

**Strategic Planning & Policy**  
**Business Quarterly**



**July - September 2021**

## Executive Summary

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The Strategic Planning & Policy Group provides a number of services for the benefit of our communities to make it a great place to work, live and visit. The group is made up of four departments:

- **Corporate Planning & Community Development:** This team has oversight of Corporate Planning, Community Development, Funding and Engagement.
- **District Planning:** This team has responsibility for creating and maintaining the District Plan. As Council's main planning tool, we are legislatively required to achieve the sustainable management of the District's natural and physical resources.
- **Strategy Development:** This team includes Strategy (including spatial planning), Policy Development (including regulatory policy in the form of bylaws) and Climate Change.
- **Te Hono:** The team's purpose is to support the organisation to build and maintain enduring relationships with Iwi/Māori. To act as a key contact to provide support to Iwi/Māori in navigating through Council's processes and policies and to support the organisation to develop capabilities and competencies to engage effectively with Iwi/Māori

### Contribution to community outcomes



*Communities that are healthy, safe, connected and sustainable*



*Prosperous communities supported by a sustainable economy*



*Proud, vibrant communities*



*A wisely managed and treasured environment that recognises the role of tangata whenua as kaitiaki*



*Proud, vibrant communities*



*We embrace and celebrate our unique culture and heritage and value it as a source of enduring pride*

### Performance in Brief

This edition of the Strategic Planning & Policy Business Quarterly report provides a summary of progress and highlights for the first quarter of the 2020 /2021 financial year. The Group achieved several successes and made good progress in the following areas:

#### Corporate Planning & Community Development

The adoption of our Long-Term Plan 2021-31 was a milestone for our Council and sets our strategic direction and budgets for the next 10 years. Now that it is active year one serves as the Annual Plan for this year (2021-22).

We have committed to a focussed effort in Kaikohe for the next three years. This decision was made after discussions with the NZ Police and community leaders. The project – 'Kaikohe Cares' aims to provide high level coordination between all the great initiatives already happening in Kaikohe.

We continue to develop and refine our youth programme with the aim of supporting the personal development of our next generation of leaders. The Far North Youth Council (8 rangatahi) recently attended the Festival for the Future conference in Wellington, and our TUIA candidate attended another wananga for the year.

## District Planning

The draft District Plan was released for community feedback earlier this year and engagement allowed our communities to become aware of the new draft plan, understand how it may affect them and provide feedback on key issues. Further discussion with far north communities, stakeholders and iwi authorities has continued with July – September focussing on SNA Engagement, engagement with Iwi Authorities and Heritage area engagement.

We have also provided a submission on the exposure draft for the Natural and Built Environments Act (NBA) in response to the Central Government ongoing process of reforming New Zealand’s resource management framework. An exposure draft for the NBA is the first of those three new pieces of legislation available for comment and a submission was prepared and lodged by the Council on 3 August 2021. A select committee will report their findings from the submission process for the NBA back to the House, which will inform further policy development on the reform process. A second opportunity will be made available when the full NBA Bill is introduced to Parliament, along with the Strategic Planning Act Bill (SPA), in early 2022.

## Strategy Development

Policy development is often dictated by legislative requirements with processes in developing a new policy taking approximately 18 to 24 months from project initiation to implementation.

Far North District Council has developed a Project Management Framework (PMF) for policy and engagement projects. An overview of the different stages of bylaw and policy development are as follows:

Research:	Legislative requirements, evidence analysis, initial engagement with key parties, scoping, problem definition
Conceive:	Options analysis and assessment, <i>options report</i>
Design:	Early engagement, drafting, implementation planning, consultation, and engagement planning, legal assessment, <i>proposal report</i>
Consult:	Formal consultation, engagement activities, oral submissions, submission analysis, re-drafting, <i>adoption report</i>
Activate:	Formal notification, implementation

This is a massive step change for us and will ensure a formalised framework allows for the concise review and development of Council policies.

## Te Hono

Our work programme as set out in Te Pae Tawhiti [Council’s 2021-31 Long Term Plan] – Te Mahi Tahī me Te Māori [Working with Māori] will focus on four key areas:

- Recognising Te Tiriti and our statutory obligations
- Effective participation in Council decision making
- Understanding and valuing a Maori worldview
- Strengthening relationships and partnerships with Maori

## Whenua Māori / Rating

The implications of the [Local Government \(Rating of Whenua Māori\) Amendment Act 2021](#) on internal processes continue to be a focus as we work through remission applications whilst at the same time reviewing what properties are considered non-rateable.

# Corporate Planning & Community Development

## Introduction

The Corporate Planning and Community Development Department includes Corporate Planning, Community Development, Funding and Engagement.

## Corporate Planning

The purpose of the Corporate Planning activity is to satisfy Council's Local Government Act statutory planning obligation. We lead the development of Long-Term and Annual Plans and assist in the production and audit of the Annual Report. The Corporate Planning team also takes a lead role in the compilation of the Chief Executive's pre-election report.



## Te Whakatupuranga Hapori / Community Development & Funding

Empowered communities are thriving communities. The Community Development & Funding Team work under Council's Community Outcomes and our own Community Development Framework, which articulates our role in community development and identifies how we work with communities, government agencies and non-government organisations to help build strong, resilient communities.

### What we do:

- Build and strengthen internal and external relationships
- Increase opportunities for communities to determine the things they care about
- Provide opportunities for meaningful engagement and participation in public and community life
- Empower communities to design, prioritise and deliver local initiatives
- Support community groups to lead their communities
- Work with government agencies, non-government organisations and community leaders to create connections, maximise collective potential to contribute, and improve



## ENGAGEMENT

The Engagement Team support the organisation in fit for purpose engagement with our communities.

### What we do:

- Plan and execute large and / or complex engagement or consultation activities such as the Long Term Plan, bylaws and policies and significant projects
- Provide a centre of excellence and toolkit for engagement to enable effective management and consultation
- Provide support to teams across Council to enable them to confidently engage with communities as required to support their projects and activities



## Executive Summary

This section outlines the activities undertaken by the Corporate Planning and Community Development Department for the July – September 2021 period.

### Corporate Planning

#### Long-Term and Annual Plans

The Long-Term Plan (LTP) for 2021-31 is now active, with year one serving as the Annual Plan for this year (2021-22). Work has begun on planning the development of the Annual Plan for 2022-23 which will be adopted in June next year (2022). As a reminder to the reader, the Annual Plan confirms the corresponding year's forecast in the LTP. That said, there are always new circumstances arising that result in some variation between what we thought would be the case and what actually appears to be the case now we're a bit further along the track.

Depending on the quantum of change proposed in the corresponding year of the LTP, consultation may or may not be required as only material changes trigger the Act's requirement to do so. Council does, however, have the discretion of consulting regardless of materiality.

Councillors can expect workshopping potential changes to begin in September. Council will be asked to debate whether to consult at a Council meeting before the end of the calendar year. To make that decision Council will need to have agreed the substantive changes.

#### Annual Report

While Corporate Services take a lead role in producing the Annual Report, the Corporate Planning team assists with layout and non-financial inputs. The Annual Report is due for adoption on 27 October. Between now and then a reasonably high amount of CP resource will be required with last minute changes and tidying up. There is always a period of time where two processes (Annual Report and Annual Plan) cross over and create significant pressure on core team members for a period of several weeks. Because the deadlines are statutory, the Annual Report must take priority. As soon as possible the CP team get underway with Annual Plan workshops while the Finance team continue to refine the final Annual Report.

#### Pre-Election Report

The Local Government Act obliges all Council Chief Executives to produce a Pre-Election Report designed to promote public discussion and informed debate in the lead-up to local body elections. It must present key issues facing the District, Council's financial position, and information about how we fund projects, services, and facilities. We distribute the report widely and is made available at candidate evenings. It is important that the report be non-political with absolutely no input from Elected Members. This is a significant piece of work in the CP work programme between now and May next year.

#### Long Term Plan (LTP) amendment

Certain decisions can only be undertaken in accordance with an LTP or by way of an amendment to an LTP. Some examples include:

- disposing of a strategic asset
- making major and long-term changes to levels of service
- starting or ceasing an activity
- implementing or removing financial provisions that require a change to the Revenue and Financing Policy (RFP). Note that the RFP is the only policy that must be adopted with an LTP or amendment.

With so much change on the horizon it seems likely that the current LTP will need to be amended at some point over the next three years as a result of Three Waters, RMA and Local Government reform, but also when/if a Development Contributions Policy is implemented. At the time of writing this report, there is no confirmation that an amendment will occur alongside the 2022/23 Annual Plan, but SPP maintains a watching brief. The Committee should note that LTP amendments must be audited so any Consultation Document would need to be ready for audit by January 2022 so that it can be adopted for consultation by the end of February.

