

I hereby give notice that a meeting of the Strategy and Policy Committee will be held on:

**Date:** Tuesday, 8 December 2020  
**Time:** 10.00am  
**Venue:** Tararua Room,  
Horizons Regional Council  
11-15 Victoria Avenue, Palmerston North

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## **STRATEGY AND POLICY COMMITTEE AGENDA**

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### **MEMBERSHIP**

<b>Chair</b>	Cr RJ Keedwell
<b>Deputy Chair</b>	Cr JM Naylor
<b>Councillors</b>	Cr AL Benbow
	Cr EM Clarke
	Cr DB Cotton
	Cr SD Ferguson
	Cr EB Gordon
	Cr FJT Gordon
	Cr WM Kirton
	Cr NJ Patrick
	Cr WK Te Awe Awe
	Cr GJ Turkington

**Michael McCartney**  
**Chief Executive**

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**Full Agendas are available on Horizons Regional Council website**  
**[www.horizons.govt.nz](http://www.horizons.govt.nz)**

for further information regarding this agenda, please contact:  
Julie Kennedy, 06 9522 800

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SERVICE CENTRES	Kairanga Cnr Rongotea & Kairanga-Bunnythorpe Rds, Palmerston North	Marton 19-21 Hammond Street	Taumarunui 34 Maata Street	Woodville Cnr Vogel (SH2) & Tay Sts
REGIONAL HOUSES	Palmerston North 11-15 Victoria Avenue	Whanganui 181 Guyton Street		
DEPOTS	Levin 120-122 Hokio Beach Rd	Taihape 243 Wairanu Rd		
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## AGENDA

1 Welcome / Karakia

2 Apologies and Leave of Absence

At the close of the Agenda no apologies had been received.

3 **Public Forums:** Are designed to enable members of the public to bring matters, not on that meeting's agenda, to the attention of the local authority.

**Deputations:** Are designed to enable a person, group or organisation to speak to an item on the agenda of a particular meeting.

Requests for Public Forums / Deputations must be made to the meeting secretary by 12 noon on the working day before the meeting. The person applying for a Public Forum or a Deputation must provide a clear explanation for the request which is subsequently approved by the Chairperson.

**Petitions:** Can be presented to the local authority or any of its committees, so long as the subject matter falls within the terms of reference of the council or committee meeting being presented to.

Written notice to the Chief Executive is required at least 5 working days before the date of the meeting. Petitions must contain at least 20 signatures and consist of fewer than 150 words (not including signatories).

Further information is available by phoning 0508 800 800.

4 Supplementary Items

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

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

- (i) The reason why the item was not on the Order Paper, and
- (ii) The reason why the discussion of this item cannot be delayed until a subsequent meeting.

5 Members' Conflict of Interest

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



Minutes of the eighth meeting of the eleventh triennium of the Strategy and Policy Committee (Live Streamed) held at 10.00am on Tuesday 10 November 2020, in the Tararua Room, Horizons Regional Council, 11-15 Victoria Avenue, Palmerston North.

**PRESENT** Crs RJ Keedwell (Chair), AL Benbow, EM Clarke (to 10.58am), DB Cotton, SD Ferguson, EB Gordon, WM Kirton and JM Naylor (via audio visual link), NJ Patrick, WK Te Awe Awe, and GJ Turkington.

**IN ATTENDANCE** Chief Executive Mr MJ McCartney  
Group Manager  
Corporate and Governance Mr C Grant  
Committee Secretary Mrs JA Kennedy

**ALSO PRESENT** At various times during the meeting:  
Dr N Peet (Group Manager Strategy & Regulation), Dr J Roygard (Group Manager Natural Resources & Partnerships), Mr R Strong (Group Manager River Management), Mr G Shirley (Group Manager Regional Services & Information), Mr T Bowen (Principal Advisor), Mrs K McDowell (Senior Communications Advisor), Mrs R Mercer (Senior Environmental Scientist), Mrs R Hewitt (Manager Transport Services), Mrs K Curry (Senior Transport Planner), Mr A Smith (Chief Financial Officer), Mrs E Daly (Scientist-Ecology), Mr C Davey (Environmental Programme Coordinator), Ms J Mitchell (Consents Team Leader), Ms A Matthews (Manager, Science & Innovation), Ms C Morrison (Media & Communications Manager), Mr L Dalzell and Mr M Long (Waka Kotahi), and a member of the press.

The Chair welcomed everyone to the meeting and invited Cr Te Awe Awe to say a Karakia.

## **APOLOGIES**

**SP 20-37** *Moved* *Keedwell/Patrick*  
*That an apology be received from Cr F Gordon.*  
**CARRIED**

## **PUBLIC FORUMS / DEPUTATIONS / PETITIONS**

There were no requests for public speaking rights.

## **SUPPLEMENTARY ITEMS**

There were no supplementary items to be considered.

## **MEMBERS' CONFLICTS OF INTEREST**

At the beginning of discussion to Report No. 20-158, National Environmental Standard for Stock Exclusion-Implications for Consenting of Water Abstractions, Cr B Gordon declared a conflict of interest as his land was affected by the introduction of the new National Environmental Standards for Stock Exclusion.

## CONFIRMATION OF MINUTES

**SP 20-38**                      **Moved**                                      **Turkington/Patrick**

*That the Committee:*

**confirms** the minutes of the Strategy and Policy Committee meeting held on 13 October 2020 as a correct record.

**CARRIED**

A correction to Resolution SP 20-34 was noted – replace the name Nicki Brady with John Hutchings.

## PRESENTATION: TE AHU A TURANGA - MANAWATŪ TARARUA HIGHWAY

*Report No 20-155*

Mr Lonnie Dalzell, Owner Interface Manager, and Mr Mark Long, People, Safety, and Culture Manager (Waka Kotahi) spoke to a presentation which updated Members on the progress to create a replacement route for the now closed State Highway 3 through the Manawatū Gorge.

**SP 20-39**                      **Moved**                                      **Benbow/Ferguson**

*That the Committee recommends that Council:*

- a. receives the presentation from Mr Lonnie Dalzell and Mr Mark Long (Waka Kotahi).

**CARRIED**

## CARRY FORWARDS

*Report No 20-156*

Mr Smith (Chief Financial Officer) informed Members of the requests from officers to carry forward unspent budget from 2019-20 financial year into 2020-21 financial year as part of the revised budget.

**SP 20-40**                      **Moved**                                      **Benbow/B Gordon**

*That the Committee recommends that Council:*

- a. receives the information contained in Report No. 20-156;
- b. approves the carry forwards to be added to the 2020-21 revised annual budget as follows;
  - i. \$133,330 for OPEX,
  - ii. \$2,209,780 for CAPEX and,
  - iii. \$734,829 of loan funding (River and Drainage CAPEX)
- c. notes the Income in advance of \$693,234;
- d. notes and approves the Shovel Ready budget for the 2020-21 revised annual budget .

**CARRIED**

*Cr Clarke left the meeting at 10.58am.*



## BIODIVERSITY - PRIORITY SITES UPDATE

*Report No 20-157*

Dr Roygard (Group Manager Natural Resources & Partnerships) introduced the item which updated Council on progress within the biodiversity programme and sought guidance around the goal of the Priority Sites Programme. He then referred to the release of the draft National Policy Statement for Indigenous Biodiversity and outlined its requirements and impacts to councils biodiversity programmes.

**SP 20-41                      Moved                      Patrick/Turkington**

*That the Committee recommends that Council:*

- a. receives the information contained in Report No. 20-157 and Annex.*
- b. approves the management of additional ecosystems (outside of bush remnants and wetlands) and endorses the goal: to restore and maintain the representative range of ecosystems to a healthy and functioning level.*

**CARRIED**

Cr B Gordon declared a conflict of interest in Report No. 20-158 as his land was affected by the introduction of the new National Environmental Standards for Stock Exclusion.

## NATIONAL ENVIRONMENTAL STANDARD FOR STOCK EXCLUSION - IMPLICATIONS FOR CONSENTING OF WATER ABSTRACTIONS

*Report No 20-158*

Dr Roygard (Group Manager Natural Resources & Partnerships) spoke to the item which provided high-level information regarding the potential implications for landowners who were required to exclude stock from streams under the National Environmental Standard Stock Exclusion 2020, with regard to applying for water abstraction consents for stock drinking water. Dr Peet (Group Manager Strategy & Regulation) spoke of the challenges associated with managing resource consents for water takes.

**SP 20-42                      Moved                      Patrick/Turkington**

*That the Committee recommends that Council:*

- a. receives the information contained in Report No. 20-158.*

**CARRIED**

The meeting closed at 11.45am.

Confirmed

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CHIEF EXECUTIVE

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CHAIR



Report No.	20-176
Information Only - No Decision Required	

## OUR FRESHWATER FUTURE - PROGRESS REPORT

### 1. PURPOSE

- 1.1. To update Council on progress in with Horizons' 'Our Freshwater Future' programme and implementation of Government's 'Essential Freshwater' reform package.

### 2. EXECUTIVE SUMMARY

- 2.1. On 3 August 2020 the Minister for the Environment and the Minister of Agriculture jointly released the full details around Government's 'Essential Freshwater' package: a suite of freshwater policy reforms aimed at more rapid improvements to freshwater quality in New Zealand. The package includes changes to the **Resource Management Act 1991 (RMA)**, a new **National Policy Statement on Freshwater Management (NPS-FM)**, **National Environmental Standards for Freshwater (NES-FW)**, stock exclusion regulations, and regulations in relation to the measurement and reporting of water takes. Further regulations relating for freshwater farm plans are expected to be released by Government in the next 12+ months.
- 2.2. Government's freshwater reform Essential Freshwater package, while requiring a significant shift in Horizons' business, presents a range of opportunities – from fostering relationships and supporting capacity building, to fast-tracking freshwater improvement via Government's complementary 'Jobs for Nature', through to the delivery of a suite of new policy and planning provisions that provide for a range of community outcomes. This is a step-change in Horizons' activities, but it is a step-change that has the potential to deliver positive outcomes for the environment and community wellbeing.
- 2.3. Further detail around the Essential Freshwater requirements and Our Freshwater Future was provided to Council's Strategy and Policy Committee on 8 September 2020. This Council report provides an update on progress since September 2020 and includes an overview of the national sector response to Essential Freshwater, Horizons implementation of the NPS-FM, NES-FW and new regulations, as well as an overview of our non-regulatory programmes and their connection to Government's new requirements.
- 2.4. Nationally, there is work underway to identify and implement sector-led projects to collectively deliver on the requirements of the Essential Freshwater package. This is being overseen by the **Freshwater Implementation Group (FIG)**, with implementation via the **Freshwater Implementation Directors Group (FIDG)** and **Freshwater Implementation Secretariat (FIS)**. Key priority projects have been identified and are currently being scoped. Further information about these groups and their roles and functions is outlined from section 9.1 of this Council report.
- 2.5. Our Freshwater Future sets out Horizons' proposed approach to freshwater improvement in the Horizons Region. A key part of implementation is aligning the new requirements with Horizons' Regional Policy Statement (RPS) and Regional Plan (collectively referred to as the One Plan) set out an integrated management framework for management of the environment. Council must notify changes to the One Plan to implement the NPS-FM by December 2024. A range of work is underway to help us prepare for this, including developing more detailed work plans, embarking on discussion with iwi/hapū around implementation of the new policy, and preparing for our first round of community engagement in early 2021. Further information about this work programme can be found in section 9.7 of this report.

