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Hastings District Multicultural Strategy

MULTICULTURAL STRATEGY ACTIONS FOR YEAR 1

ACTION	WHO	PARTNERS
Develop a cultural calendar that highlights a range of cultural events that take place in the Hastings district	• Marketing and Communications	• Multicultural Association • Pasifika community
Linked to the cultural calendar – promote opportunities for the community to experience different art and cultural events in the Hastings district	• Civic Pride • Marketing and Communications • Hastings District Libraries • Toitoi • Hastings City Art Gallery	• Multicultural Association • HB Settlement Forum
Increase the acknowledgement, promotion and celebration of language weeks	• Marketing and Communications • Hastings District Libraries	• HB Settlement Forum • Pasifika community

ACTION	WHO	PARTNERS
Arrange a marae visit for newcomers to Hawke's Bay	• Multicultural Association	• Local Marae
Explore the Welcoming Communities accreditation when offered by NZ Immigration	• Strategy and Development	• Community • Multicultural Association • HB Settlement Forum
Host the Hawke's Bay Harvest Festival (A Recognised Seasonal Employer (RSE) workers event)	• Marketing and Communications • Chief Executives Office	• Hawke's Bay Regional Council • Napier City Council • Office of Ethnic Communities • various local horticultural businesses

ACTION	WHO	PARTNERS
Develop a database of local cultural group contacts to facilitate communication between Council and the community & keep it updated		• Pasifika community • Multicultural Association
Socialise the Multicultural Strategy across Council to ensure contribution to the strategy's goals are maximised across council	• Chief Executive's office • Leadership Management Team	

ACTION	WHO	PARTNERS
Explore ways to add value to the Citizenship ceremonies	• Chief Executive's office	• Department of Internal Affairs • Multicultural Association • Pasifika community
Start to develop a Diversity Workforce Policy	• People and Capability	

Te Rautaki Kākano Maha o Heretaunga   13

Hastings District Multicultural Strategy

IMPLEMENTATION

A five year action plan incorporating priority actions in this Strategy will be developed and driven by a reference group made up of relevant Council officers and partners. The Council will gradually integrate the strategy into relevant Council plans and activities through the Leadership Management Team.

Where possible we will implement actions within existing budgets however if required council will budget new actions in the plan through future years' Annual Plan processes.

MONITORING & REVIEW

The Multicultural Strategy Reference Group will monitor progress with implementation of the action plan. Progress will be reported on an annual basis to Council's Operations and Monitoring Committee. This strategy will be reviewed five years after being endorsed by council.

Te Rautaki Kākano Maha o Heretaunga   15

APPENDIX 1 – HASTINGS DISTRICT DEMOGRAPHICS [2]

Population of the
Hastings District

81,537
(Census 2018)

Population of
Ethnic Groups

58,509
European

22,260
Māori

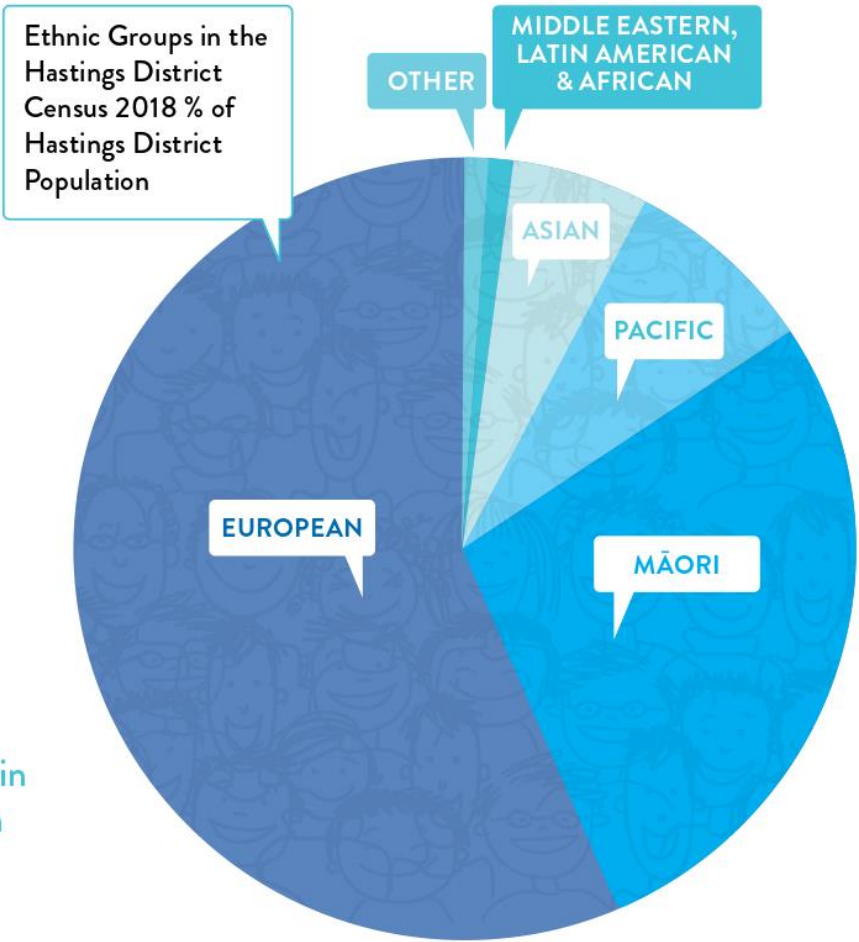**6,519**
Pacific

4,557
Asian

405
Middle Eastern, Latin
American & African

900
Ethnicity (other)
(Census2018)

Ethnic Groups in the Hastings District Census 2018 % of Hastings District Population

OTHER

MIDDLE EASTERN, LATIN AMERICAN & AFRICAN

ASIAN

PACIFIC

EUROPEAN

MĀORI

16

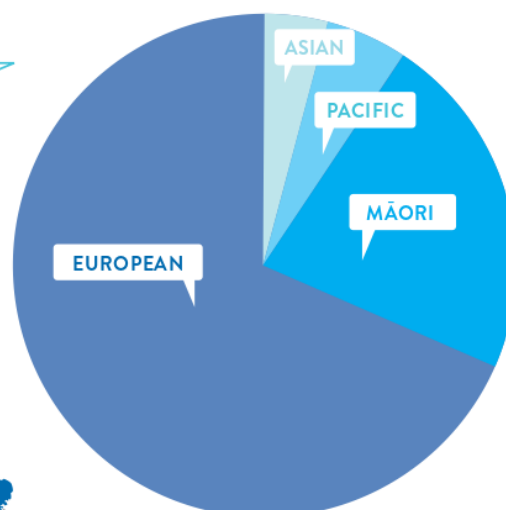Hastings District Multicultural Strategy

Ethnic Groups in the Hastings District Census 2013 % of Hastings District Population

17.4% of people in the Hastings district were born overseas (Census 2018)

Among people born overseas who are now living in the Hastings district the most common birthplace was England (Census 2018)

ASIAN

PACIFIC

MĀORI

EUROPEAN

LANGUAGES SPOKEN

HELLO!   KIA ORA!

after English, the next most common language spoken in Hastings district is **TE REO MĀORI, SPOKEN BY 7% OF PEOPLE** (Census 2018)

**82%** of people in Hastings district speak only one language **COMPARED TO...**

77.7% of people for all of New Zealand (Census 2018).

New Zealand Sign language is used by **FEWER THAN 0.5%** of people in the Hastings district (Census 2018)

Te Rautaki Kākano Maha o Heretaunga   17

INTERNATIONAL STUDENTS

The number of international students choosing to study in Hawke's Bay has been increasing, with 878 international students approved for study in Hawke's Bay in 2015/16 growing to 1,283 in 2017.[3] Learning Hawke's Bay advises that its member schools and institutions reported a total of 1,257 international students in 2018 (vs the Ministry of Education data of final number yet to be confirmed with its members.
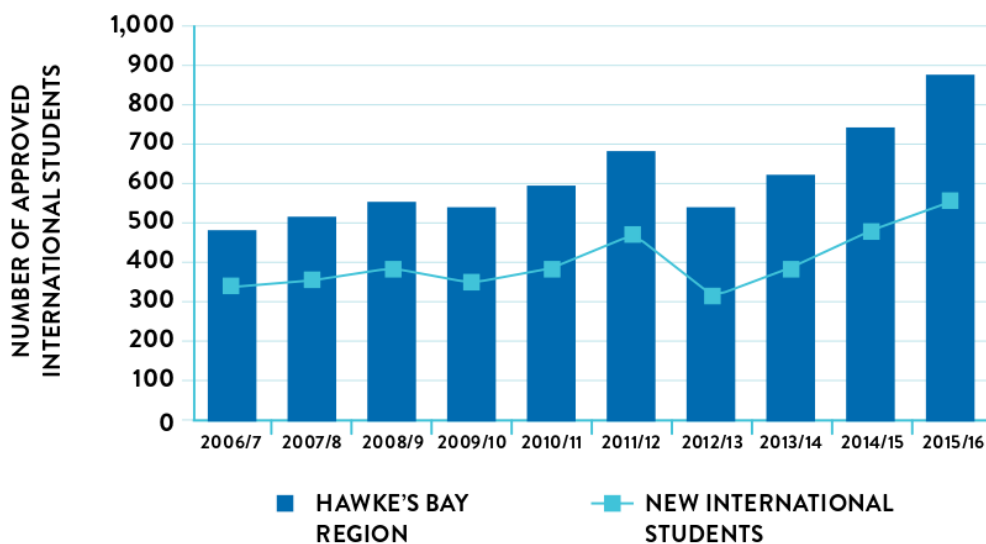

Source: Ministry of Business, Innovations and Employment

Note: This is a count of individuals approved for a student visa rather than the number of visa applications.

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[3] Formal data captured by the Ministry of Education on their ENROL system, which does not include groups of students coming here to study short-term.

MIGRATION

The following graph shows that there has been more permanent and long-term arrivals of non-New Zealand and non-Australian citizens than departures in the region. In June 2016, there were 871 permanent and long term arrivals in Hawke's Bay. Note that these figures are based on people's intention rather than their actual stay in New Zealand. Note – An arrival or departure is permanent and long term if the intended length of stay or absence is 12 months or more.
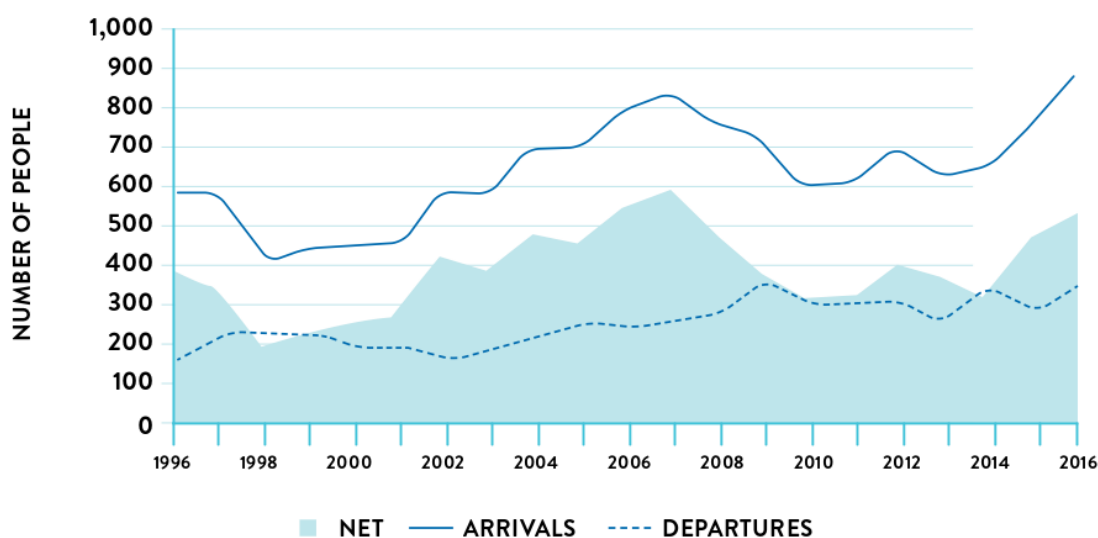
Source: permanent and long-term statistics, Statistics NZ

Note: Net migration flow is the difference between the number of permanent and long-term (PLT) arrivals and departures.

Te Rautaki Kākano Maha o Heretaunga   19

APPENDIX 2 – STRATEGIC LINKS

The strategy links to a number of national policies and plans.

The Human Rights Commission

The Human Rights Commission works across New Zealand to increase human rights standards in law, policy and practice. As New Zealand's human rights institution they work for a free, fair, safe and just New Zealand, where diversity is valued and human dignity and rights are respected. Please follow this link to learn about the work of the Human Rights Commission in New Zealand - www.hrc.co.nz/our-work/

Welcoming Communities (New Zealand Immigration)

Welcoming Communities brings together local government councils and communities to make places more welcoming for everyone. The programme is an initiative of Immigration New Zealand, working in collaboration with the Office of Ethnic Communities, the Department of Internal Affairs and the Human Rights Commission. Elements of the programme, including the standard (essentially an accreditation process), have been designed together with these agencies and the councils participating in the pilot.

Welcoming Communities is part of an international 'welcoming' movement that shares best practice. Similar initiatives operate in Australia, Canada, Europe and the USA.

There are eight elements of the Welcoming Communities Standard:

- Inclusive Leadership
- Welcoming Communications
- Equitable Access
- Connected and Inclusive Communities
- Economic Development, Business & Employment
- Civic Engagement & Participation
- Welcoming Public Spaces
- Culture & Identity

For more information about Welcoming Communities see their website - www.immigration.govt.nz/about-us/what-we-do/welcoming-communities

The Office of Ethnic Communities

The Office of Ethnic Communities is the government's principal advisor on ethnic diversity in New Zealand. It provides information, advice and services to ethnic communities and administers funds to support community development and social cohesion. New Zealand's ethnic communities come from diverse geographies and cultures, with a broad range of life experiences. The Office's mandated communities include anyone in New Zealand who identifies their ethnicity as Middle Eastern, Latin American, African, Asian, and Continental European, and their vision is to ensure that communities are welcoming and inclusive, diversity is valued, and all people participate in and contribute fully to society.

To learn more about the Office of Ethnic Communities please visit their website www.ethniccommunities.govt.nz

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APPENDIX 3 – ACKNOWLEDGMENTS

Thank you to the members of the Hastings District Multicultural Strategy Working Group. Special acknowledgement to the community members of this group who have volunteered their time to this project.

The past and present members of this group are:

Abigail Masengi (Youth Council representative 2018)

Amataga Iuli

Boston Wynyard (Youth Council representative 2019)

Councillor Geraldine Travers

Hena Dugh (Youth Council representative 2018)

Jenny Too

Councillor Kevin Watkins

Olive Tanielu

Ondre Hapuku-Lambert (Youth Council representative 2019)

Paola Stobart

Pelerose Vaima'a (Youth Council representative 2019)

Rizwaana Latiff

Sally Russell

Thank you to other key contributors and supporters:

Hawke's Bay Multicultural Association

NZ Multicultural Council

Hawke's Bay Migrant Support Group

Heretaunga Women's Centre

Immigration NZ

Ministry of Business, Innovation & Employment

Housing New Zealand

Hastings District Youth Council

Eastern Institute of Technology – EIT

Hastings Business Association

Hawke's Bay District Health Board

Health Hawke's Bay

Hastings Citizens Advice Bureau

Wesley Institute of Learning

Hastings District Libraries

Kimi Ora School

Flaxmere and Camberley Community Centres

Finally, thank you to the many community members that provided their time, thoughts and valued ideas.

Te Rautaki Kākano Maha o Heretaunga   21

Te Hui o Te Kaunihera ā-Rohe o Heretaunga
Hastings District Council: Strategy and Policy Committee Meeting

Te Rārangi Take

Report to Strategy and Policy Committee

Nā: From:	**Anna Summerfield, Senior Environmental Planner - Policy** **Emily O'Sullivan, Project Manager** **Ashley Humphrey, Financial Policy Advisor**
Te Take: Subject:	**Residential Intensification Design Guide & Financial Incentives**

1.0   Executive Summary – *Te Kaupapa Me Te Whakarāpopototanga*

1.1   The purpose of this report is to outline and assess the best options for the implementation of the Residential Intensification Design Guide. The report considers non-regulatory and regulatory options for implementation and what implications these may have in terms of how the Guide is used, how it can influence development proposals and how it can be updated or amended overtime.

1.2   The Design Guide seeks to assist in the improvement of design and amenity outcomes of all housing development but particularly focusses on more intensive residential development proposals. It is a practical how to Guide that demonstrates how to use land efficiently for residential development while creating a high quality residential environment. In that manner the Guide seeks to assist in the achievement of HPUDS objectives for the District of a compact settlement pattern with high amenity residential areas.

1.3   To further assist those HPUDS objectives, Officers seeks direction as to whether the committee wishes to financially incentivise and support residential intensification beyond the Design Guide. Should the committee support either Option A or Option B, Officers will bring back those changes through the Draft 2021/22 Development Contributions Policy (DCP). Should the Committee support Option C, Officers will extend the scope of the existing New Developments section under Council's Rate Remission and Postponement Policy. Under each of these option, any proposed changes would be consulted on as part of the Draft 2021-31 Long Term Plan.

1.4   The report concludes by recommending that the Guide initially be adopted as a non-regulatory document and monitored for a period of 12 months. Using the Design Guide as a Guideline initially provides the opportunity:

- to work alongside developers;

- to refine the Guide or resolve issues as they arise;

- to work through the application of the Design Guide in different development scenarios;

- to fully consider the implications of the mandatory application of the Design Guide (as it may not be appropriate in every circumstance to apply the Design Guide as a mandatory requirement); and

- to undertake the detailed assessment and option evaluation required in order to integrate the Design Guide into the District Plan provisions (this work would need to be undertaken anyway as it is a necessary requirement of the process to change the District Plan).

1.5   The District Planning and Bylaws Subcommittee gave consideration to this report on 4 November 2020 and asked officers to report back to the Subcommittee by December 2021 with more detailed information on how the Guide is being used, whether the initial approach is contributing to design outcome improvements in developments and options to incorporate the Guide into the District Plan as a mandatory requirement.

2.0   Recommendations – *Ngā Tūtohunga*

A)   That the report of the Senior Environmental Planner - Policy titled Residential Intensification Design Guide & Financial Incentives dated 19 November 2020 be received.

B)   That Council be recommended to adopt the Te Aranga Principles and include them as a principal component of the Residential Intensification Design Guide and Framework as soon as possible.

C)   That the Strategy and Policy Committee adopt the Residential Intensification Design Guide (V1) as per the recommendation of the District Plan and Bylaws subcommittee for use on a non-regulatory basis for a period of 12 months while Council Officers monitor the Guide's impact on development outcomes and evaluate options for including the design principles and key design elements of the Guide into the District Plan.

   i.   At the end of the 12 month period Council Officers will report back on the following matters:

      a.   The take up or use of the Design Guide key design elements and concepts within housing developments in Hastings

      b.   Whether a collaborative non-regulatory approach is generating positive outcomes for residential development

      c.   Whether any refinements or updates to the Guide have been made

      d.   A summary of feedback and consultation with designers, developers and the general public as to the usefulness and impact of the Guide

      e.   The options for incorporating the design principles and key design elements into the District Plan

      f.   A section 32 evaluation (including costs and benefits) of the options identified in e. above including an evaluation of the current non-regulatory approach

      g.   A recommendation as to the best option to implement the Design Guide.

h.   Any further considerations to cultural matters as advised by Heretaunga Takoto Noa Māori Standing Committee.

D)   That the Strategy and Policy Committee provide direction as to whether Council should offer some form of financial incentive to support residential intensification beyond the Design Guide. Should the committee agree to support residential intensification with some form of financial incentive, Officers will bring the relevant policy document back for Council approval to be consulted on through the Draft 2021-31 Long Term Plan.

