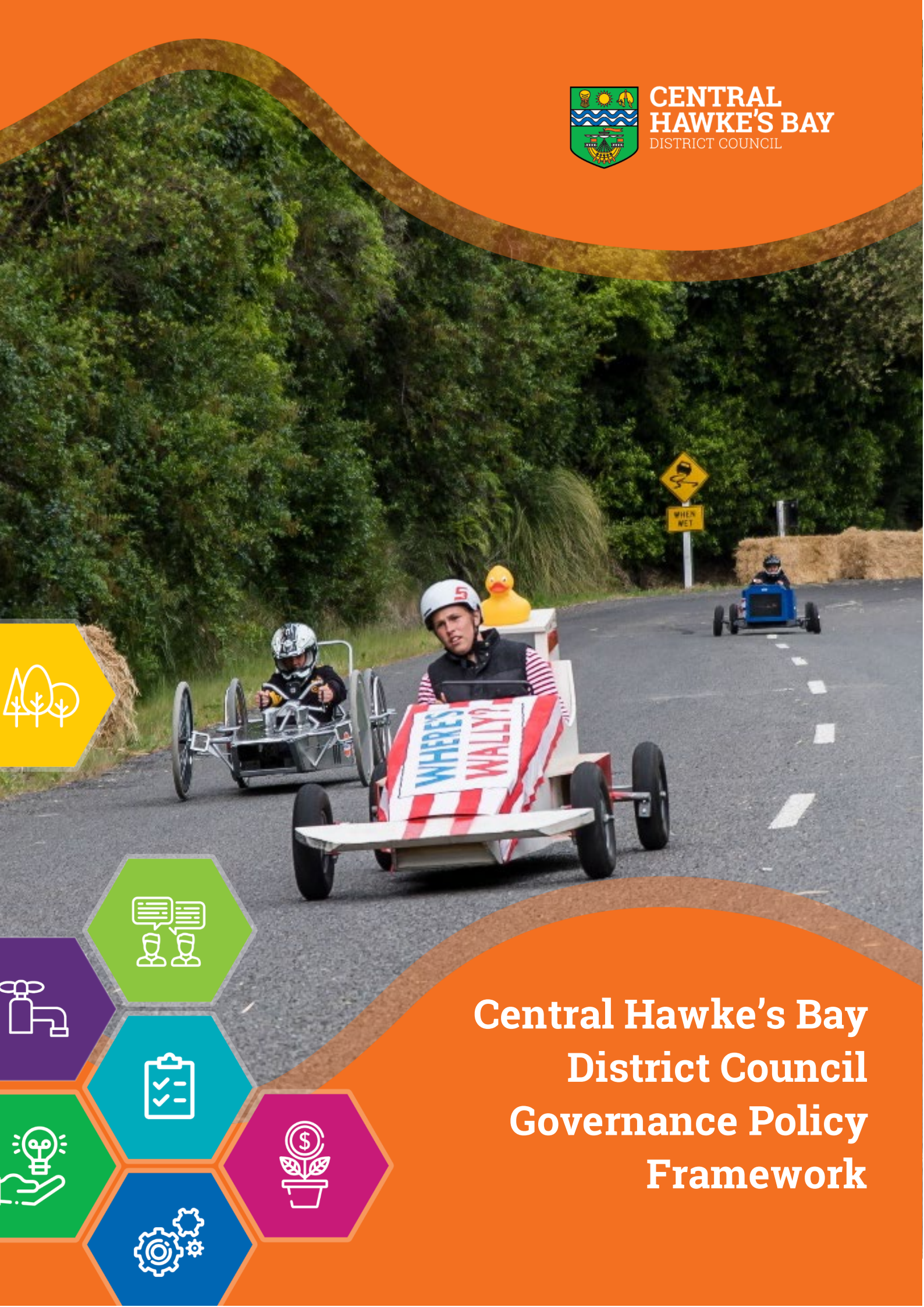




**CENTRAL  
HAWKE'S BAY**  
DISTRICT COUNCIL



# Central Hawke's Bay District Council Governance Policy Framework

## Table of Contents

Central Hawke’s Bay District Council Governance Policy Framework	2
Purpose	3
Relationship with other documents	3
How Governance Policies Sit in the Bigger Picture	5
Governance Policy Framework	6
Appendix A – Organisational Policies	27
1. Administration	27
2. Corporate Procedures	27
3. Information Services	27
4. People and Capability	27
5. Planning and Regulatory	27
6. Safety and Wellbeing	28
Appendix B - Rates Remissions and Postponement Policies	29
Appendix C – Activity Management Plans (and Policies)	30
Land Transport Activity Management Plan	30
Solid Waste Activity Management Plan	30
Storm Water Activity Management Plan	30
Community Facilities Activity Management Plan	30
Appendix D – Bylaws	31



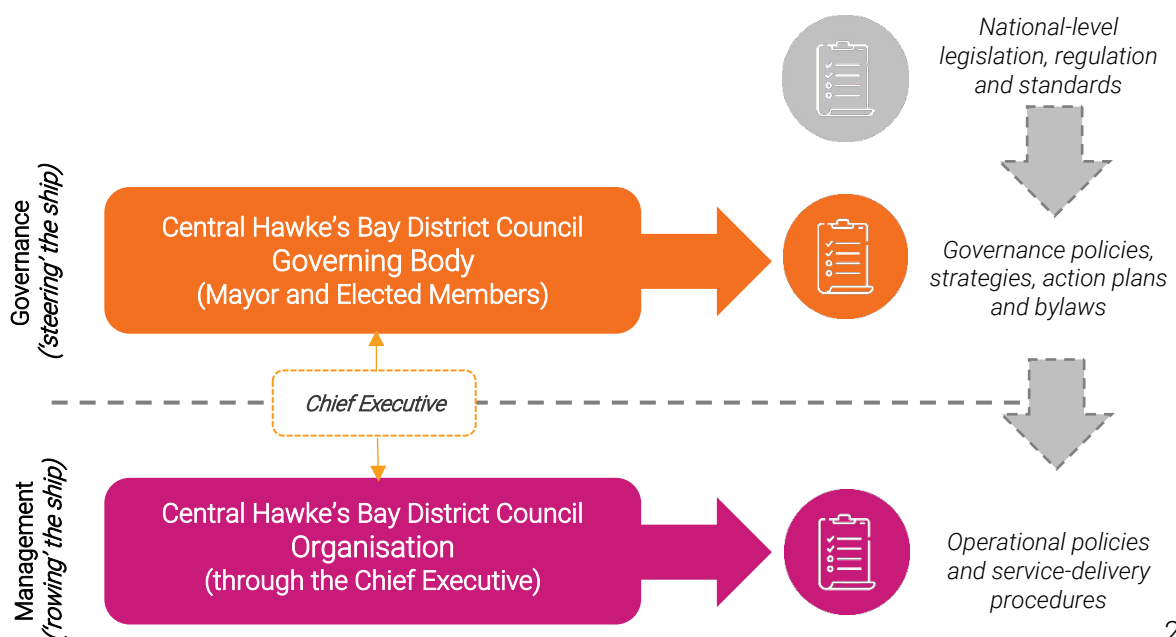
# Central Hawke's Bay District Council Governance Policy Framework

Central Hawke's Bay District Council has a wide range of policies that provide guidelines for all types of decision making. We have specific policies that guide how we manage and control dogs to policies that guide Council in making significant financial investments on behalf of the whole community. Policies exist to guide Councillors and staff in their decision-making processes. Some policies exist at a Governance level to specifically assist Councillors execute their representation and local governance duties. Other policies exist at an Organisational Level and provide guidance to Chief Executive, Executive Leadership Team and staff about operational matters.

- **Governance policies** are the responsibility of Elected Members. These policies can only be amended, deleted or adopted by resolution in Council or Council Committee. They exist to set the parameters of operational decision-making and activities – their main focus is on what Local Government New Zealand calls 'the steering of the ship' in its Elected Members Handbook. They capture the 'big picture' issues of how to make our community THRIVE.
- **Organisational policies** are the responsibility of the Chief Executive and Executive Leadership Team. They can only be amended, deleted or adopted by these parties. These policies are mainly focussed on internal activities and guide operational decision-making. Local Government New Zealand calls this 'rowing of the ship'; that is, ensuring the ship is moving in order to reach the destination set by Elected Members.'