- 2.6. Other changes include new consenting and consent monitoring requirements introduced through the new NES-FW and regulations. Staff have been developing a suite of information for land owners around implementation of these programmes, and working directly with the primary sector around assessing the new requirements and implications for land owners in our region. Further information about this work programme can be found in section 9.12 of this report.
- 2.7. We anticipate that planning and community engagement processes to implement the NPS-FM will run at a regional scale, in light of time and resource constraints. The form and depth of community engagement may, however, vary across the region. Treaty settlements will be especially important in determining what is locally appropriate and there is a need to progress broader conversations with iwi/hapū that are not constrained to freshwater.
- 2.8. Freshwater improvement work undertaken through Horizons' non-regulatory programmes is a key part of transitioning the region to meet the new national legislative requirements, including the recently funded Jobs for Nature. There are strong linkages between Horizons non-regulatory and regulatory programmes, as set out from section 9.15 of this report.
- 2.9. Public information about Horizons' implementation programme is being made available via Horizons' website. Sections 9.22 – 9.23 of this report provides an overview of communications activities around Our Freshwater Future.

### 3. RECOMMENDATION

That the Committee recommends that Council:

- a. receives the information contained in Report No. 20-176 and Annex.

### 4. FINANCIAL IMPACT

- 4.1. Planning and implementation of Government's reform package is already underway. Where possible, resourcing required to support the initial stages of implementation is being sought from existing budgets, largely through re-prioritisation of other activities. Additional funding of \$200,000 was approved by Council in September 2020 for policy and administrative support for the first phase of iwi/hapū and community engagement as part of the NPS-FM values and limit setting process.
- 4.2. Discussions with Council around the funding of these activities through Horizons' Long-term Plan 2021-31 (LTP) are now underway. Broadly, the cost of implementation is estimated to be over \$10M and up to \$15M over three-four years. This includes resourcing for science and policy, as well as iwi/hapū and community engagement.

### 5. COMMUNITY ENGAGEMENT

- 5.1. Initial engagement with iwi/hapū is underway, following an invitation from Horizons to meet and discuss a range of topics of interest, including freshwater and other organisational priorities (e.g. climate change). A number of meetings have taken place, including the recent hui-ā-iwi held 12-13 November 2020 where iwi/hapū and Horizons staff met to discuss freshwater, climate change, civil defence and other topics of interest, such as the role of tangata whenua in governance and decision-making. We acknowledge that these are preliminary discussions and that further conversations will be critical. We are also mindful that implementation of Our Freshwater Future doesn't undermine these discussions and that there is some a need for flexibility in our approach so that we can respond appropriately as these conversations progress.

- 5.2. Staff are also engaging with primary sector representatives and other stakeholders, with the more immediate requirements for land owners in relation to the NES-FW and regulations being a key focus of these discussions. We are also working with our regional council counterparts and relevant agencies such as **Ministry for the Environment (MfE)**, **Ministry for Primary Industries (MPI)** and industry groups to ensure consistent advice is provided, where possible.
- 5.3. Staff are preparing for initial community engagement around freshwater vision and values as part of the implementation of the NPS-FM early in 2021. The community will also have the opportunity to share their thoughts on our proposed work programme through the LTP consultation process.

## **6. SIGNIFICANT BUSINESS RISK IMPACT**

- 6.1. The reform package introduces new legislative requirements in relation to the management of freshwater, one of Council's organisational priorities. Horizons, along with other local authorities, is responsible for implementing the new NPS-FM, NES and regulations. These significant new requirements and tight legislative timeframes are a nation-wide challenge that create a draw on, what is currently, a limited pool of expertise and experience.
- 6.2. Relationships with central and local government, iwi/hapū, stakeholders, and the community are crucial to implementation. There is an opportunity to continue to grow and develop critical relationships, and increase community confidence if this process is successful. Tangata whenua participation is key, and there are clear expectations set out in the framework that provide for this.
- 6.3. Failure to adequately plan for and/or implement this package will introduce a range of risks to Council, from operational (e.g. inability to deliver on our obligations leading to legal and compliance risks) through to strategic (e.g. failure to achieve our organisational priorities) and political (e.g. loss of ministerial confidence and reputational risk). Resourcing, coordination, relationships, and availability of expertise are key risk areas in our ability to meet our obligations.

## **7. CLIMATE IMPACT STATEMENT**

- 7.1. This work has the potential to contribute directly to Horizons' climate change response, initially by raising awareness through community discussions around long-term vision and values for freshwater, and more directly as a result of objective and limit-setting and/or action planning, with further consideration of climate change required as part of the NPS-FM.
- 7.2. Climate change will inevitably form a part of these community discussions and will need to be accommodated within the science and modelling undertaken to inform these discussions.

## **8. BACKGROUND**

- 8.1. On 3 August 2020 the Minister for the Environment and the Minister of Agriculture jointly released the full details around Government's 'Essential Freshwater' package: a suite of freshwater policy reforms aimed at more rapid improvements to freshwater quality in New Zealand. The package includes a new NPS-FM, NES-FW, stock exclusion regulations, and regulations relating to the measurement and reporting of water takes. Further detail around these reforms was provided to Council's Strategy and Policy Committee on 8 September 2020.

- 8.2. The reform package introduces new legislative requirements in relation to the management of freshwater, one of Council's organisational priorities. Some of these requirements need to be addressed immediately, while others are rolled out over 3-4 years. Horizons, along with other local authorities, is responsible for implementing the new NPS-FM, NES and regulations. We acknowledge that there are significant costs associated with successfully implementing these changes and that the timeframe for implementation is ambitious.
- 8.3. The NPS-FM directs regional councils, in consultation with their communities, to set objectives for the state of fresh water bodies in their regions and to set limits on resource use to meet these objectives. Councils must give effect to Te Mana o te Wai, and adopt an integrated approach that recognises the interconnectedness of the environment – from mountains to sea. We must actively involve iwi and hapū (to the extent that they wish to be involved) in decision-making and the management of fresh water. This includes identifying Māori freshwater values, the inclusion of mātauranga Māori, and (along with the wider community) setting long-term visions for freshwater.
- 8.4. In its development, the One Plan was a significant step change in managing environmental issues and provides a strong foundation for future plan changes to give effect to the NPS-FM. Implementation of the NPS-FM however, will require retooling of our current policy settings in the One Plan. This includes consideration of the nature and scale of land use activities, the use of freshwater across the region, and the potential for activities to be complementary to natural systems.
- 8.5. The NES-FW sets out new regulations around regulations for activities that pose risks to freshwater and freshwater ecosystems. Regulations apply to:
- intensive agricultural land use (as a temporary measure to the end of 2024);
  - the use of feedlots and other stockholding areas (from winter 2021);
  - intensive winter grazing of forage crops (from winter 2021);
  - the application of synthetic nitrogen fertiliser to pastoral land (from 1 July 2021);
  - the construction or use of in-stream structures that affect fish passage; and
  - vegetation clearance, sphagnum moss harvesting, and disturbance of wetlands.
- 8.6. In many cases, people will need a resource consent from Horizons before carrying out these activities. Work is underway to assess the requirements of the new NES-FW with Horizons' One Plan so that greater clarity can be provided to land owners, and resourcing requirements better understood.
- 8.7. Work to improve freshwater has been ongoing throughout the region for a number of years. This includes activities such as fencing, planting, and the development and implementation of farm plans undertaken through Horizons' Land and Freshwater programmes, including our Sustainable Land Use initiative. Through these programmes, work is often carried out in partnership with central and local government, iwi/hapū, land owners, stakeholders, community groups and environmental non-government organisations. To this end, there are established relationships that provide a strong foundation for further action. There are also strong linkages between the outcomes of Horizons' implementation programmes with Essential Freshwater, reflected in the recent success of Horizons in securing new funding through Government's Jobs for Nature programme.
- 8.8. While good progress has been made through the One Plan implementation, regulatory and non-regulatory activities now require a further step-change so that we can respond to the new requirements within the compressed timeframe Government has set.



## 9. DISCUSSION

### National Sector Response to Essential Freshwater

- 9.1. Central government is working together with the regional sector and Te Kāhui Wai Māori, along with the primary sector and environmental non-government organisations, to ensure that the implementation is rolled out as efficiently and effectively as possible. This is delivered through the Freshwater Implementation Group (FIG), comprising representatives of MfE and MPI along with the aforementioned agencies and organisations. The objective is that national roll out of freshwater implementation is nationally consistent and meets the requirements of the new national direction.
- 9.2. At sector level, co-ordination is provided by the Freshwater Implementation Directors Group (FIDG), of which Horizons' Group Manager Strategy and Regulatory Manager, Dr Nic Peet, is a member. Design and prioritisation of projects is led by this group, with implementation overseen by the Freshwater Implementation Secretariat. Project teams are beginning to form around identified priorities such as addressing key science knowledge gaps, farms plans, wetland mapping, regional plan development, Te Mana o te Wai and sector capacity and capability building. Annex A provides an outline of the engagement structure for national freshwater implementation.
- 9.3. Information sharing across Councils has been set up through the MahiTahi LG Collaboration Portal, with freshwater implementation contacts within each council tasked with facilitating information sharing between Council and the wider sector. Horizons' Science and Innovation Manager, Abby Matthews, is Horizons contact.
- 9.4. Horizons communications manager Chrissie Morrison is co-convenor of the sector's communications special interest group, which includes weekly catch ups with an All of Government and FIG communications and engagement coordination group for Essential Freshwater.
- 9.5. Staff met with sector policy, planning and science staff at Local Government NZ offices in Wellington on 25 November 2020 to discuss sector implementation of the NPS-FM. Outcomes of this meeting will be communicated through to the National Directors Group.
- 9.6. Horizons recently hosted staff from lower North Island councils (Taranaki, Hawke's Bay, and Greater Wellington) to discuss implementation and identify opportunities for collaboration and information sharing as we progress development and delivery of our respective work programmes.