3.0   Background – *Te Horopaki*

3.1   The Residential Intensification Design Guide has been developed to fulfil one strand of the implementation plan for the Council's medium density strategy. The medium density strategy will help to implement the overall Heretaunga Plains Urban Development Strategy (HPUDS) goal of protecting the District's nationally and regionally significant highly productive land through achieving a more compact settlement pattern for Hastings. By 2045, development within the District is expected to transition to:

- 60% intensification;
- 35% greenfield
- 5% rural

3.2   Currently (end of 2nd Quarter 2020 figures) development within the District is split as follows:

- 27% intensification;
- 49% greenfield;
- 24% rural

3.3   The Design Guide has a key role to play in encouraging more intensive development within our existing urban areas. It will be one of a number of measures used to recalibrate these figures so that overtime, land within the existing boundaries of the city is utilised much more efficiently reducing the need to continually extend and identify new greenfield growth areas or allow ad-hoc rural subdivision and development.

3.4   HPUDS also has a goal to encourage the development of high quality and high amenity residential areas. In response to this objective the Guide also has a significant role to play – specifically outlining how to achieve good design outcomes within Hastings and demonstrating these principles through illustrations of different development typologies and scenarios.

3.5   The Design Guide therefore has the following primary objectives:

- To encourage more development to occur within existing urban areas;
- To raise the bar in terms of the quality and amenity outcomes achieved in housing developments, but particularly those that are more intensive or include compact housing;
- To support and encourage the most efficient use of residential land by maximising site yield while at the same time providing a high quality residential environment;
- To assist in changing the perceptions of more intensive residential development from being viewed as achieving low amenity outcomes by the community.

3.6   Feedback from Councillors received at the workshop on September 22nd provided strong indications that the key design elements of the Guide should be included in the District Plan as a mandatory requirement for residential developments. Further there was a request for more detail and encouragement of sustainability measures within the Design Guide. In particular, Councillors

wanted to see more discussion of energy efficiency measures such as the use of high insulating materials and solar panels within the Design Guide. This information would further support the sustainability principle of the Design Guide. Changes have been made to the Design Guide to make more explicit the benefits of including such energy efficient technologies in housing developments.

3.7 Currently, however, there are a number of Parliamentary Bills in the consultation phase that propose changes to the Building Act to reduce building carbon emissions and to transition to a low emissions and low waste society. Specifically this could include the need for climate and sustainability information to be provided with the general product information for building products and materials. Information would need to outline sustainability over the lifetime of the product as well as immediate effects such as heavy metal pollution of copper and zinc into waterways when it rains.

3.8 Given these sustainability measures and requirements are currently being developed it is thought best to wait until this legislation has been confirmed prior to including any further sustainability information within the Design Guide. This would reduce the likelihood of inconsistencies with Central Government policy and the potential for conflicting advice on these matters.

3.9 The Design Guide has been well received by designers and developers. The draft Guide has already been used informally by the HDC consent team to amend and change development proposals to better reflect and meet the District Plan assessment criteria (which enabled reporting Officers to support the proposed development). These changes will also provide enhanced amenity outcomes for the local neighbourhood.

3.10 Feedback from developers and Council staff has been complimentary of the Guide's stimulation of potential development opportunities (for example the illustrations showing the possible redevelopment of the Frimley and Mayfair shops and the illustrations of comprehensive residential developments of sites within the City Living Zone), range of typologies, layouts and ideas as well as the illustrations of specific design concepts that are easy to understand and apply.

3.11 Under its Financial and Revenue Policy, Council recovers those costs of providing infrastructure to meet the needs of growth by way of development contributions. Whilst some costs (Local Parks and Reserves, and Stormwater) are apportioned directly to those causing the need and benefitting from the assets, other activities (Community Infrastructure, Roading, District Wide Parks and Reserves, Wastewater and Water), are recovered in a more aggregated approach. i.e district wide or through wide urban based catchments.

3.12 Under cost allocation approach, under the 2020/21 DCP, a contribution of $19,170 excluding GST is required for an additional Greenfields Dwelling / Lot, $11,581 excluding GST is required for a dwelling / lot located in our Medium Density catchment and $10,305 excluding GST for a dwelling located in the urban catchment but outside these two locations.

3.13 At present, Council does not implicitly offer any form of financial incentive to encourage housing intensification.

4.0 Discussion – *Te Matapakitanga*

4.1 In order to improve the quality and amenity outcomes of more intensive residential development it will be important to encourage the use of the Design Guide principles and incorporation of the key design elements into new housing proposals. How this is best carried out is the main issue of discussion within this report.

4.2 There are two ways that the Design Guide can influence development proposals – either as a non-regulatory document or as part of a regulatory document such as the District Plan.

4.3 As a non-regulatory document, the Design Guide would sit alongside the District Plan and would be used to encourage and assist designers and developers to meet the District Plan objectives, policies and assessment criteria through the incorporation of the key design elements and principles in the layout and design of housing developments. The carrot to include these concepts in their

development proposals is that in doing so applicants would likely experience a smoother, faster consenting process, may achieve a greater site yield, and would have a development that achieves high amenity outcomes and therefore is potentially a more attractive and sort after housing product.

4.4   A regulatory approach would mean that the design principles or key design elements are translated specifically into the District Plan assessment criteria for certain residential development activities such as comprehensive residential developments (3 or more dwellings). This approach would ultimately mean that if the design principles and elements for this activity type are not included to the satisfaction of the Council, there could be the potential that any resource consent for such development proposals could be declined (depending on the activity status of the proposal - controlled activities cannot be declined).

4.5   Under a non-regulatory implementation approach the Design Guide could be applied to any and all types of residential development including development involving relocated buildings. However, compliance with the design concepts of the Guide would not be mandatory.

4.6   Whereas under a regulatory approach, the Design Guide concepts could only be applied to certain types of housing developments - that is only those housing developments that require a resource consent under the District Plan rules would need to comply with the key design elements of the Guide. However, compliance with the design concepts would be mandatory.

4.7   A regulatory approach would also mean a more difficult and costly process to update the Guide to include new information such as local case studies, examples of good designs or legislation changes. This is because a plan change process is required to make any changes to the District Plan. As a non-regulatory document there is the flexibility for the Design Guide to be updated at any time, without such time and cost constraints.

4.8   Including the Design Guide concepts into the District Plan may also make the District Plan more complex for users. It could also increase the processing time of resource consents as the Design Guide concepts would add another layer of assessment and reporting to resource consent applications (except for comprehensive residential developments where the key design elements of the Guide could replace the existing criteria).

4.9   Adding new assessment and reporting matters when the intention is to smooth and facilitate a faster consenting process will not encourage more residential intensification to occur. The premise of the Design Guide is to create a smoother consenting process and thereby encourage more development within the existing urban areas of the District.

4.10   The take up or use of the Design Guide concepts could be monitored and reviewed over the next 12 months to ascertain whether a non-regulatory implementation approach has a sufficient influence over and impact on generating positive outcomes for residential development.

4.11   This time period will also enable discussions to occur with designers, developers and the general public as to whether a firmer regulatory approach is required to achieve the desired change to residential development outcomes.

4.12   It will also allow Officers time to identify and complete a RMA section 32 evaluation of the specific options for regulatory implementation of the Design Guide and so that these can be assessed against the non-regulatory or collaborative approach.

4.13   Regarding financial incentives, Officers do not consider the quantum of the development contribution to be a financial impediment to development, nor a major factor in terms of whether a development proceeds or not, as it typically would represent around 3% of the overall cost on a $400,000 residential development.

4.14   However, offering some of financial support, may be sufficient to encourage and persuade the development community to undertake such developments, may offset any additional requirements the Design Guide may impose on them, and signals to the community Council supports the concept of housing intensification and wants to see it flourish.

5.0   Options – *Ngā Kōwhiringa*

Option One - Recommended Option - Te Kōwhiringa Tuatahi – Te Kōwhiringa Tūtohunga

5.1   Adopt the Residential Intensification Design Guide as a non-regulatory document with a view to monitoring its impact on residential intensification outcomes for a period of 12 months. Reassess and report back to the Committee on the best options for the continued implementation of the Design Guide:

Advantages

- Applies to any and all residential development including developments of relocated buildings

- Flexibility to update the Guide in a timely manner at minimal cost

- Promotes a smoother and faster consenting processes and thereby encourages take up of the Guide design concepts

- Encourages well-designed residential intensification through a collaborative approach which better reflects the subjectivity of the design process and the specific nature and individuality of each development and each site

- Provides time to further consult with designers, developers and the general public on the Design Guide concepts and most appropriate implementation method

- Provides time to monitor the impact of a non-regulatory implementation approach

Disadvantages

- Compliance not mandatory - cannot decline a resource consent on the basis of non-compliance with the Guide design elements or principles

- Does not provide certainty to the Council or community that developments have to include the Design Guide concepts within housing developments

- Relies on a strong communication and promotion plan to ensure designers, developers and landowners are aware of the Design Guide and the benefits of using the key design elements or concepts

Option Two – Status Quo - Te Kōwhiringa Tuarua – Te Āhuatanga o nāianei

5.2   Do not adopt the Residential Intensification Design Guide

Advantages

- No costs of implementation

Disadvantages

- Little or no impact on the design outcomes for residential development

- Lost opportunity to encourage the inclusion of good design concepts in developments

- Lost opportunity to encourage well-designed residential intensification and implement the Council's Medium Density Strategy

5.3   Adopt the Residential Intensification Design Guide and include it as part of the District Plan

Advantages

- Provides certainty that specified activities need to comply with the Design Guide key design elements and include these in their housing layout and designs.

- Potential to decline resource consent applications that do not meet the Design Guide concepts.

- Design Guide concepts may be more visible (or more known) within the District Plan as a mandatory requirement

Disadvantages

- Requires a Plan Change Process to implement - time and cost to implement a plan change to include the Design Guide concepts within the District Plan

- Difficult and costly to update the Design Guide – as a plan change is required to make any changes to the District Plan

- Only applies to specified activities that require resource consent under the District Plan rules

- For some activities under the District Plan additional assessment and reporting will be required to include evaluation of the Design Guide concepts which has the potential to add time and cost to the consenting process

5.4 Council has three potential options it may wish to consider in terms of indirect and direct financial support for housing intensification, or to continue with its status quo approach (Option D):

Financial Incentives

5.5 ***Option A- Adopt a more disaggregated approach in its DCP (Wastewater / Water)***

A more disaggregated approach could be taken by allocating those growth costs more specifically to those developments causing the need and benefitting from those assets. As a large portion of those Wastewater and Water costs relate to Greenfield developments, this would shift costs from Infill and Medium Density Housing to Greenfield developments. Whilst this is not a financial incentive per se, the reduction may indirectly make housing intensification more attractive and financially palatable. Initial modelling based on the current 2020/21 DCP suggests:

- Likely to reduce the Infill DC rate to approximately $8,000 excluding GST per dwelling / lot (20% reduction)

- Likely to reduce the Medium Density DC Rate to approximately $9,500 excluding GST per dwelling / lot (20% reduction)

- Likely to increase the Greenfields DC Rate to approximately $30,000 excluding GST per dwelling / lot (55% increase)

Note: these figures exclude any changes made to existing growth budgets or additional growth capital expenditure required under the Draft 2021/22 DCP.

Advantages

- Aligns with Council's current funding approach of growth paying for growth

- Arguably a more fair and equitable cost allocation and more 'user pays' approach

- No financial impact on ratepayers

- Any form of financial support may support the development community's buy-in to the Design Guide

Disadvantages

- Reduction may not be enough of an incentive to influence development decisions

- A significant shift of cost leading to significantly higher Greenfield DC Rate

- Likely to receive adverse feedback from the 'Greenfield development community'

- May make some (Greenfield) development unviable if a further layer of disaggregation is explored i.e. ring-fenced localised development area catchments

- Increased DC's could stifle developments and slow the supply of Greenfield sections

- More disaggregated approach increases risk exposure to Council i.e. increased holding costs associated with land not being developed after Council invested in infrastructure to service that location

5.6 *Option B – Offer a discount to developments that adhere to the principles of the Design Guide through the DCP*

The degree of financial impact would depend on the quantum of the reduction offered and the volume of applications received that met the criteria threshold determined by Council.

Amount	% Rate Increase	50% Reduction Volume of Applications Supported	100% Reduction Volume of Applications Supported
$200,000	0.25%	34	17
$400,000	0.50%	68	34
$600,000	0.75%	101	51
$800,000	1.00%	136	68

Advantages

- Simple and transparent addition to the DCP, with clear focus on the minimum Design Guide criteria required to be met

- Providing a financial incentive meets those wider Council objectives of protecting the Heretaunga Plains and therefore a ratepayer contribution is appropriate

- Any form of financial support may support the development community's buy-in to the Design Guide

Disadvantages

- Reduction may not be enough of an incentive to influence development decisions

- The quantum of the Financial impact on ratepayers will not be known as it would be dependent those applications meeting and criteria threshold met

5.7 *Option C- Offer a Grant to developments that adhere to the principles of the Design Guide through the Rate Remission and Postponement Policy*

Council currently provides relief for any new developments that creates a significant number of new jobs within the district under the New Developments section of its Rate Remission and Postponement Policy. Specific criteria in terms of the volume of and type of jobs created are required to be met, with the value of the grant being determined on a case by case basis.

The policy could be extended and the budget increased to match specific housing intensification objectives Council set out.

The degree of financial impact would depend on the quantum of 'fund' set aside by Council to support housing intensification developments.

Amount	% Rate Increase
$200,000	0.25%
$400,000	0.50%
$600,000	0.75%
$800,000	1.00%

Advantages

- Grant based approach arguably provides greater flexibility for Council to support any given housing intensification development based on the degree to which it meets the Design Guide principles I.e the greater the adherence to those principles, the greater level of financial support

- Independent committee based decision

- Providing a financial incentive meets those wider Council objectives of protecting the Heretaunga Plains and therefore a ratepayer contribution is appropriate

- The quantum of the financial impact on ratepayers can be fixed and set at a level Council is comfortable with

- Any form of financial support may support the development community's buy-in to the Design Guide

Disadvantages

- May be a perception of corporate welfare and increasing developer profit margins

- Financial impact on ratepayers of up to 1% depending on size of 'fund' allocated by Council

5.8 ***Option D- Status Quo- Offer no form of financial incentive to developments that adhere to the principles of the Design Guide***

Council could adopt the status quo position, and choose to simply provide guidance and support through the Design Guide with no financial relief.

Advantages

- No direct financial impact on ratepayers

- Provides council with an opportunity to see how the Design Guide is received by the development community and tailor any financial support following feedback from the development community

- Council could revisit this situation in 12-18 months and potentially explore using any proceeds from the Tarbet Street development section sales

Disadvantages

- Development Community perception that Council does not support housing intensification

6.0 Next steps *– Te Anga Whakamua*

6.1 Council Officers are currently working on a Communications and Engagement Plan as part of the public launch of the Design Guide. The communications and engagement plan primarily target the property development community as well as identifying opportunities to engage with Māori housing providers and the general public. It is proposed to officially launch the Guide in February 2021 to avoid the Christmas holiday shut-down period.

6.2   This Communications / Engagement plan will include the following:
- Hastings District Council website launch – including conversion of Guide to web format
- Press release
- Digital and print one-pager that:
  - Provides an overview of the Residential Intensification Design Guide
  - Captures key benefits (such as smoother and speedier consent process)
- Information session with the property development community to run through the document and its benefits. We will use this session to discuss with developers:
  - How using the Guide improves design outcomes of housing developments and speeds up the consenting process
  - How we accelerate compact housing developments
  - How we can work with developers on pilot opportunities
  - Their future appetite for these types of developments
  - What issues are developers facing that prevents these types of developments

6.3   Other potential communications and engagement activities *(to be confirmed):*
- Engagement with property development community via the development forum meetings and through resource consent pre-application meetings
- Engagement with Māori housing providers via meetings with Te Tai Whenua and Heretaunga Tamatea Settlement Trust
- Engagement with the general public via a stand at events e.g. Hawke's Bay Home & Garden Show
- Case studies featuring pilots to show how this works and further highlight the benefits

6.4   Should Council agree to support housing intensification with some form of financial incentive, Officers will bring the relevant policy document back for Council approval to be consulted on through the Draft 2021-31 Long Term Plan.

Attachments:

There are no attachments for this report.

Summary of Considerations - *He Whakarāpopoto Whakaarohanga*

Fit with purpose of Local Government - *E noho hāngai pū ai ki te Rangatōpū-ā-Rohe*

The Council is required to give effect to the purpose of local government as set out in section 10 of the Local Government Act 2002. That purpose is to enable democratic local decision-making and action by (and on behalf of) communities, and to promote the social, economic, environmental, and cultural wellbeing of communities in the present and for the future.

Link to the Council's Community Outcomes – *Ngā Hononga ki Ngā Putanga ā-Hapori*

This proposal promotes the social, environmental, economic and cultural wellbeing of communities in the present and for the future.

Māori Impact Statement - *Te Tauākī Kaupapa Māori*

The residential intensification Design Guide has the potential to impact the design of housing and housing developments. Its intent is to raise the bar and improve the design and layout of housing developments and thereby create quality residential environments for our community. The Te Aranga

Design Principles are to be an integral part of the design guide. As part of the 12 month monitoring process, discussions with Maori housing partners such as Te Tai Whenua, and the Heretaunga Tamatea Settlement Trust will form part of the review of the Guide in order to recommend the best method of implementation.

Sustainability - *Te Toitūtanga*

The Design Guide promotes Councils objectives in terms of sustainability as it includes an overarching principle of sustainability – *'To create developments which minimise their environmental footprint'*. Specifically this principle promotes the concepts of minimising construction waste, maximising passive energy and solar heating options, sourcing sustainable materials and encourages rainwater harvesting and re-use.

Financial considerations - *Ngā Whakaarohanga Ahumoni*

The budget to produce the Design Guide was $30,000. This budget has now been exhausted. Provision will need to be made for communications, marketing and engagement processes to launch the Guide and enable as many people as possible to have access to the Guide. However, this work should all be able to be carried out in house by Council staff.

The financial considerations of offering some form of financial incentive are listed under Options A to D under 5.5 to 5.8 of the report.

Significance and Engagement - *Te Hiranga me te Tūhonotanga*

This decision/report has been assessed under the Council's Significance and Engagement Policy as being of low significance.

Consultation – internal and/or external - *Whakawhiti Whakaaro-ā-roto / ā-waho*

Both internal and external consultation has occurred in the development of the Residential Intensification Design Guide. Workshops have been held with Council staff and Councillors. Several developers have also been consulted and have commented on the Guide. The feedback received from these groups has been incorporated into the Guide. There will be further opportunities for developers and the public to comment on the Design Guide as part of the recommended 12 month review and monitoring process to assess the best method of implementing the Design Guide. Currently staff are preparing a communications and engagement plan to assist with the launch of the Guide in February 2021. It is intended that the Design Guide will be translated into a more interactive web page format following this launch.

Should Council signal it wishes to provide some form of financial incentive to support housing intensification, consultation on any preferred option will be carried out through the 2021-31 Long Term Plan

Risks

Opportunity: To fulfil one strand of the Council's Medium Density Housing Strategy by implementing a residential intensification Design Guide that encourages sustainable, well-designed housing developments that build a sense of community, use land efficiently (protecting productive land) and create high amenity residential environments for our community.:

REWARD – *Te Utu*	RISK – *Te Tūraru*
By implementing the Design Guide, improvements in the design outcomes of housing developments will contribute to better quality residential environments for our community. By implementing the Design Guide, the Council will encourage, identify and promote maximising the use of existing urban land, which would reduce the future need to extend development out onto the fertile productive plains land that surrounds the city.	Financial Risk – there is considered to be a low financial risk of implementing the Design Guide as all the work involved will be carried out by Council staff and any pre-application advice given regarding how potential development proposals marry up with the Design Guide principles will be offered free of charge. Political Risk – if a regulatory approach is considered the most appropriate method of implementing the Design Guide then there is a potential moderate to high risk of resistance. The development community may see this as adding to development costs which would be a disincentive to this type of development and could potentially slow the uptake of more intensive residential development within the central city and inner suburbs. Such a reaction could have implications for meeting the 2045 HPUDS targets in terms of intensification. Political Risk – if a non-regulatory approach is taken there is a potential moderate risk of the Guide having minimal effect on the quality and amenity of housing developments. The implementation of the Design Guide and incorporation of the design concepts into development proposals is reliant on good will and a communication and engagement strategy that promotes a positive and collaborative relationship between property developers and Council.

