

Mahere Pae  
Tawhiti  
Long Term Plan

2018  
-2028

# HĀPĀTĪA

*uplifting our community*



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## WĀHANGA TUATAHI - PART ONE



# WAIROA

## TĀ TĀTAU HAPORI, TĀ TĀTAU TAIAO, TĀ TĀTAU ŌHANGA - OUR COMMUNITY, OUR ENVIRONMENT, OUR ECONOMY

Wairoa District is home to 8,210 people (as of 4 December 2017). The following infographic outlines some of the key characteristics of our current population as well as where we are heading in the future. This year a Census is being undertaken so for our next Annual Plan we will have an updated infographic to share with our community.



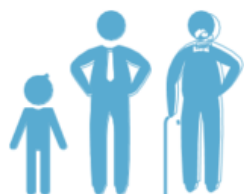
**POPULATION**  
8,210  
(estimated 4 Dec 2017)



**POPULATION**  
5% of total Hawke's  
Bay population



**POPULATION**  
54% Māori  
(estimated 4 Dec 2017)



**MEDIAN AGE**  
38.7 years



**HOUSEHOLDS**  
3,210



**AVERAGE  
HOUSEHOLD  
OCCUPANCY**  
2.56 people

CENSUS AREA UNIT	POPULATION	HOUSEHOLDS	BUSINESSES	EMPLOYMENT
Tuai	225	87	18	65
Frasertown	271	105	27	110
Ruakituri-Mōrere	693	271	180	410
Maungataniwha	312	121	84	90
Raupunga	652	257	135	195
Whakakī	772	296	87	940
Nuhaka	174	65	30	60
Mahia	872	348	90	195
Wairoa	4,239	1,660	279	1,290
<b>Total</b>	<b>8,210</b>	<b>3,210</b>	<b>930</b>	<b>3,355</b>

### PROJECTED HOUSEHOLD GROWTH 2018-2048

YEAR	LOW	MEDIUM	HIGH
2013	3,200	3,200	3,200
2017	3,210	3,210	3,210
2018	3,215	3,220	3,230
2023	3,190	3,300	3,360
2028	3,170	3,330	3,460
2033	3,150	3,355	3,570
2038	3,130	3,380	3,680
<b>SNZ Projection 2038</b>	<b>2,300</b>	<b>2,800</b>	<b>3,300</b>
2043	3,110	3,410	3,790
2048	<b>3,085</b>	<b>3,435</b>	<b>3,910</b>

## OUR ENVIRONMENT

The Wairoa district covers a total area of about 4,118 square kilometres with approximately 130 kilometres of coastline. The majority of the region is hill country, merging with mountains in the west and often deeply dissected with gorges. Areas of coastal and river flats of versatile soils give greater variety to the landscape.

Some key features include:

- Lake Waikaremoana in Te Urewera, the ‘sea of rippling waters’, surrounded by native bush, spectacular views and remote beaches. Te Urewera is the largest natural feature in the district, managed by the Te Urewera Board to maintain the integrity of its indigenous ecological systems, biodiversity and its historical and cultural heritage.
- The Mahia Peninsula coastline provides an important recreational environment for the region.
- Coastal lagoons and a series of interconnected wetlands are important for providing refuge for wildlife and as a habitat for freshwater fishery, so scientific and ecological monitoring can occur.
- Department of Conservation land and private QEII land managed to protect our indigenous land for future generations.

## CLIMATE CHANGE

Climate change will affect us all during our lifetimes. The impacts that we observe today are the result of historical emissions and the increase in emissions in recent decades will lead to significant change in the coming years. Action on climate change requires a comprehensive understanding of the opportunities and risks, innovation, and prioritised actions to achieve our vision for a prosperous community.