### National Policy Statement for Freshwater Management

- 9.7. Horizons has set out a draft implementation programme and road map which sets out key work streams and tasks to be undertaken from now to notification of a new combined regional policy statement and regional plan in 2024. Work is now underway to develop more detailed work plans for each of the three (science, policy/planning, and Te Ao Māori) work streams. Assistance with developing these work plans is being provided by LWP Ltd (science) and Hill Young Cooper (policy/planning). Work undertaken through the Te Ao Māori work stream will be further refined as discussion with iwi and hapū progress. This will include exploring options and opportunities to weave mātauranga Māori and our existing science programme together to provide a more comprehensive understanding of the current state and changes in water quality over time.
- 9.8. We are intending to go out to iwi/hapū and then our communities early in the new year to seek community input into the values and vision they hold for freshwater in the region. This will build on work undertaken during the development of the One Plan, but aligning with the new NPS-FM requirements. Planning is underway and includes feedback from other regional councils on what they have found successful/unsuccessful for similar engagement.

- 9.9. An internal project team incorporating communications, science, rural advice, and policy officers has been pulled together and will workshop methodology and delivery. A number of channels already identified include social pinpoint and other digital channels such as social media and web, district specific events, other events such as Central District Field Days and Rural Games, media, advertising, and leveraging of our partners/stakeholders' own networks.
- 9.10. To help inform these discussions, policy and science staff have been working to prepare a full set of catchment stocktake reports, which are based around the seven proposed Freshwater Management Units (FMUs). These reports provide background information for our communities as we head into our first round of engagement in early 2021. A number of reports are currently in their final drafting stages and will be externally peer-reviewed prior to being finalised, these include:
- *Ngā wai o Manawatū*
  - *Ngā wai o Kai Iwi*
  - *Ngā wai o Waiopēhu*
  - *Ngā wai o Puketoi ki Tai*
  - *Ngā wai o Rangitikei-Turakina*
- 9.11. Drafting of *Ngā wai o Whangāehu* is also progressing, and consideration is being given to what format *Ngā wai o Whanganui* should take.

### National Standards for Freshwater and Section 360 Regulations

- 9.12. A key priority for implementation of the NES-FW and s360 regulations has been the compilation of information and guidance/advice for land owners. Documents produced to date include:
- [Essential Freshwater Iwi Pānui](#) distributed to iwi/hapū via email
  - [Freshwater, Intensive Winter Grazing consenting requirements](#) flowchart
  - [New National Freshwater Rules](#) timeline
  - Freshwater themed *Across the Region* delivered to all letterboxes in the region week of 7 December 2020.
- 9.13. Additionally, staff have been working with the primary sector, scientists and land owners to road test the proposed consenting process for intensive winter grazing (IWG) requirements set out in the NES-FW. An IWG workshop was held on 3 December 2020, and included a 'mock walk-through' of the consenting process. Further information for the community is currently being produced and will be uploaded to Horizons' website in due course. Documents include:
- Freshwater Intensive Winter Grazing brochure
  - Freshwater Stock Exclusion Regulations brochure
- 9.14. Staff are also involved in the national development of freshwater farm plans, as outlined in section 9.2 of this report.

### Freshwater Improvement and Jobs for Nature

- 9.15. Horizons' non-regulatory work programmes continue, with improvements to freshwater delivered through our Sustainable Land Use Initiative (SLUI), and land and freshwater implementation programmes. This includes the new Jobs for Nature projects which deliver additional riparian fencing and planting, enhancement of fish populations, and improvements to water quality in the Horowhenua catchment.



- 9.16. These programmes provide a strong foundation for Horizons to deliver on some of the new requirements of the Essential Freshwater package. This includes relationships already forged through the Manawatū River Leaders' Accord and Lake Horowhenua Accord, and other projects undertaken in partnership with iwi/hapū, central and local government, stakeholders, and the wider community though (for example) the Freshwater Clean-up Fund, Freshwater Improvement Fund and Te Mana o te Wai projects.
- 9.17. There is however, a significant step-change in the scale and pace of both our regulatory and non-regulatory work as a result of Government's reform package. For land owners, this includes new consenting and consent monitoring requirements introduced through the NES-FW and regulations for stock exclusion and water metering. There will be a need to update existing freshwater or SLUI farm plans, in response to new regulations requiring 'freshwater modules' within farm plans which are yet to be defined by Government. There are also new science monitoring and reporting requirements.
- 9.18. Work programmes delivered through the Jobs for Nature programme build on the foundation work set out above. These, as with Horizons' other work programmes, are informed by Horizons' science and monitoring. This enables actions to be targeted to areas of the region where water quality improvement is most needed.
- 9.19. The expanded riparian fencing and planting programme will deliver 405 km of fencing and 375,000 plants. Stock exclusion from rivers, lakes and wetlands is a key part of the Essential Freshwater package. Riparian planting helps to reduce sediment and nutrient run-off as well as providing improved habitat for freshwater environments. As such, this work assists land owners with meeting existing and new requirements set out in the NES-FW and stock exclusion regulations.
- 9.20. A project enhancing indigenous fish populations through fish passage remediation aims to improve fish populations through the removal of at least 25 fish barriers over a period of five years and the opening up of 1,250 km of stream habitat for migratory fish. Identifying and remediating barriers to fish passage is a key part of the Essential Freshwater package. The NES-FW sets out rules and regulations around structures that may impede the passage of fish, such as culverts, weirs and dams. In time, Horizons will also need to amend its regional plan to include new policies that address fish identification (including both desirable and undesirable species) and the environments in which they are found, and prepare action plans to address barriers to migration for desirable species. This work is helping to progress improvements for fish passage and improve knowledge of fish populations in the region while these new regulatory changes are rolled out.
- 9.21. The Lake Horowhenua Wetlands project, which seeks to establish a wetlands complex within the Arawhata Sub-catchment of Lake Horowhenua and an associated works programme of other water quality interventions around the lake to improve water quality and aquatic health in the catchment and the lake. This work links with the broader work underway around drainage scheme upgrades that include additional water quality interventions. A key focus of these programmes is reducing both nutrient and sediment inputs in the Lake Horowhenua catchment, to contribute toward NPS-FM requirements to improve water quality and drive water quality to achieve national bottom lines set out in the National Objectives Framework (NOF).

#### **Our Freshwater Future - Communications update**

- 9.22. Horizons website has a dedicated space for information about Horizons implementation of the Essential Freshwater package, with direct access via the homepage. As more information and collateral is produced this page will expand to include an overview, community engagement, National Environmental Standards – Fresh Water, and National Policy Statement – Freshwater Management sections, as well as:
- A [summary](#) of central government's Essential Freshwater package including links to the key regulations on the MfE website.

- Links to [factsheets and regulations](#) in the Essential Freshwater package.
- Links to information about [MfE Webinars](#) about freshwater implementation.
- [Frequently Asked Questions](#).
- Our Freshwater Future e-newsletter *Our Freshwater Future* was emailed out to interested parties during the first week of December. The newsletter included links to the above documents housed on Horizons' website.

9.23. A number of key iwi/community engagement events have been held, with others planned for the new year. These events include:

- Hui ā Iwi - 12 – 13 November 2020.
- IWG workshop – 3 December 2020 Horizons is hosting a full day Intensive Winter Grazing workshop. This includes a 'mock walk-through' of the consenting process involving farmers, scientists and industry representatives.
- [Rural Games](#) 12 – 13 March 2021.
- [Central Districts Field Days](#) 18 – 20 March 2021.

## 10. CONSULTATION

- 10.1. Initial consultation with the community around our long-term vision and values is scheduled for early 2021. There is much work to be done between now and February 2021 to inform these discussions. This includes further conversations with iwi/hapū, following our initial hui-ā-iwi in November 2020.
- 10.2. Staff are currently finalising a community engagement programme for 2020-21 which we hope to share with Council early in 2021. This strategy will guide us as we work with iwi/hapū and the wider community to identify and articulate long-term visions and values for freshwater in the region. As part of developing this programme, we have been speaking with other local government agencies to learn from their experiences. We are aiming to shape an engagement programme that is cost-effective, while maximising opportunities for feedback and input.
- 10.3. As outlined above, this is likely to include direct engagement through public events such as Rural Games and Central Districts Field Days, and stakeholder engagement through forums such as the Manawatū River Leaders Accord. An opportunity for our communities to share their thoughts on our proposed work programme (beyond 2020-21) will also be possible through the LTP consultation process.
- 10.4. To prepare for these discussions, we are completing an assessment of One Plan alignment with NPS-FM values, and continue to advance the delivery of catchment stocktake reports for the seven FMUs in the region.
- 10.5. Undertaking a programme such as Our Freshwater Future successfully requires the ongoing support of both senior staff and Council. This will be particularly important when we need to gather people and resources to support the intensive periods of community engagement required to implement the NOF process.
- 10.6. With such a compressed timeframe, there will be times when we will need to make decisions swiftly, and maintaining agility will be key. It is our intention to maintain open communication around the programme as much as possible, and keep Horizons staff and Council up-to-date with regular progress reports, such as this one. We encourage both staff and our community to contact us on freephone 0508 800 800 or at [info@ourfreshwaterfuture.nz](mailto:info@ourfreshwaterfuture.nz).

## 11. TIMELINE / NEXT STEPS

11.1. Key tasks between now and March 2021 include:

- Furthering our initial discussions with iwi/hapū around key topics of interest, including freshwater
- Developing more detailed work plans for policy/planning and science
- Finalising our community engagement plan and preparing for our 'Vision and Values' discussion which will kick off in March 2021
- Completion of the seven catchment stocktake reports
- Developing a consenting approach for Intensive Winter Grazing
- Continued engagement with the National Freshwater Directors and sector special interest groups
- Linking staff to national sector work programmes to implement the new regulations
- Confirming resourcing via Horizons' Long-term Plan

11.2. A further progress update will be provided to Council in early 2021.

## 12. SIGNIFICANCE

12.1. This work is being undertaken to meet our obligations under the Resource Management Act 1991, which is excluded from Horizons' Significance and Engagement Policy.

12.2. Any decision-making regarding ongoing resourcing requirements beyond 2020-21 will occur following consultation with the community through Horizons' long-term planning process.