Rural Community Board – *Te Poari Tuawhenua-ā-Hapori*

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Te Hui o Te Kaunihera ā-Rohe o Heretaunga
Hastings District Council: Strategy and Policy Committee Meeting

Te Rārangi Take

Report to Strategy and Policy Committee

Nā: From:	**Eynon Phillips, Strategic Transport Engineer**

Te Take: Subject:	**Active Transport Business Case**

1.0 Executive Summary – *Te Kaupapa Me Te Whakarāpopototanga*

1.1 The purpose of this report is to inform the Committee of the Active Transport Business Case, its findings and recommendations.

1.2 A workshop was undertaken with stakeholders and partners who identified and agreed with the following problem:

- Problem: Gaps in levels of service and the perception that walking and cycling is unsafe and inconvenient is limiting its uptake, resulting in high car dependency.

Low rates of active transport use contribute to congestion, pollution, and poor health as people choose to travel by private vehicle. Concerns about the safety of cycling also contribute to deprivation and isolation as people who cannot access a motor vehicle are unable to access social and economic opportunities. This contributes to high levels of social deprivation in the district. Poor health and low levels of physical activity in the District are reinforced by a transport network that discourages active travel as part of a normal day.

1.3 The potential benefits of successfully addressing this problem were also developed and agreed upon. The stakeholder panel identified the following potential benefits:

- Benefit 1: Increased use of active travel modes.
- Benefit 2: Improved perception of active travel.

1.4 This proposal contributes to the purpose of local government through Council's strategic objective of providing an accessible range of safe transport options.
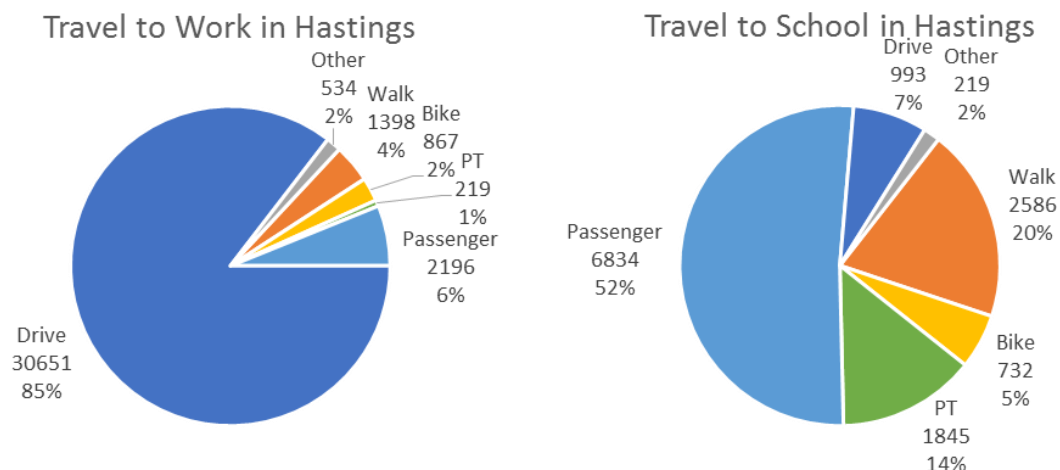
2.0 Recommendations – *Ngā Tūtohunga*

A) That the Committee receives the report titled Active Transport Business Case.

B) That the Committee endorses the Active Transport Business Case.

C) That the Committee endorses the prioritised programme as recommended by the Active Transport Business case and included in this report.

D) That the Committee recommends to Council to consider funding of the prioritised programme through the LTP process.

3.0 Background – *Te Horopaki*

3.1 In 2010, Hastings and New Plymouth were selected by Waka Kotahi for the Model Communities Programme, a focused investment in cycling infrastructure, education and encouragement. In 2011, iWay was developed, with the programme focusing on developing key arterial routes to the urban areas, complementary on road cycle lanes on key collector routes, shared pathway projects, improved connectivity and education programmes including training, campaigns and other safety programmes. By mid-2012, the network had more than 100km of new pathways including key routes to Flaxmere, Hastings, Havelock North and Clive. In the urban areas of Hastings District, most routes are on road cycle lanes.

3.2 A key outcome of that programme was a 20% increase in cyclists since before the iWay project began.

3.3 Some of the key learnings from iWay which will help the development of this programme are:

• Look to provide possible opportunities to strengthen network continuity within the route hierarchy.

• Consistency of the standard of infrastructure provision (within a hierarchy of routes) is important to pedestrians and cyclists and also promotes better understanding of expected behaviour for drivers.

• Reported safety perception when walking and cycling has remained high across the study period (around 82% of people feel safe) and has increased significantly from the pre-iWay level of around 28% (2008).

• That where possible and appropriate, off-road provision should be made in preference to on-road cycle lanes.

• In some cases, the desired mode shift did not occur where less desirable improvements (such as TDM, behaviour change and parking management interventions to discourage driving) were not fully implemented alongside cycleways and footpaths.

• A lack of bike shelters and storage facilities.

3.4 The main customers of the active transport network are commuters between Napier, Hastings, Havelock North, and Flaxmere, school students, tourists and recreational users, and seasonal cruise ship passengers. Tourists visit wineries around Hastings and Havelock North via bicycle as a popular activity.

3.5 Large employment centres include Hawke's Bay District Health Board (Hastings), Whakatu Industrial area, Hawkes Bay Airport (Napier), and Napier Port (Napier), with Napier only located 20km north

east of Hastings. In total nearly 50,000 people travel to work or school in Hastings on a daily basis, according to the 2018 Census.

Travel to Work in Hastings

- Other 534 2%
- Walk 1398 4%
- Bike 867 2%
- PT 219 1%
- Passenger 2196 6%
- Drive 30651 85%

Travel to School in Hastings

- Drive 993 7%
- Other 219 2%
- Walk 2586 20%
- Bike 732 5%
- PT 1845 14%
- Passenger 6834 52%

3.6 An initial workshop was undertaken with stakeholders and partners, including Waka Kotahi (NZTA), HB Regional Council and Napier City Council, HB District Health Board, Police, Cycle Aware Network, Bike On NZ, Disability Action Group, Local Schools, Sport HB, and Council. Ongoing development of the business case was carried out with this group and Iwi, while consultation was also opened to the general public.

3.7 The following problem statement and potential weighted benefits were identified and agreed upon:

- Problem: Gaps in levels of service and the perception that walking and cycling is unsafe and inconvenient is limiting its uptake, resulting in high car dependency.

- Benefit 1: Increased use of active travel modes (70%).

- Benefit 2: Improved perception of active travel (30%).

4.0 Discussion – *Te Matapakitanga*

4.1 Within the Hastings District, most people live in the three largest urban areas, the climate is mild with infrequent rain, and the topography is very flat. The street network and existing active travel infrastructure provide a very connective transport network for active modes. However, active mode share is lower in Hastings than it is in comparable cities in New Zealand.

4.2 Cycle facilities in the urban areas are typically painted cycle lanes with no protection, contributing to a low level of service which is exacerbated by gaps in the cycle network, particularly at intersections. This level of service contributes to low uptake and negative public attitudes towards active transport.

4.3 Throughout the duration of the Strategic Case and PBC processes, significant feedback was received from stakeholders which indicated a desire to take the learnings from the Model Communities programme and build upon the successes while also recognising areas for improvement. A philosophy was discussed and agreed upon with Waka Kotahi as outlined below:

- HDC will build on what has been done well. Some of the existing active transport infrastructure and most of the education programmes are very popular and successful. HDC will expand and continue to improve these.

- HDC will change the things that are not working. Travel behaviour change requires a comprehensive approach including significant soft measures including appropriate resources, media/comms, events, travel demand management and parking demand management. Very few stick approaches have been implemented to date and HDC requires a different approach in order to achieve mode shift.

- Let's do the hard work first. Projects that will improve safety or increase separation for on-street cycling facilities, including addressing difficult segments and intersections, need to be prioritised.

- Equitable approach to active transport infrastructure improvements. Significant investment has been made in active transport infrastructure in particular communities in the Hastings District while others have received significantly less investment. A more equitable distribution to active travel infrastructure needs to be considered.

- The ease and convenience of driving and parking needs to be addressed. Significant soft measures have been included in the programme to ensure an integrated transportation planning approach to address high car dependency.

- The right active transport infrastructure for the right target audience. There is an opportunity to build up connections on low traffic neighbourhood streets and ensure there are facilities that accommodate both the strong and fearless as well as the interested but concerned.

- HDC will maximise opportunities for improvement. HDC will embed active transport into Council processes so that opportunities for improving walking and cycling are made alongside other Council projects. HDC will also use Active Transport projects to improve streetscape appeal, amenity and safety for all users.

4.4 Focus on travel behaviour change and demand management measures to address high car dependency. Developing a comprehensive programme of work to increase the appeal of walking and cycling as a viable mode of transport while also implementing measures to address current travel behaviours can begin shifting trips from primarily single occupancy cars to more sustainable modes of transport. These measures provide a range of benefits including increased safety, improved mental and physical health and reduced impact on the environment. These measures will complement the recommended policy and transportation / land-use integration initiatives further outlined in the HDC Network PBC.

4.5 Prioritise safety improvements, increase separation for on-street cycling facilities and improving the level of service of existing walking and cycling facilities. The perception of walking and cycling as a mode of transport is a barrier to increased use of active modes. The initial focus of active transport infrastructure should be on improving the level of service and safety by increasing the separation of on-street cycle facilities. Footpaths will also require improvements to ensure vulnerable users have the ability to safely move through the district including the potential addition of new users based on the outcome of the Accessible Streets Regulatory Package. Improving safety on key corridors and intersections as well as implementing travel demand management initiatives will reduce risk and deaths or serious injuries.

4.6 A total of eight potential programme options were developed and assessed against their ability to address the problems and achieve the objectives. These were first scored against the investment objectives, which reduced the options down to three. These were then evaluated using a Multi Criteria Analysis (MCA), adding criteria considering the risk / implementability of the programme and the likely effects.

4.7 **The Balanced Programme scored highest in the MCA and is the recommended programme:**

4.7.1 This programme invests equally across all interventions as a means of integrating both low-cost and high-impact projects that will address the identified problems.

4.7.2 The recommended programme performs well against all the investment objectives, and has strong alignment to relevant national, regional and local plans and strategies.

4.7.3 Through implementation of the recommended programme it will be safer and more convenient for people to make more trips using active transport. Implementation of this programme alongside the Hastings District Council (HDC) Network programme, including travel demand management and

travel behaviour change measures, will result in a mode shift over time, making active transport the easy and preferred modes of choice.

4.7.4 The "quick wins" focus on assessing and developing an approach for increasing separation and level of service of existing facilities, mode shift, vulnerable users, addressing severance issues, developing neighbourhood/greenway corridors, access management on active travel corridors and increasing the uptake of bike purchase schemes.

4.7.5 Short-term projects see an increase in resources to implement the outcomes of the studies and plans developed in the "quick wins" phase as well increasing communication and engagement. The focus of these projects is around implementing policy change to support transportation / land-use integration, travel behaviour change measures, and improving wayfinding amenity, existing footpath and bicycle facilities, walking and cycling around schools and community severance. The evidence suggests that high car dependency, perceptions and human behaviour are a key cause of many of the problems identified on the active transport network. This phase of projects aims to address these issues through implementation of travel demand management and parking demand management measures. Some new infrastructure projects are included in this phase focused on improving the level of service and safety of facilities first, then increasing connectivity.

4.7.6 Later stages build upon this approach with additional new infrastructure in later years.

4.7.7 This recommended programme has an estimated cost range of between $74 Million and $100 Million. There is significant opportunity for cost sharing of the active transport infrastructure with Waka Kotahi, HBRC and public-private partnerships which is anticipated to be around $45 Million. Other projects are covered in Council's safety programme and roading improvements. The estimated cost to Council's iWay capital and operational budgets is $29 Million.

4.7.8

RECOMMENDED PROGRAMME PROJECT LIST

Project	Programme
Quick Wins	**Continuous Programmes**
Akina to Mayfair Cycleway	Accessible Streets Footpath Improvements
Middle Rd Pathway - Iona Rd to School Rd	Community Connections
Tauroa Rd Pathway	Cycleway Improvements
Short Term	Neighbourhood Greenways
Clifton Rd Pathway - Kuku St to path end	Wayfinding
Collinge Rd Pathway - Karamu Rd to Jellicoe St	**Promotions, Education and Monitoring**
Henderson Rd Pathway - Omahu Rd to Swansea Rd	Admin, Support & Development
Pakowhai Rd / St Aubyn St Intersection Improvements	Cycle Skills Training, Support & Development
Pakowhai Rd Cycleway - Omahu Rd to St Aubyn St	iWays Materials & Support
Portsmouth Rd Shared Path - Stock Rd to Wilson Rd	Parking Management Plan & Implementation
Stortford Lodge Roundabout Improvements	Mode Shift Plan & Implementation
Taihape Rd Pathway - Omahu	iWay Promotions & Events
Medium Term	Targeted Education Campaigns
Kenilworth Rd - Caroline Rd to Karamu Rd	TDM Education
Lyndhurst Rd - Nottingly Rd to Pakowhai Rd	Car Free Events
Richmond Rd - Tomoana Rd to Pakowhai Rd	Travel Plans
Jellicoe St - Grove Rd to Collinge Rd	Vulnerable User Audit
Karamu Rd - Kenilworth Rd to St Aubyn St	Cycleway Improvements Audit
Havelock to Hastings Corridor	Cycle Counts
Waimarama Rd - Red Bridge to path end	Travel Survey
Omahu Rd - Kirkwood Rd to SH50	
Portsmouth Rd - Wilson Rd to end	
St Georges Rd - Havelock Rd to Southland Drain	
Te Ara Kahikatea - Peanut to Railway	
Maraekakaho Rd - York Rd to Ngatarawa Rd	
Pakowhai Rd - Lyndhurst Rd to Evenden Rd	
Long Term	
Orchard Rd - Murray Pl to end	
Karamu Rd - St Aubyn St to Eastbourne St	
Tomoana Rd - Frederick St to Richmond Rd	
Longlands Rd - Te Aute Rd to SH2	
Maraekakaho Rd - Stock Rd to SH2	
Te Mata Peak - Te Mata Rd to Peak	
Brookvale Rd - Romanes Dr to Guthrie Rd	
Te Mata Rd - Duart Rd to Karanema Dr	

Item 6

4.8 During a workshop with Councillors the importance of routes to destinations was emphasised. These are included in the recommended programme, for example with routes such as Middle Road Pathway passing by Birdwoods Gallery, Tauroa Road Pathway going to Chambers Walk, and Jellicoe Street connecting to Splash Planet.

4.9 The major attractor of the HB Regional Sports Park had a couple of connections already in the programme with Lyndhurst Road and the Expressway Crossings. The addition of a cycleway along Evenden Road as part of the North-Eastern Connector upgrades, as well as improvements to the "Oak Ave" route, would see the Sports Park well served with cycleway connections from all directions.

5.0 Options – *Ngā Kōwhiringa*

Option One - Recommended Option - *Te Kōwhiringa Tuatahi – Te Kōwhiringa Tūtohunga*

5.1   Adopt the Recommended Programme.

5.1.1 The recommended option is a balanced programme that invest equally across all interventions as a means of integrating both low-cost and high-impact projects that will address the identified problem.

5.1.2 The recommended programme performs well against all the investment objectives and has strong alignment to relevant national, regional and local plans and strategies.

5.1.3 This programme has an estimated cost to Council's iWay programme of $29 Million. This is eligible for NZTA funding of 54%. To achieve the desired outcomes it is recommended to aim for completion of this programme in a timely manner.

Advantages

- Full realisation of benefits, particularly increased use of active travel modes and improved perception of active travel.

Disadvantages

- High cost: $29 Million.

Option Two – Alternative Option - *Te Kōwhiringa Tuarua*

5.2   Amend the Recommended Programme.

Option Three – Status Quo - *Te Kōwhiringa Tuatoru – Te Āhuatanga o nāianei*

5.3   Do Minimum:

5.3.1 This does not include any new active transport infrastructure or soft measures. It includes implementation of the Asset Management Plan (AMP), maintenance programmes and education and awareness initiatives that are currently in place.

Advantages

- Low cost: $3 Million over 10 years.

Disadvantages

- Benefits unlikely to be realised.

6.0 Next steps – *Te Anga Whakamua*

6.1   The recommended programme is not an investment programme, as individual projects or activities still need to be developed and will still need to go through statutory processes to proceed (e.g. NLTP, RLTP, and LTP). However, it provides an indication of the broad location, type and level of investment that is likely to be required to address the transport problems identified through the Strategic Case.

6.2   Whilst the full recommended programme represents a potentially large investment, the approach aimed to cluster locations, tackle multiple problems through a single business case, align implementation with wider programmes (such as maintenance and renewal programmes), and phase implementation representing better value for money solution than existing practices.

6.3   Although the HDC Long Term Plan covers a ten year planning horizon, it is refreshed and reviewed through the Annual Plan process and is reconsidered every three years. HDC views this PBC as a living document that can be updated and refreshed as assumptions or significant changes occur (such as the location and scale of housing and employment growth or the timing and impact of technological change or increases in available funding), which could significantly alter the strategic direction or timing of implementation/further development of subsequent phases.

6.4   Successful delivery of this programme will involve ongoing collaboration with project partners throughout the life of the programme, to ensure a one network approach is adopted that maximises value for money and best achieves the outcomes identified by all partner agencies.

Attachments:

1 ⇨	HDC Active Transport PBC Final	CG-16-10-00015	Under Separate Cover
2 ⇨	HDC Active Transport Strategic Case FINAL	CG-16-10-00016	Under Separate Cover

Summary of Considerations - *He Whakarāpopoto Whakaarohanga*

Fit with purpose of Local Government - *E noho hāngai pū ai ki te Rangatōpū-ā-Rohe*

The Council is required to give effect to the purpose of local government as set out in section 10 of the Local Government Act 2002. That purpose is to enable democratic local decision-making and action by (and on behalf of) communities, and to promote the social, economic, environmental, and cultural wellbeing of communities in the present and for the future.

Link to the Council's Community Outcomes – *Ngā Hononga ki Ngā Putanga ā-Hapori*

This proposal promotes the accessible range of safe transport options and safe walking and cycling facilities contributing to the wellbeing of communities in the present and for the future. It provides local infrastructure which contributes to public health and safety, supports growth, connects communities, activates communities and helps to protect the natural environment.

Māori Impact Statement - *Te Tauākī Kaupapa Māori*

HDC engaged with representatives from local iwi who serve as Pou Ahurea Matua to seek feedback on both the wider transport network and active transport in Hastings. Feedback relating to active transport largely included reference to three locations to be of relevance to the project:

- Waipatu Marae / Waipatu Community Plan
- Kahurānaki Marae Committee, Te Haukē; and
- Bridge Pā and Raukawa Valley

In addition, the key issues related to active transport that need to be addressed through this project are:

- Lack of walking and cycling connections into centres including Hastings, Havelock North and Flaxmere.
- Safety concerns due to narrow shoulders in cycling areas; and

- Action from HDC and HBRC to engage in Papakainga development to provide solutions and not put it solely into the hands of the whānau.

Sustainability - *Te Toitūtanga*

The proposed programme will have a positive effect on the environment as it contains significant travel demand management, transportation / land use integration, with infrastructure and operational enhancements that support mode shift away from cars and encourages more walking and cycling.

Financial considerations - *Ngā Whakaarohanga Ahumoni*

The estimated cost of the recommended programme is an increase to existing programmes to $29.1 Million over ten years.

Significance and Engagement - *Te Hiranga me te Tūhonotanga*

This decision/report has been assessed under the Council's Significance and Engagement Policy as being of moderate significance.