## Community Development

### Placemaking

Community Development have committed to a focussed effort in Kaikohe for the next three years. This decision was made after discussions with the NZ Police and community leaders. The project is called Kaikohe Cares and the aim is to provide high level coordination between all the great initiatives already happening in Kaikohe - from grassroots to agency level - to strengthen the relationship between Council and the community and support the community to realise their dreams and aspirations for their town.

We also continue to provide ongoing support for community-led placemaking/social infrastructure initiatives e.g., Kaitia Basketball Court, Broadwood Swing Bridge, Fibre to Tautoko FM/Mangamuka Community & Business Hub, Electric Vehicle Charging Stations.

### Community Plans

We now have 18 Community Plans across the Far North. Work is currently underway to update all plans that are over 10 years old to ensure they are fit for purpose, before any new plans area started.



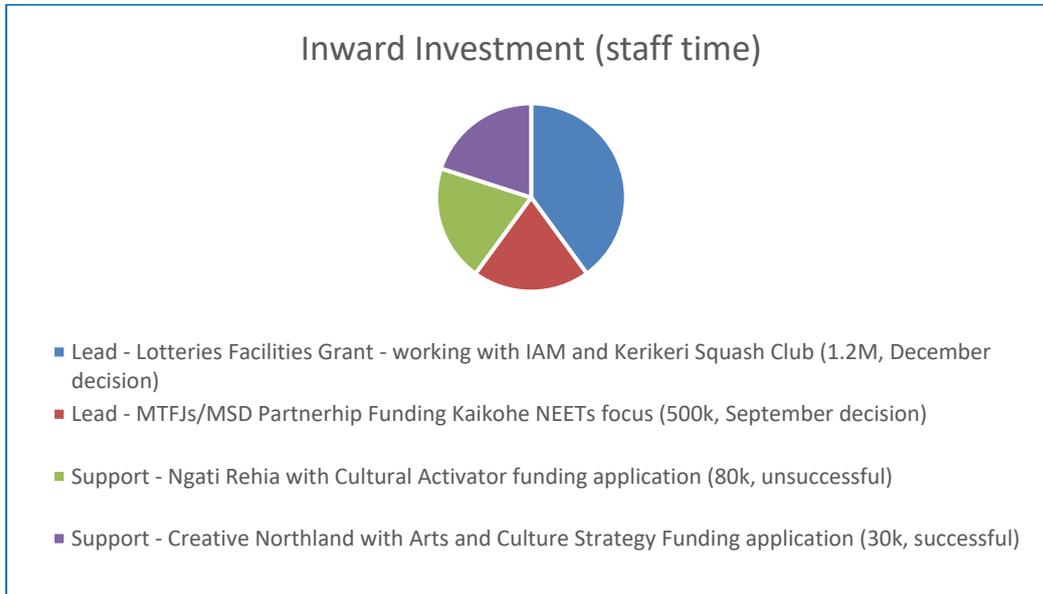
### Youth Programme

We continue to develop and refine our youth programme with the aim of supporting the personal development of our next generation of leaders. July saw the second of 3 rangatahi attend Outward Bound in Anakiwa, coordinated by our team, and sponsored by the Kaikohe-Hokianga Community Board and Mayors Taskforce for Jobs. Also, in July/August, the Far North Youth Council (8 rangatahi) attended the Festival for the Future conference in Wellington, and our TUIA candidate attended another wananga for the year. We have also been running virtual wellbeing check-ins with all Youth Councillors, our TUIA candidate, FNDC Cadets, and our Outward Bound Rangatahi throughout C19 lockdown.

## Funding

### Inward Investment

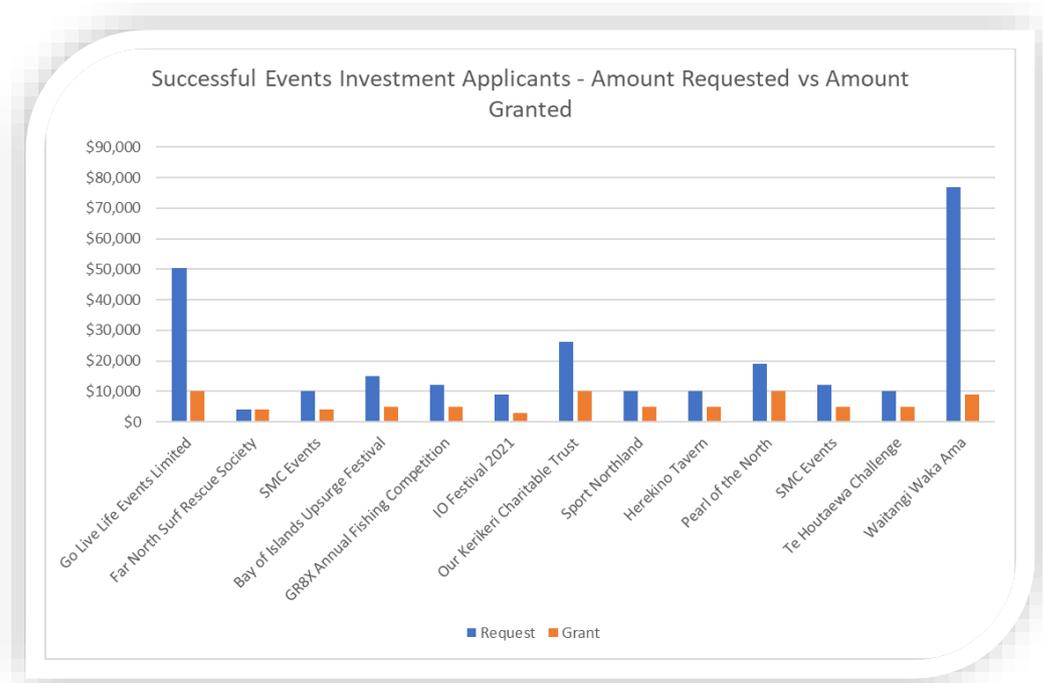
We work in partnership with others to identify and apply for external funding. Here are the external funds we have recently applied to.