Abby Matthews

**SCIENCE AND INNOVATION MANAGER**

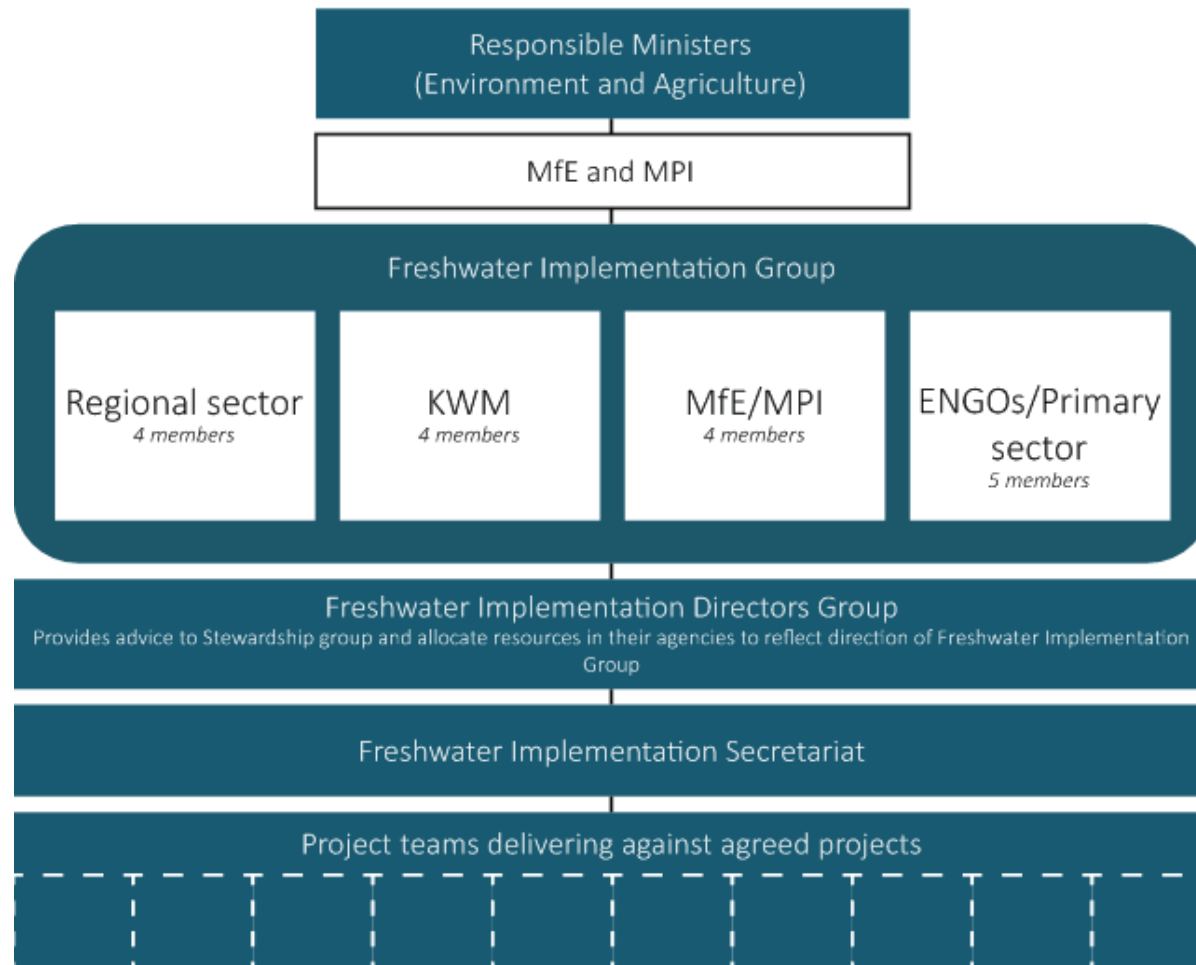
Dr Nic Peet

**GROUP MANAGER – STRATEGY AND REGULATION**

## ANNEXES

A Engagement structure for national freshwater implementation

## Engagement Structure for Freshwater Implementation



### GROUP ROLES AND RESPONSIBILITIES

(As per the terms of reference)

#### Freshwater Implementation Group

This group will be responsible for:

- Ensure agreed vision and objectives of the new national direction are achieved
- Make recommendations to Government or the regional sector as appropriate
- Report to Government on progress of implementation programme

#### Freshwater Implementation Directors Group

This group will be responsible for:

- Jointly designing and preparing an implementation plan
- Determining priority projects, ensuring work progresses
- Aligning and influencing the direction of work
- Removing barriers to completing projects
- Determining work led individually and jointly

#### Freshwater Implementation Secretariat

This group will be responsible for:

- Delivering the implementation plan
- Engaging expertise from agencies to form project teams
- Coordinating and delivering projects at pace
- Project teams initiated by secretariat will deliver project to budget / timeframe and manage risks/ issues

Report No.	20-177
Information Only - No Decision Required	

## BRIEFINGS TO INCOMING GOVERNMENT MINISTERS

### 1. PURPOSE

- 1.1. The purpose of this report is to present to Council the Briefings to Incoming Government Ministers from the Regional Sector and the Manawātū-Whanganui Region's Mayors and Chairs.

### 2. RECOMMENDATION

That the Committee recommends that Council:

- a. receives the information contained in Report No. 20-177 and Annexes.

### 3. FINANCIAL IMPACT

- 3.1. There is no additional financial impact.

### 4. COMMUNITY ENGAGEMENT

- 4.1. The community is able to see this information either in the agenda or on the Council's website.

### 5. SIGNIFICANT BUSINESS RISK IMPACT

- 5.1. There is no significant business risk associated with this item.

### 6. CLIMATE IMPACT STATEMENT

- 6.1. There is no climate change impact as a result of this report.

### 7. BACKGROUND

- 7.1. With the incoming government it is common practice for the Regional Sector to prepare a **Regional Sector Briefing to Incoming Ministers (RS BIM)** on some of the key opportunities and challenges for our communities that are common to central and local government. The RS BIM provides useful context to prompt dialogue between ministers and our local government leaders at engagements such as the Central and Local Government Forum. The RS BIM also serves to inform incoming ministers with new cabinet portfolios. The Regional Sector has compiled its RS BIM in specific relevance to the matters of interest to regional and unitary authorities. The final RS BIM is submitted alongside and as part of the broader Local Government New Zealand Briefing to Incoming Ministers.
- 7.2. In addition to the RS BIM the **Manawātū-Whanganui Region's Mayors and Chairs (Regional Chiefs)** have also commissioned a **Manawātū-Whanganui Region Briefing to Incoming Ministers (MW BIM)** providing more granular information about our Region. At the time of writing this report, the Regional Chiefs are yet to sign off on the MW BIM, however I have provided a copy of the draft for Members' information. The MW BIM will be useful to help inform the **Region's Members of Parliament (MPs)** as well as appropriate

Cabinet Ministers. The MW BIM will be accompanied by an invitation for the MPs to meet with our local government leaders in due course.

## **8. SIGNIFICANCE**

- 8.1. This is not a significant decision according to the Council's Policy on Significance and Engagement.

Michael McCartney  
**CHIEF EXECUTIVE**

## **ANNEXES**

- A Regional Sector Briefing to Incoming Ministers
- B Draft Briefing paper to Members of Parliament in the Manawatū-Whanganui

## REGIONAL SECTOR BIM

## THE REGIONAL SECTOR

The sixteen Regional Councils and Unitary Authorities (collectively referred to as the Regional Sector) are at the coalface of significant environmental, social, cultural challenges that have direct impacts upon the wellbeing and prosperity of Aotearoa New Zealand. These councils are:

- **Northland** Regional Council
- **Auckland** Council<sup>1</sup>
- **Waikato** Regional Council
- **Northland** Regional Council
- **Greater Wellington** Regional Council
- **Bay of Plenty** Regional Council
- **Marlborough** District Council
- **Otago** Regional Council
- **Taranaki** Regional Council
- **Nelson** City Council
- **West Coast** Regional Council
- Environment **Canterbury**
- **Gisborne** District Council
- **Environment** Southland
- **Tasman** District Council
- **Horizons** Regional Council

## WHAT WE DO

We are charged with the integrated management of natural and physical resources, regional transport planning and provision of public transport services in our regions. Specifically, this includes making decisions on:

- Discharges of contaminants to land, air or water
- Water quality and quantity
- The coastal marine area
- Soil conservation
- Land use to avoid natural hazards
- Investigating land to identify and monitor contaminated land
- Ensuring enough development capacity for residential and business land to meet expected long-term demands of the region
- Preparing regional policy statements
- Preparing regional land transport plans
- Managing and delivering public transport services

<sup>1</sup> Transport services are provided through Auckland Transport



- Maintaining biodiversity and biosecurity
- Maintaining flood protection and drainage infrastructure.

Together, the Sector recognises the value of collectively working together to realise:

- **Astute regions that are empowered** to deliver on shared outcomes for central government and the Sector.
- **Transformation of the Regions** through our role as the primary managers of the nation's natural resources. We are well-positioned to act as 'agents of change' for the Government's stated outcome of transitioning the nation to a low-carbon economy.
- **Communities that are vibrant, connected, resilient** and provide access to social, cultural and economic opportunities.
- **Delivery of the broader policy objectives of central government** through our strategic and implementation capabilities.

The primary vehicle for the Sector is the Regional CEOs or 'RCEOs' group which oversees the strategic direction of the Sector, as articulated through the Regional Sector Business Plan. The Sector is supported by a network of subject-matter experts organised into Special Interest Groups or 'SIG's. The role of SIGs is to provide the RCEOs with tactical advice and expertise on a range of issues pertinent to the operation of the Sector, as well as working with central government to achieve outcomes. The SIG network also plays a vital role in championing best practice, information sharing and collaboration across councils. We are also form part of Local Government New Zealand (LGNZ).

## WHAT WE OFFER GOVERNMENT

Our value to central government and New Zealand Inc. can be articulated in several ways:



**Robust Relationships with iwi and hapū:** The Sector has positive and productive relationships with iwi and hapū that also recognise issues unique to each individual rohe.



**Close Connectiveness and Accountability to Communities:** We are immersed in the issues of importance to our communities. This connectivity and intel informs our ability to effectively deliver and implement.



**Skills and Expertise:** The Sector is powered by a unique mix of skillsets and technical expertise including planners, project managers, land managers, engineers, scientists and IT specialists.



**Convenor and Conduit role:** Councils are an important point of connection between central government and multiple agencies in the Regions, thereby cutting down on transaction costs.



**Advantage of Scale:** Our scale both in terms of geographic coverage and legislated responsibilities and functions allows to drive central government aspirations at a regional level.



**Implementation and Delivery:** We bridge the gap between policy development and effective implementation and delivery on the ground.