Consultation – internal and/or external - *Whakawhiti Whakaaro-ā-roto / ā-waho*

A key partners and stakeholders group was invited to participate in an initial ILM workshop and ongoing online consultation throughout the development of the PBC. They were largely selected due to their ongoing involvement in the Hastings Active Transport Working Group. They represent a diverse cross-section of active transport stakeholders and are involved in active transport operational and strategic decision making. They included representatives of the following organisations:

- Waka Kotahi (NZ Transport Agency)
- Hawke's Bay Regional Council
- Hastings Police
- Cycle Aware Network (CAN) Hawke's Bay
- Hawke's Bay District Health Board
- Disability Action Group
- Napier City Council
- Local Schools (Principal)
- Bike On New Zealand
- Bike NZ
- Sport Hawke's Bay
- Hastings District Council

Risks

Opportunity:

At the time of this report, a number of projects are underway which will provide further insight as to how best to deliver the programme, including a regional Network Operating Plan (NOP), an update to the Heretaunga Plains Transport Model, the Hawke's Bay Regional Transport PBC and the Karamu Master Plan. These projects not being completed at the time of this PBC are a risk, however completion of these projects will provide more clarity on what the risks and opportunities for this programme may be.

REWARD – *Te Utu*	RISK – *Te Tūraru*
Benefits realisation – Service Delivery and Reputation Opportunity to develop continuous improvement loops to improve processes and deliver on outcomes	Infrastructure construction risk – Finance Cost inflation will drive up the cost of delivering infrastructure elements, limiting the amount of the programme that can be delivered for a fixed budget. Priority risks – Finance Shifts in priorities for funding or limitations on available funds may mean required funding levels will not be provided. Stakeholder and public risks – Reputation Government or regional priorities may change and the programme may not deliver what is promised. Travel behaviour change, TDM and parking management measures may be too controversial resulting in lack of support to implement necessary measures. Lack of education and awareness of the potential of travel behaviour change, TDM and parking management measures.

Rural Community Board – *Te Poari Tuawhenua-ā-Hapori*

The majority of the proposed programme is within the urban and plains area of Hastings District.

Te Hui o Te Kaunihera ā-Rohe o Heretaunga
Hastings District Council: Strategy and Policy Committee Meeting

Te Rārangi Take

Report to Strategy and Policy Committee

Nā: From:	**Eynon Phillips, Strategic Transport Engineer**

Te Take: Subject:	**Transport Network Business Case**

1.0 Executive Summary – *Te Kaupapa Me Te Whakarāpopototanga*

1.1 The purpose of this report is to inform the Committee of the Transport Network Business Case, its findings and recommendations.

1.2 A workshop was undertaken with stakeholders and partners who identified and agreed with the following problems:

- Problem 1: Poor user behaviour and transport system deficiencies increases the risk of deaths and serious injuries when crashes occur.

- Problem 2: Increased industry productivity and changes in land-use is resulting in the transport system not meeting the needs of users.

- Problem 3: Poor uptake of active travel and public transport in negatively impacting on community wellbeing.

1.3 The potential benefits of successfully addressing these problems were also developed and agreed upon. The stakeholder panel identified the following potential benefits and weightings:

- Benefit 1: Improved road safety.

- Benefit 2: Improved customer experience.

- Benefit 3: Increased community wellbeing.

- Benefit 4: Greater uptake of active travel and public transport.

1.4 This proposal contributes to the purpose of local government through Council's strategic objective of providing an accessible range of safe transport options.

2.0 Recommendations – *Ngā Tūtohunga*

A) That the Committee receives the report titled Transport Network Business Case.

B) That the Committee endorses the Transport Network Business Case.

C) That the Committee endorses the prioritised programme as recommended by the Transport Network Business Case and included in this report.

D) That the Committee recommends to Council to consider funding of the prioritised programme through the LTP process.

3.0 Background – *Te Horopaki*

3.1 Napier Port, which is about to expand, is the fourth largest port in New Zealand by overseas export volumes and is just 20 km from Hastings.

3.2 The Hawke's Bay lifestyle has drawn people and increased industry in the region which has led to increasing demands and challenges for the transportation network.

3.3 An initial workshop was undertaken with stakeholders and partners, including Waka Kotahi (NZTA), HB Regional Council and Napier City Council, HB District Health Board, Police, Road Transport Association, Automobile Association Hastings City Business Association, HB Fruitgrowers Association Napier Port, and Council. Ongoing development of the business case was carried out with this group and Iwi, while consultation was also opened to the general public.

3.4 The following problems statements and benefits (with weightings) were identified and agreed to by the stakeholder group:

- Problem 1: Poor user behaviour and transport system deficiencies increases the risk of deaths and serious injuries when crashes occur (50%)

- Problem 2: Increased industry productivity and changes in land-use is resulting in the transport system not meeting the needs of users (30%)

- Problem 3: Poor uptake of active travel and public transport in negatively impacting on community wellbeing (20%)

- Benefit 1: Improved road safety (50%)

- Benefit 2: Improved customer experience (30%)

- Benefit 3: Increased community wellbeing (10%)

- Benefit 4: Greater uptake of active travel and public transport (10%).

4.0 Discussion – *Te Matapakitanga*

4.1 Hastings District faces several challenges around the network. Increasing demand paired with risky and unsafe behaviour by people who drive increases the risk of death and serious injury when crashes occur. This paired with people not driving to the conditions or at a safe speed has increased collective risk and personal risk.

4.2 An increasing number of private vehicles and freight movements across a dispersed network has led to a changing mix of road users and overlapping peak movements. Industrial land use intensification near residential growth areas has further increased potential conflict between road users. Underutilisation of rail for freight means more trucks making more trips through Hastings District to

the expanding port in Napier, putting pressure on the road network. Commuters are experiencing peak hour congestion on key routes and freight travel time has been impacted.

4.3   As a Model Community, Hastings District has heavily invested in walking and cycling infrastructure to positively impact on the community, however the ease and convenience of driving has resulted in high car dependency. Active travel and public transport are not viewed as attractive or effective modes of transport which means they are underutilised. This translates to people not being as active as part of their daily life, increased inactivity and obesity rates and increased pressure on natural resources and carbon emissions from vehicles. Since driving is seen as the most viable option for transport, vulnerable populations also have reduced social and economic opportunities due to the need to own a vehicle.

4.4   An increasing number of private vehicles and freight movements across a dispersed network has led to a changing mix of road users and overlapping peak movements. Vehicle Kilometres Travelled (VKT) in Hawke's Bay have increased between 2014 and 2017, by 7% on local roads (up from 810 million to 870 million kilometres) and 13% on state highways (up from 640 million to 720 million kilometres).

4.5   Road transport carries 95% of the freight in the Hawke's Bay region, while rail accounts for almost all the remaining 5%. Underutilisation of rail for freight means more freight trips using trucks through the Hastings District to the expanding port in Napier, putting pressure on the road network. Commuters are experiencing peak hour congestion on key routes and freight travel time has been impacted.

4.6   Increased domestic and international tourism through cruise ships and the regional airport, which is also expanding, play a factor in adding pressure to the network.

4.7   In the move towards a more compact urban form for the Heretaunga Plains sub region, an increasing proportion of the residential growth is expected to take place through intensification by redevelopment within existing residential and rural residential areas by 2045. Alongside residential growth areas, industrial growth areas have also been identified, many of which are in close proximity or adjacent to residential growth areas which will cause competing demands.

4.8   There is strong strategic alignment with key national, regional and local strategic drivers around safety, network resilience, safe and efficient freight movements to the port, mode shift, transport choices and access to modes such as public transport, walking and cycling. There has also been an increasing shift toward reducing the adverse effects on the climate, local environment and public health which has strong strategic alignment with the Strategic Case.

4.9   A total of seven potential programme options were developed and assessed against their ability to address the problems and achieve the objectives. These were first scored against the investment objectives, which reduced the options down to four. These were then evaluated using a Multi Criteria Analysis (MCA), adding criteria considering the risk / implementability of the programme and the likely effects.

4.10   The Community Wellbeing programme emerged as the most effective. This programme focuses on interventions that specifically improve overall community wellbeing by improving infrastructure, safety and productivity, demand, and soft measures related to active transport and public transport (PT). This programmed was blended with the balanced programme to ensure it also delivered the infrastructure improvements needed to improve safety.

4.10.1 This recommended option aims to invest in interventions that specifically improve community wellbeing by improving infrastructure, safety and productivity, demand, as well as soft measures to support active travel and public transport.

4.10.2 The recommended programme performs well against the investment objectives and has strong alignment to relevant national, regional and local plans and strategies.

4.10.3 The PBC recommends a package of transport interventions including new network infrastructure, safety and level of service improvements, advocacy, education and enforcement, operational

enhancements, policy measures and transportation / land-use integration. These interventions will build upon past successes and will allow Council to meet new and emerging challenges, particularly in a time when COVID-19 has changed the way we view active transport.

4.10.4 The recommended programme performs well against all the investment objectives, and has strong alignment to relevant national, regional and local plans and strategies. The recommended programme has been assessed using the latest NZTA Assessment Framework criteria. It has not been possible to produce an indicative benefit cost ratio due to the scale and scope of this PBC. It is anticipated that efficiency will be assessed during subsequent phases as more detailed estimates of the costs and benefits can be determined.

4.10.5 Through implementation of the recommended programme it will be safer and more convenient for people to make more trips using sustainable transport. Implementation of this programme alongside the Hastings District Council (HDC) Active Transport programme will result in a more mode neutral network, supporting all modes of transport, increasing access and choice and creating environments that support sustainable transport.

4.10.6 The "quick wins" focus on assessing and developing an approach for selected high-volume corridors, implementing a network operating plan, increasing data collection, increasing collaboration and transportation / land-use integration.

4.10.7 Short-term projects include implementation of the outcomes of the studies and plans developed in the "quick wins" phase as well increasing transportation / land-use integration, policy measures and further operational enhancements. The evidence suggests that increasing demands, change in land-use, poor uptake of active travel and human behaviour are a key cause of many of the problems identified on the transportation network. This phase of projects aims to address these issues through implementation of soft measures and some new infrastructure projects focused on improving the level of service and safety of the network. Later stages build upon this approach with additional new infrastructure in later years.

4.10.8 A level of flexibility is needed during this time of uncertainty with the COVID-19 pandemic, reduced council budgets, changing demands on various modes and changing road user needs. The programme has been prioritised and should be implemented to the extent that council transport budgets allow.

TRANSPORT NETWORK PROJECT LIST

Priority	Project
Quick Wins	
	Signals System Installation
Short Term	
	Area Wide Traffic Calming
	Karamu Rd Corridor Improvements
	Pakowhai Rd / St Aubyn St Intersection Improvement
	Napier Rd / Crosses Rd Roundabout
Medium Term	
	St Aubyn St / Windsor Ave Intersection Improvement
	Bus Stop Improvements
	St Aubyn St Corridor Improvements
Long Term Years	
	Pakowhai Road Upgrade
	Te Mata Rd Upgrade
Planning & Operations	
	Alleyway Assessment
	Bus Stop Design Guide
	Data Collection
	Intelligent Transport Systems Plan
	Karamu Rd Corridor Study
	Network Implementation Plan
	Signals System Operation
	St Aubyn St Corridor Study

5.0 Options – *Ngā Kōwhiringa*

Option One - Recommended Option - *Te Kōwhiringa Tuatahi – Te Kōwhiringa Tūtohunga*

5.1 Adopt the recommended programme.

5.1.1 This recommended option aims to invest in interventions that specifically improve community wellbeing by improving infrastructure, safety and productivity, demand, as well as soft measures to support active travel and public transport.

5.1.2 The recommended programme performs well against the investment objectives and has strong alignment to relevant national, regional and local plans and strategies.

5.1.3 This programme has an estimated cost range of between $39 Million and $53 Million. Many of these projects are covered by existing council programmes such as safety improvements and roading renewals. The additional cost to Council from this programme is an estimated $20 Million.

Option Two – Alternative Option - *Te Kōwhiringa Tuarua*

5.2 Amend the recommended programme.

Option Three – Status Quo – *Te Kōwhiringa Tuatoru – Te Āhuatanga o nāianei*

5.3 Do Minimum

5.3.1 This programme does not include any new transport infrastructure or soft measures. It includes implementation of the Asset Management Plan (AMP), maintenance programmes and education and awareness initiatives that are currently in place.

5.3.2 This is the least expensive option as it removes all new projects, with no additional cost to Council over existing programmes.

6.0   Next steps – *Te Anga Whakamua*

6.1 The recommended programme is not an investment programme, as individual projects or activities still need to be developed and will still need to go through statutory processes to proceed (e.g. NLTP, RLTP, and LTP). However, it provides an indication of the broad location, type and level of investment that is likely to be required to address the transport problems identified through the Strategic Case.

6.2 Whilst the full recommended programme represents a potentially large investment, the approach adopted to tackle multiple problems through a single business case, align implementation with wider programmes (such as maintenance and renewal programmes), and phasing of implementation represents better value for money solution than existing practices.

6.3 Although the HDC Long Term Plan covers a ten year planning horizon, it is refreshed and reviewed through the Annual Plan process and is reconsidered every three years. HDC views this PBC as a living document that can be updated and refreshed as assumptions or significant changes occur (such as the location and scale of housing and employment growth or the timing and impact of technological change or increases in available funding), which could significantly alter the strategic direction or timing of implementation/further development of subsequent phases.

6.4 Successful delivery of this programme will involve ongoing collaboration with project partners throughout the life of the programme, to ensure a one network approach is adopted that maximises value for money and best achieves the outcomes identified by all partner agencies.

Attachments:

1⇨	HDC Network PBC Final	CG-16-10-00017	Under Separate Cover
2⇨	HDC Network Strategic Case FINAL	CG-16-10-00018	Under Separate Cover

Summary of Considerations - *He Whakarāpopoto Whakaarohanga*

Fit with purpose of Local Government - *E noho hāngai pū ai ki te Rangatōpū-ā-Rohe*

The Council is required to give effect to the purpose of local government as set out in section 10 of the Local Government Act 2002. That purpose is to enable democratic local decision-making and action by (and on behalf of) communities, and to promote the social, economic, environmental, and cultural wellbeing of communities in the present and for the future.

Link to the Council's Community Outcomes – *Ngā Hononga ki Ngā Putanga ā-Hapori*

This proposal promotes the <Enter text> wellbeing of communities in the present and for the future.

Māori Impact Statement - *Te Tauākī Kaupapa Māori*

Representatives from local iwi who serve as Pou Ahurea Matua were engaged and asked for feedback on the transport network and active transport in Hastings District. The feedback below summarises the feedback received.

The following three locations have been identified to be of relevance to this project:
- Waipatu Marae / Waipatu Community Plan
- Kahurānaki Marae, Te Haukē
- Bridge Pā and Raukawa Valley.

The following are the key issues that need to be addressed through this project:
- Speeds around marae, churches, schools and the communities
- Lack of walking and cycling connections into centres including Hastings, Havelock North and Flaxmere
- Safety concerns due to narrow shoulders in cycling areas
- Lack of public transport connectivity
- Roading issues at Kohupatiki
- Action from HDC and HBRC.

There was a consensus that the lack of public transport connectivity is disconnecting whānau, especially those on very low incomes and poor health, require better access socio-economic opportunities (e.g. community facilities and health centres) via public transport. Investigating these needs and the cost to whānau / hāpori of such not being available (perhaps extending to kainga like Pakipaki, Omahu) was highlighted.

As stated in the 2010 Heretaunga Plains Urban Development Strategy:
> *There is evidence that connection to culture improves Māori well-being. It is important to ensure that Māori have both an easy means of connecting and moving between peri-urban Māori communities, such as Tangoio, Omahu, Bridge Pa, Pakipaki etc and urban communities, such as west Hastings, Flaxmere and Maraenui. It is also important that "suburbs" maintain vital community infrastructure to provide opportunities for community connection and revitalisation.*

It was noted that Kohupatiki has two major roading issues which have been unaddressed for many years. This is associated with the access and egress to/from Farndon Road into Kohupatiki from both entry points. This should be made safer for all road users especially with the continual development of Kohupatiki.

It was emphasised that action from both the HDC and HBRC is crucial as they engage in Papakainga development to provide solutions, and not put it solely into the hands of the whānau.

Sustainability - *Te Toitūtanga*

<Enter text> :

Financial considerations - *Ngā Whakaarohanga Ahumoni*

The estimated cost of the recommended programme is $20 Million in new projects.

Significance and Engagement - *Te Hiranga me te Tūhonotanga*

This decision/report has been assessed under the Council's Significance and Engagement Policy as being of <Enter text> significance.

Consultation – internal and/or external - *Whakawhiti Whakaaro-ā-roto / ā-waho*

A key partners and stakeholders group was invited to participate in an initial ILM workshop and ongoing online consultation throughout the development of the PBC. As part of the ILM workshop, stakeholders were invited to identify a range of options or activities that could be considered as part of a "long-list" of potential options. The workshop sought to identify any interventions that may address the problems and achieve the benefits identified through the Investment Logic Map process.

The ideas from the two ILM workshops were combined to ensure alignment with the proper programme (network or active transport) and resulted in 52 new ideas. When merged with options and alternatives from the document review, there were a total of 320 ideas between both the network and active transport programmes. An additional 11 options were generated during an internal workshop held with HDC staff on 29th January 2020 based on previous work and audits.

In addition to this, feedback was also provided through:
- Engagement with local Iwi
- A public open day held on 12 March 2020
- Online public feedback via "My Voice My Choice" between 12 and 19 March 2020.

Risks

Opportunity:
At the time of this report, a number of projects are underway which will provide further insight as to how to best deliver the Programme including a regional network operating plan (NOP), an update to the Heretaunga Plains Transport Model, the Hawke's Bay Regional Transport Study PBC and the Karamu Master Plan project. These projects not being completed at the time of this report are a risk, however, completion of these projects will provide more clarity on what the risks and opportunities for this programme may be.

REWARD – *Te Utu*	RISK – *Te Tūraru*
Benefits realisation – Service Delivery and Reputation Opportunity to develop continuous improvement loops to improve processes and deliver on outcomes.	Infrastructure construction risk – Finance Cost inflation will drive up the cost of delivering infrastructure elements, limiting the amount of the programme that can be delivered for a fixed budget. Priority risks – Finance Shifts in priorities for funding or limitations on available funds may mean required funding levels will not be provided. Stakeholder and public risks – Reputation Government or regional priorities may change and the programme may not deliver what is promised.

Rural Community Board – *Te Poari Tuawhenua-ā-Hapori*

<Enter text> :

Te Hui o Te Kaunihera ā-Rohe o Heretaunga
Hastings District Council: Strategy and Policy Committee Meeting

Te Rārangi Take

Report to Strategy and Policy Committee

Nā:
From: **Regan Smith, Risk and Corporate Services Manager**

Te Take:
Subject: **Updated Strategic Risk Register and Enterprise Risk Management Framework**

1.0 Purpose and summary - *Te Kaupapa Me Te Whakarāpopototanga*

1.1 This report presents revised versions of the following documents, which have been updated based on feedback from Risk and Assurance Committee, for review and endorsement by the Committee:

- Hastings District Council Enterprise Risk Management (ERM) framework and policy.

- Hastings District Council Tier 1 Strategic Risk Register.

1.2 **HDC Enterprise Risk Management Framework and Policy**

1.3 The following changes have been made to the HDC Enterprise Risk Management framework and policy as part of the annual review of the policy and have been endorsed by the Risk and Assurance Committee (Attachment 1):

- Altered governance section to reflect the new Committee and internal meeting structure.

- Incorporated the recently adopted risk appetite statements.

1.4 **HDC Strategic Risk Register**

1.5 A review of the current HDC Tier 1 Strategic Risk Register is considered appropriate to ensure that the Council strategic risk profile is fit for purpose. This is particularly important to align with development of the 2021-2031 Long Term Plan, and to consider drivers resulting from the current COVID-19 operating environment.

1.6 The review also provides the opportunity to rationalise the number of risks on the register to create a more focused list. This will enable the Council to give more attention to material issues.

1.7 In order to develop the list of proposed strategic risks the following steps have been followed:

- Observation of initial Council LTP workshops and identification of key themes and areas of concern.

- Workshop with executive Lead Team to identify new or emerging risk areas.

- Discussion on proposed risks with Chair Risk & Assurance Committee, Group Manager: Corporate and Risk team.

- Workshop discussion and subsequent feedback from the Risk & Assurance Committee.