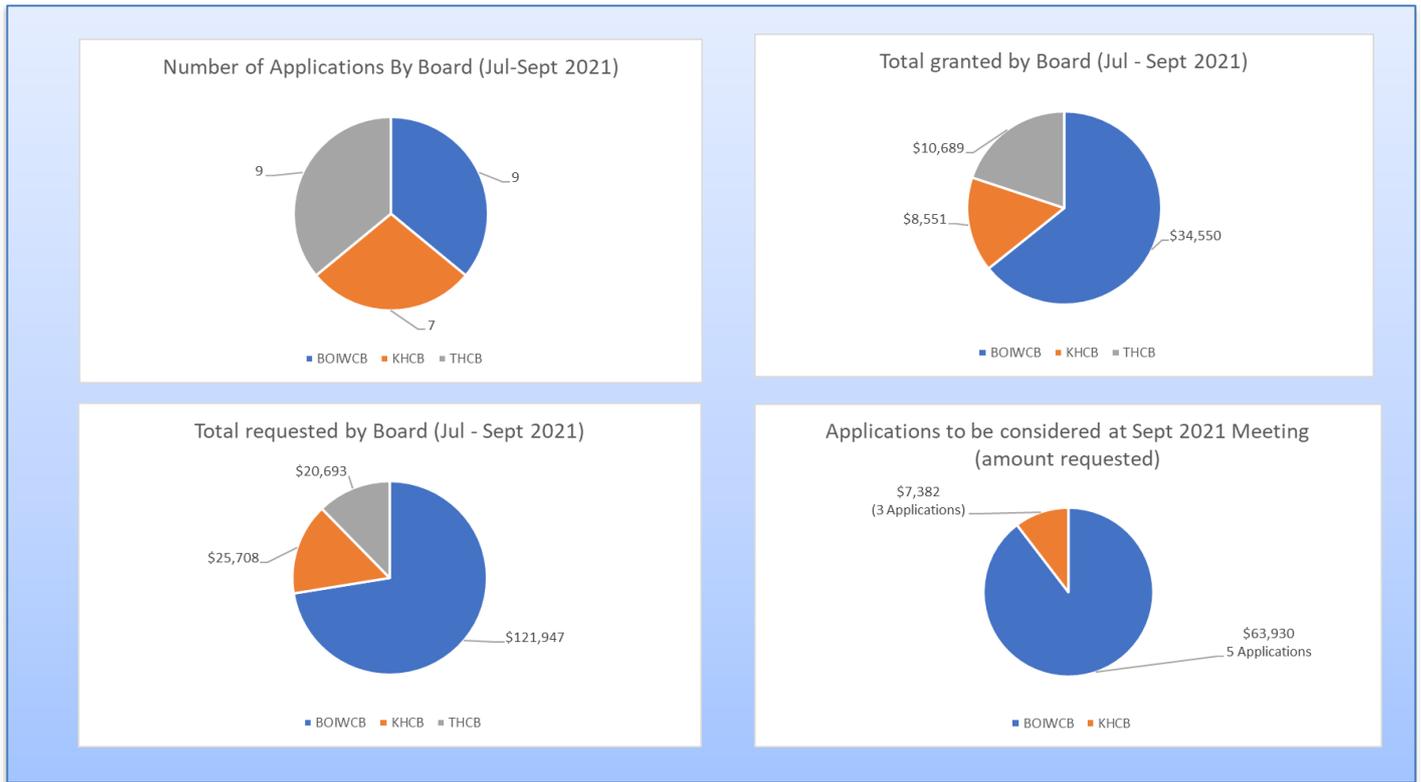
### Outward Investment

Our Team administers all Community Grant Funding, Rural Travel Funding, Events Investment Funding and Creative Communities Funding. Funding reports collating all the relevant information go to the Community Boards, who then make funding decisions.

#### Events Investment Fund



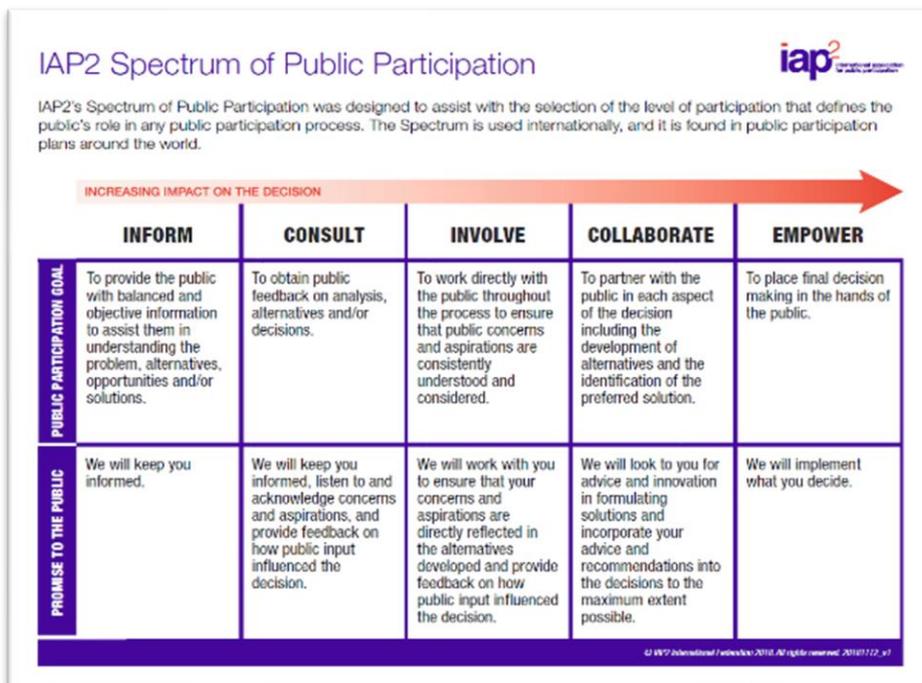
## Community Grant Funding



### Engagement

#### Certification – International Association of Public Participation (Australasia)

The Engagement Team is part way through an internationally-recognised training programme to become certified engagement practitioners. The goal is to build Council’s capability and competency to conduct authentic, appropriate and timely engagement on issues that impact/affect our communities. The Engagement Team will weave learning from the course into our engagement guidelines and the Project Management Framework. Our goal is to be fully certified by December 2021. For interest, the IAP2 approach, in its broadest form, is shown below. These terms will increasingly be used in engagement planning and reporting.



## Engagement Programme

### Live Projects

Project	Team/Group	Engagement status	Consultation date	Type of engagement (IAP2)
Heritage Areas	District Plan	Active	21 September	Involve
Kerikeri Domain	ESEO / PGF	Active	Active	Collaborate
Hihi WWTP upgrade	Infrastructure Planning	Active	Ongoing	Involve
Taipa WWTP Consent Renewal	Infrastructure Planning	Active	TBC	Collaborate
Land-based discharge Investigations	Infrastructure Planning	Active	Ongoing	Involve
Innovating Streets Kawakawa	NZTA / NTA	Active	Active	Collaborate
Innovating Streets Moerewa	NZTA / NTA	Active	Active	Collaborate
Innovating Streets Kaikohe	NZTA / NTA	Active	Active	Collaborate
Vehicles on Beaches	Strategy and Policy	Active	TBC	Involve
Climate Change	Strategy and Policy	Active	Ongoing	Collaborate
Speed limits	Strategy and Policy	Complete	21 July	Consult
Representation Review	Democracy Services	In consultation	Closes 1 October	Consult
Kaitia WWTP Consent Renewal	Infrastructure Planning	Lodged	Ongoing	Consult
Proposed District Plan Notification	District Plan	Planning	21 December	Consult
Kaikohe WWTP Consent Renewal	Infrastructure Planning	Planning	TBC	Consult
Kaero WWTP Consent Renewal	Infrastructure Planning	Planning	TBC	Consult
Parking Bylaw and Policy	Strategy and Policy	Planning	21 September	Consult
Solid Waste Bylaw	Strategy and Policy	Planning	21 September	Consult
Road use	Strategy and Policy	Planning	21 September	Consult
Parks and Reserves	Strategy and Policy	Planning	21 October	Consult
Onsite Wastewater	Strategy and Policy	Planning	21 October	Consult
Regional Accessibility	Strategy and Policy	Planning	TBC	Collaborate
Engineering Standards	District Plan / IAM	Planning	TBC	Consult
Drinking Water Supply	IAM Compliance	Pre-planning	TBC	Consult
Kerikeri Spatial Plan	Strategy and Policy	Planning	TBC	Involve

Team Projects	
Better Comms and Engagement framework	Engagement Team
Significance & Engagement Policy awareness	Engagement Team
PMF Engagement Guidelines	PMO
Organisation Strategy	People Leaders
Process improvement: consultation software	Corporate Planning
Process improvement: e-newsletters	Communications

### Introduction

The District Plan Department has the responsibility of creating and maintaining the District Plan. This is Council's main planning tool to achieve the sustainable management of the District's natural and physical resources, as required by the Resource Management Act 1991. The plan is a living document that must be updated to align with national direction and the changing nature of the District's resource management issues. In addition, plan content must be subject to a review within a minimum of ten years and a consolidated review of the District Plan is currently underway.



### *What we do and how we do it*

The following are key contributors to the development of the draft plan supported by public participation:

- 1. The role of a district plan under the RMA is to manage land use and subdivision. The plan has a ten-year life and certain content is subject to review within shorter periods. A consolidated review is being undertaken to align with a range of national and regional directions that have direct implications for far north communities.*
- 2. The Plan is being authored in accordance with new national planning standards, changing the structure of the plan and incorporating mandatory content.*
- 3. The Plan must also play a role in representing a new strategic direction for the district. The plan's ten-year lifespan must bring together strands from Council's long term strategic direction that will be represented in FN2100 whilst demonstrating how we can meet our statutory requirements to ensure that the supply of zoned land and infrastructure meets the district's expected demands for housing and business land.*
- 4. The Plan has been developed in a new digital format designed to allow more direct access to site specific information, allowing individuals, landowners, and communities more direct access to property information and how land use and subdivision is managed. This new format will require guidance and support to maximise utility and efficiency.*