**Unified approach:** We speak with one voice to government.



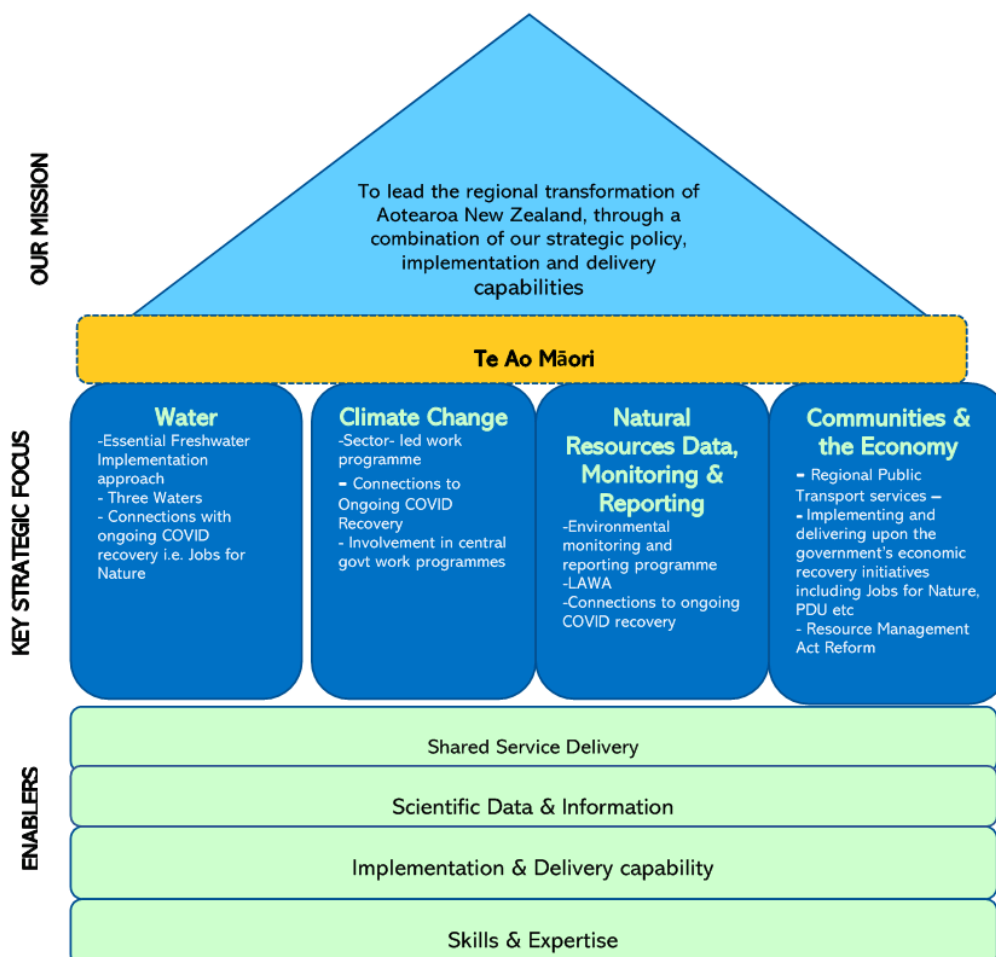
**Finger on the pulse:** We effectively co-design policy with central government in a manner that complements our implementation and delivery strengths.

## OUR STRATEGIC FRAMEWORK

The Sector's overarching mission is:

To lead the regional transformation of Aotearoa New Zealand, through a combination of our strategic policy, implementation and delivery capabilities.

Our strategic approach is outlined in the following diagram:



## WHAT DOES SUCCESS LOOK LIKE FOR THE SECTOR?

- The Sector is a trusted partner of choice for government, with a two-way exchange of knowledge, information and policy co-design.
- The Sector is recognised externally for its skills and expertise and attracts and retains high-quality talent.
- We are the 'go-to' for successful delivery and implementation of policy programmes.

- Our collective strengths are harnessed to generate efficiencies, for example through shared services.
- The Sector strategically and actively plans for the future, as opposed to operating in a reactive mode.
- The Sector has a recognisable and trusted identity with iwi and hapū, central government, communities and other stakeholders.

## STRATEGIC OPPORTUNITIES AND CHALLENGES

The following themes and challenges characterise the operating context for the Sector, along with several real- time examples of how we are responding to these challenges:

1. **Climate Change:** This is one of the most significant issues for the Sector as it pervades every aspect of our BAU, including biodiversity, transport, coastal and marine management, freshwater and natural hazards. For the Sector, there are significant opportunities to contribute towards meeting national emissions reduction targets in areas such as public transport (decarbonising our public transport fleet), and other sustainable, low carbon initiatives such as afforestation. Notwithstanding the recommendations from the Resource Management Review Panel, there is still a great deal of uncertainty currently as to who will shoulder the burden of meeting costs associated with addressing climate change. In addition to working closely with government as it formulates its responses, the Sector is also currently working on developing strategies in the form of a dedicated workstream that will outline steps for addressing these challenges in a joined- up way.
2. **COVID-19 economy recovery and response:** The Government has launched a broad range of initiatives aimed at limiting the economic damage of COVID-19. The Sector has a pivotal role to play in standing-up the quick generation of employment, through initiatives such as the Jobs for Nature programme, Provincial Development Unit (PDU) and others. Furthermore, we understand that the impacts of COVID-19 will be far-reaching, and Councils are currently recalibrating what constitutes the 'new normal'. Delivery and implementation are core strengths of the Sector; however, we recognise the need to be innovative in the way that the Sector deals with the growing pressures and demands being placed upon us by Government. A specialist working group comprised of cross-Sector experts in the fields of operational delivery and implementation has been formed and they have been charged with identifying methodologies and tools for successful delivery across all councils.

Notwithstanding the negative effect that COVID has had on the nation's economy, the Sector is fully cognisant that this presents an opportunity to consider how it responds to the challenges

with novel and innovative interventions that offer greater economic resiliency in the long term, and will drive a transformation in the regions. This includes low carbon initiatives and climate change 'smart' infrastructure.

3. **Freshwater reform:** The Sector is committed to assisting government with achieving its aspirations to clean up the country's waterways primarily through its Essential Freshwater and Action for Health Waterways package. It is recognised that the proposals pose very significant implementation challenges to councils, particularly considering the ongoing economic effects of COVID-19. In acknowledging the scale of the issues and nature of the challenge, the Sector is currently developing a Programme that will set out a detailed Sector approach to implementation. In addition, we continue to work closely with the Ministry for the Environment and other agencies in delivering upon government's broader objectives.
4. **Transport:** The Sector is responsible for regional transport planning and the provision of public transport services. Transport is the one of the biggest contributors to regional greenhouse gas emissions and regions have an important role in climate change mitigation and adaptation. Ways to reduce emissions include better integrated land use and transport planning (to reduce the need to travel), the promotion of mode shift towards active and shared modes and the provision of carbon-free public transport. The Sector is working with government partners to ensure that the transport system continues to fulfil its important function as an enabler of social, environmental and economic outcomes, while aiming to reduce the need to travel.
5. **Iwi and hapū rights and interests:** The Sector is committed to growing its partnerships with iwi and hapū (including PSGE organisations) and the mutual opportunities that are afforded from forming enduring and effective relationships. The granularity of relationships at the marae/whanau/hapū and iwi level are a key strength for the Sector. At a more national level, we are mindful of the growing expectations from iwi and hapū around their desire for a broadened scope of involvement in natural resources management, and with that there are challenges for both councils and iwi/ hapū to appropriately cater for and resource this growth. This includes the unresolved and complex issue of iwi and hapū rights and interests in freshwater, and the strong desire within Māoridom for Government to address this comprehensively. Regardless the Sector is shifting from a consultative relationship with iwi and hapū to one that reflects partnership. Many councils are already reflecting this back via approaches such as co-governance, co-management and elected iwi seats at the governance table.

6. **Natural resources data, monitoring reporting:** The Sector is the critical data holder for New Zealand's natural resources, and we collect, collate and produce a significant amount of data and information. In addition to our ongoing legislative requirements under the Resource Management Act, the Sector is moving towards a more federated and consistent approach to how it collects, monitors and reports information across the sixteen councils. Added to this is an increasing appetite from the public, stakeholders and government agencies to have access to this information in real-time. To meet these challenges, the Sector is progressing with an environmental data and information programme which looks at standardising systems and addressing inefficiencies. This programme will build on the successful online LAWA (Land Water Air Aotearoa) platform.
7. **Resource Management Reform:** The Sector recognises that the Resource Management Act is no longer fit for purpose and that significant changes are required. The primary recommendation of the Review was to repeal the RMA and replace it with the Natural and Built Environments Act, Strategic Planning Act and Managed Retreat and Climate Change Adaptation Act. If progressed, these new statutes will result in wide sweeping and fundamental changes to how councils operate. The corollary to this is opportunities presented by greater clarity for councils in the areas of climate change, relationships with tangata whenua and urban planning.

The Sector is currently engaged in the following projects of importance to central government aspirations:

- **National Climate Change Risk Assessment:** In partnership with Ministry for the Environment, the Sector undertook three projects in Hawke's Bay, Otago, and West Coast aimed at gaining insights into community values and decisions around coastal impacts of climate change. The results of these projects informed a new policy approach that was grounded in partnership and transferred on the ground lessons to central government policy development, culminating in the country's first National Climate Change Risk Assessment framework.
- **Sector Environmental Data Management System:** The Sector is progressing an environmental data and information programme which looks at standardising systems and addressing inefficiencies across councils. At present, the Sector has sixteen different data management systems. This programme will create a single access point to data from these multiple sources in a consistent format. This workstream compliments the success of LAWA (Land Air Water Aotearoa), a national and public facing platform that aims to improve the public awareness of freshwater quality issues.
- **COVID -19 Public Transport Response:** Public transport is one of the essential services identified by the Government under the COVID-19 response. The Transport SIG have been instrumental in establishing a coordinated approach alongside NZTA and the Ministry of Transport to collaborate and deliver upon the public transport response to COVID-19. This has ensured that the public transport system can continue to operate safely for drivers and passengers.



- ***Jobs for Nature and Recovery Infrastructure CIP/PDU Flood Protection Shovel-Ready Projects Packages:*** The Regional Sector worked at pace to develop a package of shovel-ready initiatives for consideration under the Budget process aimed at generating quick employment and rebuilding the economy. Sector efforts contributed directly towards securing \$210 million of Government co-investment in flood protection works as well as \$1.3 million for the Jobs for Nature package (riparian planting, pest control, wetland restoration etc). The Sector is currently focussed on delivery and implementation of these initiatives.

## NEXT STEPS

This document was designed to provide you with a high-level overview of who we are, what we do and how we can partner with Government to achieve objectives. The Sector intends to follow up by providing you with a more detailed briefing. In addition, we would welcome the opportunity to meet with you.







## Briefing paper to Members of Parliament in the Manawatū-Whanganui Region

Kei ngā Minita, tēnā koutou

Tēnā koutou e hāpai ana i ngā kaupapa huhua o tēnei ao hurihuri; otirā i ngā pae tata me ngā pae tawhiti e whakaarotia ana, koia rā hei whāinga mā tātou. Nei rā te whakamihi atu ki a koutou, tēnā koutou katoa.

To the Ministers – greetings

We acknowledge you for uplifting the many policies, causes and matters within this ever changing world; the short term and long term goals that are being considered for us all. We acknowledge you, greetings to all.