In smaller Councils like ours it can sometimes be difficult to precisely define the line between governance and management. Elected Members, for example, may find themselves more closely involved with the operation of their council than members in large councils. The Auditor General notes that documents such as this Governance Policy Framework 'provide a vital framework for clarifying and delegating respective roles and responsibilities', helping to introduce clearer definition between the responsibilities of governance and management.

This policy framework considers the range of Governance Policies. A separate framework is currently being developed for the Council's Organisational Policies. A list of Organisational Policies is provided in **Appendix A**.



## Purpose

The purpose of this framework is to:

- clearly identify the collection of Governance Policies at Central Hawke's Bay District Council that Elected Members are responsible for.
- Mapping the policies according to nature and type provides an overall picture of what is included in the policy portfolio.
- Further understanding of each group of policies and the scope of Councillors decision making is provided through a brief description of the policy, the types of decisions that can be made and the general considerations involved with good decision making.
- To demonstrate the integration between the policies in the portfolio connections with other policies are identified.
- Finally, to assist Council Staff and Elected Members develop a policy review work programme the high-level review timeframes for each policy are indicated.

## Relationship with other documents

**Long Term Plan:** this sets the long-term direction and vision for the District. It has a 10-year (although some parts have a 30-year) outlook. The vision that this creates sets the framework for any review of policies. Additionally, many policies included in the framework are legally required as part of the Long Term Plan process. Those policies denoted in the table below with a \*.

**Levels of Service:** these set the expected outcome from Council activities. They are Council's way of representing the value that our activities provide to the community, or how the community experience those activities. These are set through the Long Term Plan, but are given rigour through associated policies. For example, we will set service levels for 3 Waters, but the Water Conservation Policy will provide the direction that underpins how we operationally manage that area, and thus influences how we deliver our levels of service.

**Governance Statement:** This is a guide to how the Central Hawke's Bay District Council makes decisions. It provides details about the Council's appointments of committees, sub committees, other subordinate decision-making bodies and joint committees and the kinds of decisions they have delegated authority to make on behalf of Council.

**Committee Terms of Reference:** at the beginning of each triennium, Council decides how to structure itself to balance its workload and allow for appropriate discussion and deliberation of issues. The Committee Terms of Reference is the document that outlines what Committees will exist, their membership, scope and powers and delegations.

**Delegations Manual:** Council delegates a range of decision-making powers. As well as the powers outlined in the governance statement, the Chief Executive also has a range of delegations to enable Council to operate on a day-to-day basis. Some of these delegations are passed to staff, especially in the regulatory area, through the Chief Executive Delegations Register (which is an operational document).

**Policy Review Framework:** outlines a standard process for reviewing developing and policies at Central Hawke's Bay District Council. Included is the process for developing draft policies, reviewing, applying and amending policies to ensure there is a consistent and transparent approach taken across the organisation.

**Policy Framework Procedures and templates:** show how policy documents are to be developed ensuring a consistent corporate style is applied across all policy documents.

## How Governance Policies Sit in the Bigger Picture

The table below shows where policies sit in the hierarchy of governance instruments. Sometimes the hierarchy can change depending on the nature of the issue being covered and the size of the Council. For example, for Central Hawke’s District Council Bay the Non-Rateable Funding Strategic Framework sits above the policies, whereas in other cases that framework may be used between a Policy and an Action Plan.