1.8 As a result of this process the following list of strategic risks are recommended as issues of material strategic risk for the Council to monitor (Refer to Attachment 2 for details):

1.8.1 People Safety and wellbeing.

1.8.2 Water quality and quantity.

1.8.3 Significant operations service failure.
(*Note; this risk is made up of most of the existing strategic risks, which have been delegated to the Lead Assurance Team to manage*).

1.8.4 Financial sustainability.

1.8.5 Inequitable resource allocation.

1.8.6 Poor spatial and asset management Planning.

1.8.7 Failure of climate adaptation.

1.8.8 Increasing social inequity.

1.8.9 Significant statutory reform.

1.8.10 Governance failure.

1.9 Risks considered but not included in the proposed strategic register were:

- Consenting and compliance liability coming from systemic deficiencies in building practices or ineffective compliance monitoring activities, which expose Council to liability claims. This is viewed as a management responsibility and will be considered as a consequence of the Tier 2 risk Inadequate Regulatory Oversight.

- The benefit of including an opportunity risk on the register was discussed with the Risk and Assurance Committee. While the concept has some appeal, there was less clarity on a specific measurable opportunity to pursue. Therefore, considering the degree of change already being suggested with regard to the number and nature of strategic risks, introduction of a further new concept is not considered constructive at the present time. As a result, an opportunity has not been included on the current register, but will be reassessed at the next review of the framework.

2.0 Recommendations – *Ngā Tūtohunga*

A) That the report of the Risk and Corporate Services Manager titled Updated Strategic Risk Register and Enterprise Risk Management Framework dated 19 November 2020 be received.

B) That the Committee recommend the revised Strategic Risk Register and Enterprise Risk Management Framework for Council to adopt.

Attachments:

1. ⇩ HDC Risk Management Policy and Framework V4   PMD-03-81-20-206
   for Risk & Assurance October
2. ⇩ Revised HDC Strategic Risk Register Strategy and   PMD-9-3-20-21
   Policy November 2020

Item 8

HASTINGS
DISTRICT COUNCIL

Hastings District Council
Enterprise Risk Management
Policy & Framework

Policy expert	Risk and Corporate Services Manager
Policy owner	Council
Owner Department	Corporate
Approval date	TBC
Version	4.0
Review date	TBC

Contents

Change history

Amendment (s)	Date	Updated by and authority
First Release	12 Sep 2012	Updated by Business Service Manager. Authorised by Leadership Management Team
Annual Review V1.1 Minor changes to text for clarification	16 Sep 2013	Updated by Business Service Manager.
Full Review V2.0 Overview of risk management updated to reflect ISO 31000 standard. Roles and responsibilities, and conflict of interested included in Policy section. Guiding principles from the ISO 31000 standard included in risk framework. Need for risk management to be integrated in to all business activities reinforced throughout.	9 Feb 2017	Updated by Business Service Manager.
Audit & Risk V2.1 Protection of personal safety added to policy objectives. Risk matrix included as Appendix 1.	28 Feb 2017	Updated by Business Service Manager. Confirmed by Audit & Risk Subcommittee.
PWC feedback incorporated V2.2 CE commitment statement added Reference to Risk Handbook included. Enhancements include; - Annual policy review, - principles moved to Policy section, - risk process overview included, - Additional guidance relating to consultation and treatment plans. - Risk register management and monitoring - Glossary of Terms added.	11 May 2017	Updated by Business Service Manager.
Purpose amended to include community outcomes	21 Jun 2017	Updated by Business Service Manager. Confirmed by Council
Draft removed. Version published	13 Jul 2017	Updated by Business Service Manager. Approved by Council 13 July 2018
Annual review. Moved to new policy template: - Add Architecture section. - Include Council responsibilities in Purpose and Roles & Responsibilities. - Updated risk principles to match ISO31000:2018 - Updated Risk Appetite and Tolerance. - Risk Impact and matrix revised. - Minor amendments to Risk Process Analysis and Evaluation sections.	3 Aug 18	Updated by Risk and Corporate Services Manager. Approved by Council 31 January 2019
Annual review: - Architecture section updated to reflect current structure. - Risk appetite section added and tolerance statements included.	10 July 20	Updated by Risk and Corporate Services Manager.

| *Note: Changed sections are indicated by a vertical bar in the margin.*

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1. Purpose

The purpose of this document is to describe the Hastings District Council (HDC) Enterprise Risk Management (ERM) framework, including the architecture, strategy and protocols, and how ERM is used to manage significant risks that affect successful achievement of the organisation's objectives.

> *Note: A Risk Management Handbook that includes a summary of the strategy and protocols described in this document is provided as a quick reference for staff.*

1.1. Background

"Organisations of all kinds face internal and external factors and influences that make it uncertain whether, when and the extent to which they will achieve or exceed their objectives[1]". The effect this uncertainty has on the organisation's objectives is 'risk'.

Risk management provides a structured approach that can be applied to any discipline or undertaking to reduce uncertainty and enhance value.

Risk management achieves this by creating visibility of operational risk (including assumptions and uncertainties), and by describing consequences to be avoided or opportunities to be pursued.

Successful implementation of risk management relies on informed and engaged staff, and incorporation of risk management into 'business as usual' activities. Risk management within HDC is supported by senior leadership in a 'no blame' reporting culture. All staff are expected to engage in identifying and communicating risks associated with their work.

1.2. Governance Oversight

Collectively the Councillors are responsible for setting risk management tone and objectives, and for oversight of the organisation's strategic risks. This includes determining acceptable levels of risk exposure (refer to Risk Appetite and Tolerance) and confirming that management operate within the limits defined.

1.3. Chief Executive Commitment

To ensure we can deliver the Council's long term plan and work programme safely and effectively, it is important we understand and address the risks we may face. Through the application of good risk management we can minimise the possibility of harm and loss, whilst taking advantage of opportunities to innovate. I am committed to ensuring that all Council staff are well equipped to follow good risk management practices. This is particularly important when it comes to protecting our people, our community and our environment.

Risk management enhances our service culture and should be engrained in our DNA. Risk management is a continuous journey of learning and its application underpins our ability to deliver positive outcomes for our community.

Nigel Bickle, Chief Executive

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[1] ISO 31000:2018 Risk Management –Guidelines, Introduction, Page v.

2. Architecture

2.1. Reporting Structure

The overarching responsibilities for managing risk within HDC are as follows:

- Overall responsibility for ensuring risks are mitigated resides with the Council as the governing body.
- The responsibility for ensuring robust risk management practices are in place is delegated to the Risk and Assurance Committee.
- The Executive Lead Team (LT) is ultimately responsible for ensuring risk are effectively managed.

Risk information flows down from the Council, and is reported up from Groups and business teams as shown in the diagram below:
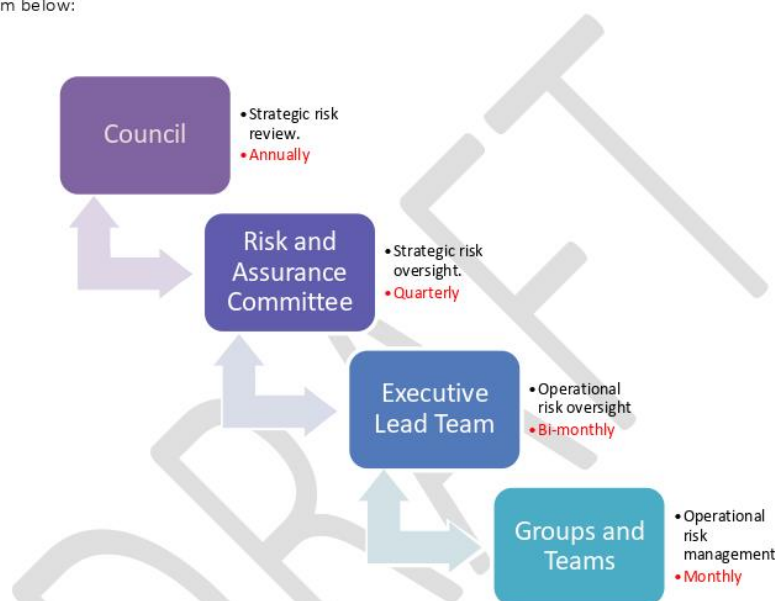
In addition to this regular information flow, issues that arise between reporting cycles will be raised with the appropriate forum in a timely manner to allow effective treatment decisions to be made.

Business units and underlying teams may adopt or adapt this framework to meet their needs as deemed appropriate by the line manager. However, in all cases high risk issues identified by these teams must be escalated to LT or Risk and Assurance Committee as described in this framework.

2.2. Roles and Responsibilities

Role	Responsibility
All Staff	Actively involved in managing risk. Consult with and keep line managers informed about risk as appropriate.
Risk Owners	Accountable for management of assigned risks. Consult with and keep LMT informed about risk as appropriate.
Group Manager	Have practices in place within their Group to: - Identify, assess and monitor risks. - Assign responsibility for managing risks. - Develop and implement treatment plans to reduce risk exposure. - Regularly review risk controls and treatments. - Appropriately communicate and escalate risks as required. - Consider new, emerging and changing risks. - Support and encourage staff to engage in risk identification and response actions.
LT	Assess and monitor the organisation wide risk profile. Regularly review risk controls and treatments. Set priorities and allocate resources for risk mitigation.
Councillors (Elected Members)	Responsible for setting risk management tone and objectives. Define the organisation's risk appetite. Confirm that risk is managed within prescribed tolerance. Review the Tier 1 strategic risk register and seek assurance that adequate controls are in place and effective.

2.3. Conflict of Interest

Any conflicts of interest identified through the risk management process shall be handled in accordance with the Conflict of Interest and Gifts policy in the HDC Operations Manual.

3. Strategy

HDC is committed to managing risk to the organisation and community in an on-going and proactive manner.

Effective risk management enhances the ability of HDC to achieve the strategic objectives defined in the Long Term Plan (LTP) and meet its statutory obligations.

HDC manages risks in order to:

- Improve decision making.
- Identify innovations.
- Clearly document risk exposure.
- Appropriately communicate and report on risks.
- Integrate risk management culture into our business.

This framework and policy, supported by the HDC Risk Management Handbook, outlines the organisational risk management objectives and commitment in order to achieve proactive identification and mitigation of risks that arise as part of the organisation's activities.

3.1. Scope and Applications

The scope of the Risk Management framework and policy is organisation wide and will be fully integrated into the organisation's strategic, operational and project planning activities. The development of the framework and process has been informed by the approaches used in these activity and planning areas.

3.2. Guiding Behaviours and Measures

In line with organisation's risk management principles and industry best practice, the framework guides staff to:

- Identify, assess, treat and monitor risks.
- Appropriately communicate and escalate risks.
- Consider new and emerging risks.

Guiding Behaviours	Measuring Success
• The Chief Executive and Group Managers lead and promote risk management.	• Risk roles and responsibilities are well understood.
• We have a "risk smart" culture where risks are systematically managed, monitored and reported.	• Staff know how and when to discuss risk with management based on good process and a supportive environment.
• We ensure that staff are equiped with the skills and guidance needed.	• There are few surprises; risk reporting provides early warning.
• Our people are encouraged and supported to escalate risks as appropriate.	• Council's objectives and outcomes are met and the Council's reputation and image are protected.
• We openly and constructively engage in risk discussion at all levels.	• Risk management within Council is continuously reviewed and improved.
• We integrate risk management in to all decision making and planning.	• Internal and external stakeholders are confident that Council manages risk within acceptable levels.
• We proactively manage threats to reduce the consequence and likelihood of not meeting objectives.	• Risk management occurs throughout the development and implementaiton of any business plan, policy, programme or project.
• We proactively innovate to improve our delivery of objectives.	• All Groups speak the same risk language and respond to risk in a consistent way.

4. Policy Statement

In setting our objectives HDC will consider and take into account the risks associated with achieving those objectives.

HDC recognises that it is prudent to systematically manage and regularly review its risk profile at a strategic, operational and project level. The organisation does this by applying this risk management policy and protocols, which defines the management practices required to support the realisation of Council objectives. Not only does HDC wish to minimise relevant threats, but also to maximise its opportunities through innovation.

4.1. Mandate and Commitment

Elected members and senior leadership support the use of risk management as a key management tool, and expect risk management to be an integral part of decision making. Managers and staff in roles responsible for managing risk will be provided with adequate training and systems to support the open and honest communication of risk information.

The risk management system will be monitored on a frequency considered appropriate by elected members and senior leadership.

4.2. Objectives

The Council's risk management objectives are:

- Protection of personal safety is ensured in all undertakings.
- HDC has a current comprehensive understanding of its risks.
- All sources of risk are assessed before undertaking any activity.
- The organisation's risks are managed within the risk criteria (appetite) that have been established for the particular activity.

4.3. Principles

For risk management to be effective, the following principles should be applied at all levels within HDC:

a) Integrated part of all organisation activities.
b) Structured and comprehensive approach.
c) Customised and proportionate to the organisation's needs.
d) Inclusive to achieve timely involvement of stakeholders.
e) Dynamic so that appropriate changes are made in a timely fashion.
f) Best available information applied to risk analysis.
g) Human and cultural factors are considered at each stage.
h) Continual improvement achieved through learning and experience.

4.4. Risk Appetite and Tolerance

Risk appetite refers to the amount of risk Council is willing to accept in pursuit of its goals. Depending on the nature of the activity there will be a range of outcomes that the Council could accept, this range in outcomes is organisation's risk tolerance.

In this sense risk management is about finding an acceptable balance between the impact on objectives should a risk be realised and the implications of treating the risk (i.e. financial cost, potential service level impacts and other consequential risks associated with a different approach must be considered). It should be recognised that all actions and approaches come with their own risks which should be considered throughout the risk management process.

4.4.1. HDC Risk Appetite Statement

The Council's over-arching risk appetite statement is as follows:

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The Hastings District Council is responsible to the rate payers of the district to enable democratic local decision-making and action by, and on behalf of, communities to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future.

To achieve these outcomes Council has a **conservative** appetite toward risk that would adversely affect core services. In contrast, there is a desire to leverage opportunities that enhance outcomes for the community. As a result there is a more open approach to considering innovation or solutions that create long term benefits.

Whilst the overarching risk appetite may be conservative, Council recognises that it is not possible, or necessarily desirable, to eliminate all of the risks inherent in its activities. In some instances acceptance of risk within the public sector is necessary due to the nature of services, constraints within operating environment and a limited ability to directly influence where risks are shared across sectors.

Therefore, in relation to the Long Term Plan strategic objectives Council's risk appetite may vary depending on the circumstances and trade-offs implicit in the specific context. Resources are aligned to priority outcomes based on the specific risk appetite, and arrangements are in place to monitor and mitigate risks to acceptable levels.

The risk appetite for each of the key focus areas in the current Long Term Plan is stated in Appendix 2.

4.4.2. Risk Appetite Terminology

	Rating	Philosophy	Tolerance for Uncertainty Willingness to accept uncertain outcomes or variations.	Choice Willingness to select an option puts objectives at risk	Trade-off Willingness to trade off against achievement of other objectives.
5	Flexible	Will take justified risks	Fully anticipated	Will choose option/s with highest return; accepting possibility of failure.	Willing
4	Justified	Will take strongly justified risks	Expect some	Will choose to put at risk, but will manage impact	Willing under right conditions
3	Measured	Preference for delivering expected outcome.	Limited	Will accept if limited and heavily out-weighted by benefits	Prefer to avoid
2	Conservative	Extremely conservative	Low	Will accept only if essential, and limited possibility/extent of failure	With extreme reluctance
1	Averse	Avoidance of risk is a core objective	Extremely low	Will always select the lowest risk option.	Never

5. Risk Process

Risk management at HDC is based on each team, business unit and all levels of management identifying, recording and assessing risks to their area of work.

5.1. Integrated Risk Management

Each team must integrate the following risk assessment process in to existing planning and decision making processes so that risk management principles can be applied. This will normally involve undertaking risk assessments as early as possible in a business process so that the greatest opportunity exists to mitigate potentially negative outcomes, or take advantage of innovations (e.g. all Asset Management Plans should contain a robust risk assessment).

The type of risk assessment used should be matched to the potential consequences. So where risk of failure is high a structured risk assessment process should be applied (i.e. bow tie), whereas for low risk activities a simple register could be sufficient.

5.2. Risk Process Overview

The following diagram provides an overview of the risk management process. The risk management process should be a logical progression from establishing context, risk identification and assessment through to treatment of these risks. Recording and reporting, communication and consultation, and regular monitoring and reviews are required throughout the process.

5.3. Risk Process Map

To support the risk process shown in 5.2 a process map has been developed to provide step-by-step guidance. The diagram below shows the high-level activities that form this process. For further detail refer to the Promapp process or the HDC Risk Management Handbook.

5.3.1. Communication and Consultation

Effective risk management is based on continuous communication between internal and external stakeholders, and should include open two-way communication at all levels. This will help to ensure that individual risks are well

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understood so that robust risk ratings, risk treatment plans and monitoring requirements are established to increase confidence in successfully achieving Council goals

5.3.2. Establish Context

An important part of the risk management process is to consider the context for the activity being undertaken. Most importantly this involves developing a clear understanding of the key goals and objectives, and that the performance measures for these outcomes are considered.

When defining the context for a risk assessment, it is important to consider:

- The nature and type of hazards and consequences that might arise.
- How likelihood and impact are defined.
  IMPORTANT: By default the corporate standard definitions should be applied. However, in special cases it might be appropriate to define a tailored approach (e.g. for a major strategic project). If this is required the Risk & Corporate Services Manager or Strategic Projects Manager must be consulted.
- Whether combinations of risk should be taken in to account, and if so, how they should be considered.
- The level at which risk becomes acceptable or tolerable.
  IMPORTANT: By default the Tolerance statement in this framework should be applied. Any variation form this should be approved by LT.

At this stage of the process communication and consultation is important. To fully understand the context consideration should be given to consulting other affected parties or stakeholders and wider management.

5.3.3. Risk Identification

Risk workshops are considered an effective way to initially identify risks associated with HDC business and operations. Workshops should include a wide range of internal and external stakeholders to uncover the full scope of risks that may exist.

When considering the source of risk each of the factors on the impact scale (People Safety, Financial, Service Level, Compliance, Reputation and Environment) should be considered for potential threats or opportunities.

Risks are recorded in a risk register held by each group. Risk details will record an accurate description of the risk, cause and effect to provide clarity for analysis and preparation of treatment plans. Ownership for each Risk should be allocated to a member of the team responsible for the Risk Register on which the risk is recorded

5.3.4. Risk Analysis

Risk score is based on the likelihood and impact of an identified risk occurring. An inherent assessment of the risk should be made based on the assumption that no measures are in place to control the risk. This establishes the raw risk to which the organisation is exposed. A subsequent risk analysis should then be performed to understand the current risk considering all the controls in place to mitigate the issue. The difference between these two assessments provides an indication of the degree of risk mitigation achieved.

To determine the impact rating for a risk analysis the normal practice is to use the impact category (i.e. personal safety, financial, service level, compliance, reputation or environment) that has the greatest/highest level of impact to combine with the likelihood assessment.

As any risk analysis is subject to the state of knowledge at a specific point in time it is good practice to regularly update the assessment as the environment and state of knowledge changes.

The default organisation wide impact and likelihood definitions are included in Appendix 1. These definitions provide a consistent language to encourage consistent assessment of risk. However, they are not absolute and should be used as a guide to validate the intuitive assessment of risk.

Approved likelihood, impact and risk levels are also defined in the following documents:

- HDC Risk Management Handbook.
- HDC Project Management Framework.
- HDC Health & Safety Manual.

Note: There may be slight differences between the descriptions used in each area. This is intended so that the risk management tool is appropriately matched with the activity.

5.3.5. Risk Evaluation

The current risk score established during the risk analysis is then used to determine whether the risk is tolerable by comparison with the Council risk appetite. Any risks that are not tolerable should then be prioritise based on the risks score in order to identify the most important issues for treatment. This allows for effective allocation of resources to achieve the greatest benefit.

Risks classified as High or Extreme cannot be tolerated and treatments must be put in place to reduce the risk. In those situation where there is a low risk tolerance, all effort should be made to ensure there is an insignificant residual chance of the risk event occurring. Refer to the Risk Tolerance statement and Escalation section for further guidance on tolerable risk and risk treatment requirements.