Congratulations on your election. This paper provides you with an introduction to the Manawatū-Whanganui (Horizons) Region and some of the key opportunities and challenges ahead of us. We look forward to talking in more detail and to working with you for the benefit of our collective communities.



Horizons Chair  
Rachel Keedwell



Horowhenua Mayor  
Bernie Wanden



Manawatū Mayor  
Helen Worboys



Palmerston North Mayor  
Grant Smith



Rangitikei Mayor  
Andy Watson



Ruapehu Mayor  
Don Cameron



Tararua Mayor  
Tracey Collis



Whanganui Mayor  
Hamish McDouall



## OUR REGION

Lies in the heart of central New Zealand and covers **22,200km<sup>2</sup>** – spanning the North Island from the east coast to the west coast, from **Ruapehu** in the north to **Horowhenua** in the south.

We have **three major river systems**, the **Rangitikei, Whanganui, and Manawatū**, and over **226 lakes**, and the mountains of the Central Plateau.

The majority of our **250,000 residents** live in the larger urban centres of **Palmerston North (88,300)** and **Whanganui (47,300)**.

We have significant district centres in **Levin, Dannevirke, Feilding, Marton, and Taumarunui**. Smaller rural towns and communities are also a feature.

We are home to over **25 iwi** and numerous **hapū**. The inalienable connection of **tangata whenua** to land and water in the region is a critical element of our past and future.

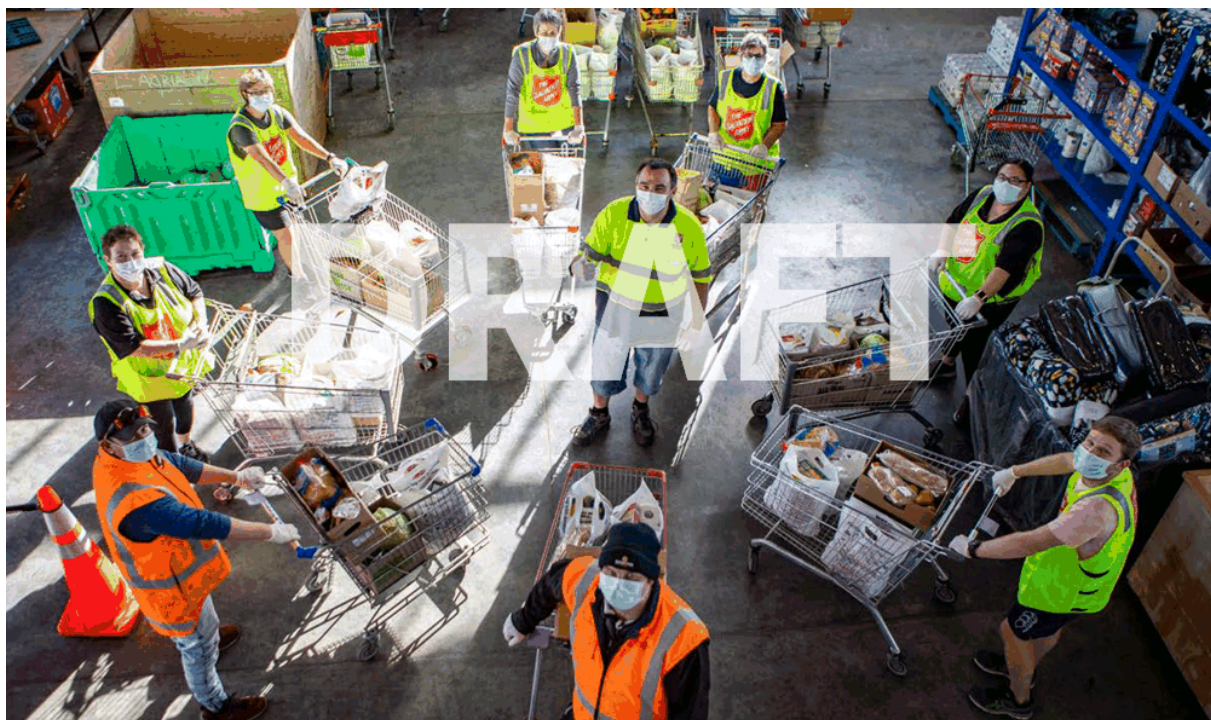
We are increasingly diverse, with **126 languages spoken** in **Palmerston North** at the time of the last census.

Our population is growing with the number likely to exceed **280,000 by 2030**. Growth stimulates our economy and simultaneously places demands on our infrastructure, particularly housing. We have **seven district/city councils** and **one regional council**.

**60%** of our land area is **hill country** supporting two national parks (**Tongariro and Whanganui**), significant native bush, plantation forestry, and sheep and beef production.

**Our fertile lowland floodplains** provide a significant proportion of **New Zealand's highest quality soils**, growing high value horticultural crops, and supporting dairy farming and arable cropping.





#### MANAWATŪ-WHANGANUI REGION

## COVID-19

### RESPONSE

We are organised to respond to COVID-19 and civil defence and emergency management emergencies.

We have an established and well-functioning civil defence network connected to both the National Emergency Management Agency and to local communities.

We have a Regional Leadership Group with a strategy and action plan in place, which we are happy to brief you and the Minister for Emergency Management on.

We have acted to include iwi/Māori participation in the Regional Leadership Group and at regional and local civil defence and emergency management levels.

Iwi/Māori were instrumental in our welfare response during lockdown.

### RECOVERY

The region established a Recovery Taskforce comprising experienced leaders from iwi/Māori, industry, local government, central government and economic development agencies. The Taskforce has produced a recovery strategy and regularly updates statistics on the economic and social condition of the region via the Manawātū-Whanganui Regional Indicators website, [www.mwri.co.nz](http://www.mwri.co.nz).

The recovery strategy identified three phases – survive, revive, then thrive. The eight largest projects in the survive phase are up and running with critical

investment from the Government's Infrastructure, Jobs for Nature, Climate Resilience, and Provincial Growth funds. A further suite of projects are close to inception.

The recovery strategy is attached. We would welcome the opportunity to brief you and Ministers.





## “WHAT”

<p><b>Survive</b> 0-6 months</p> <ul style="list-style-type: none"> <li>• Short-term</li> <li>• Cash</li> <li>• Advice</li> </ul>	<p>Support for businesses Wage subsidy</p>
<p><b>Revive</b> 6-12 months</p> <ul style="list-style-type: none"> <li>• <b>Medium-term</b></li> <li>• Jobs</li> <li>• Businesses</li> </ul>	<p>Shovel-ready, job-rich infrastructure projects</p>
<p><b>Thrive</b> 12+ months</p> <ul style="list-style-type: none"> <li>• <b>Long-term</b></li> <li>• Resilience</li> <li>• Future-proof</li> </ul>	<p>Big Regional Development Projects</p>

### 3 Work Plans

Time	Short-term	Medium-term	Long-term
0-6 months	<ul style="list-style-type: none"> <li>• Cash</li> <li>• Advice</li> </ul>		
Revive			
6-12 months		<ul style="list-style-type: none"> <li>• Jobs</li> <li>• Businesses</li> </ul>	
Thrive			
12+ months			<ul style="list-style-type: none"> <li>• Resilience</li> <li>• Future-proof</li> </ul>



Support for businesses  
Wage subsidy

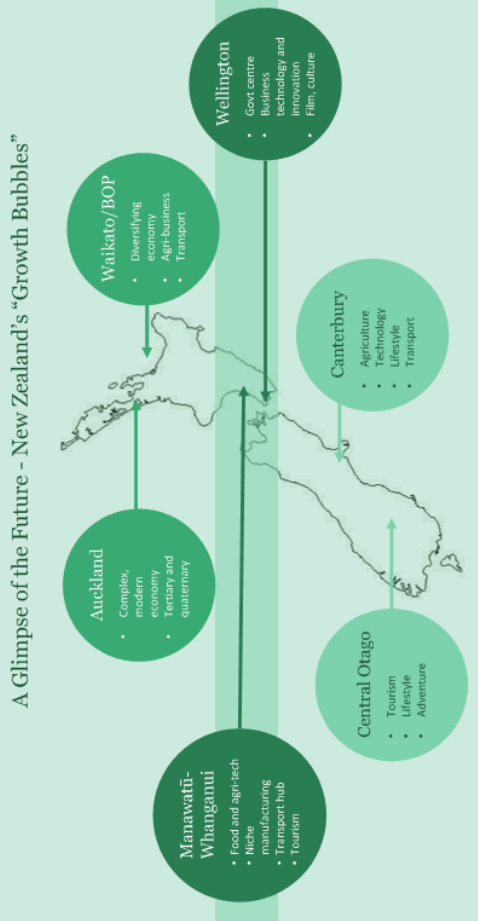
Shovel-ready,  
job-rich infrastructure  
projects