Instrument	Purpose	
Legislation	Legislation is formal and binding laws that have been passed by Parliament and received royal assent.	
Regulations	Regulations are those regulations made by under authority of legislation by the appropriate delegate (usually the relevant Minister).	
Standards/ Guidelines	National standards are set under legislation by agencies such as the Ministry for the Environment, and are usually mandatory. Guidelines are similar and offer approved and recommended approaches, but are not mandatory.	
Strategy	Strategies outline a deliberate course of action to obtain desired outcomes.	<p style="text-align: center;"><b>Framework</b></p> <p>Frameworks set out the high-level purpose for policies, strategies and bylaws how these all work together to achieve Council’s goals.</p>
Policy	Policies establish key principles and values that govern decision-making at Council and rules that are mandatory and apply across the Council.	
Action Plans	Action Plans set out key activities that Council and others will do when implementing policies and strategies	
Bylaws	Regulatory tools that can be used by Councils to enforce and give effect to policies, strategies and action plans. Can only be applied in specific circumstances under legislation.	
Procedures	Procedures listed in the Hive (Sharepoint) give detailed mandatory direction on how a policy is to be implemented.	

## Governance Policy Framework

The Local Government Act 2002 specifies that one of Council's key responsibilities is to develop and adopt policies. Policies must be developed for the purpose of local governance and must be adopted by the whole of Council. Central Hawke's Bay District Council has a wide range of Governance Policies. In this Governance Policy Framework policies have been collated into the following four groups with the Committee that is primarily responsible for them:

- Governance Leadership and Strategy (*Strategy and Wellbeing Committee*)
- Financial Decision Making and Transparency (*Finance and Infrastructure Committee*)
- Service Delivery and Asset Management, and (*Finance and Infrastructure Committee*)
- Community Engagement and Development. (*Strategy and Wellbeing Committee*)

These four areas are the same as the programme priorities under the CouncilMark™ programme. The CouncilMark™ programme is designed to improve the public's knowledge of the work councils are doing in their communities and to support individual councils further improve the service and value they provide. The programme incorporates an independent assessment system that assesses how councils are performing and the work they're undertaking to grow the value they deliver. Central Hawke's Bay District Council participates in this programme and it makes sense for our framework to align with these assessment areas.

The Committee that is primarily responsible for each of these groups have been identified in Table on page 7. This is to provide clarity over the review responsibility for those areas. Ultimate approval and adoption sits with Council. The Risk and Assurance Committee, as part of their remit, have a role in monitoring risk associated with non-compliance of governance and operational policies.

Policies vary in nature depending on their purpose and can range from high level and broad sweeping to very detailed and specific. To help distinguish between policy types each group of policies has been categorised into two general types:

- **Strategic Policies:** Those policies identified as Strategic Policies generally involve big picture thinking over the long term and often require significant decisions that will affect everyone in the district. For example, the Rating System outlines how Council will strike and collect rates across the entire district.
- **Directional Policies:** are more likely to be about a single-issue topics and provide specific direction to an area of operational activity. For example, the Land Transport Activity Management Plan (and policies) provide direction for the Land Transport Activity.

The Governance Policy Framework also includes **several omnibus policies**. The Rates Remission and Postponement Policies and the Activity Management Plans (and Policies) noted in the table below include a number of specific policies. For a full list of policies please refer to **Appendix B and C**. A full list of Bylaws is provided in **Appendix D**.

While Council can choose to create a range of policies and strategies to cover the 'big picture' issues, many of the policies and strategies are prescribed by legislation or national standards. For example, the Local Government Act requires Councils to have financial and infrastructure strategies. Other legislation such as the Sale and Supply of Alcohol Act 2012 and the Dog Control Act 1996 give Councils the ability to set their own policies.



\*Denotes those policies and strategies legally required as part of the Long Term Plan.



1. Governance Leadership and Strategy – *Strategy and Wellbeing Committee*

	Description	Decision making	Connections	Review priority <sup>1</sup>
Direction setting, vision, goals, community outcomes	<p>Direction setting encompasses council’s high-level vision and goals e.g. “<i>THRIVE</i>” and community outcomes.</p>	<p>The Long Term Plan is the umbrella in which most direction setting occurs, depending on when it falls in the triennium (some authorities will undertake extensive direction setting upon election, which then informs the Long Term Plan). In direction setting the Council considers its current strategic direction and then maps out where to go next.</p> <p>Good direction setting and decision making includes consideration of around the community’s view of well-being and the council’s contribution to promoting well-being including social, economic, environmental and cultural aspects (the ‘four wellbeings’). Direction setting also include the development of a set of community outcomes.</p> <p>Direction setting usually occurs at the beginning of an elected term. While not technically a “policy” direction setting is significantly influential</p>	Policies, Strategies and Activity Management Plans	Low 2022