5.3.6. Risk Treatment

Development of risk treatments and action plans is key to the success of risk management, as this is how an increase in confidence for achieving key objectives is delivered.

When choosing a treatment option it is important to recognise that a new approach is likely to introduce new risks that need to be considered. The aim should be to achieve a balanced outcome for HDC and the customer/community using the service (e.g. the decision to require specific technical information for a type of consent may unduly slow the decision making process for all consents, and cause unnecessary frustration for the applicant for little overall reduction in risk).

In general there are four options to consider when treating a risk known as the 4Ts (refer to the Risk Management Handbook for further guidance):

- Tolerate (accept or retain the risk and its likely impact).
- Treat (take action to control or reduce the risk).
- Transfer (move the risk to another party, for example through insurance).
- Terminate (stop performing the activity to avoid or eliminate the source of risk).

IMPORTANT: The Health and Safety at Work Act and Regulations contain specific requirements on the hierarchy of controls for risk treatment. Refer to the reference to the H&S manual for details.

To determine the most appropriate risk treatment option(s) the following factors should be assessed;

- impact on service levels,
- cost,
- feasibility, and
- effectiveness.

Treatment and action plans should include;

- Description of the proposed actions and due date for implementation,
- When appropriate, include reasons for selecting the treatment options,
- Identify who is responsible for completing the action and any other resources needed,
- When appropriate, identify performance measures for the control, and
- The reporting and monitoring requirements.

However, allocation of the treatment actions does not imply ownership of the risk itself. Risk ownership remains with the manager responsible for the risk. Treatment plans are to be updated on a regular basis and a note on current progress of treatment actions recorded as well as any changes in detail.

5.3.7. Risk Escalation

Risk owners are responsible for ensuring that risks are escalated to the appropriate level of management or to Council when necessary. Risks scored as High or Extreme according to the appropriate Risk Matrix must be reported to the next level of management and/or Council, whichever is appropriate.

The management team receiving an escalated risk shall review the issue and decide which level of the organisation is best placed to own, and be responsible for treating the risk. Based on this decision the risk may be:

1.   Accepted onto that management team's risk register, or
2.   Escalated further, or

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3.   Referred back to the team or business unit for action.

The following table outlines the risk action and escalation requirements:

Risk Descriptors	Impact	Action
Extreme Urgent and active management is required. Must identify treatments and implement action plans.	Would stop a number of key objectives being achieved. May cause widespread financial loss, or loss of reputation and confidence in HDC.	Immediate escalation to relevant Group Manager and/or LT. Consider escalation to relevant Council committee or sponsor. Include in LMT strategic risk register.
High Senior management attention is needed. Must identify treatments and implement action plans.	Would interrupt the quality or timeliness of HDC's business objectives or outcomes. May result in significant financial loss, capability reduction or impact on the reputation of HDC.	Escalation to Group Manager. As applicable may need escalation to Council committee, sponsor or LT. Include in Group risk register.
Medium Risks require effective internal controls and monitoring. Management responsibility must be specified.	Would interfere with the quality, quantity or timeliness of HDC's business objectives. May have minor financial loss, capability reduction or impact on the reputation of HDC.	A strategy must be in place focusing on monitoring and reviewing existing controls. Include in Group risk register.
Low Routine procedures are sufficient to deal with the impacts.	Minimal impact on HDC's business objectives. Minimal financial loss, capability reduction or impact on the reputation of HDC.	A strategy should be in place focusing on monitoring and reviewing existing controls. Include in Group risk register.

5.3.8. Risk Monitoring and Review

Risk monitoring provides for ongoing tracking of risk trends and treatment actions. Regular risk monitoring maintains visibility of risk activity and provides oversight for managers of the risks within business. Risk monitoring provides a common communication mechanism for maintaining awareness.

To facilitate this, management needs to provide feedback to relevant groups on risks accepted onto their risk register so staff are kept informed of progress on significant risks.

Risk monitoring is achieved by including Risk Management as an agenda item for all team and management meetings and is referred to in regular management reports. During management meetings risk reviews should monitor:

- Whether each risk still exists,
- Whether new risks have arisen,
- Whether the likelihood and/or impact of risks have changed,
- Report significant changes which affect risk priorities, and
- Deliver assurance on the effectiveness of risk controls.

Having risk as an agenda item at all scheduled meetings (e.g. monthly team meetings) enables risk registers to be reviewed and risk actions to be tracked on a regular basis. This approach supports the involvement of staff and integrates risk management into business as usual activities. Risks, risk treatments and actions inform planning and everyday business activities.

5.4. Risk Recording & Reporting

Risks are to be recorded in Quantate or in Risk Registers based on a standard template and are stored in HPRM. Using a standard template for risk registers enables risks to be collated across business units and between levels of management. The registers also provide for reporting of risk trends and logging actions in response to identified risks.

6. References

The primary reference and guidance document for the development of the risk management framework is the ISO 31000:2018 Risk Management – Guidelines.

Other relevant risk management publications will be used to aid application of standards and other related techniques to particular business situations. These publications include but are not limited to HB 436 Risk Management Handbook.

7. Review

The risk management policy and framework will be regularly reviewed to ensure it remains relevant to the organisation culture and needs. Reviews shall be performed at least annually, and submitted to Risk and Audit Committee for comment before being approved by Council.

8. Definitions

Term	Definition
Consequence	The effect on strategy or operational processes as a result of a risk event occurring. Note: The consequences that an event will have on the organisation will only be evident after impact has occurred.
Current Risk	Existing level of risk taking in to account the controls in place. Note: Previously called Residual Risk.
Impact	The effect on People, Finances, Service Levels, Compliance or Reputation when a risk event occurs. This is the direct and measureable impact. Standard terms for rating Impact are: Severe, Major, Moderate, Minor & Insignificant.
Inherent Risk	Level of risk before any control activities are applied.
Likelihood	An evaluation or judgement regarding the chances of a risk even occurring. Often described as a 'probability' or 'frequency'. Standard terms for rating Likelihood are: Almost Certain, Probable, Likely, Possible and Rare.
Mitigation Controls	Any measure or system that is intended to reduce the impact (consequence) of an event should it occur.
Prevention Controls	Any measure or system that is put in place to stop a threat causing loss.
Risk	The effect that uncertainty about internal or external factors has on achieving HDC's objectives.
Risk Assessment	The process of risk identification and analysis.
Risk Analysis	A systematic use of available information to determine the likelihood of specific events occurring and the magnitude of their consequence.
Risk Appetite	The amount and type of risk an organisation is prepared to pursue or retain to achieve its strategic goals.
Risk Management	Management activities to deliver the most favourable outcome and reduce the volatility or variability of outcomes.
Risk Register	Document used to record risks, including the associated risk score and treatment plan.
Risk Score	The combination of consequence and likelihood assessments for a risk to derive an overall rating or priority for the risk.
Risk Tolerance	The degree of variability in attainment of goals, or capacity to withstand loss that an organisation is prepared to accept to achieve strategic goals.
Risk Treatment Plan	Actions aimed at reducing the likelihood and/or consequence of a risk.

9. Appendix 1: Likelihood, Impact and Risk Matrix Tables

9.1. Likelihood Assessment Table

Likelihood	Probability (*per annum*)	Time Based Descriptor
Rare	<10%	Unlikely to occur within a 10 year period, or in exceptional circumstances.
Possible	10% - 40%	May occur within a 10 year period.
Likely	40% - 70%	Likely to occur within a 5 year period.
Probable	70% - 90%	Likely to occur within a 1 year timeframe
Almost Certain	>90%	Likely to occur immediately or within a short period of time.

9.2. Impact Assessment Table

Impact	Harm to People (*Assess first*)	Financial	Service level	Compliance	Reputation	Environment
Severe	Fatality or permanent disability involving 1 or more people. OR Health impacts to >100 people.	Difference in budget >50% OR >$4M impact.	Service delivery time affected by more than 50% OR Total facility closure.	Fine or prosecution for failing to meet multiple core legal requirements	National/ International media attention OR Trust severely damaged and full recovery questionable	Adverse effects resulting in permanent/ irreversible change to the environment.
Major	Serious injury/ illness, temporary disability involving 1 or more people. OR Health impacts to <100 people.	Difference in budget 25 - 50% OR $1M-$4M impact.	Service delivery time affected by 25-50% OR Partial facility closure.	Fine or prosecution for failing to meet a single core legal requirement.	High public interest or national media attention OR Trust recovery involves considerable cost and management attention	Long term or significant adverse environmental effects where remediation is possible
Moderate	Medical attention required for 1 or more people. OR Medium term health impact to 1-10 people	Difference in budget 10 - 25% OR $200k-$1M impact	Service delivery time affected by 10-25% OR Hours of service reduced.	Warning about, /or adverse public exposure for a non-compliance.	Significant regional public interest or media attention OR Trust recovery exceeds existing budget	Medium term change or scale of environment impact
Minor	First aid needed. Short term health impacts to a few people.	difference in budget <10% OR $10k-$200k impact	Service delivery time affected by less than 10% OR Customer queue management required	Self-detected non-compliance.	Attention of group / local community or media OR Modest cost to recover trust	Short term or minor effect on ecosystem functions
Insignificant	No treatment required. No noticeable physical impact.	Insignificant budget impact OR <$10k impact	Insignificant impact on service delivery.	Non-compliance of no consequence	Individual interest or no media attention OR Little effort to recover trust	Little or no change to environment

9.3. Risk Matrix and Heat Map

Likelihood	Impact				
	Insignificant 5	Minor 20	Moderate 40	Major 80	Severe 100
Almost Certain 0.7	Low 3.5	Medium 14	High 28	Extreme 56	Extreme 70
Probable 0.45	Low 2.25	Medium 9	High 18	Extreme 36	Extreme 45
Likely 0.3	Low 1.5	Low 6	Medium 12	High 24	Extreme 30
Possible 0.2	Low 1	Low 4	Medium 8	Medium 16	High 20
Rare 0.17	Low 0.85	Low 3.4	Low 6.8	Medium 13.6	High 17

Notes on matrix heat map:
- An event with Severe impact is considered High risk even if the chance of occurrence is Rare.
- Similarly, a Severe event that is likely to occur is considered Extreme risk.
- An event with Insignificant impact is considered Low risk even if it is Almost Certain to occur.

9.3.1. Calculated Risk Score Ranges

| Risk Descriptors	Low	High
Extreme	>28	<=70
High	>16	<=28
Medium	>7	<=16
Low	>0	<=7

10. Appendix 2: Risk Appetite Key Focus Areas

10.1.   Our Environment

Context

LTP18/19 focus is to invest significantly in drinking water infrastructure as our first priority to meet community expectation and new national standards around safe drinking water.

- Safe drinking water: $47.8M
- Demand management: $1.5M
- Environmental enhancement: $1.7M
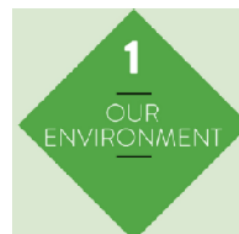
Appetite	Averse	**Conservative**	Measured	Justified	Flexible

Council intends to take a **Conservative** approach to risk in order to achieve this outcome as Council has a statutory obligation to deliver the services, which means it is not possible to limit or cease service provision. This means that risks will be accepted only when essential to the core outcome, and limited possibility/extent of failure exists particularly with regard to Safety or Compliance.

Tolerance & Measures

To ensure progress toward the desired outcome remains within an acceptable range the following tolerances and measures will be applied and monitored:

Risk Category	Extremely Low	Low	Limited	Expect Some	Anticipated
Safety	●				
Outcomes	Drinking Water Monitoring Plan Hastings Urban Supply (WAT-20-54-19-1) requirements met. Fewer than 5 dry weather sewerage overflow events per 1000 connections per annum (*LTP measure*)				
Financial			●		
Variation	Spend between $38.25M (*-25%*) and $56.1M (*+10%*) for all projects.				
Service Delivery		●			
Standard	No more than 20 unplanned water supply outages or waste water system restrictions per month. No habitable floors affected by storm water for up to a 1 in 50 year ARI storm event (*LTP Measure*).				
Compliance		●			
Outcomes	Compliant Water Safety Plan for each Council water supply. Full compliance with Hawkes Bay Regional Council consent requirements. No material non-compliance raised by Water Assessors against a Council water supply.				
Reputation		●			
Outcomes	Regional public interest or media attention is expected, but events should not result in adverse national media coverage. There is support for being recognised as national leaders in water supply (*Aligns with Water Services Business Plan*).				

10.2.   Moving Around

Context

LTP18/19 focus is to invest in our infrastructure to look after our assets prudently and to meet new challenges in bridge strengthening, increasing environmental standards and climate change.

- Renewals & Safety upgrades: $4.4
- Walking & Cycling: $1.1M
- Better Bridges: $1.8M

Appetite	Averse	**Conservative**	Measured	Justified	Flexible

Council intends to take a **Conservative** approach to risk in order to achieve this outcome due to the potential adverse impacts on public safety and economic prosperity as a result of failing to provide a transportation network and bridges that are able to cope with current and future demands. This means that risks will be accepted only when essential to the core outcome, and limited possibility/extent of failure exists. In practice, the result is that assets will be prioritised based on sound research and data, and upgraded using the most suitable certified construction solution. In other words, Council is not looking to apply untested innovative solutions.

Tolerance & Measures

To ensure progress toward the desired outcome remains within an acceptable range the following tolerances and measures will be applied and monitored:

Risk Category	Extremely Low	Low	Limited	Expect Some	Anticipated
Safety		●			
Outcomes	Reducing trend of fatality and serious injury from previous year (*LTP measure*). All bridges meet requirements for safe carriage.				
Financial			●		
Variation	Spend between $5.5M (*-25%*) and $8M (*+10%*) for all projects.				
Service Delivery					
Standard	5.5% of sealed local road network is resurfaced per annum (*LTP measure*). No more than 1.5 % of footpaths classified poor or worse as measured by Council's condition rating system (*LTP measure*). Maximum of 27 (10%) weight and/or speed restricted bridges on the network.				
Compliance	●				
Outcomes	Full compliance with NZTA funding requirements. Full compliance with NZ Bridge Design Manual and Regulatory requirements.				
Reputation	●				
Outcomes	Interest of local groups or individuals is expected, but events should not result in adverse regional or national media coverage. Some desire to be recognised for best practice asset management and renewal planning.				

10.3.   Our Economy

Context

Invest in the Hasting City Centre to increase its vibrancy and to meet the challenges of changing retail patterns and how people use the central city.

Ensure industrial development opportunities are easily accessible in Omahu, Irongate and Whakatu/Tomoana to meet our target of increased jobs and investment.

- Industrial Zone Investment: $19M
- Economic Development: $3.5M
- CBD Development: $3.4M

Appetite	Averse	Conservative	**Measured**	Justified	Flexible

Council is prepared to take a **Measured** approach to achieving this outcome on the basis that there is a desire try innovative ideas that may increase development of industrial land and improve the utility of the City Centre. This means that risk will be accepted if limited and heavily out-weighed by benefits.

Tolerance & Measures

To ensure progress toward the desired outcome remains within an acceptable range the following tolerances and measures will be applied and monitored:

Risk Category	Extremely Low	Low	Limited	Expect Some	Anticipated
Safety		●			
Outcomes	No notifiable injuries or illness from infrastructure projects due to poor health & safety practices by Council or a contractor. No serious assaults in the CBD resulting from failure of community safety services (including; CPTED design, CCTV, City Assist).				
Financial				●	
Variation	Spend between $12.9M (*-50%*) and $32.4M (*+25%*) for all projects.				
Service Delivery			●		
Standard	A minimum of 20% and a target of 30% of vacant industrial land (*LTP measure*). Less than 10% of retail spaces vacant on a quarter basis.				
Compliance		●			
Outcomes	No material failures to comply with the life safety goals of planning and building act and regulations.				
Reputation			●		
Outcomes	Positive regional public interest or media attention is expected for creating liveable spaces, but outcomes should not result in adverse media coverage.				

Example:

- Council invested $3.8M installing water infrastructure for the Irongate industrial area to stimulate development after receiving only 20% of development contributions.

10.4.   Where We Live

Context

Ensure a range of housing options are available to meet the needs of changing community while protecting our valuable soils.

- Residential infrastructure spend: $20.5M

Appetite

Averse	Conservative	Measured	**Justified**	Flexible

Council is prepared to take a **Justified** approach to achieving this outcome in order to meet the need in the community for sufficient liveable spaces. This means that strongly justified risks may be taken, as long as the potential impact is managed.

Tolerance & Measures

To ensure progress toward the desired outcome remains within an acceptable range the following tolerances and measures will be applied and monitored:

Risk Category	Extremely Low	Low	Limited	Expect Some	Anticipated
Safety		🟠			
Outcomes	No new houses constructed in at risk areas (i.e. natural hazard zones) without mitigation. All new houses meet safe and sanitary requirements (e.g. weather tightness).				
Financial				🟠	
Variation	Spend between $10.25M (*-50%*) and $25.6M (*+25%*) for all projects.				
Service Delivery			🟠		
Standard	A minimum 20% residential greenfields land available (*LTP measure*) Less than 0.2% of plan zone land (valuable soils) used for new housing per annum (*Note: this is equivalent to 62Ha or two times Lyndhurst Stage 1 & 2*).				
Compliance	🟠				
Outcomes	No legal challenges upheld for unsound Resource Consents or Building Consents decisions.				
Reputation				🟠	
Outcomes	Positive regional public interest or media attention is expected, but events within Council's control should not result in adverse national media coverage. There is support for national recognition of successful innovation in provision of housing.				

Example:

- Council is looking to invest around $11M installing road and water infrastructure for Howard Street residential area to make the development more appealing to the market.

10.5.   Things To Do

Context

Continue enhancing our parks, recreational and cultural facilities to make the Hastings District a place where people want to work, live and play.

- Opera House: $39.6M
- Enjoyable reserves: $5.9M
- Regional Sports Park Grant: $4.9M

Scope

This strategic outcome covers the approach taken to enhancing the playgrounds, sports fields, parks, reserves, swimming pools and aquatic facilities, Skate Park and mountain bike trails in the District.

Appetite

Averse	Conservative	Measured	**Justified**	Flexible

Council is prepared to take a **Justified** approach to achieving this outcome on the basis that there is a desire to provide spaces that allow people to enjoy the natural environment and seek adventure. This means that risk may be accepted as long as the impact is managed.

Tolerance & Measures

To ensure progress toward the desired outcome remains within an acceptable range the following tolerances and measures will be applied and monitored:

Risk Category	Extremely Low	Low	Limited	Expect Some	Anticipated
Safety				🟡	
Outcomes	It is expected that injuries will occur within parks, recreational and cultural facilities as a result of the actions of individuals. However, no notifiable injuries or illness should be caused by the condition of the physical infrastructure provided by Council. *Note: Injuries resulting from an individual's actions not caused or influenced by Council equipment or infrastructure are excluded from this measure.*				
Financial			🟡		
Variation	Spend between $37.8M (-25%) and $55.4M (+10%) for all projects.				
Service Delivery			🟡		
Standard	Opera House Qualmark rating – Five star (*LTP measure*) Greater than 97% parks user satisfaction (*LTP measure*). Less than 3 non-weather related unplanned park closures per year.				
Compliance		🟡			
Outcomes	Only compliant equipment is use or installed in play grounds. No fines or prosecutions for non-compliant equipment or facilities.				
Reputation				🟡	
Outcomes	Positive regional public interest or media attention is expected for creating liveable spaces, but outcomes should not result in adverse media coverage.				

> **Example:**
>
> - Work on the Opera House, plaza and municipal building was started before all funding sources were confirmed.
> - A covered slide tower was installed in Cornwall Park to provide an adventure opportunity.

10.6.   Our People

Context

Work together with communities and other to build civic pride, develop our youth and uplift people and communities.

- Youth, Hapu and Community Development: $2.2M
- City Assist & Kaitiaki: $3.1M
- Community Grants: $3.2M

Appetite

| Averse | Conservative | **Measured** | Justified | Flexible |

Council is prepared to take a **Measured** approach to achieving community uplift due to the need to work collaboratively with local Hapu, community and other agencies. This means that risk will be accepted if limited and heavily out-weighed by benefits.