Summary of the potential future climate change impacts for our district:

- Increased coastal inundation and erosion, which at this stage is difficult to quantify due to the lack of study. Only Mahia has been looked into and the coastal erosion zones are based on out of date sea level projections, which need revising. Research is being planned for the coastline by Hawke’s Bay Regional Council and any plans regarding land use should remain flexible to this new information.
- Wairoa is prone to inland flooding from the Wairoa River. With the potential reduction in heavy rainfall there will be no new incentive to invest in inland flood defences. However as rainfall predictions are uncertain the district should make sure that any improved model projections are considered. Due to the potential for extended periods of drought, conditions for high run off in the event of heavy rainfall may persist. This may increase the likelihood of a large flood event regardless of any change in precipitation patterns.
- In the short to medium term the agricultural sector could benefit from longer growing seasons and increased summer precipitation. This may be offset however by the introduction of new pests and diseases, the correct response to which requires further research.
- The negative impacts of drought will become more commonplace over the coming century. Uncertainties in regional climatic predictions make long term planning difficult. A strategy will require consideration of a range of issues such as biodiversity, land degradation and water use.
- Conditions will become more favourable for wildfire, with an estimated 20-40 day increase in time where there is an extreme or very high fire risk. Fire danger is as much affected by changes in human behaviour or policies towards fire management as it is by changes in climatic drivers.

More information on climate change will become available during the District Plan Review process.

## OUR ECONOMY

In the 2013 Census agriculture, forestry and fishing are the largest industries of employment in the district. The second largest is manufacturing, and the third largest is education and training. New district-level data will come out of the 2018 Census results.

The size of the district's labour force in 2013 was 3,600 persons, of which 792 were employed part time and 2,388 were full-time workers.

Analysis of the employment status (as a percentage of the labour force) in the district in 2013 compared to the New Zealand average shows that there was a lower proportion in employment, and a higher proportion unemployed. Overall, 88.3% of the labour force was employed (53.5% of the population aged 15+), and 11.7% unemployed (7.1% of the population aged 15+), compared with 92.9% and 7.1% respectively for New Zealand.

Analysis of the labour force participation rate of the population in the district in 2013 shows that there was a lower proportion in the labour force (60.6%) compared with New Zealand (63.8%). New district-level data will come out of the 2018 Census results.

## AFFORDABILITY OF RATES

The Wairoa community is likely to face significant affordability/'ability to pay' challenges in the future. This is due in part to ageing infrastructure which will require replacing and upgrading to meet new legislative requirements, and to having a small rating base from which to fund these projects.

Council aims to keep rates increases as low as possible whilst delivering the level of service required by the community and legislation. If the level of rates increases start to become unacceptable to the community then Council will need to look at the level of service it provides and whether this will be affordable going into the future.

## NGĀ WHAKATAUNGA E NGĀI MĀORI - MĀORI INVOLVEMENT IN DECISION MAKING

### LEGISLATIVE BACKGROUND

I raro i te mauri o te Tiriti o Waitangi, me āta kōrero te Kaunihera o Te Wairoa ki ngā tangata whenua, nō rātau nei te whenua, te ahikaa me te mana ki runga i ngā wāhi i whakatapua e o rātau tūpuna.

*'Within the spirit of the Treaty of Waitangi, the Council must consult with Māori, who are the descendants of the original inhabitants, who own the land, who currently reside in the area, and who exercise traditional authority over the areas made sacred by their ancestors.'*

The Local Government Act 2002 requires that Council provide Māori with opportunities to contribute to local decision-making (s14(1)(d)). Through this consultation process, the aspirations of each area within the district will be realised in accordance with the Local Government Act 2002, and the principles of the Treaty of Waitangi 1840.

The Resource Management Act 1991 requires that tangata whenua should have a significant role in resource management, enabling them to take steps to protect tribal interests. Section 2 of the Act provides, under certain conditions, for the transfer of functions by a local authority to a recognised iwi authority:

- Establish and maintain processes to provide opportunities for Māori to contribute to the decision-making processes of Council.
- Consider ways in which it may foster the development of Māori capacity to contribute to the decision-making processes of Council.
- Provide relevant information to Māori for the purposes of (a) and (b) above.