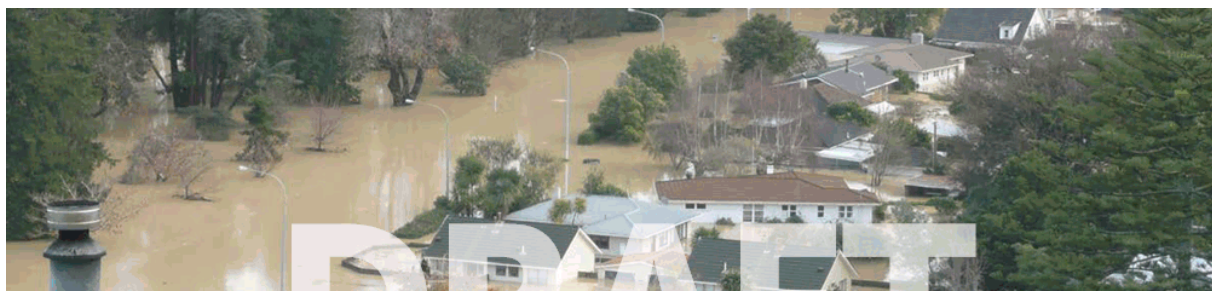
Big Regional  
Development Projects

## Box 2 – Project Detail



Projects	\$ Investment	Estimated Jobs	Impact
<b>Central NZ distribution – Regional Freight Ring Road and Central North Island Freight Hub – significant development project</b> new KiwiRail distribution hub, new regional freight ring road <i>Lead: PNCC – Heather Shuter</i>	c. \$3-3.5 billion (public and commercial)	c. 350 for construction	Feasibility and connectivity across central New Zealand and ports, reduced freight costs, reduced carbon footprints, major wealth and job creation
<b>SH1 – Otaki to North of Levin (O2NL) – major new alignment for SH1 around Levin</b> <i>Lead: Horowhenua District Council – David Clapperton</i>	c. \$800 million	c. 300 over 5 years for construction	Critical north-south connection, freight efficiency, safety and hazard resilience, major wealth and job creation through processing, manufacturing and logistics growth
<b>Ruapehu Tourism – increasing Tourism revenue from \$180m to \$400m per year</b> <i>Lead: Ruapehu District Council – Warren Furner</i>	c. \$300 - \$400 million	Retain c150, Create c750	Enables and tourism services development throughout Ruapehu and wider supporting region
<b>Te Puwaha – Whangarei Port – major project with port redevelopment, marine precinct, skills hub, all guided by Tupia te Kawa</b> <i>Lead: Whangarei District Council – Kim Fell</i>	c. \$200 million	c. 100 for construction	Enabling marine servicing and manufacturing, regeneration of industrial area, enhance health and wellbeing of the Whangarei River, significant job, skills and training opportunities
<b>Te Ahi a Turanga Highway (Manawatu George Highway replacement) – key national arterial link east-west</b> <i>Lead: NZTA – Lorraine Daniel</i>	c. \$600-700 million	c.350 for construction	Critical east-west connector, freight efficiency, safety, major wealth and job creator during and post construction
<b>Shovel-ready Projects – significant bundle of 88 environmental and infrastructure projects across the region</b> <i>Leads: Various</i>	c. \$1 billion	c.15,000	Critical focus is on job creation, infrastructure improvement and environmental sustainability
<b>Marton Rail Hub – significant opportunity linked to forestry logistics and products</b> <i>Lead: Rangitikei District Council – Peter Beggs</i>	c. \$4.5 million	c.90 for construction and rail hub operations	Key stimulator of forestry logistics and manufacturing opportunities
<b>Skills &amp; Talent – Regional leadership and coordination; local projects.</b> <i>Significant skills projects established across the region with central coordination through Regional Skills and Talent Leadership Group</i>	Operational cost only	Enabling role	Directly matching labour opportunities and demands with people; strong effective regional network covering Iwi / Maori, business, EDAs, government

“WHY”	“HOW”
<p>What has the A25 Refresh work told us about how we should work together?</p> <p><b>Our leaders tell us:</b></p> <ul style="list-style-type: none"> <li>Have ambition for the future</li> <li>Be a joined-up region with a common voice to Government</li> <li>Take a region-wide approach – no one left behind</li> <li>Use both economic and social wellbeing indicators</li> <li>Get out of our silos and collaborate, but stick to our swim lanes</li> <li>Have a coordinated/common approach to government</li> <li>The importance of Iwi/Māori to the projects and the region's economic future</li> </ul>	<p>What has the A25 Refresh work told us about our priorities?</p> <p><b>We can create a strong regional comparative advantage with an ambition beyond the ordinary:</b></p> <ul style="list-style-type: none"> <li>Enhanced agriculture AND Food-tech expertise</li> <li>Transport AND a vision of a Central NI hub</li> <li>Restored tourism AND connection to the NZ lifestyle</li> <li>Emerging Māori economy AND an accelerated approach</li> <li>Basic training AND a focus on a high-skilled workforce</li> <li>Enhanced agricultural productivity AND an enhanced, sustainable environment</li> </ul>
<p><b>The Long Term Destiny of the Region</b></p> <p>The destiny of Manawātū-Whanganui is to be a growth centre at a national scale</p> <p><b>The “Pillars”</b></p> <p>Creating wealth in a sustainable future:</p> <ul style="list-style-type: none"> <li><b>Sustainable food and fibre production</b> – nature-based strategies</li> <li><b>Food-tech and agri-tech</b> – value-added production</li> <li><b>Visitor/Tourism</b> – value over volume</li> <li><b>Māori Economy</b> – Māori-driven enterprises</li> <li><b>Specialised Services and Manufacturing</b> – e.g. National Simulator, Manfield Centre, Whanganui Manufacturing Cluster</li> </ul> <p><b>The “Bearers”</b></p> <p>Supporting the creation of wealth; making it possible:</p> <ul style="list-style-type: none"> <li><b>Transportation</b> – connection, hubbing, access</li> <li><b>Education, learning and skills</b> – strengthening the labour market</li> <li><b>Connectivity</b> – integrating the rural and urban areas</li> <li><b>Community Infrastructure</b> – modernising ageing infrastructure e.g. Three Waters</li> <li><b>Energy and environmental sustainability</b> – e.g. Manawatu Recycling Centre, wind and hydrogen power</li> </ul>	<p><b>Optimising success by:</b></p> <ul style="list-style-type: none"> <li>Having a focus and a plan</li> <li>Utilising key data on economic and social impacts of COVID-19</li> <li>Connection to Central Government</li> <li>Strong connection with industry and the private sector</li> <li>Working with Iwi/Māori throughout projects</li> <li>Visionary and robust regional projects</li> <li>Using government funding to leverage private sector investment for the long-term</li> </ul> <p><b>Activating Central Government channels, through:</b></p> <ul style="list-style-type: none"> <li>Senior Regional Official</li> <li>Recovery and economic growth funds</li> <li>Public sector lead</li> <li>Senior public servants</li> <li>Political relationships</li> </ul> <p><b>Partnering for success by everyone playing their role:</b></p> <ul style="list-style-type: none"> <li>Working closely together with industry, Iwi/Māori, local and central government.</li> <li>Staying in our swim lanes</li> <li>Sharing resources</li> <li>Sharing success and credit</li> </ul>
<p><b>A Glimpse of the Future – New Zealand’s “Growth Bubbles”</b></p>  <p><b>Manawātū-Whanganui</b></p> <ul style="list-style-type: none"> <li>Food and agri-tech</li> <li>Niche manufacturing</li> <li>Transport hub</li> <li>Tourism</li> </ul> <p><b>Auckland</b></p> <ul style="list-style-type: none"> <li>Complex, modern economy</li> <li>Tertiary and quaternary</li> </ul> <p><b>Waikato/BOP</b></p> <ul style="list-style-type: none"> <li>Diversifying economy</li> <li>Agri-business</li> <li>Transport</li> </ul> <p><b>Canterbury</b></p> <ul style="list-style-type: none"> <li>Agriculture</li> <li>Technology</li> <li>Lifestyle</li> <li>Transport</li> </ul> <p><b>Central Otago</b></p> <ul style="list-style-type: none"> <li>Tourism</li> <li>Lifestyle</li> <li>Adventure</li> </ul> <p><b>Wellington</b></p> <ul style="list-style-type: none"> <li>Govt centre</li> <li>Business technology and innovation</li> <li>Film, culture</li> </ul>	<p><b>What are our roles?</b></p> <p><b>Survive</b></p> <ul style="list-style-type: none"> <li>Jobs and business retention</li> <li>EDAs, Chamber of Commerce and Government agencies (MSD, TPK, etc)</li> </ul> <p><b>Revive</b></p> <ul style="list-style-type: none"> <li>Employment creation and business support</li> <li>Councils, EDAs, Iwi/Māori and Government agencies (PDU, MPI, TPK, NZTA, MBIE)</li> </ul> <p><b>Thrive</b></p> <ul style="list-style-type: none"> <li>Create new valuable jobs and businesses in key areas</li> <li>Recovery Task Force/A25 – advocacy, support and connection for regional projects</li> <li>Better together – in partnership with leads, partnering for delivery with EDAs, sector groups, councils, Government agencies, Iwi/Māori agencies and private sector enterprises</li> </ul> <p><b>Role of the Task Force/A25</b></p> <ul style="list-style-type: none"> <li>Championing of a regional vision</li> <li>Advocacy for a regional plan and priorities and Government resources</li> <li>Thought leadership and stakeholder connection</li> <li>Facilitation of formal partnerships, joint ventures and relationships</li> </ul>



#### MANAWATŪ-WHANGANUI REGION

## OUR ENVIRONMENTAL WELLBEING

Our environment is a critical foundation for the region, supporting our health and wellbeing, and our economy. It has its own intrinsic value.

The opportunities and challenges ahead of us are numerous and include:

- The impacts of climate change will be a significant influence, impacting everything from our economy through to our natural environment. As a region, we are committed to working with our communities to both reduce our carbon footprint and to respond and adapt to a changing climate.
- We have established a regional climate change action committee comprising all councils and tangata whenua participants. Our focus is implementing an action plan. Our first move this year is a region-wide vulnerability assessment. We welcome an opportunity to brief you and the Minister for Climate Change.
- In common with the rest of New Zealand, the region is responding to changes in freshwater quality and availability. The region is in the process of implementing both regional and national freshwater policy.
- We have also invested, alongside Government, in over \$40 million of water-related shovel ready projects. We are committed to a key role for tangata whenua in freshwater improvement.



#### MANAWATŪ-WHANGANUI REGION

## OUR CULTURAL WELLBEING

We continue to grow our cultural diversity across the region and particularly in the larger centres. This is increasingly reflected in the workplaces and institutions of the region. Refugee resettlement occurs at a number of locations.

#### *Tangata whenua*

There are numerous iwi and hapū with interests in the region.

Iwi/hapū provide social, cultural, environmental and economic services to their people and to communities across the region. The importance of Māori business and iwi and hapū entities to future regional prosperity and our ability to respond to the challenges like climate change cannot be overstated.

There are increasing moves to shared approaches in decision making, with local government acknowledging that there is still a long way to go.

During the response to COVID-19, iwi played a significant role in the distribution of community welfare.

Treaty of Waitangi settlements continue, with a number of significant claims yet to be resolved. The region is supportive of the ongoing work by both iwi and the Crown to settle these.





#### MANAWATŪ-WHANGANUI REGION

## OUR SOCIAL WELLBEING

Along with much of New Zealand, we grapple with a range of social opportunities and challenges.

Key for the region in the next few years will be:

- Recovery from COVID-19
- Responding to our housing pressures
- Developing and retaining our skills and talent
- Maintaining our connections

### SKILLS AND TALENT

Developing and retaining skills and talent is a key enabler of regional prosperity. It is a driver of economic and social wellbeing.

There are now significant Te Ara Mahi projects across every district in the region.

A Regional Skills and Talent Leadership Group is in place at a regional scale, supported via MBIE and connected through to the Lead Public Official, the Ministry for Social Development, and Accelerate25/Te Pae Tawhiti.

We look forward to working with you and ministers in this important area.

### HOUSING

The demand for housing (to buy and rent) is high and remains a real challenge for communities. Demand is not limited to the main centres of Palmerston North and Whanganui, but is common across the region. Housing stocks are inadequate and there is a significant lack of affordable homes that meet modern standards.

House prices continue to rise sharply. While they are generally more affordable than other parts of New Zealand, the rate of increase is high and properties are increasingly out of reach for many.

There is no one solution to the housing challenge. A joined up approach from local, regional and central government is critical.



## MANAWATU-WHANGANUI REGION

# OUR ECONOMIC WELLBEING

## OUR REGION HAS SEEN:

- Strong GDP growth though generally not as strong as the average for New Zealand;
- Significant improvement in employment statistics with more to do;
- Improved productivity (GDP per capita);
- Significant investment in regional projects through Waka Kotahi (NZTA), PGF, and shovel ready projects.