## Executive Summary

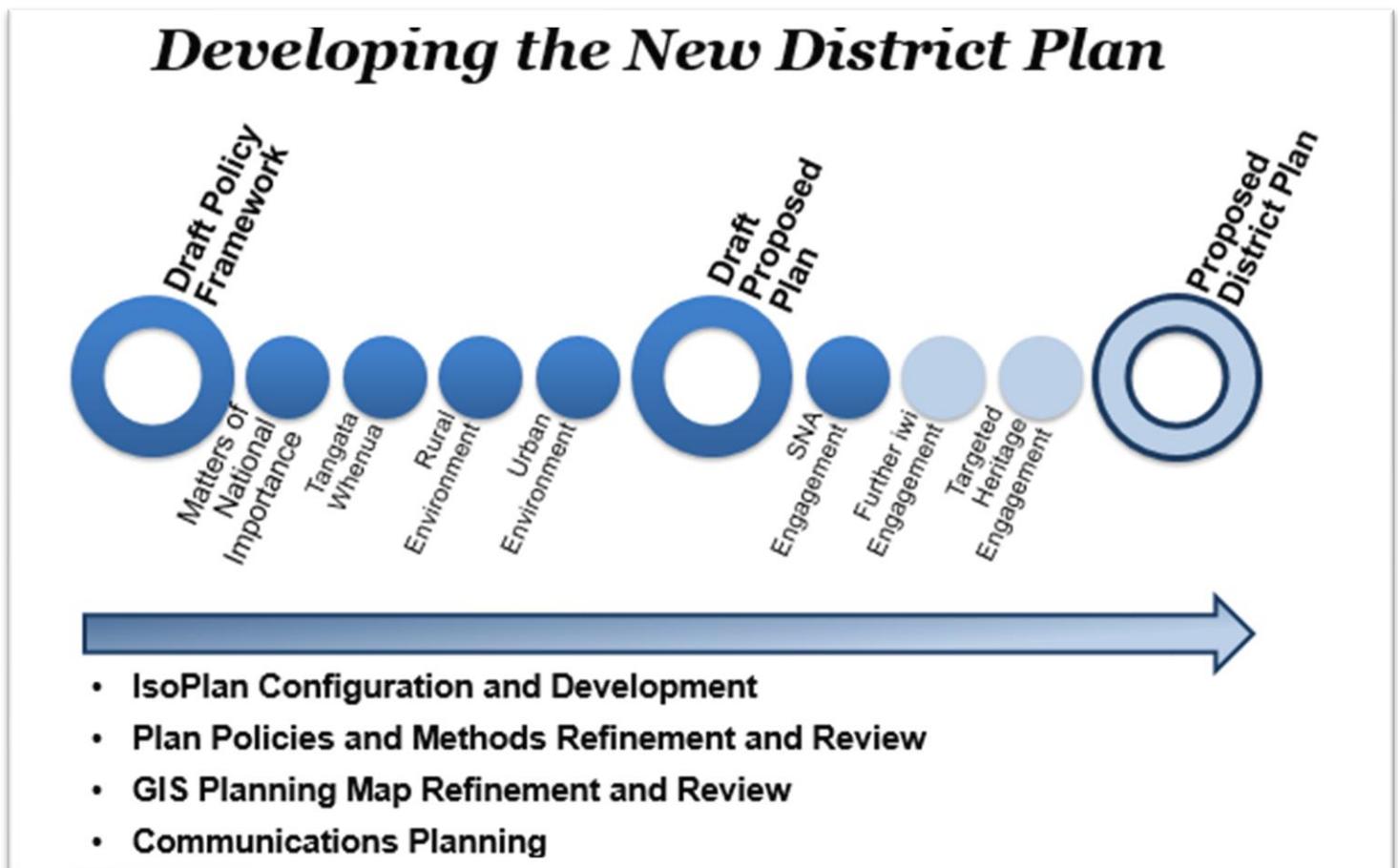
This section outlines the activities undertaken by the District Planning Department for the July – September 2021 period.

### Developing the District Plan – Progress

The draft District Plan was released for community feedback on 6 March 2021. The non-statutory engagement allowed for far north communities to become aware of the new draft plan, understand how it may affect them and provide feedback on key issues. Further discussion with far north communities, stakeholders and iwi authorities has continued through the period from May to June.

Further analysis of feedback on the draft to date has identified 179 survey responses, and approximately 299 individual pieces of feedback containing 2483 feedback points. Council continues to receive feedback since the close of this period, including from agencies, sector, and advocacy groups.

The infographic below highlights the work that has been completed and those tasks that have dominated the period from July to September.



## Focus of the July to September quarter

There are two key processes that continue to be developed as part of the draft plan process. These are consultation with Iwi Authorities and targeted engagement on Heritage Areas. These have dominated team focus in the recent term, whilst continuing the refinement of the draft plan.



Engagement with Iwi Authorities is being carried out in May through to September. To date, the District Plan team have attended hui in June through to August with all but one of our 11 Iwi Authorities. This engagement will allow for further refinement of the plan prior to the development of the proposed plan. Council is required to summarise all advice concerning the draft district plan received from iwi authorities and summarise the response to the advice, including any provisions of the proposed plan that are intended to give effect to the advice.

Council has committed to undertaking targeted engagement with affected communities about the draft district plan and heritage areas. Council identified that Council would further engage with specific communities where heritage area changes were being considered. Council was preparing to mail out to landowners in 9 different locations in August and has had to adjust the planned engagement to adapt to the covid context.

Heritage specialist advice on the nature of the heritage resource has prompted consideration of new techniques to both manage and create understanding and awareness of the heritage resources in different settlements. In most cases, these resources extend beyond individual buildings, to encompass settlement patterns, associations of European and traditional land use, occupation, and cultural values.

Council's further engagement to allow for the discussion to continue the suite of methods that might best manage the resources, which are considered legislatively as a matter of national importance. Communities will also be able to submit when a proposed plan is notified, allowing for participation in hearings and voice support, opposition, and reasons.

Also identified in the "developing the new district plan" graphic is continuing processes to provide integration of plan content with associated projects, quality assurance processes to deliver confidence with the plan methods and development of communications tools and processes to ensure that communities are aware of how best to be involved in the plan making processes.

# Strategy Development

## Introduction

The Strategy Development Team includes Strategy (including spatial planning) and Policy Development (including regulatory policy in the form of bylaws) and Climate Change.

### Team Goal

*To be the centre of excellence for the development of policy and strategy at the Far North District Council.*

### Team Kaupapa

- *We are committed to learning and growing as individuals and as a team*
- *We leverage the shared strengths, experiences, and differences in our team*
- *We question assumptions and norms to develop robust and reliable policy advice*
- *We form productive relationships with our peers and the community*
- *We effectively communicate what we are working on with each other, the wider Council, and the community*
- *We celebrate our successes*
- *We prioritise our work based on what is important and not on what others might consider is urgent*



## Project Management Framework – Policy and Engagement

Policy development is often dictated by legislative requirements. The process to develop a new policy takes approximately 18 to 24 months from project initiation to implementation.

### Policy Management Framework

Far North District Council has developed a Project Management Framework for policy and engagement projects. An overview of the different stages of bylaw and policy development are as follows:

Research:	Legislative requirements, evidence analysis, initial engagement with key parties, scoping, problem definition
Conceive:	Options analysis and assessment, <i>options report</i>
Design:	Early engagement, drafting, implementation planning, consultation, and engagement planning, legal assessment, <i>proposal report</i>
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Activate:	Formal notification, implementation

## Status of Policy Projects

The following tables provide a status of the active strategy, policy, and bylaw development projects.

### Status Key

-  on target to complete policy project
-  at risk of not completing on time
-  will not meet dates without major interventions and / or decision by Council

### Strategy Development

Strategy Project	Current Stage	Actions undertaken		Status
		July – Sept	Next touchpoint	
Far North 2100	Consult / Activate	August 10 – Workshop with Elected Members on what next. Outcome was a paper to Committee to adopt Far North 2100	19 October 2021 Strategy and Policy Committee: Paper recommending adoption of Far North 2100 by Council	
Kerikeri/Waipapa Spatial Plan (Revision of the Kerikeri/Waipapa Structure Plan 2007)	Research	<ul style="list-style-type: none"> <li>• August 10 – workshop with elected members – directed to commence an update of the Kerikeri / Waipapa Structure Plan</li> <li>• Councillors have requested that the Kerikeri / Waipapa Spatial Plan be adopted by Council before the notification of the District Plan</li> <li>• Procurement of specialist spatial planner (Ree Anderson)</li> </ul>	22 September 2021: kick off workshop: Kerikeri / Waipapa Spatial Plan	
Te Waka Hourua – Far North Spaces & Places (Facilities) Plan 2021-2030	Consult/Activate	<ul style="list-style-type: none"> <li>• Final report received</li> <li>• Paper for endorsement to the Strategy &amp; Policy Committee</li> </ul>	19 October 2021 Strategy and Policy Committee: Paper recommending the endorsement of the Far North Spaces and Places Plan	
Open Spaces	Research	<ul style="list-style-type: none"> <li>• project planning commenced</li> <li>• procurement process commenced</li> </ul>	First quarter 2022: Options paper on way forward for an Open Spaces Strategy	
Art, Culture, and Heritage	Concept	Project concept to be developed	First quarter 2022: Options paper on way forward for an Arts, Culture and Heritage Strategy	
Solid Waste	Research	Project planning commenced	First quarter 2022: Options paper on way forward for a Solid Waste Strategy	
Stormwater (supporting Infrastructure and Asset Management)	Research	Internal workshop completed with key internal stakeholders	Meeting with elected members to confirm expected outcomes from a Stormwater Strategy	
Regional Accessibility Strategy (support Whangarei District Council as the led Council)	Research	Workshops with Northland Councils to determine scope and plan have been completed	24 November 2021 Strategy and Policy Committee: Status report update the development of a Regional Accessibility Strategy	