### POSITION STATEMENT

In the 2013 Census, the numbers of Māori living in the district were 59.4 per cent of the total population, compared to 22.9 per cent in the Hawke's Bay region, and 14.9 per cent in New Zealand as a whole. This means that Māori are well represented at most levels within the community.

Council acknowledges that specific iwi, hapū and whānau have ahikaa (unbroken occupation) and exercise mana whenua (maintenance and sustainable management of land) over lands within the district's boundaries. Council consult iwi for the purposes of the Resource Management Act 1991, where there is a duty to consult with tangata whenua) and where there is mutual agreement between the Council and iwi exercising mana whenua. The Council also acknowledges that specific iwi, hapu apū and whānau have historical and spiritual ties to land within Council's boundaries.

The Council maintains processes that provide opportunities for Māori to contribute to decisions. Council's Māori Standing Committee (the group that advise and support Council on things pertaining to Māori), advise Council on how to best manage the consultation process, and how to facilitate relationships between Council and iwi exercising mana whenua.

Council's Māori Policy, which was revised in 2017, outlines the relationship between Council and tangata whenua.

The Council continues to work collaboratively with several Māori organisations within the district, and has adopted the following steps to further facilitate and enhance Māori involvement in decision-making:

- Council has established the position of Māori Relationships Manager. The roles of this position are:



- To liaise with local hapū to ensure they understand the processes of Council, inform them how they can become involved and to ensure that their views are considered by Council on matters of concern to them.
- To ensure Council and management have an understanding of tikanga and don't alienate Māori through their actions.
- Council's Māori Policy will be reviewed periodically to enable Council to re-evaluate the structure and composition of the Māori Standing Committee. It is intended that this Committee will continue to be funded and supported by Council. The Māori Standing Committee will be free to discuss any item on Council agendas, and make recommendations to Council on those matters.
- In consulting with the public, Council will continue to meet with Māori and the community on local marae where appropriate.
- Council has a commitment to work with Māori at a variety of levels, to both raise awareness of issues and hear their voice before making decisions.

In 2017, the Council adopted a Te Reo Māori Policy, which recognises and promotes te reo Māori as the indigenous language of Aotearoa. It is also recognised as a taonga of iwi and Māori, and its use is encouraged through communication, hui and day to day operations of the Council.<sup>3</sup>

## MONITORING OUR EFFECTIVENESS

Council's effectiveness in involving Māori in decision-making will be measured in the following ways:

- The percentage of Māori Councillors elected approximately reflecting the percentage of Māori in the community.
- The degree to which Māori participate in the Council consultation process.
- The attendance of elected representatives at meetings of the Māori Standing Committee.

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<sup>3</sup> See Māori Relationships section

## MĀHI TAHI - COLLABORATION

Council actively participates in a number of local, regional, national and international forums and partnerships, which benefit the Wairoa community. The examples below are a small sample of Council's collaborative interaction.

### NATIONAL PARTNERSHIPS LOCAL GOVERNMENT NEW ZEALAND (LGNZ)

Local Government New Zealand are governed by a National Council, which is made up of fifteen elected members from throughout New Zealand. Their purpose is to deliver the sector's vision: "Local democracy powering community and national success."

LGNZ represents the national interests of councils in New Zealand to lead best practice in the local government sector. They provide advocacy and policy services, business support, advice and training to members, to assist with building successful communities throughout New Zealand.

### NEW ZEALAND SOCIETY OF LOCAL GOVERNMENT MANAGERS (SOLGM)

SOLGM is the national organisation that supports and develops local government professionals in New Zealand. As an incorporated society for local government, their focus is on providing professional leadership, promoting excellence in management practice and developing the sector capability, to enhance service delivery to our local communities.

SOLGM plays a leading role in terms of thought leadership within local government, advocacy at the interface with other sectors, activities to support learning for the sector by the sector, and most importantly, linking the wealth of experience and expertise across New Zealand.