Tolerance & Measures

To ensure progress toward the desired outcome remains within an acceptable range the following tolerances and measures will be applied and monitored:

| Risk Category	Extremely Low	Low	Limited	Expect Some	Anticipated
Safety	●				
Outcomes	No programmes or placements put youth in potentially harmful situations.				
Financial		●			
Variation	Spend between $7.6M (-*10%*) and $9.3M (+*10%*) for all projects.				
Service Delivery			●		
Standard	No unplanned outages for CCTV, City Assist or Kaitiaki services. At least 3 place based plans completed (*LTP measure*) At least 1 social development review completed (*LTP measure*)				
Compliance		●			
Outcomes	No challenges against community programmes for lack of engagement or consultation that can be upheld.				
Reputation			●		
Outcomes	Positive regional public interest or media attention is expected for community lead plans and pathways for youth, but outcomes within Council's control should not result in adverse national media coverage.				

10.7.   Our Service Delivery

Context:

Local Infrastructure which contributes to public health and safety, supports growth, connects communities, activiates communites and helps to protect the natural environment

Local public services which help meet the needs of young and old, people in need, visitors and locals, businesses and households.

Regulatory functions which help to prevent harm and help create a safe and heatlhy environment for people, which promote the best use of natural resources and which are responsive to community needs.

- Operating budget: $88M
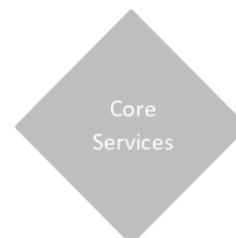
Appetite	Averse	Conservative	Measured	Justified	Flexible

Council intends to take a **Conservative** approach to delivery of core services as the community expects Council to provide safe, compliant and reliable services that reflect the needs of the community in a cost effective and efficient way. This means that risks will be accepted only when essential to the core outcome, and limited possibility/extent of failure exists particularly with regard to Safety or Compliance.

Tolerance & Measures

To ensure progress toward the desired outcome remains within an acceptable range the following tolerances and measures will be applied and monitored:

Risk Category	Extremely Low	Low	Limited	Expect Some	Anticipated
Safety		●			
Outcomes	Fewer than 10 medical attention or lost time injuries to Council workers (staff and contractors) per month (*refer Health & Safety Reports*).				
Financial	●				
Variation	Spend between $83.6M (*-5%*) and $92.4M (*+5%*) for all operations (*Aligns with Chief Executive Objectives*).				
Service Delivery		●			
Standard	No more than 10% variation from the LTP target levels of service. No decision reversed upon review.				
Compliance		●			
Outcomes	No legal challenges upheld for unsound Resource Consent or Building Consent decisions. All services provided meet regulatory requirements for safe operation.				
Reputation			●		
Outcomes	Interest of local groups or individuals may occur, but events within Council's control should not result in adverse regional or national media coverage. Positive media attention up to national level is desirable for innovative service.				

Example:

- It is important that the decisions made when issuing a consent, permit or licence are technically correct, even if that means there is a slight delay in issuing the decision.

![Hastings District Council logo]

Proposed Strategic Risk Register

Objectives: Heretaunga whenua houkura, Fertile land; Heretaunga hapori ora, Prosperous people.

- Economic Wellbeing: Sufficient and supportive economy (*Enable employment; House supply matches need; Transport links people, goods & opportunities*).
- Environmental Wellbeing: Healthy environment & people (*Water & land wisely used; Sustainable development & carbon emissions reduced; Environment enhanced & protected; Council services green & healthy*).
- Social Wellbeing: Safe and inclusive place (*Community safe & resilient; Innovations connect citizens & services; Pathways for youth*)
- Cultural Wellbeing: Vibrant place to live, play & visit (*Great spaces for all people; Civic pride, cultural diversity & relationships are strong*).

Context: Levels of social inequality remain apparent in the community despite relatively strong performing rural and industrial economic sectors. However, these sectors are increasingly subject to constraints over water resources and availability of labour.

The Local Government Act requires Council to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future. However, Council does not have specific powers or ability to collect revenue in relation to social, environmental or cultural outcomes. Therefore, partnerships with other agencies will be key to achieving these outcomes.

Proposed Strategic Risks

ID	Title	Risk Description	Likelihood	Impact	Inherent (raw) Risk
3	People safety & wellbeing	Exposure to poor working conditions giving rise to serious health impacts affecting workers (including; employees, contractors and volunteers), customers and public as a result of activities undertaken by Council. *Comments: This risk is carried over from the existing risk register. Safety of people is a key outcome all Council services need to achieve, and reflects responsibilities under the Health & Safety at Work Act.*	Probable	Severe	Extreme 45
1	Water Quality & Quantity	As a result of climate change and human activities there may not be a sustainable quantity and quality of water to sustain economic and social wellbeing aspirations. *Comments: Water is vital resource to achieve all Wellbeings. Implications of restriction on water availability have been highlighted by the current HBRC moratorium on issue of new water take consents. This is also an issue identified by the WEF as a global risk facing societies, and therefore considering Council's role, focusing on how to respond to this risk should be a priority for Council.*	Probable	Severe	Extreme 45
NEW	Significant Operational Service Failure	Operational failure that may have material impact on Council service delivery. *Comments: Effective delivery of core services is essential to provide the necessary infrastructure for the community to function. Oversight of these risks by Council is important, but responsibility sits with the Executive for management of the risks.*	Likely	Severe	Extreme 30

Ref: PMD-9-3-20-15

ID	Title	Risk Description	Likelihood	Impact	Inherent (raw) Risk
New	Financial sustainability	Due to over committing Council to work programmes the financial sustainability of the Council may be compromised affecting deliver of all goals. *Comments: Responsible financial management is key to provide the means for delivering all other outcomes and is a legal obligation of the Council under the Local Government Act. In this capacity Council must ensure appropriate spending priorities are set and controls are in place.*	Likely	Severe	Extreme 30
New	Inequitable resource allocation	Ineffective or complex district plan land-use policies may compromise the ability to deliver equitable access to resources affecting Social, Cultural, Economic and Environmental wellbeing. *Comments: To achieve equitable social, cultural, environmental and economic outcomes planning for development and use of land across the district is vitally important. District planning and consenting are key functions for which Council is responsible that direct these development activities. Therefore, the effectiveness of these policies are key to responding to challenges such as climate change, demographic changes (growth) and cultural outcomes without creating the potential for inequity within community. Poor land use planning is also cited by WEF as a significant future risk.*	Likely	Severe	Extreme 30
New	Spatial and asset management planning	Failure to accurately understand community needs may lead to poor spatial and asset management planning that compromises delivery of the services required by the community adversely affecting Economic, Social and Cultural wellbeing. *Comments: Infrastructure services are key to normal functioning of the community and are the major driver of Council expenditure. Ensuring that spatial and asset management planning is based on a sound understanding of service levels, asset condition and anticipated future needs of the community is, therefore, very important to the future wellbeing of the community and financial sustainability of the Council.*	Likely	Severe	Extreme 30
4	Failure of climate adaptation	Lack of knowledge, protracted decision making or insufficient application of resources may cause climate change adaptation measures to fail adversely impacting economic, social and cultural wellbeing. *Comments: Climate change is widely accepted as a growing risk facing societies around the world (WEF). As a result, New Zealand has made international commitments to address the drivers of climate change. In addition, there are already communities within the Hastings district that are feeling the effects of a changing climate. Therefore, the effectiveness of adaptation measures is important, and failure of these measures is a strategic risk facing community wellbeing.*	Possible	Severe	High 30
New	Increasing social inequity	Failure of community engagement, consultation and stakeholder partnerships, particularly Iwi and Government agencies, may lead to further increases in social inequity in the community adversely affecting Social, Cultural and Economic wellbeing. *Comments: The effectiveness of engagement and consultation to understand community needs, and the coordination with partner agencies to deliver the required assistance, will be important to address social inequity already present in communities within the Hastings District. Therefore, there is a risk that failure to undertake these activities effectively could allow social inequity to increase.*	Possible	Severe	High 30

ID	Title	Risk Description	Likelihood	Impact	Inherent (raw) Risk
New	Significant statutory reform	Failure to proactively adapt to statutory changes could adversely affect economic, environmental, social or cultural wellbeing. *Comments: Significant reform in supply of water services is already underway, and there are signals that similar reform in other service areas may occur. This will present a significant challenge to management of the change in service delivery without affecting delivery to the community. Therefore, there is risk in how Council responds to the change (as opposed to preventing the change).*	Possible	Severe	High 20
14	Governance Failure	Failure to clearly define Councils goals and strategy, or to monitor the achievement of anticipated outcomes, or to work effectively together as a team, will detract from the quality of decisions and impede the achievement of strategic objectives. *Comments: Governance failure is a current strategic risk and is carried over for continuity.*	Possible	Severe	High 20

Note: (WEF) refers to the World Economic Forum Global Risk Review 2020.

CURRENT Strategic Risk Register Changes

Mapping of existing strategic risks to new draft profile. All risks merged in to a new Strategic risk "Significant Operations Failure" would remain as independent risks on the tier 2 register.

ID	Description	Recommendation	Inherent risk level	Residual risk level
1	Water Supply Contamination	Change to: Waters Quality & Quantity	Extreme	High
2	Civil Defence Emergency	Move to tier 2	Extreme	Extreme
3	People Safety	Retain	Extreme	High
4	Adverse Environmental Change	Change to Failure of climate change adaptation	Extreme	High
5	Infrastructure Service Failure	Merge to: "Significant Operations failure" as tier 2 risk (waters, roads, waste, consenting, compliance management)	Extreme	High
6	Information Security Failure	Merge to: "Significant Operations failure"	Extreme	High
7	Ineffective Regulatory Oversight	Merge to: "Significant Operations failure"	Extreme	Medium
8	Inadequate Available Funds	Merge to: "Significant Operations failure"	Extreme	Medium
9	Procurement Failure	Merge to: "Significant Operations failure"	Extreme	Medium
10	Corruption and Fraud Incidents	Merge to: "Significant Operations failure"	Extreme	Medium
11	Business Interruption	Merge to: "Significant Operations failure"	Extreme	Medium
12	Loss of Key Staff	Merge to: "Significant Operations failure"	Extreme	Medium
13	Officer Error/Omission	Merge to: "Significant Operations failure"	Extreme	Medium
14	Governance Failure	Retained	Extreme	Medium
15	Economic Downturn	Archive – becomes a threat to new strategic risks	High	Medium
16	Demographic Change	Archive – becomes a threat to new strategic risks	High	Medium
17	Failure to Meet Regulatory Requirements	Merge to: "Significant Operations failure"	High	Medium
18	Legislative Change	Merge to: "Significant Operations failure"	High	Medium
19	Facility Failure	Merge to: "Significant Operations failure"	High	Medium
20	Failure to Achieve BAU Performance	Merge to: "Significant Operations failure"	High	Low

Te Hui o Te Kaunihera ā-Rohe o Heretaunga
Hastings District Council: Strategy and Policy Committee Meeting

Te Rārangi Take

Report to Strategy and Policy Committee

Nā: From:	**Kim Herrick, Economic Development Project Officer**
Te Take: Subject:	**Hawke's Bay Business Hub Hastings - Operational Strategy and Key Result Areas**

1.0   Executive Summary – *Te Kaupapa Me Te Whakarāpopototanga*

1.1   The Hawke's Bay Business Hub Hastings - Operational Strategy and Key Result Areas have been developed to deliver enhanced delivery of business support services to Hastings businesses. It includes the following deliverables:

- Management of a physical Hub including an opening

- Establishing a connector role

- A communications/ marketing plan

- Delivery of at least 6 business support events in Hastings District

- Effective monitoring and reporting against key result areas

2.0   Recommendations – *Ngā Tūtohunga*

A)   That the report of the Economic Development Project Officer titled Hawke's Bay Business Hub Hastings - Operational Strategy and Key Result Areas dated 19 November 2020 be received.

B)   That the Council/Committee adopt the Hawke's Bay Business Hub Hastings – Operational Strategy and Key Result Areas.

3.0   Background – *Te Horopaki*

3.1   The Hastings District Council Economic Recovery Programme identified an opportunity for enhanced delivery of business support services to Hastings businesses.

3.2   At the Operations and Monitoring Committee Meeting on 17th September 2020 the Committee approved the allocation of $70,000 from Council's Covid-19 Recovery Contingency Fund towards the activation of a Hawke's Bay Business Hub Hastings until 30th June 2021 and a directive was given to develop an operational strategy and key result areas (KRAs).

4.0   Discussion – *Te Matapakitanga*

4.1   Operational Strategy of the Hawke's Bay Business Hub Hastings – High level outcomes contributing to the objectives of the Long Term Plan:

- Supporting and attracting business

- Building a resilient and job rich economy

- Working with partners to grow business and jobs

4.2   Operational Strategy of the Hawke's Bay Business Hub Hastings – High level deliverables

- Establish and manage a physical Hawke's Bay Business Hub Hastings (HBBHH)

- Co-ordinate the opening of HBBHH

- Establish a Business Connector role to:

    – Manage enquiries, referrals and bookings of business support agencies at HBBHH

    – Ensure relevant business support agencies present when required at HBBH

- Provide and deliver a communications plan to build awareness of HBBHH

- Effective monitoring and reporting of the success of HBBHH against key result areas (KRAs)

- At least 6 business support events to be held in Hastings District

- Provide a service delivery model that achieves the KRAs

- Maintain all records and accounts (including receipts and invoices) in accordance with generally accepted accounting practice, as required by law, or as otherwise required by Council, and as necessary to provide, in the Council's opinion, a complete and detailed record and explanation of expenditure and progress of outcomes

4.3   Key Result Areas of the HBBHH

- Communications/ Marketing Plan

- Appointment of Business Connector

- Delivery of 6 events over the pilot period

- Monthly reporting against KRAs

KRA	Measure
Provision of a Quantitative Dashboard for reporting KRA's	• Dashboard production and updated monthly
Promoting awareness of HBBHH	• Monthly communications and marketing plan delivered

KRA	Measure
	• Relevant data presented via dashboard and communications summary
Clients and their appointments each month in HBBHH	• Number of appointments • Sector • Who referred/connected to by Business Connector • Presented via dashboard
Details of six events during pilot period held at HBBHH	• Event title • Event date • Number of attendees • Presented via dashboard
Agency/ general utilisation of HBBHH	• Agency • Dates at HBBHH • Number of drop in visitors • Presented via dashboard
Outcome Reporting	• Employer/Business Survey • Presented via dashboard

4.4   Business Hawke's Bay will provide monthly reports against KRAs (for the month before). A summary of each report be tabled with the District Development Committee.

4.5   Business Hawke's Bay will provide an interim report against KRAs to 31st March 2021. This will be tabled with the District Development Committee by 15th April 2021.

4.6   Business Hawke's Bay will give a presentation against KRAs to the District Development Committee by 30th April 2021 or closest available meeting date.

4.7   Business Hawke's Bay will provide a final report against KRAs by 15th July 2021. This will be tabled with the District Development Committee.

5.0   Options – *Ngā Kōwhiringa*

Not applicable

6.0   Next steps – *Te Anga Whakamua*

6.1   To finalise a Contract for Services with Business Hawke's bay for the delivery of HBBHH

Attachments:
There are no attachments for this report.

Summary of Considerations - *He Whakarāpopoto Whakaarohanga*

Fit with purpose of Local Government - *E noho hāngai pū ai ki te Rangatōpū-ā-Rohe*

The Council is required to give effect to the purpose of local government as set out in section 10 of the Local Government Act 2002. That purpose is to enable democratic local decision-making and action by (and on behalf of) communities, and to promote the social, economic, environmental, and cultural wellbeing of communities in the present and for the future.

Link to the Council's Community Outcomes – *Ngā Hononga ki Ngā Putanga ā-Hapori*

This proposal promotes the local public services wellbeing of communities in the present and for the future.

Māori Impact Statement - *Te Tauākī Kaupapa Māori*

Not applicable

Sustainability - *Te Toitūtanga*

Not applicable

Financial considerations - *Ngā Whakaarohanga Ahumoni*

Operations and Monitoring Committee Meeting on 17th September 2020 the Committee approved the allocation of $70,000 from Council's Covid-19 Recovery Contingency Fund towards the activation of a Hawke's Bay Business Hub Hastings until 30th June 2021. A further $40,000 will come from the Economic Development budget.

Significance and Engagement - *Te Hiranga me te Tūhonotanga*

This decision/report has been assessed under the Council's Significance and Engagement Policy as being of low significance.

Consultation – internal and/or external - *Whakawhiti Whakaaro-ā-roto / ā-waho*

Not applicable

Risks

Not applicable

Rural Community Board – *Te Poari Tuawhenua-ā-Hapori*

Not applicable.

Te Hui o Te Kaunihera ā-Rohe o Heretaunga
Hastings District Council: Strategy and Policy Committee Meeting

Te Rārangi Take

Report to Strategy and Policy Committee

Nā: From:	**Dennise Elers, Acting Group Manager: Community Wellbeing & Services**
Te Take: Subject:	**Report on Activity from the Great Communities Subcommittee**

1.0 Executive Summary

1.1 The Chair of the Great Communities Subcommittee, Councillor Eileen Lawson will provide an update to the Strategy and Policy Committee on progress of recent work of the Subcommittee.

The Subcommittee has held two workshops and will have our first formal subcommittee meeting on the 3rd of November. The first workshop focussed on the development of the Great Communities Strategy that identifies priorities; predominantly related to the social wellbeing of the Hastings community.

2.0 Background

2.1 The Great Communities Subcommittee is responsible for advising the Strategy and Policy Committee by;

- Providing guidance to Council officers in respect of the drafting of Council's Great Community Strategy, and providing oversight of any relevant Special Consultative Procedures.

- Providing oversight of the implementation of Council's Community Strategies.

- Providing oversight of the implementation of Council's Community Plans, Fabulous Flaxmere, Safer Hastings, Civic Pride and events, Youth Pathways, Keep Hastings Beautiful, Health, Cultural, Education, Sports, Arts and Heritage strategies.

2.2 Since its formation the Great Communities Subcommittee has held two workshops and its first formal Subcommittee meeting on the 3rd of November where it:-

- received updates on the Hastings City Activation Plan; the Hoops in Parks Pilot Programme and the Mahi 4 Youth Programme;
- supported a future funding approach for Community Plans (to be further considered in a LTP workshop in December); and
- supported Strategy & Policy Committee's adoption of the Hastings District Multicultural Strategy.

3.0 Work Programme Update

3.1 The Great Communities Subcommittee has been contributing to the development of the Great Communities Strategy. This Strategy identifies 5 key priorities for my Sub-Committee to focus their efforts on; they are:

- communities are safe, vibrant and resilient;
- smart innovation connects citizens and services;
- there are great spaces for all people;
- civic pride, cultural diversity and relationships are strong; and
- there are pathways for youth.

3.2 A work programme for the Subcommittee is being developed to deliver on these priorities; taking a planned approach towards the provision of relevant and timely advice to your Committee.
An update on other matters the Subcommittee has considered recently are outlined below.

Communities are safe, vibrant and resilient		
Priority	**Status**	**Next Steps**
Community Plans	In the context of the Long Term Plan; we supported a 4 point plan regarding a future funding approach for community plans: • add an extra planning step – linking community aspiration with implementation and funding (internal coordination) • Integrate plans into the front end of the budget process • Grow a sustainable fund and take a consolidated programme approach • Review plan support needs – moving towards independent communities	This approach will be discussed at the next Long Term Plan workshop scheduled for the 10th of December.
There are great spaces for all people		
Priority	**Status**	**Next Steps**
Hastings City Centre Activation Plan	The Hastings City Activation Plan was presented to the Subcommittee for our information. While the creation and upgrade of new spaces in the city centre forming part of the revitalisation plan will be considered by the District Development	Budget requirements for future City Centre Activation programmes form part of the 2021/31 Long Term Plan for consideration.