## Policy Development

Policy Project	Current Stage	Actions undertaken July - September	Next touchpoint	Status
Roading Policy Review (8 policies)	Conceive	<ul style="list-style-type: none"> <li>Initial engagement undertaken</li> <li>Research report completed</li> <li>Options analysis completed</li> <li>Options report completed to be presented to Committee</li> </ul>	Proposal report to Committee 12 October 2021	
Class 4 Gambling and TAB Venue	Research	<ul style="list-style-type: none"> <li>Social Impacts Assessment completed</li> <li>Research ongoing</li> </ul>	Options report to Committee 24 November 2021	
Equity and Access for People with Disabilities	Conceive	<ul style="list-style-type: none"> <li>Research completed</li> <li>Options analysis and assessment completed</li> </ul>	Options report to Committee 24 November 2021	
Litter Infringement policy	Conceive	<ul style="list-style-type: none"> <li>Research completed</li> <li>Options analysis and assessment completed</li> </ul>	Options report to Committee 24 November 2021	
Naming Policy	Conceive	<ul style="list-style-type: none"> <li>Initial engagement undertaken</li> <li>Research report completed</li> <li>Options analysis completed</li> <li>Options report completed to be presented to Committee</li> </ul>	Options report to Committee 12 October 2021	
Reserves Policy	Design	<ul style="list-style-type: none"> <li>Early engagement completed (workshops with Elected Members, and Domain Boards)</li> <li>Communication and Engagement Plan completed</li> <li>Drafting commenced</li> </ul>	Proposal report to Committee 24 November 2021	

### Next prioritised policy projects yet to have a project concept developed

1. Parking
2. Easter Sunday Trading
3. Tree Management / Noxious Plant Control
4. Smokefree Environments

## Bylaw Development

Bylaw Project	Current Stage	Actions undertaken July – September	Next touchpoint	Status
Treated Water Supply	Consult	<ul style="list-style-type: none"> <li>• Consultation analysis completed</li> <li>• Amendments to proposed draft bylaw completed with Atlas Legal</li> <li>• Implementation plan completed</li> <li>• Final draft bylaw proposed for adoption to committee 07 September 2021</li> <li>• Final draft bylaw proposed for adoption to Council 23 September 2021</li> </ul>	Project completed 23 September	
Vehicle Crossings	Consult	<ul style="list-style-type: none"> <li>• Consultation analysis completed</li> <li>• Amendments to proposed draft bylaw completed with Atlas Legal</li> <li>• Implementation plan completed</li> <li>• Final draft bylaw proposed for adoption to committee 07 September 2021</li> <li>• Final draft bylaw proposed for adoption to Council 23 September 2021</li> </ul>	Project completed 23 September	
Parking Bylaw	Design	<ul style="list-style-type: none"> <li>• Communication and Engagement Plan completed with Communication and Engagement team</li> <li>• Drafting of bylaw undertaken with Atlas Legal</li> <li>• Proposal for Consultation completed to be presented to committee</li> </ul>	Proposal report to Strategy and Policy Committee 07 September 2021	
Road Use Bylaw	Design	<ul style="list-style-type: none"> <li>• Communication and Engagement Plan completed with Communication and Engagement team</li> <li>• Drafting of bylaw undertaken with Atlas Legal</li> <li>• Proposal for Consultation completed to be presented to committee</li> </ul>	Proposal report to Strategy and Policy Committee 07 September 2021	
On-site Wastewater Disposal System	Design	<ul style="list-style-type: none"> <li>• Internal staff drafting of bylaw workshop</li> <li>• Communication and Engagement Plan completed with Communication and Engagement team</li> <li>• Drafting of bylaw undertaken with Atlas Legal</li> <li>• Proposal for Consultation completed to be presented to committee</li> </ul>	Proposal report to Strategy and Policy Committee 07 September 2021	

Bylaw Project	Current Stage	Actions undertaken July – September	Next touchpoint	Status
Solid Waste	Consult	<ul style="list-style-type: none"> <li>Proposal for Consultation approved by committee</li> <li>Consultation plan implemented</li> <li>Formal consultation period open 26 July to 27 August</li> <li>Oral Submissions to be heard 07 September 2021</li> </ul>	Adoption report to Strategy and Policy Committee 16 December 2021	
Speed Limits	Ongoing	Consultation on proposed amendments to the Speed Limits Bylaw within the Kaitāia-Awaroa; Broadwood-Kohukohu; and Moerewa urban areas, as well as on Te Oneroa-a-Tōhē / Ninety Mile Beach	<p>Last quarter 2021: Recommendations Report to Council, as the road control authority for deliberations and final decision. Exact is dependent on the research and any need for further site visits.</p> <p>A report back to the Te Oneroa-a-Tōhē / Ninety Mile Beach is also required before it comes to Council</p>	
Pou Herenga Tai Twin Coast Cycle Trail	Design	<ul style="list-style-type: none"> <li>Options report presented to committee 20 July 2021</li> <li>Options report presented to Council 12 August 2021. Approval obtained to continue with amendment.</li> <li>Procurement process for GIS mapping of trail commenced</li> <li>Specific analysis of proposed amendments commenced</li> <li>Draft Communication and Engagement plan commenced.</li> </ul>	Adoption report to Strategy and Policy Committee March 2022	
Vehicles on Beaches	Research	<ul style="list-style-type: none"> <li>Early engagement undertaken via a public survey</li> <li>Further engagement planned with (a) Tangata Whenua (b) Community boards (c) Key community groups or beach users</li> </ul>	January 2022: Report to the Strategy and Policy Committee	

Next prioritised bylaw projects yet to have a project concept completed:

1. Reserves
2. Public Places
3. Animal Control
4. Maritime Facilities
5. Mooring Charges

## Climate Change Programme

### What have we achieved?

The following table summarises work conducted since the Climate Change Roadmap was approved by Council in May 2020:

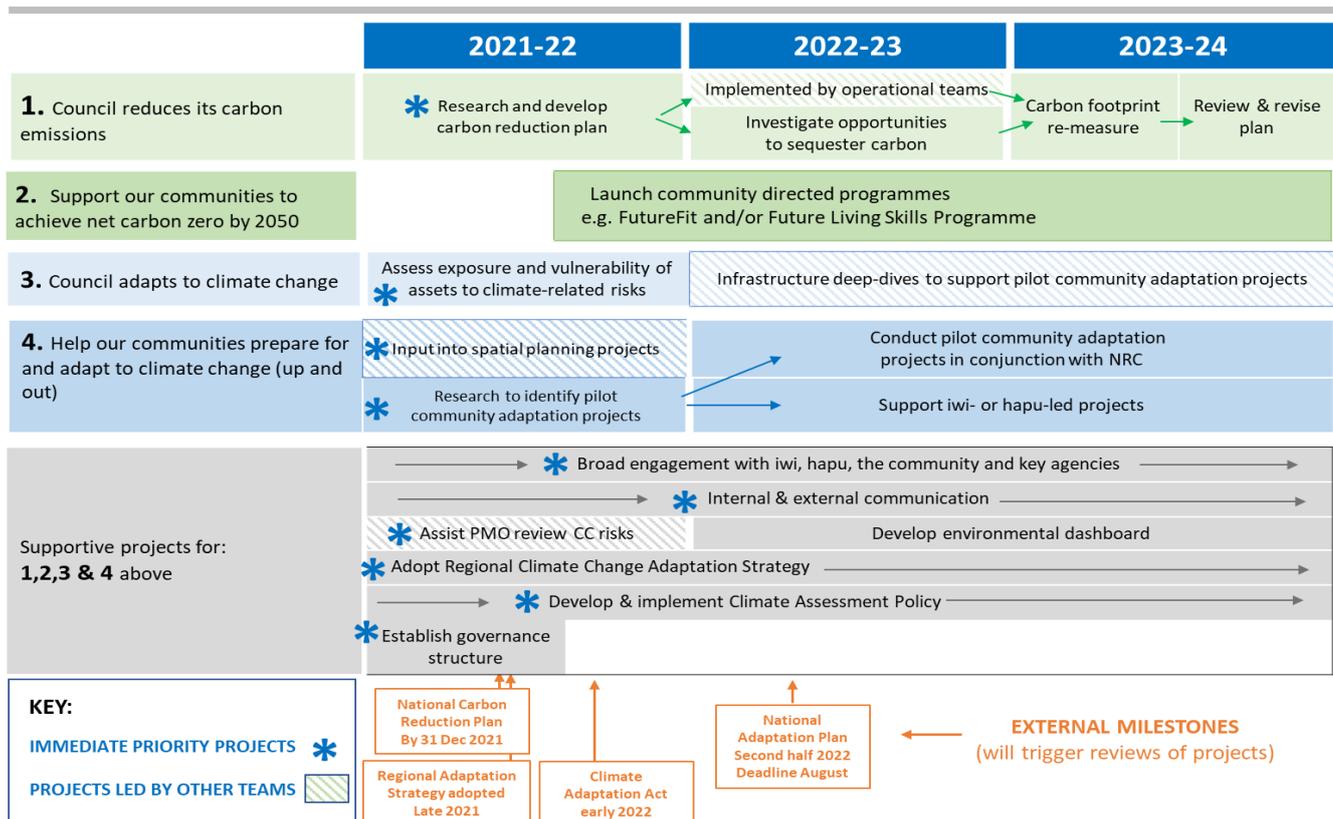
Actions	Timing
Participation in the Climate Adaptation Te Taitokerau (CATT) working group comprising representatives of the four Northland councils with the purpose of creating a regional climate change adaptation strategy	Commenced 2018. Will be ongoing
Contributing to a joint CATT submission to the Climate Change Commission on its advice to the government on developing a national carbon reduction plan	March 2021
Formation of the Joint Committee overseeing the CATT group including elected members and iwi/hapū reps from each Council	First meeting of the Joint Committee – April 2021 Next formal meeting – 30 Aug 2021
Work on the draft Climate Change Adaptation Strategy with the CATT Group.	The Strategy has been worked on for more than two years, with more intensive activity in 2021.  The draft Strategy was workshopped with the Joint Committee on 9 August 2021.  It will be presented formally to the Joint Committee for endorsement on 30 August  After this meeting the strategy will be sent back to the individual Councils, including FNDC, for consideration and endorsement
Development of a Climate Assessment Policy for council	Preparatory work Feb-May 2021  Shared a proposal with the Chief Executive to work with Informed Cities to develop this policy. Directed by the CEO to obtain agreement for a Regional Climate Assessment Policy from the CATT Group – May 2021  Secured agreement of the CATT group to work on an aligned regional policy – June 2021  Incorporated policy development in the draft Climate Change Adaptation Strategy priority actions (see above)  Plan to develop this policy in the 21/24 LTP period for FNDC.  Common elements of this Policy to be endorsed subsequently by the individual councils
Analysis and research to determine communities to include in community engagement work over the 2021-2024 LTP period. Around thirty coastal communities in the District were identified which are at significant risk from coastal erosion, flooding and inundation and damage to the surrounding roading network.	Commenced June 2021  Plan to select three communities where pilot community engagement will take place in the 21/24 LTP period in conjunction with NRC and GNS Science

Actions	Timing
Participation in a cross-Council hui on climate change communication involving communications teams from the four Northland Councils. This resulted in a joint working group being established to develop climate change communications material and a regional platform to communicate progress	Commenced August 2021. Will be ongoing
Formation of a cross-council Reference Group of council staff charged with reviewing the current climate change risk analysis.	First meeting held 18 August 2021. Will be ongoing
Appointment of a new Principal Advisor to further Council's Sustainable Procurement Policy	June 2021
'Deep Dive' presentation on climate change risks to the Assurance Risk and Finance Committee	March 2021
Advice obtained from Simpson Grierson on the legal obligations of FNDC decision makers (elected representatives and staff members) to consider climate change	September 2020
Carbon emissions inventory for Council	Data collection and analysis – May to October 2020 Report presented to Strategy & Policy Committee – October 2020

### What is our plan going forward?

The diagram below illustrates the indicative Workplan for the next three years:

## FNDC CLIMATE CHANGE PROGRAMME WORKPLAN - 2021 to 2024



Planned activities for the rest of the year are summarised below:

## 1. Establish an overarching governance structure for the Climate Change Programme

### Supportive project

Deliverable	Indicative due dates	Resources	Notes/Comments
Establish a steering group or other governance structure to oversee the climate change programme	By 20 December 2021	Internal (SLT)	<ul style="list-style-type: none"> <li>Decision required by the Strategic Leadership Team</li> <li>SPP GM to raise with SLT</li> <li>The agreed governance structure will provide oversight for the Climate Change Programme, whose activities cut across different departments</li> <li>NB. A cross-functional reference group has recently been formed to assist with refreshing the council's climate change risk assessment (see activity 9 below)</li> </ul>

## 2. Develop a Climate Assessment Policy

### Supportive project

Deliverable	Indicative due dates	Resources	Notes/Comments
<b>PMF Phase</b>  Project Concept agreed  Prepare Project Mandate	By 31 August 2021  By 31 January 2022	Internal + Possible external advice	Establish a Policy to be referenced in all Council decisions

### 3. Research and develop carbon reduction plan for council

#### Roadmap Quadrant One: Council reduces its carbon emissions

Deliverables	Indicative due dates	Resources	Notes/Comments
<b>PMF Phase</b>			Will focus on:
Prepare Project Concept	By 30 September	Internal (Programme Coordinator)	<ul style="list-style-type: none"> <li>how can we reduce our main GHG emissions i.e., from wastewater treatment and solid waste?</li> <li>how can we best offset our emissions?</li> </ul>
Prepare Project Mandate	By 20 December	+ Possible external advice	<ul style="list-style-type: none"> <li>how can we build carbon accounting into our financial management? (work with Finance)</li> <li>how can we account for embodied carbon in the materials we purchase? (Work with Sustainable Procurement team)</li> </ul>

### 4. Assess high-level exposure and vulnerability of FNDC assets to climate-related risks

#### Roadmap Quadrant Three: Council adapts to climate change

Deliverables	Indicative due dates	Resources	Notes/Comments
<b>PMF Phase</b>			<ul style="list-style-type: none"> <li>Potentially will use the same methodology and provider (WSP) as used by Kaipara District in a recent study where, for example:               <ul style="list-style-type: none"> <li>exposure analysis focused on slip sites on critical roads, plus coastal and river flood hazards identified by NRC</li> <li>vulnerability assessment considered the elevation of assets and their spatial proximity to coastal inundation</li> </ul> </li> </ul>
Prepare Project Concept	By 30 September	Internal (Programme Coordinator)	
Prepare Project Mandate incl. request for proposal	By 29 October	+ External advice	
Appoint external provider	By 30 November		

### 5. Input into the Kerikeri/Waipapa spatial planning project

#### Roadmap Quadrant Four: Help our communities prepare for and adapt to climate change

Deliverable	Indicative due dates	Resources	Notes/Comments
Provide expert advice re alignment of the spatial plan with climate change considerations e.g., hazard mapping, carbon reduction priorities etc	As required	Internal (Programme Coordinator) + Possible external advice e.g., from NRC re hazard mapping	

## 6. Research to identify pilot community adaptation projects

### Roadmap Quadrant Four: Help our communities prepare for and adapt to climate change

Deliverables	Indicative due dates	Resources	Notes/Comments
Prepare Project Concept	Sept 2021	Internal (Programme Coordinator)	<ul style="list-style-type: none"> <li>• Background information is available from NRC's Coastal Community profiles</li> <li>• This work is dependent on adoption of the Regional Climate Change Adaptation Strategy and then working collaboratively with the other three Northland local councils</li> </ul>
Collate information on possible sites		+ Community Engagement Team	
Prepare pre-engagement plan	Sept 2021	+ Community Development team	
Conduct pre-engagement discussions	Sept/Oct 2021	+ External NRC	
Workshop with elected members to confirm sites	Nov/Dec 2021	May also need to use a contracted engagement specialist	
	Q1 2022		

## 7. Broad engagement with iwi and hapū, the community and key agencies such as Waka Kotahi

### Supportive project

Deliverable	Indicative due dates	Resources	Notes/Comments
Prepare an engagement plan	Sept 2021	Internal (Programme Coordinator)	<ul style="list-style-type: none"> <li>• This work overlaps with pre-engagement for pilot community adaptation projects - see activity 6 above</li> <li>• Funding is potentially available through the Great South Science Challenge for iwi/hapū engagement via the CATT group. A funding application has been made for:               <ul style="list-style-type: none"> <li>○ Meetings with iwi/hapū representatives</li> <li>○ Marae/catchment-based workshops</li> <li>○ A regional marae-based hui at the end of 2021</li> <li>○ A national online webinar - hosting a preliminary 90-minute online webinar with the Coastal Adaptation Network (a group of 100 or so local government adaptation practitioners from around NZ)</li> </ul> </li> </ul>
Take part in wider CATT group engagement	Ongoing into 2022	+ Community Engagement team External CATT Group partners + Potential external funding + May also need to use a contracted engagement specialist (see 5. above)	