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<sup>1</sup> Review priority ranges include: High where review is required in >6 months, Medium where review is required between 6-12 months, Low where review is required in <12 months

1. Governance Leadership and Strategy – *Strategy and Wellbeing Committee*

	Description	Decision making	Connections	Review priority <sup>1</sup>
		<p>on policies, identification of strategic priorities and allocation of resources.</p> <p>Elected Members are responsible for making decisions regarding Direction Setting but are assisted in their decision making by information provided by Council Officers.</p>		
<p><b>Governance Policies</b></p> <ul style="list-style-type: none"> <li>• Governance Statement</li> <li>• Standing Orders</li> <li>• Code of Conduct</li> <li>• Committee Terms of Reference</li> <li>• Delegations Manual</li> </ul>	<p>This group of “policies” provides Council guidance about its purpose, meeting procedures to enable effective Local Government and public accountability, powers and delegations to Committees, and the Chief Executive and expectations regarding Elected Member conduct.</p>	<p>These documents are procedural in nature and heavily based in legislation. For these reasons they are typically standardised by industry experts and the documents are often adopted by Council with no or little change.</p> <p>As long as Council is comfortable with content and understands the expectations and responsibilities outlined in these standardised documents the decision making required is very limited. For example, Council adopted the Model Standing Orders of the Standards Association of New Zealand.</p>	<p>Representation Policies</p>	<p>Low</p>
<p>*Maori Capacity to Decision Making Policy</p>	<p>Māori Capacity to Decision Making Policy outlines any steps Council intends to take to</p>	<p>In this policy Councils are expected to outline how they intend to build positive relationships with Māori and enable opportunities for input into decision-making. The intention is that Council</p>	<p>Significance and Engagement Policy</p>	<p>Medium</p>

1. Governance Leadership and Strategy – *Strategy and Wellbeing Committee*

	Description	Decision making	Connections	Review priority <sup>1</sup>
	develop the capacity of Māori to Council's decision-making processes.	and Māori will work together to deliver good outcomes for Māori communities and the community as a whole.  Council is working towards developing a memorandum of understanding with Te Taiwhenua o Tamatea, who represent all 9 marae in Central Hawke's Bay.		
Chief Executive Pay and Performance Policy	The Chief Executive Remuneration Policy sets out how the Chief Executive's performance will be managed and measured.	This policy is a key lever for Council to manage the overall performance of the organisation. As the operational head of Central Hawke's Bay District Council, the Chief Executive is the conduit between the Council and staff of the organisation itself. Performance expectations that are set for the Chief Executive therefore flow directly through to the Performance Development Plans of the Executive Leadership Team, People Leaders, and staff.	Delegations Manual, Levels of Service	Low
Representation Policies  <ul style="list-style-type: none"> <li>• Appointment of Council Representation Policy</li> <li>• District Licensing Committee Appointment of Members</li> </ul>	The Local Government Act enables Councils the power to appoint committees, subcommittees or other decision-making bodies	These policies outline the membership of elected members and community members on committees, sub committees and other trusts and boards. Good decision making is guided by the Local Government Act that provides Council with direction over its powers of delegation.	Governance Statement	Low

1. Governance Leadership and Strategy – *Strategy and Wellbeing Committee*

	Description	Decision making	Connections	Review priority <sup>1</sup>
	to make decisions on the Council's behalf.	<p>The composition and membership of committees is normally reviewed at each triennial election – but Council, through various Acts, consents and the constitutions of other entities, is also represented on a number of other Boards, Committees, Groups, Trusts and similar entities.</p> <p>In addition – Council provides treasury administrative support to a number of entities, where it is in the public interest that Council be involved.</p>		
Elected Member Expenses and Remuneration Policy	This policy sets out rules on the claiming of expenses by elected members and the resources that will be available to them during their term of office.	<p>The aim of this policy is to ensure that a transparent and accountable process is outlined regarding the reimbursement of costs that elected members may incur while conducting duties.</p> <p>Costs for expenses must have a justifiable business purpose, be moderate and conservative to the circumstances, and be appropriate. Expense claims are audited and transparency is achieved through the six-monthly publication of expenses on the Council's website.</p>	Code of Conduct	Low