	Subcommittee, the activation of these spaces is considered by Great Communities.	
Parks & Open Spaces	Hoops in Parks Pilot Programme An exciting collaboration between Council, Basketball HB, Basketball NZ and Sport HB to trial a "Hoops In Schools" programme.	If the funding applications are successful and community consultation supportive it is hoped that the new basketball court at Len Harken Park could be constructed in early 2021, depending on feedback from adjoining landowners and the availability of contractors.

Civic Pride, Cultural Diversity and Relationships are Strong		
Priority	**Status**	**Next Steps**
Multicultural Strategy	The Great Communities Subcommittee will be considering the Hastings District Multicultural Strategy at its meeting on the 3rd of November.	Following the Great Communities Subcommittee meeting on the 3rd of November we will forward this Strategy to the Strategy and Policy Committee with our recommendation with respect to adoption.

There are Pathways for Youth		
Priority	**Status**	**Next Steps**
Mahi 4 Youth Programme	Since receiving further funding for another 2 years from the Ministry of Business Innovation and Employment 2 more Youth Connectors and an Employer Connector have been recruited. Also the purchase of a caravan will enable a mobile service and facilitate reach into rural and isolated communities in the District.	We will continue to receive updates regarding the Mahi 4 Youth Programme and outcomes are regularly reported to the Ministry of Business Innovation and Employment.

4.0 Recommendations – *Ngā Tūtohunga*

A)   That the report of the Acting Group Manager: Community Wellbeing & Services titled Report on Activity from the Great Communities Subcommittee dated 19 November 2020 be received.

Attachments:

There are no attachments for this report.

Te Hui o Te Kaunihera ā-Rohe o Heretaunga
Hastings District Council: Strategy and Policy Committee Meeting

Te Rārangi Take

Report to Strategy and Policy Committee

Nā: From:	**John O'Shaughnessy, Group Manager: Planning & Regulatory** **Rowan Wallis, Environmental Policy Manager**
Te Take: Subject:	**Report on Activity from the District Planning and Bylaws Subcommittee**

1.0   Executive Summary

The Chair of the District Plan and Bylaws Subcommittee, Kevin Watkins will give the Strategy and Policy Committee an update on the Subcommittee's work programme.

The District Planning and Bylaws Subcommittee met on 4th November 2020 and considered the following items;

a) Intensive Residential Design Guideline – The guideline was taken to a Council workshop and some changes were made in regard to eco/sustainability principles. The Guideline is recommended for adoption along with a comprehensive communication plan and to monitor its success over the next year.

b) Plan Change 2 Engineering Code of Practice (ECOP). This Plan Change amends the Plan to reflect the latest version of ECOP and the New Zealand Transport Agency's new Road Hierarchy. It has been through the public submission process under the 1st schedule of the Resource Management Act 1991 and no submissions were received. The Plan Change can therefore be made operative and this is the recommendation to Council from the District Planning and Bylaws Subcommittee.

c) The Marae Plan Change. This is a plan change to re-instate provision with the Plains Production and Rural Zones for Marae. Under the previous district plan Marae were provided for under the Places of Assembly activity. These activities removed to help protect the versatile soils of the Plains and the unintended consequence was that Marae were no longer provided for. This Plan change rectifies this issue.

Consultation has been undertaken with all of the marae ahead of this plan change being prepared. The sub-committee recommends to Council that formal notification of the plan change proceed.

The Environment Court Appeals on the Seasonal Worker Accommodation have been settled ahead of formal Court mediation.

2.0 Background

The District Planning and Bylaws Subcommittee is responsible for environmental policy associated with the Resource Management Act 1991. This includes the need for the review of the District Plan and making sure that it is kept up to date and is consistent with and reflects National Policy Statements and National Environmental Standards.

The other main role of the District Plan and Bylaws Subcommittee is the setting and review of Bylaws under the Local Government Act 2002 and various other Acts:

- to protect the public from nuisance
- protecting, promoting, and maintaining public health and safety
- minimising the potential for offensive behaviour in public places

3.0 Work Programme Update

The Council has endorsed and set the priority for the work timetable for the Environmental Policy team and this is outlined below;

Priority	Status	Progress Indicator	Next Steps
Ensuring ePlan is up to date	Ongoing	The Council has received its Certificate from MFE to confirm that we are meeting the requirements for an electronic district plan set down in the National Planning Standards	The new format of the district plan is being worked on to meet the requirements of the National Planning Standards by 2024
Irongate /York Structure Plan/ Plan Change	Ongoing	Meetings being held with Heretaunga Tamatea Settlement Trust.	Preparation of Structure Plan
Plan Change to implement changes required to protect matters of cultural importance on Te Mata Rongokako	Ongoing	Work being undertaken to identify Prohibition Line	To DP & Bylaws Feb 2021
Class 4 Gambling Review	Ongoing	Submissions closed and Hearings Report being prepared	Hearing of submissions 1 Dec 2020
Residential Intensification Design Guidelines - Draft document received (this may result in a Plan Change to implement it)	Ongoing	Council Workshop completed. To District Plan & Bylaws Cttee – 4th Nov 2020	For adoption by Council
Investigation into Inclusionary Zoning for Housing	Ongoing	To be completed Nov 2020	To DP & Bylaws Feb 2021
Engineering Code of Practice Amendments Plan Change	Ongoing	To District Plan & Bylaws Cttee – 4th Nov 2020	To Council to be made operative Dec 2020.
Marae Plan Change followed by a Mapping of the Marae	Ongoing	To District Plan & Bylaws Cttee – 4th Nov 2020	To Council for Notification Dec 2020
Landscape section / Wāhi Taonga review to include a reviewed nomination process.	Yet to commence	Commencing on settlement of MTT Appeal – estimated to be an 18-month -2 year project.	Awaiting Environment Court decision

State of the Environment Report	Ongoing	Gathering data	To District Plan and Bylaws April 2021
Implement National Planning Standards – we have until 2024 to implement.	Ongoing	Currently establishing the new format for the district plan	To District Plan and Bylaws for sign off of format
Plan Change to tidy up matters in the District Plan	Ongoing	Currently being prepared	Plan Change to DP & Bylaws in Feb 2021
Plan Change to amend the Light Industrial Zone provisions	Yet to commence		To bring to DP & Bylaws April 2021
Forestry Slash (the hazard effects on waterways created by forestry pruning and thinnings) if required as a result of joint monitoring approach with HB Regional Council	Yet to commence	Action required will result from the monitoring undertaken by the forestry officer.	
Karamu Master Plan- Implementing any Plan Changes that may be required.	Yet to commence	Dependent on outcome from reviewed process	

4.0   Recommendations – *Ngā Tūtohunga*

A)   That the report of the Group Manager: Planning & Regulatory titled Report on Activity from the District Planning and Bylaws Subcommittee dated 19 November 2020 be received.

Attachments:

There are no attachments for this report.

Item 11

Te Hui o Te Kaunihera ā-Rohe o Heretaunga
Hastings District Council: Strategy and Policy Committee Meeting

Item 12

Te Rārangi Take

Report to Strategy and Policy Committee

Nā: From:	**Craig Thew, Group Manager: Asset Management**
Te Take: Subject:	**Report on Activity from the Eco District Subcommittee**

1.0 Executive Summary

1.1 The Chair of the Eco District Subcommittee will update the Strategy and Policy Committee on the delivery of the Eco District Subcommittee work programme.

1.2 The Eco District Subcommittee is responsible for advising the Strategy and Policy Committee by providing guidance to Council officers in respect of drafting of Council's Eco District Strategy and providing oversight of community engagement through Special Consultative Procedures.

2.0 Background

2.1 The Eco District Subcommittee has held two workshops to date with presentations by external parties on wastewater energy recovery and transport energy efficiency.

2.2 A presentation and interactive workshop with a presentation by Waikato University and Biodiversity HB on urban biodiversity is planned for 3 November 2020.

3.0 Work Programme Update

3.1 The Eco Strategy document is still in creation and the presentation and workshops are part of the process to inform the committees final work programme for adoption. Additional internal resources have been redirected in to assist with this work.

3.2   A further workshop on efficient water use for Council's network is planned to present the current status, planned improvements and further opportunities for consideration. The preparatory material is currently being compiled.

3.3   The area of energy efficiency for Council operations came through as a potential theme with further discussions to be had by the committee.

3.4   The Chair has also met with the Chair of the Hawke's Bay Regional Council Environment & Catchment Committee to discuss ways we could work together in the future.

3.5   Discussions are being had with Energy Efficiency and Conservation Agency (EECA) in regard to funding opportunities to progress Heat mapping investigation.

3.6   In the New Year the Eco District Subcommittee will hear submissions about the future development of the Keirunga Reserve following public consultation on proposals which closes on the 19th December 2020.

4.0   Priorities

4.1   The Eco District Subcommittee Strategy is currently under development.

5.0   Recommendations – *Ngā Tūtohunga*

A)   That the report of the Group Manager: Asset Management titled Report on Activity from the Eco District Subcommittee dated 19 November 2020 be received.

Attachments:

There are no attachments for this report.

Te Hui o Te Kaunihera ā-Rohe o Heretaunga
Hastings District Council: Strategy and Policy Committee Meeting

Te Rārangi Take

Report to Strategy and Policy Committee

Nā: From:	**Lee Neville, Economic Development Manager**
Te Take: Subject:	**Report on Activity from the District Development Subcommittee**

1.0 Executive Summary

1.1 The Chair of the District Development Subcommittee, Tania Kerr will update the Strategy and Policy Committee on the delivery of the Subcommittee's work programme.

2.0 Background

2.1 The District Development Subcommittee has had 3 workshops, initially reviewing the strategy document and then revising the planning tools available to Hastings District Council. Youth Council appointees have attended the last 2 workshops and have been well engaged with the agenda items.

2.2 The last workshop was jointly held with the Great Communities Subcommittee to review the Hastings District Council land holdings that were included in the Provincial Growth Fund funding.

3.0 Work Programme Update

1. Feedback on Karamu 'thinking'. Recommended additional discussion with Ward Councillors.

2. Discussed Crown infrastructure potential investments in housing opportunities for the district.

3. Gave feedback on Active Transport plans.

4. Reviewed the District Development Strategy and Goals. Firstly to ensure this is a Councillor lead document, and then to be able to measure "success".

4.0 Priorities

1. HPUDS (Heretaunga Plains Urban Development Strategy) or Spatial Plan. Initial Stages.

2. Completion and sign off of our District Development Strategy which will include "success indicators". The Strategy Manager will present the final document. The District Development Subcommittee to understand the logic and then agree on each "success indicator".
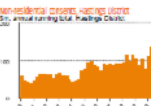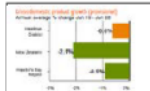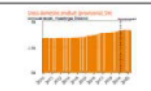
5.0 Recommendations – *Ngā Tūtohunga*

A) That the report of the Economic Development Manager titled Report on Activity from the District Development Subcommittee dated 19 November 2020 be received.

Attachments:

1⇩	District Development Subcommittee Workplan 2020	CG-16-3-00044

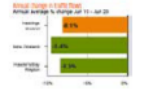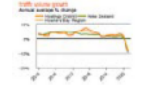| DISTRICT DEVELOPMENT SUB-COMMITTEE WORK PROGRAMME		Schedule Working Group	CG-16-2-00354

· *Providing guidance to Council Officers in respect of the drafting of Councils District Development Strategy and providing oversight of community engagement through the Special Consultative Procedures.*
· *Providing oversight of the implementation of Councils housing development, transport development, economic development, urban zone development, city centre revitalisation and central business districts development.*
· *Providing guidance to Council Officers relating to development of rating policies and reviews of existing rating policy.*

Council Priorities	Work Programme	20/07/2020	27/08/2020	6/10/2020	2/03/2021	27/05/2021	31/08/2021
District Development Strategy							
Completion of the HDC draft District Development Strategy		Councillors review the draft strategy		Potential key metrics for draft D.D. Strategy -Lee Neville			
We enable employment and growth							
Council Priorities	**Work Programme**						
The economic powerhouse	*Karamu Strategy*			Karamu Strategy-Jason Doyle	Karamu Strategy-Jason Doyle	Karamu Strategy-Jason Doyle	Karamu Strategy-Jason Doyle
Food manufacturing/ innovation hub	Coordinate delivery of the Karamu Strategy long-term blueprint to guide future land use.						
Diversifying economy/ knowledge based	*Regional Industrial Strategy*						
Growing meaningful work/income Hastings Proud – employers initiative	Growth infrastructure programme and timing along with quality development of HDC commercial and industrial zones.					Full Council meeting July 2020, revisit/presentation to DD Subcommittee	
Centre for government relocations							
Marketing inwards business investment Great Things Grow Here Platform	*Economic Development Strategy*						
	Delivery of Council's Economic Development Strategy focused on increase in the number of jobs, a larger and more sustainable production base, greater business diversity and improved business productivity.				Update on ED work programmes Lee Neville	Update on ED work programmes Lee Neville	Update on ED work programmes Lee Neville
	Council's interface and responsibilities under the Matariki Regional Economic Development Strategy.						
	Hastings City Center Development				Update from programme manager Hastings City Center-Emily O	Update from programme manager Hastings City Center-Emily O	Update from programme manager Hastings City Center-Emily O
Rural living	*Rural Community Board*						
Land use/Farming futures (GMO, climate change, ownership, workforce, water access)	Intersect with the Rural Community Board on identified rural priorities as appropriate						
Access to Technology/communications (5G) Settlement development v population decline							
Housing supply matches needs							
Council Priorities	**Work Programme**						
Homes for our people	*Heretaunga Plains Urban Development Strategy (HPUDS)*						
Protecting good soils, restricted encroachment	Identify changes and gaps and opportunities to inform the HPUDS Strategy Review.				Housing & Business capacity assessment-Mark Clews	High productive land NPS from Government-Review,-Mark Clews	Spatial plan scenarios discuss/inform working party-Mark Clews
	Report on development and delivery of the Regional Industrial Strategy.				Sub-regional strategy-input to HPUDS-update on key findings to date-Rowan Wallace		
Growing up, using available land	Structure plan programming				Report back results & recommendation into spatial plan-Rowan Wallis & Sam Faulknor	Spacial Plan Implementationof actions-Medium Density Priority 1-Rowan Wallis & Sam Faulknor	Spacial Plan Implementationof actions-Medium Density Priority 2-Rowan Wallis & Sam Faulknor
Public Housing Accord	Transition to and implementation of medium density initiatives.			Development of Council Landholdings with Crown Infrastructure funding-David Bishop	Elder Housing issues, opportunities Bill Murdoch	Direction on planning settings Housing- Mark Clews	Medium term plan Housing-Bill Murdoch
	Transition to and implementation of medium density initiatives.				Development of Council Landholdings with Crown Infrastructure funding-David	Development of Council Landholdings with Crown Infrastructure funding-David	Development of Council Landholdings with Crown Infrastructure funding-David
Repurpose elder housing stock	*Place based solutions & partnerships*						
	Partnership initiatives focused on emergency and transitional housing, public and affordable housing, Maori housing and RSE accommodation.						
The transport network links people and opportunities							
Council Priorities	**Work Programme**						
Getting around	*Regional transport committee*						
Freight Hubs							
Transport & land use	Long-term transport planning framework and key matters requiring advocacy through the Regional Transport Committee		Transport network business case for long term plan 2021-2024-Eynon Phillips, Jag Pannu	Regional land Transport Program impacted by Council decisions e.g. Urban developments Jag Panu	Regional Land Transport Program impacted by Council decisions e.g. Urban developments Jag Panu	Regional Land Transport Programme plan review-Jag Pannu	Regional Land Transport Program impacted by Council decisions e.g. Urban developments Jag Panu
Regional networks					Accessing Te Mata Peak CMP Marius Van Niekerk/Patt Evis WSP		
Rural connectivity/bridges							

DISTRICT DEVELOPMENT SUB-COMMITTEE WORK PROGRAMME

· Providing guidance to Council Officers in respect of the drafting of Councils District Development Strategy and providing oversight of community engagement through the Special Consultative Procedures.
· Providing oversight of the implementation of Councils housing development, transport development, economic development, urban zone development, city centre revitalisation and central business districts development.
· Providing guidance to Council Officers relating to development of rating policies and reviews of existing rating policy.

Council Priorities	Work Programme	Key Metrics DD Strategy			
District Development Strategy		**Metric**	**Measure**	**Source**	**Rationale**
Completion of the HDC draft District Development Strategy					
We enable employment and growth					
The economic powerhouse	*Karamu Master Plan (KMP)*				
Food manufacturing/ innovation hub	Coordinate delivery of the KMP long-term blueprint to guide future land use.		KMP percentage complete	KMP Officer	Estimating the KMP percentage complete will show progress on delivery
Diversifying economy/ knowledge based					
Growing meaningful work/income	*Regional Industrial Strategy*				
Hastings Proud – employers initiative					
	Report on development and delivery of the Regional Industrial Strategy.		Non residential consents	Infometrics Quarterly Economic Monitor June 2020	How can we measure development and delivery of the district industrial strategy- non-residential consents.
Centre for government relocations	Growth infrastructure programme and timing along with quality development of HDC commercial and industrial zones.	Omahu / Irongate / Whakatu / Tomoana	The percentage of the total area of Industrial zones with infrastructure that are available for industrial growth/development.	Project Manager S & D Group	Hastings District has a percentage of industrial land serviced with infrastructure available for business growth.
Marketing inwards business investment	*Economic Development Strategy*				
Great Things Grow Here Platform					
	Delivery of Council's Economic Development Strategy focused on increase in the number of jobs, a larger and more sustainable production base, greater business diversity and improved business productivity.		Change in Hastings District GDP	Infometrics Quarterly Economic Monitor June	The change in regional GDP compared to New Zealand and Hawkes Bay is a measure of business activity and productivity
Marketing and Events to promote growth, vibrancy and commercial visitors across urban business centres			Unemployment rate Hastings District	Infometrics Quarterly Economic Monitor June 2020	Growth in employment is an outcome of a growing economy.
	Council's interface and responsibilities under the Matariki Regional Economic Development Strategy.		Pou 4: Economic growth 'to strengthen the enterprise support ecosystem across the region'		
			Number of Hastings District business contacting the H.B.Business Hub-Hastings	H.B.Business Hub - Hastings	Pou 4.1a Deliver an aligned 'one front door' hub and spoke model of service delivery for all businesses and key sectors that want to grow
Rural living	Hastings City Center Development				
	Rural Community Board				
Land use/ Farming futures (GMO, climate change, ownership, workforce, water access)			Change in areas with rural broadband		Connection to rural broadband has a direct link to rural productivity
Access to Technology/communications (5G)	Intersect with the Rural Community Board on identified rural priorities as appropriate				
Settlement development v population decline					
Housing supply matches needs					
Homes for our people	*Heretaunga Plains Urban Development Strategy (HPUDS)*				
Protecting good soils, restricted encroachment	Identify changes and gaps and opportunities to inform the HPUDS Strategy Review.		Estimated percentage of the HPUDS strategy review completed.	Principal Advisor District Development.	The percentage completed indicates the progress on the HPUDS review.
Growing up, using available land	Structure plan programming	Lynhurst 100% / Howard St. 100% / Iona 100% / Brookvale 100%	Percentage of structure plan completed	Enviromental Policy Manager	Structure plan provides direction/guidance for urban development.
Public Housing Accord	Transition to and implementation of medium density initiatives.		Number of medium density initiatives delivered	Principal Advisor District Development.	Strategy is completed, now moving to implement medium density housing with developers.
	Place based solutions & partnerships				
	Partnership initiatives focused on emergency and transitional housing, public and affordable housing, Maori housing and RSE accommodation.		Quarterly updates on Residential Development	https://mailchi.mp/hdc/residential-development-update?e=003c4920ea	How many consent for urban dwellings / Kainga Ora plans for Hastings / Inner City Living / Recognised Seasonal Employer (RSE) accommodation / Hastings District Greenfield areas
The transport network links people and opportunities					
Getting around	*Regional transport committee*				
Freight Hubs					
Transport & land use	Long-term transport planning framework and key matters requiring advocacy through the Regional Transport Committee		Changes in Traffic flows in Hastings	Infometrics Quarterly Economic Monitor June 2020	The Traffic flows in Hastings District decreased by -8.1% over the year to June 2020. This compares with an decrease of -9.4% in New Zealand.
Regional networks					
Rural connectivity/bridges					