## 8. Conduct internal & external communication

### Supportive project

Deliverable	Indicative due dates	Resources	Notes/Comments
<p>Prepare FNDC communication plan incorporating internal and external communication</p> <p>Update website material</p>	<p>By 29 October 2021</p> <p>November 2021</p>	<p>Internal (Programme Coordinator)</p> <p>+</p> <p>Community Engagement team</p> <p>+</p> <p>Comms team</p>	<ul style="list-style-type: none"> <li>• Plan to be developed in conjunction with the Community Engagement and Communications teams, to include: <ul style="list-style-type: none"> <li>○ publicising the Roadmap and its principles</li> <li>○ sharing stories of FNDC initiatives</li> <li>○ linking to wider regional communication (see below)</li> </ul> </li> </ul>
Support wider regional communication	Ongoing	<p>Internal (Programme Coordinator)</p> <p>+</p> <p>Community Engagement team</p> <p>+</p> <p>Comms team</p> <p>External</p> <p>CATT group partners</p>	<ul style="list-style-type: none"> <li>• Regional communication will be co-ordinated by a recently formed taskforce comprising communications staff from the four Northland local councils (incl. FNDC) and will include: <ul style="list-style-type: none"> <li>○ developing a campaign to tell community stories and build community support</li> <li>○ investigating ways to support people sharing their stories themselves (not just having council tell these stories)</li> <li>○ finding and working with 'climate champions' from target groups (farmers, youth, iwi)</li> <li>○ creating a CATT website and logo, and other umbrella communications materials</li> <li>○ showing how councils are leading by example.</li> <li>○ providing Q-and-A opportunities for people to raise their concerns and engage in dialogue</li> </ul> </li> </ul>

## 9. Refresh the Council's climate change risk analysis

### Supportive project

Deliverable	Indicative due dates	Resources	Notes/Comments
Refresh the risk analysis	As required	Internal Programme Coordinator and Climate change risk reference group to assist the PMO Office	<ul style="list-style-type: none"> <li>Refresh the risk analysis and report to the Assurance, Risk and Finance Committee</li> <li>Risks likely assessed separately for the council and the community</li> <li>Ministry for the Environment will release guidelines for local government climate change risk assessment in early September</li> </ul>

## 10. Adopt the Regional Climate Adaptation Strategy

### Supportive project

Deliverable	Indicative due dates	Resources	Notes/Comments
Attend CATT Joint Committee meeting	30 August 2021	Internal	<ul style="list-style-type: none"> <li>In this meeting the Joint Committee will be asked to recommend the draft Strategy is adopted by individual councils</li> </ul>
Workshop with FNDC elected members	30 September 2021	Internal	<ul style="list-style-type: none"> <li>Workshop to review and debate the Strategy</li> </ul>
Report to the Joint Committee with options	30 November 2021	Internal	<ul style="list-style-type: none"> <li>Aim for adoption of the Strategy by FNDC by February 2021</li> </ul>
Formal adoption process	tba	Internal	

## Risks and issues

The following risks and issues have been identified for the Climate Change Programme:

Because of...	There is a chance that...	Leading to...
Perception that the costs of mitigation and adaptation are high	There will be delays in implementing necessary action	Much higher costs in the future Missing possible opportunities to save costs
Perception that we must wait for government legislation on climate change before acting	There will be delays in implementing necessary action	We will not fulfil our responsibilities to our communities by being as prepared as we could be We will not be ready when legislation is enacted.
Perception we are too busy working on other priorities to worry about climate change	Our actions will not be coordinated regarding the biggest risk facing us as a Council and as District	We will not fulfil our responsibilities to our communities. We will be seen as regressive rather than progressive
Perception we don't need a climate change policy	Our decisions will be reactive and disjointed with no agreed policy positions	Damage to our reputation Difficult to justify our decisions if we are sued Setting precedents for the future that we will be stretched to meet.
The quality of our relationships with iwi and hapū is lacking	We will not engage appropriately on this topic	Inability to develop adaptation plans for a large proportion of the communities in the Far North
A lack of agreed metrics to track progress	Our climate-related financial disclosure will be poor, and we will not meet our obligations under the Response (Zero Carbon) Amendment Act 2019	Negative perceptions of FNDC by the government and the financial community Effect on ability to borrow money
Belief that carbon reduction is not necessary/ too hard/ too expensive	We will fail to meet our obligations under the Zero Carbon Act and our commitment expressed in the Climate Change Roadmap	Having to play catch-up later as the cost of carbon escalates rapidly, and the government tightens its requirements of local government Damage to our reputation. Could miss opportunities to sequester carbon
There are polarised views on climate change	The Far North District Council will not be able to arrive at a policy position on climate change	No policy, or policy position arrived at, resulting in a continuation of ad-hoc decision making on the part of Council

# Te Hono

## Introduction

The purpose of Te Hono is to:

- Support the organisation, leadership, and its groups/departments to build and maintain enduring relationships with Iwi/Māori
- Act as key contact to provide navigation support to Iwi/Māori for Council processes and policies
- Support the organisation to develop capabilities and competencies to engage effectively with Iwi/Māori



To advance the above over the next 3 years, our work programme is clearly set out in Te Pae Tawhiti [Council’s 2021-31 Long Term Plan] – Te Mahi Tahī me Te Māori [Working with Māori]. Additionally, we will need to be adaptable to the changes within Local Government through legislation, meaning some priorities may change as others emerge or take greater precedence. The work being undertaken is set out in the tables below.

## Work Programme

Status Key

● on target

● in progress

● stalled or not started

Project	Progress	Milestones	Expected completion	Status
Undertake a Tiriti Audit to assess the organisations performance in acting in accordance with statutory obligations; and to understand opportunities for improvements	Investigation of other Councils who have undertaken the audit and outcomes. Discussion of a joined-up contract across Northland TLAs to lessen costs	Investigation complete  Course of action decided  Contract or through recruitment, undertake audit  Report results  Organisation agrees opportunities in time for Annual Plan consideration if required	June 2022	<span style="color: orange;">●</span>
Work with Māori to co-design a mechanism to enable Participation of Māori in decisions of Council – at a governance level	Discussion underway with Elected Member - Te Ao Māori Portfolio	Mandate and support from Te Kahu o Taonui  Membership working Group  Co-design  Implement	Feb 2022	<span style="color: orange;">●</span>

Project	Progress	Milestones	Expected completion	Status
Provide an annual contestable fund to assist two Māori in the Far North to attend the Making Good Decisions Course	Investigated timetable for courses in Auckland and requested consideration be given to Whangarei in the new Year	Confirmation of 2022 Dates  Advertise and promote  Selection (and process)	June 2022	
Develop a <b>Competencies Framework</b> to grow the responsiveness capabilities of staff to Māori	Having the capability in Te Hono to deliver is paramount and is part of recruiting the right talent. Current thinking for framework is:  All of organisation – the basic competencies, then stepping up:  Those who engage occasionally  Those whom engagement is a core component of their BAU  The Leadership Team	Recruitment  Organisation mandate  Framework levels and content  Replicate and reinforce is <b>ongoing</b>	Feb/Mar 2022	
Provide Information Sessions on legislative obligations to Māori, Treaty settlement legislation, environmental management plans and on Māori perspectives	The first of these are being developed for the first on-boarding session for new staff. Once this is completed and assessed will develop targeted sessions to other parts of the business	Trial assessment at on-boarding  Wider rollout  Targeted sessions  Replicate, adapt and reinforce is <b>ongoing</b>	Oct 2021	

## Māori Relationships

### Māori Representation

Having resolved to establish Māori seats on Council for the 2022 and 2025 Local Body Elections, an initial proposal was developed and is currently out for consultation. The information has been profiled on the council's website and Facebook page. The information has also been sent to various hapū and iwi contacts. Te Hono will continue to support the Corporate Services representation review process through to the election of Councillors to Māori Wards in the 2022 Local Body Elections. It is envisioned that Te Hono will continue to support the new Councillors.

### Māori Participation in Council Decision-making

Alongside the provision for Māori representation, Council also resolved to ensure a mechanism to allow greater Māori input into decisions. In doing so, Council was also cognisant of the feedback they received from iwi during discussions about Māori representation, that Council should look to co-design a mechanism/s with Māori. Te Hono have been designing a proposal of how to achieve a co-design of options and will provide this to Council for consideration.