### ROAD CONTROLLING AUTHORITIES FORUM (NEW ZEALAND) INCORPORATED (RCAF)

The Road Controlling Authorities Forum (New Zealand) Incorporated (RCAF) is a closed, non-political group, with representatives from the seventy-three territorial local authorities, the Department of Conservation, Local Government New Zealand and the New Zealand Transport Agency (NZTA).

The purpose of the RCAF is to exchange information and provide updates on working groups, legislation, standards and guidelines, highway and procurement strategies, and other issues relevant to road controlling authorities and the other member organisations. As the RCAF is an incorporated society, it works to a set of rules. The RCAF also has a Strategic Plan. The RCAF's vision is to 'assist road control authorities to make informed decisions.'

### LIAISON MEETING WITH NEW ZEALAND TRANSPORT AGENCY (NZTA)

The NZTA is a Crown entity established on 1 August 2008, under the amended Land Transport Management Act 2003. NZTA brings together the functions of Land Transport New Zealand and Transit New Zealand to provide an integrated approach to transport planning, funding and delivery.

NZTA contributes to an integrated, safe, responsive and sustainable land transport system, in support of the updated New Zealand Transport Strategy. NZTA works in partnership with regional and local authorities, the transport industry and communities to achieve this. NZTA is focused on delivering four key outcomes:

- Integration
- Safety
- sustainability
- value for money.

NZTA provides a vital link between government policy making and the operation of the transport sector.

## REGIONAL PARTNERSHIPS

### HB LASS LIMITED

HB LASS Limited was established in December 2012 by the five local authorities in Hawke's Bay. The aim of the company is for the shareholding Councils to work collaboratively, to effectively investigate, develop and deliver shared services.

The company was rendered dormant by resolutions of the member councils in May 2018 and the activities continue via a Chief Executives Forum, a separately constituted unincorporated body.

### SPORT HAWKE'S BAY

Sport Hawke's Bay is dedicated to achieving the regional vision of being the 'most active and successful region,' by 'leading and empowering Hawke's Bay through sport and active recreation.'

Sport Hawke's Bay is contracted by the Council to operate the Wairoa Community Centre, and works collaboratively with Council on a number of community, sport and recreational initiatives.

### REGIONAL LAND TRANSPORT COMMITTEE

This committee includes regional councillors and appointees from transport interests and other councils in Hawke's Bay. The aim is to prepare both the Regional Land Transport Strategy and the Regional Land Transport Programme for approval by Council, and to consider other issues related to land transport, which have a regional impact.

## ROAD SAFETY

This forum discusses road safety issues with all local councils, Road Safe Hawke's Bay, and the police, and informs members about how to address these issues. The aim of this forum is to reduce the frequency and severity of road crashes in the Hawke's Bay region.

### HAWKE'S BAY CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP JOINT COMMITTEE

The Civil Defence Emergency Management Act 2002 requires that all local authorities within a region form a Civil Defence Emergency Management Group as a joint standing committee under Section 114S of the Local Government Act 1974.

The Joint Committee is composed by a representative from each local authority that is a member of the group. Representatives must be a chairperson or mayor of that local authority, or an elected person from that local authority, who has delegated authority to act for the chairperson or mayor.

### HAWKE'S BAY DRINKING WATER GOVERNANCE JOINT COMMITTEE

The principal focus of this Committee is on drinking water, however drinking water cannot be considered in isolation from other fresh water management issues. The committee provide governance oversight for planning and decision making on regional drinking water matters, and consider and make recommendations where appropriate to decision-making bodies with responsibility for broader freshwater management issues or planning, or infrastructure issues that have implications for drinking water and/or drinking water safety.

## LOCAL PARTNERSHIPS

### WAIROA DISTRICT COUNCIL INTERNSHIP PROGRAMME

Council continues to establish key relationships with a number of national and international tertiary institutions, through the popular internship programme. The objective of the programme is to promote the district as a magnet for bright young minds. Wairoa is becoming recognised as an increasingly exciting destination for the incubation of positive ideas and Council's partnerships with institutions is enabling this to occur.