1. Governance Leadership and Strategy – *Strategy and Wellbeing Committee*

	Description	Decision making	Connections	Review priority <sup>1</sup>
		The Remuneration Policy outlines Council's agreed approach to allocating the Elected Members salary pool that is set by the Remuneration Authority.		

2. Financial Decision Making and Transparency – *Finance and Infrastructure Committee*

	Description	Decision making	Connections	Review priority
Non-Rateable Funding Strategic Framework	This Framework aims to identify and implement opportunities to create new revenue for Council, seeking to reduce the reliance on rates to fund the range of operational activities and capital projects Council delivers.	<p>This strategic framework sets clear direction to reduce Council’s reliance on rates through a variety of mechanisms. It was created in recognition that the District faces significant funding challenges in the future, in particular addressing under-investment in three waters activities and responding to the increasing impact of weather events on the Districts roading network.</p> <p>The Non-Rateable Funding Strategic Framework sets out a range of initiatives to deliver on the strategy, such as exploring opportunities around partnership funding for projects, and to develop and External Funding Policy. The Chief Executive develops an operational work programme that will look to prioritise and achieve the key initiatives over a three-year programme.</p>	Funding and financial policies	Low
<p>Funding and financial policies</p> <ul style="list-style-type: none"> <li>• Development Contributions Policy</li> <li>• *Revenue and Financing Policy</li> <li>• Rating System Policy</li> <li>• Financial Strategy</li> </ul>	This suite of policies enables Council to obtain financial resources via rates, establish funding tools, manage resources and allocate them towards strategic priorities.	The funding and financial policies establish the systems and procedures for Council’s revenue sources. These policies determine how rates will be set, applied and collected, funding from other sources, how fees and charges will be determined, and Council’s approach to managing its financial resources over the long term.	Non-Rateable Funding Strategic Framework	High

2. Financial Decision Making and Transparency – *Finance and Infrastructure Committee*

	Description	Decision making	Connections	Review priority
		<p>Good decision making in funding and financial policy development requires careful consideration and alignment with the relevant legislative requirements. Some policies require the inclusion of mandatory content and others have specific review processes. Council must be able to show how it has complied with these.</p> <p>Errors in the development of funding and financial policies can have dire financial consequences and at worse can result in Council's not being able to strike rates or collect enough revenue to fund programmes. Care must be taken to carefully express Council's intention and avoid the risk of being misinterpreted.</p> <p>Like other governance policies, elected members are ultimately responsible for approving policies. However, due to the complexity and risk of failure associated with funding and financial policies it is important that Elected Members are well supported in their decision making with expert officer advice provided from the Chief Financial Officer, Chief Executive and other relevant staff. External legal advice on the elements of the funding and financial policies may also be sought.</p>		

2. Financial Decision Making and Transparency – *Finance and Infrastructure Committee*

	Description	Decision making	Connections	Review priority
Procurement Policy	This policy describes the rules and principles Council has to abide by when obtaining good, services or works from an external source (typically via tendering or a competitive bidding process).	While Local Government is not required to follow the NZ Government guidelines, they are strongly encouraged to in order to bring consistency to the wider government network.  A clear Procurement Policy directly aligns with the principles of good governance. It creates a structure for obtaining high value items and ensures transparency over that process. The absence of a policy is a significant risk.	Governance policies, Funding and Financial policies, Asset Management Policies and Plans	Low
Risk Framework	Risk Management is an integral part of good management practice. Successfully managing risk ensures Council is able to support the ongoing vision and objectives of the District.	The importance of risk management in decision-making cannot be overstated. Without considering what risk exists, and then putting in place appropriate measures to manage those risks, it is difficult for the organisation to achieve its goals.  The Risk Framework contains a set of principles, clear roles and responsibilities, and a risk management process, to ensure consistency in decision-making.	Governance policies, Funding and Financial policies, Asset and Activity Management Plans	Low
Rates Remissions and Postponement Policies	A range of policies that outline the circumstances	The Rates Remission and Postponement Policies includes 11 policies that specifically detail how	Funding and Financial Policies	High