## Ongoing Iwi Relationships

Over the reporting period staff continued to provide support to the Te Oneroa-a-Tōhe Board, Iwi Local Government Authorities Chief Executive Forum (ILGACE) and Te Kahu o Taonui Forum (TKoT)

## Māori Development

### Whenua Māori / Rating

The implications of the [Local Government \(Rating of Whenua Māori\) Amendment Act 2021](#) on internal processes continue to be a focus for the Team Te Hono is steadily working through remission applications.

A mailout by the Rates team to 1500 property owners has been completed and owners have been advised that their whenua has been identified as non-rateable and that any arrears will also be written off. Should enquiries be received in relation to becoming non-rateable, a new Request for Service code has been created whereby the Rating Team can assist the customer.

### Te Hono interactions with customers by Kaipapa

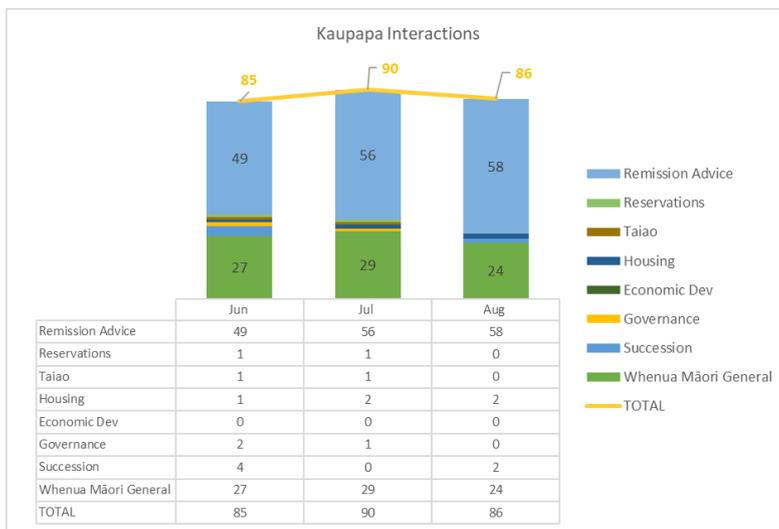


Figure 1 June-August 2021 Customer interactions by Kaipapa

The volume of staff interactions with customers has been steady this last quarter with no noticeable decline since the legislative changes to the Rating of Whenua Māori.

**163** remission advice queries were received, with the second highest volume of interactions being related to general enquiries around whenua Māori (**80**). Examples of the types of enquiries range from transaction histories, to what are their legal rights before building due to a family member having a trespass order imposed on another family member.

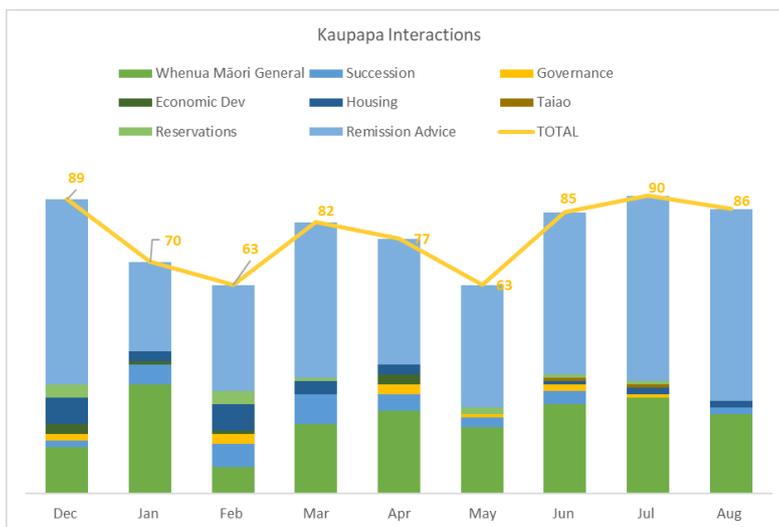


Figure 2 YTD Customer interactions by Kaipapa

When considering the interactions over the past year, the volume of work related to Whenua Māori has not decreased. This is somewhat surprising due to legislative changes it was thought staff would see a drop-off.

It is worth noting that Economic development interactions have been minimal to date which signals that we could increase efforts in socialising this to whenua Māori landowners. A revised policy is to be developed by the Finance team with Te Hono for the next rating year.

## Referral interactions

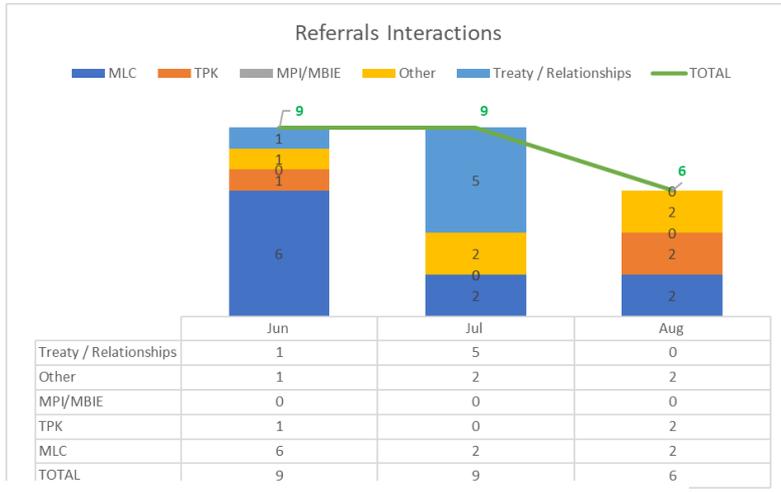


Figure 3 June-August 2021 Referrals

Referrals to external / other agencies are reducing which may indicate the customers are becoming more informed and knowledgeable prior to their contact with FNDC, and/or Te Hono staff being better equipped with expertise to provide appropriate advice.

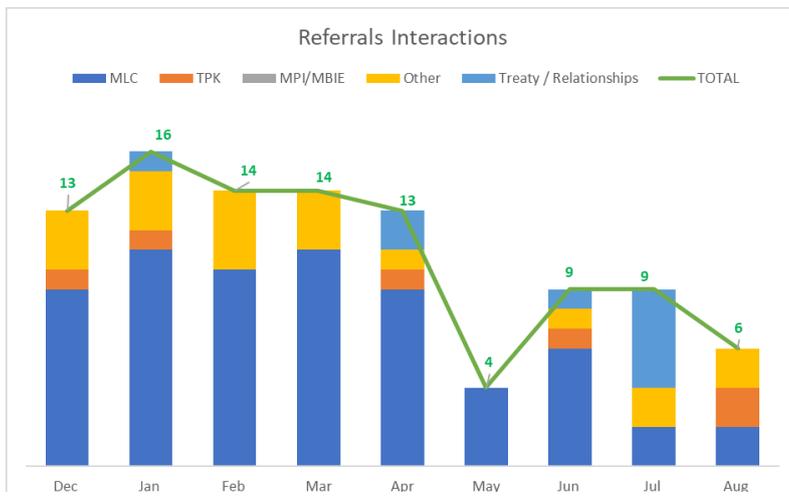


Figure 4 YTD Referrals

The Māori Land Court continues to be the key external agency necessary to assist customer enquiries to FNDC.

### “Whenua Māori Expo” - a multi-agency initiative

The coordination of a regional “Whenua Māori Expo” has been ongoing from April 2021. This is a multi-agency approach being led by the Māori Land Court and Te Puni Kōkiri with Far North District Council, Kaipara District Council, Whangārei District Council and Northland Regional Council.

The overarching intent of the expo has been to share with whenua Māori landowner’s advice on what they need to do in order to derive economic and/or social benefit from their land, what funding assistance can be accessed, what Council processes need to be fulfilled.

Due to the August Covid-19 Delta variant alert, it has been agreed amongst the agencies to defer holding this event until early 2022 (originally planned to be held over September 2021). In the interim, an online information sharing forum has been identified as being an ideal platform to begin engaging with Whenua Māori landowners. The format and arrangements are yet to be determined, with the idea being that these will serve as “tasters” before agencies and whenua Māori landowners can comfortably and confidently come together at physical locations. It is envisaged that the online forums will be brief (approx. 30 mins of interactive discussions), to be held monthly during October-December 2021.

Agencies will continue the momentum of collaboration by looking to have a combined booth/tent at the 2022 Waitangi Day events. This will lead on to the actual Expo, with dates staggered from February through to April 2022, as opposed to condensing to four weekends across one month.