## IWI AND MĀORI RELATIONSHIPS

(Refer Māori involvement in decision-making section and Māori relationships section). Council's relationships with local iwi are an important element in developing a whole community approach to seeing the Wairoa community thrive. As well as development opportunities, genuine engagement strengthens our ability to ensure Māori are actively involved in key decisions for the district. Current relationships include:

- Tātau Tātau o Te Wairoa Trust (Iwi and Hapū o Te Wairoa)
- Te Uru Taumatua (Tuhoe)
- Ngāti Pāhauwera Development Trust.

Council will continue to work with iwi throughout the district to strengthen and develop relationships, as and when appropriate, and when invited to by iwi.

## WAIROA COMMUNITY PARTNERSHIPS GROUP

The Wairoa Community Partnerships Group provides united leadership for the people of the district, by allowing for joint community planning, and a whole community and government approach to decision-making. The goals of the groups include:

- A meeting point for decision-makers to come together and bring forward their respective priority areas. This also includes facilitating the development of a programme of work that supports and enables all whānau across the district to

thrive.

- Shifting to a single-oversight group that is well-informed about initiatives and services that engage with whānau. The group will know what is working well, where the gaps are and the possible barriers and opportunities to improved outcomes for whānau.
- To drive forward changes required in the health and social sector, necessary for improved outcomes for whānau of Wairoa.
- To de-clutter and reduce duplication of health and social services, and other various initiatives that engage with whānau across the district.
- To ensure all investment models and strategies that reference Wairoa are lead, informed and operationalised by the concept of 'Wairoa - one voice, our voice' - Te Wairoa – He Reo Ngātahi.
- To appraise all new regional and central government initiatives that come into the district to ensure these align with the overarching aspiration.

The Wairoa Community Partnerships Group is chaired by the Mayor, and is made up of central government agencies and key decision makers for the district.

## NGĀ PUTANGA-A-HAPORI - COMMUNITY OUTCOMES

Community outcomes are the outcomes Council seeks for the district and its communities. They reflect what the community sees as important for its well-being and they help to build up a picture of the collective vision for the district's future. Council is not expected to achieve the outcomes on its own but in collaboration with the community. The outcomes guide decision-making by Council. The Council links its activities and services back to the outcomes.

In the 2015-2025 Long-term Plan, Council readopted nine community outcomes. In this plan the Council has amended the wording of two of these outcomes (number 2 and number 8).

The outcomes are aligned to Council services which will contribute to their achievement. We are responsible for monitoring our performance each year, and the results are provided in our Annual Report. How we are going with each of our services will give a good indication of how we are going overall to achieve the community outcomes. See the Council activity management plans for performance information





## ECONOMIC WELL-BEING

### 1. A STRONG, PROSPEROUS AND THRIVING ECONOMY

*Central government, local government and individuals working more effectively to create conditions that promote economic growth.*

### 2. A SAFE AND INTEGRATED INFRASTRUCTURE

*Safe and affordable infrastructure that meets the needs of the people in our district.*



## SOCIAL AND CULTURAL WELL-BEING

### 3. A COMMUNITY THAT VALUES AND PROMOTES ITS CULTURE AND HERITAGE

*Communities recognising, achieving and promoting their cultural goals, and acknowledging and protecting places of significance to pass on to future generations. Communities respecting and embracing the cultural environment of all represented cultures.*

### 4. SAFE AND ACCESSIBLE RECREATIONAL FACILITIES

*A co-ordinated approach where all people are able to access safe recreational facilities.*

### 5. SUPPORTIVE, CARING AND VALUED COMMUNITIES

*Caring communities where people feel respected and valued as important members of our district. They are able to access resources to reach their full potential in life and participate towards achieving strong communities.*