2. Financial Decision Making and Transparency – *Finance and Infrastructure Committee*

	Description	Decision making	Connections	Review priority
	<p>where Council is prepared to waive rates.</p>	<p>certain groups, organisations, individuals may be exempt from paying rates.</p> <p>Good decision making in this suite of policies includes being clear about Council’s rationale for exempting certain groups from paying rates. E.g. Sports Clubs that make a positive contribution to the wellbeing of the community may be exempt from paying rates.</p> <p>Expert advice about the integrated nature of rating systems will lessen the risk of Councillors making decisions in isolation for a specific group of ratepayers that result in unintended consequences for other groups of ratepayers. With the guidance of the Chief Executive and Council Staff councillors should be made aware of the implications and options of shifting of rates payments from one group to another and the impact on the whole rating system.</p>		
<p>Treasury Management Policy including Liability Management and Investment Policies</p>	<p>The purpose of the Treasury Management Policy is to outline approved policies and procedures in respect of treasury activities. The formalisation of such</p>	<p>The Council has ultimate responsibility for ensuring that there is an effective Policy for the management of its risks. In this respect the Council decides the level and nature of financial risks that are acceptable, given Council’s statutory objectives. The Council is responsible for</p>	<p>Financial Strategy</p>	<p>Med</p>

2. Financial Decision Making and Transparency – *Finance and Infrastructure Committee*

	Description	Decision making	Connections	Review priority
	<p>policies and procedures will enable treasury risks within Council to be prudently managed.</p>	<p>approving the Policy. Council has responsibility for:</p> <p>Approving the long-term financial position of Council through the Long Term Plan and Financial Strategy along with the adopted Annual Plan.</p> <p>Approve and adopt the Liability Management and Investment Policies (the Treasury Management Policy).</p> <p>Approval for one-off transactions falling outside Policy</p>		

3. Service delivery and asset management - *Finance and Infrastructure Committee*

	Description	Decision making	Connections	Review priority
Infrastructure Strategy	The Infrastructure Strategy demonstrates how Council is intending to respond and manage significant asset requirements over a 30-year period.	<p>The Infrastructure Strategy is mandated under the Local Government Act and is a core part of Council’s Long Term Plan. Council must tell a clear and credible story of how it plans to manage its current and future infrastructure over the next 30 years or more. It must identify significant asset issues and demonstrate it has a plan in place to address those issues.</p> <p>For example, the impact of population growth and decline, threats and risks to infrastructure though natural hazards and climate change are all issues that have to be considered. Council will need to consider a range of options on how best to manage changes in demand e.g. increased expenditure to meet changing drinking water standards.</p> <p>The long-term nature of this strategy will require consideration of the needs of future generations and what financial resources will be required. This requires strong alignment between the Infrastructure Strategy and the Financial Strategy, as well as clear links to service levels in the Long Term Plan.</p>	Financial Strategy and Asset Management Plans	High
Asset Management Policy	The Asset Management Policy contains a set of asset management principles and policy	Having an Asset Management Policy in place is good practice. It allows Council to set an expectation as to how Asset Management Plans should be developed and reviewed. The principles are consistent with the	Infrastructure Strategy and Asset	Low