There is still more to do to lift regional prosperity and to contribute to New Zealand Inc. The region is in a strong position to contribute given

our strengths in primary production, food science and technology, and domestic tourism, and investments in infrastructure, distribution and logistics, and skills and talent.

As a region we are connected, organised and have a plan:

- The region's political leaders work closely together to deliver prosperity across the region
- The region has invested in a regional economic action plan and an implementation; programme under the banner of Accelerate25 (A25) and Te Pae Tawhiti;

- Accelerate25 is led by a governance group comprising business, iwi/Māori, local, regional and central government;

- With the support of Government, A25 has conducted a refresh and identified its priorities, shape and structure for the future;

- Delivery of key projects across the region and sub-regional initiatives are managed and delivered by business, iwi, councils and economic development agencies. The latter include the Central Economic Development Agency (CEDA) and Whanganui & Partners.

## OUR STRATEGIC APPROACH

We have identified key areas that drive regional growth and prosperity (the pillars). These are:

- Sustainable food and fibre production
- Food-tech and agri-tech
- Visitor/tourism
- Māori economy
- Specialised services and manufacturing.

The key supports for these growth areas (the bearers) are:

- Transport and infrastructure
- Education, learning and skills
- Connectivity
- Community infrastructure
- Energy and environmental sustainability.

## ACCESSING CENTRAL NEW ZEALAND

Lying at the heart of central New Zealand at the confluence of significant road, rail and air links, the region is uniquely placed to enable the movement of goods, services and people across New Zealand and to export nodes at ports and airports. In short, we are a critical logistics and distribution hub.

Working with Government, the region is generating significant investment into the infrastructure that supports this hub. We have a plan and key priorities. Among critical projects are Te Ahu a Turanga: Manawātū Tararua Highway, the Central New Zealand Distribution Hub (including the Central North Island Freight Hub and Regional Freight Ring Road), Otaki to North of Levin Highway, Te Pūwaha (Whanganui Port) redevelopment, and enhanced passenger train services to Wellington.

Implementation of these projects is important for both the region and New Zealand.



**OUR SHARED VISION:**  
**PROSPEROUS, STRONG, VIBRANT REGION FOR OUR PEOPLE, OUR MOKOPUNA, FOR NEW ZEALAND**

**OUR 4 KEY ROLES IN NZ**

- FOOD PRODUCTION, MARKETING, SCIENCE & AGRI TECH POWERHOUSE
- CENTRAL NZ DISTRIBUTION HUB
- DEFENCE CENTRE
- VISITOR DESTINATION

**OUR 5 BIG REGIONAL INITIATIVES**

- 1 REGIONAL FREIGHT RING ROAD
- 2 CENTRAL NZ FREIGHT HUB
- 3 MARTON RAIL HUB & MANUFACTURING
- 4 FOOD HQ CAMPUS DEVELOPMENT
- 5 WHANGANUI PORT DEVELOPMENT

**SUSTAINABLE FOOD, FIBRE & FOREST**

- HILL COUNTRY
- HINTERLAND
- PLAINS
- FOOD BOWL
- COASTAL

**NATURAL ENVIRONMENT**

- SPECIAL ENVIRONMENT - National & Forest Parks  
Tongariro National Park, Whanganui National Park, Purua Forest Park, Kaitiaki National Park, Ruahine Forest Park, Tairāwhiti Forest Park
- OUR 3 MAIN LAKES  
Lake Horowhenua, Lake Whirahoia, Lake Manawhanga
- OUR 3 MAIN RIVER CATCHMENTS  
To Awa Tupua (Whanganui), Rangitikei River, Manawatu River

**CLIMATE CHANGE**

- SEA LEVEL RISE
- HIGH INTENSITY RAINFALL
- DROUGHT

**REGIONAL WELL-BEING PARTNERSHIPS**

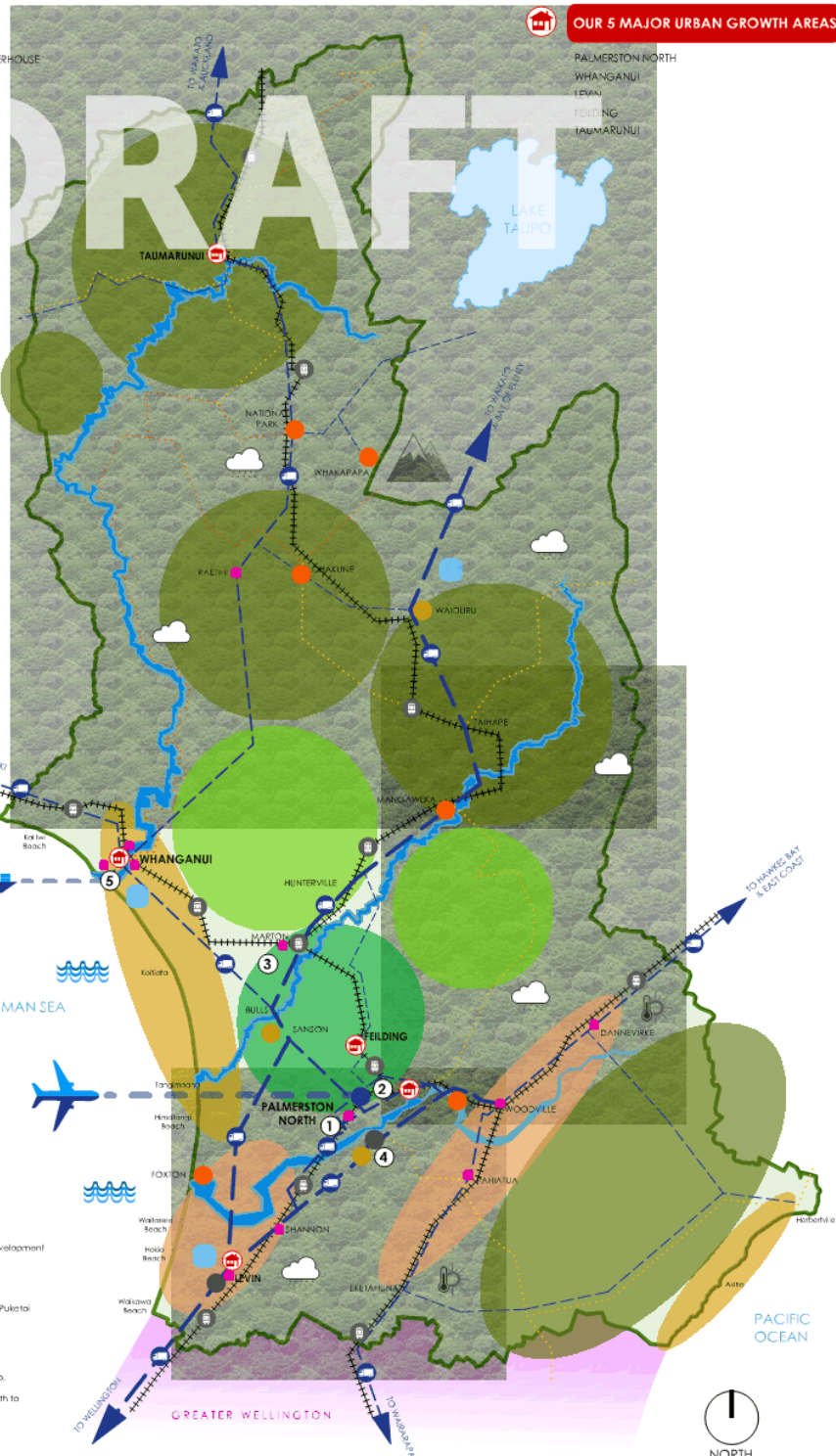
- OUR REVITALISATION AREAS  
Raetihi, Castlecliff, Whanganui East, Aramohe, Marton Junction, Highbury, Woodville, Pahiatua, Dannevirke, Shannon, South East Levin
- REFUGEE SETTLEMENT AREAS  
Palmerston North, Levin
- PARTNERSHIPS TO IMPROVE COMMUNITY HEALTH  
Palmerston North, Whanganui, Tauranga, Levin

**OUR FIRST 10 YEARS OF CAPITAL INVESTMENT**

- GBD & CIVIC REDEVELOPMENT  
PN Streets for People Project, CEI Arena Redevelopment, Satejant Gallery Redevelopment
- SCIENCE & EDUCATION  
Massey University Upgrades, Ngati Apa Tertiary Training Centre
- INNOVATION & TECHNOLOGY  
Food HQ Campus Development, Turitea Windfarm, Meridian Central Wind Farm, Pukotai Wind Farm
- DEFENCE  
Union Military Camp & Ohakea Base Regeneration
- TRANSPORT  
Whanganui Port Revitalisation, Otaki to North Levin (O2NL), Central NZ Freight Hub, Regional Freight Ring Road, To Awa a Turanga, Capital Connection (PN - WGN), Forgotten Highway Project, Accessing Central NZ (Bulls SH1/SH3 & Palmerston North to Levin), SH1 Raetihi Repairs, Route 52 Upgrades, PN - Falding Shared Path
- HEALTH  
PN Hospital Campus Upgrade
- INFRASTRUCTURE & ENVIRONMENT  
Nature Calk, PN Wastewater Treatment Plant, Foxton Futures, Ararua Wetland - Lake Horowhenua

**LEGEND**

- SEA
- AIR
- RAIL
- ROAD
- MT RUAPAHU
- REGIONAL CONNECTION
- SH 1
- SH 2, SH 3, SH 4
- SH 47, SH 49, SH 54, SH 56, SH 57, SH 52
- SH 43
- RAIL
- NZ CYCLE TRAIL GREAT RIDE
- NZ CYCLE TRAIL HEARTLAND RIDE
- REGIONAL BOUNDARY





MANAWATŪ-WHANGANUI REGION

## WORKING WITH CENTRAL GOVERNMENT

As a region we are committed to working with Central Government for the benefit of our communities.

The demands on local government to fund and deliver on both community priorities and Central Government priorities are a real point of tension.

Over the term of the new Parliament, local government will be dealing with the three waters reform, housing and infrastructure deficits, freshwater and RMA reform, urban development policy, and the challenges of planning for and managing growth. In our view, making the most of the opportunities and challenges ahead requires a strong partnership with Wellington.

Kei aku rangatira, tēnā, kua timu te tai o kōrero  
engari ka rere tonu ngā mihi a ngā rohe, me ngā  
kupu rāhiri a ngā koromatua ki a koutou, tēnā  
koutou, tēnā koutou, tēnā koutou katoa

To the chiefly ones, the tide of words has receded but our  
greetings and acknowledgements still flow from the region/  
districts; and the respectful words of the mayors and chair to  
you all, greetings, greetings, greetings one and all.