### 6. STRONG DISTINCT LEADERSHIP AND A SENSE OF BELONGING

*Co-ordinated leadership to achieve the economic, social, cultural and environmental well-being of our communities. A democratic environment where all people are able to participate in the life of their communities and achieve a sense of belonging.*



## ENVIRONMENTAL WELL-BEING

### 7. A SAFE AND SECURE COMMUNITY

*Central government, local government and the community working together to create an environment that is safe for all people in our community.*







### 8. A LIFETIME OF GOOD HEALTH, EDUCATION AND WELL-BEING

*An environment in which all people are able to achieve a lifetime of good health, education and well-being. They are protected from the negative effects of pollution, drug and alcohol abuse and illness. They are able to access good education. They have confidence in, and access to, healthcare provided in our region.*

### 9. AN ENVIRONMENT THAT IS APPRECIATED, PROTECTED AND SUSTAINED FOR FUTURE GENERATIONS

*Communities respecting the importance of our natural environment and working towards sustaining this for the well-being of future generations.*

# WAIROA

ACTIVITY GROUP	ACTIVITY	ECONOMIC WELL-BEING		SOCIAL & CULTURAL WELL-BEING				ENVIRONMENTAL WELL-BEING		
		1: A strong prosperous and thriving economy	2: A safe and integrated infrastructure	3: A community that values and promotes its culture and heritage	4: Safe and accessible recreational facilities	5: Supportive, caring and valued communities	6: Strong distinct leadership and a sense of belonging	7: A safe and secure community	8: A lifetime of good health, education and well-being	9: An environment that is appreciated, protected and sustained for future generations
 WATER SERVICES	Water Supply	√				√		√	√	√
	Stormwater	√	√		√	√		√	√	√
	Wastewater	√		√		√		√	√	√
 WASTE MANAGEMENT	Waste Management	√	√	√	√	√		√		√
 TRANSPORT	Land Transport	√	√	√	√	√	√	√	√	√
	Airport	√	√	√	√	√		√	√	√
 COMMUNITY FACILITIES	Cemeteries			√	√	√				√
	Library			√	√	√			√	
	Parks & Reserves		√	√	√			√	√	√
	Community Support			√	√	√				
 PLANNING & REGULATORY	Resource Planning			√					√	√
	Environmental Health					√		√	√	
	Building Control	√			√	√		√		√
	Liquor Control				√			√	√	
	Bylaw Compliance: Dog Control							√	√	√
	Bylaw Compliance: Livestock Control							√		
	Bylaw Compliance: General Bylaws Enforcement							√	√	√
	Emergency Management							√	√	√
 LEADERSHIP & GOVERNANCE	Community Representation	√	√	√	√	√	√	√	√	√
	Māori Relationships			√						
	Economic Development	√								
	Property	√		√	√	√		√	√	√
	Corporate & Funds Management	√	√	√	√	√	√	√	√	√

## WHAKAUKAUKA - SUSTAINABILITY

### OUR COMMITMENT

The Council, in partnership with the Hawke's Bay Regional Council, our community and tangata whenua, recognises its responsibility of stewardship for the environment of Wairoa, for the district's current and future prosperity, and for the health and well-being of its people. We recognise that sustainability is a local, regional, national and global responsibility.

Section 14 of the Local Government Act 2002 provides for Council to take a 'sustainable development approach' in its role of promoting the economic, social, cultural and environmental well-being of its communities. The Act places a legal requirement on the Council to consider sustainability in all decisions. The sustainability policy helps clarify what sustainability means for the Council. It gives a commitment by the Council to adopt sustainability best practice and to show the way for others working in our community.

The Act provides that in taking a sustainable development approach, a local authority should take into account:

- the social, economic, and cultural interests of people and communities
- the need to maintain and enhance the quality of the environment
- the reasonably foreseeable needs of future generations.

The Council will make decisions by assessing short and long-term financial and non-financial risks. Decisions will recognise the interconnectedness of environmental, social, cultural and economic well-being and will aim to produce multiple benefits. The Council will meet its commitment to sustainability through the services it provides and in the way it operates as an organisation.

### COUNCIL'S SUSTAINABILITY POLICY

Sustainability is a process of ensuring the wise use and management of all resources, within a framework in which environmental, social, cultural and economic well-being are integrated and balanced. It means meeting the needs of today without adversely impacting on the needs of future generations.

The sustainability policy will help to guide Council's decision-making processes, strategic direction, policy development and activity management plans. The policy will also assist Council to achieve the community outcomes. It is an internal Council policy focusing on matters that the Council can control, rather than a statement on behalf of the Wairoa community. However, working in partnership with members of the community will be key to implementing the policy.

### OBJECTIVE

To embed a culture of sustainability into all areas of Council, by having an overarching policy to be given effect through Council decisions, strategies, plans and actions, and against which future Council actions will be evaluated.

### RESPONSIBILITY

The responsibility for this policy rests with the full Council and all employees. The Chief Executive Officer and Senior Leadership Team are personally committed to its success.

The Senior Leadership Team and their respective teams have a key role in understanding and leading the implementation of this policy in their departments. Council is committed to monitoring and reviewing this policy in its Long-term Council Plan and Annual Reports.

### SCOPE

The purpose of the sustainability policy is to provide guidance on:

- How the Council, as an organisation, performs in terms of sustainability (e.g. internal resource efficiency).
- The decisions that Council makes (e.g. providing a sustainability lens through which all proposals can be viewed).
- Enabling our community to be sustainable (e.g. addressing the present and future environmental, social, cultural and economic well-being of our community)

## CONTEXT

Council recognises that sustainability is a journey, not a destination. It is not a point that is reached, but a process of continual improvement, where society adapts and responds to changes over time, in a way that recognises the fundamental relationships of the four well-beings.

This policy forms an important part of Council's commitment to sustainability. It has been designed to capture both the moral and legal responsibilities of Council in terms of incorporating sustainability into its activities and decision-making.

At the heart of a democratic society is the responsibility for community leaders to make decisions on behalf of, and in the best interests of, present and future generations. Democratic governance therefore encompasses key elements of sustainability, such as stewardship for the community and for the environment on which it depends.

The Local Government Act 2002 also places a legal obligation on Council to adopt a 'sustainability approach.' This is expressed when the Act defines the purpose of local government (Part 2, Section 10), the principles that relate to local authorities (Part 2, Section 14), and in the requirements for decision-making (Part 6, Section 77). The Act identifies four components that the Council must take into account and these are the environmental, social, cultural and economic well-being of present and future generations.

## AIMS

### Demonstrate leadership in sustainability across the district

The Council will:

- achieve best practice standards
- meet and strive to surpass the requirements of environmental legislation targets
- build partnerships and projects that create learning networks
- take account of the impact on future generations when making decisions
- provide decision-makers with the information they need to deliver sustainable outcomes.

### Accountability in Council performance

The Council will:

- optimise the efficient use of resources and minimise waste
- increase the use of renewable resources and reduce greenhouse gas emissions
- operate in ways that minimise any adverse impacts on the environment or the local community
- require employees to incorporate informed sustainability perspectives within their work
- encourage contractors, Council-Controlled Organisations and other partners to adopt sustainable best practices
- deliver an improved quality of life for the current and future residents of Wairoa.

### Accountability in service delivery

Each department will:

- implement sustainable procurement procedures taking account of whole-of-life costs
- repair, reuse and recycle ahead of the responsible disposal of surplus materials, and minimise waste generation while taking into account the economics of the work
- take positive actions promoting continual improvement in sustainability performance
- set and achieve clearly defined sustainable development objectives and targets
- recognise, celebrate and reward achievement in order to promote the Council as a sustainable organization
- develop the capacity of staff to promote the principles and practice of sustainability.

### Measuring progress and impact

The Council will:

- set targets
- set indicators to measure progress
- carry out a review of this policy.