3. Service delivery and asset management - *Finance and Infrastructure Committee*

	Description	Decision making	Connections	Review priority
	<p>statements to guide and influence the way that Council manages its assets.</p>	<p>strategic direction of the District and the community outcomes in the Long-Term Plan, allowing it to positively influence the impact asset management has on the achievement of those outcomes.</p> <p>The policy helps Council manage risk by clearly articulating principles to be applied in the development of Asset Management Plans, rather than just being implied or inferred in the absence of one. It allows for Council and staff to check back to ensure AMPs are developed/reviewed against a consistent standard.</p> <p>This policy has a long-term view because it directly influences the development of AMPs, which are key components of the Long-Term Plan. When it is reviewed, it will require consideration of the needs of future generations. This requires strong alignment with the Infrastructure Strategy (and vice versa).</p>	<p>Management Plans</p>	
<p>District Plan</p>	<p>The District Plan outlines how we use land and manage land use, including looking at construction principles,</p>	<p>Councils are legally required to have a District Plan in place. It is through a District Plan that Council is able to give life to its vision for the community. It takes a long-term view, and when being reviewed, requires careful consideration of the needs of future generations.</p>	<p>Long Term Plan, Asset and Activity Management Plans, Regulatory Policies and Bylaws</p>	<p>Low</p>

3. Service delivery and asset management - *Finance and Infrastructure Committee*

	Description	Decision making	Connections	Review priority
	noise and heritage values of the District.	The Plan influences the long-term outlook of the District because it contains clear rules about what kind of activity is permitted, and what requires consent. For example, what areas are identified for future growth, and what areas need to be protected.		
<p>*Activity Management Plans (and policies) refer Appendix C</p> <ul style="list-style-type: none"> <li>• Land Transport Activity Management Plan</li> <li>• Solid Waste Activity Management Plan</li> <li>• Drinking Water Activity Management Plan</li> <li>• Wastewater Activity Management Plan</li> <li>• Storm water Activity Management Plan</li> <li>• Community Facilities Activity Management Plan</li> <li>• Regulatory Group Activity Management Plan</li> </ul>	Activity Management Plans focus on the activities, services and outcomes the Council is delivering and the assets needed to deliver them.	<p>The Activity Management Plans provide for the co-ordinated management of activities to deliver on Council's objectives. Council has a range of different decision-making opportunities to make when developing and approving Activity Management Plans. This will involve considering and approving the alignment between strategic management of the activity and any associated assets, and long-term approach to the provision and maintenance, and provided levels of service. A number of policies are associated with Activity Management Plans and these are used to support the overall objectives of the activities.</p> <p>Elected Members are responsible for approving Activity Management Plans (and Policies) but are assisted in their decision making by information provided by Activity Managers.</p>	Infrastructure Strategy and Financial Strategy	High

3. Service delivery and asset management - *Finance and Infrastructure Committee*

	Description	Decision making	Connections	Review priority
<p>Bylaws</p> <ul style="list-style-type: none"> <li>• For a full list refer Appendix D</li> </ul>	<p>Bylaws are legislative instruments that give effect to policy.</p>	<p>Bylaws can be used to encourage behaviours to maintain desired community conduct e.g. restricting urban residents from keeping roosters to avoid the noise from annoying their neighbours. Bylaws can be enforced through a range of measures e.g. fines, orders and prosecution.</p> <p>Council has a number of bylaws and good decision making will involve consideration of the entire bylaw portfolio to avoid the risk of any unintended consequences between bylaws. Bylaws are legal documents and legal advice is often sought prior to adoption to ensure bylaws meet legal requirements and are enforceable.</p> <p>The bylaws are reviewed and drafted by Council Officers and formally adopted by Elected Members. The Chief Executive's role is to ensure the Bylaws are enacted.</p>	<p>Service Delivery Policies</p>	<p>Low</p>
<p>Regulatory policies</p> <ul style="list-style-type: none"> <li>• Smoke Free Policy</li> <li>• Local Alcohol Policy</li> <li>• Class 4 Gambling and Board Venue Policy</li> <li>• Sale of Liquor Policy</li> </ul>	<p>These policies are Council's response to specific pieces of legislation. They establish local regulatory</p>	<p>A number of pieces of legislation provide Councils with the ability to introduce policies to tailor regulatory responses to the needs of their communities. In some cases – such as the Dog Control Act 1996 – Councils must have a policy in respect of dogs in their area. In other cases these policies are not mandatory,</p>	<p>Bylaws</p>	<p>Low - High depending on policy review date and</p>

3. Service delivery and asset management - *Finance and Infrastructure Committee*

	Description	Decision making	Connections	Review priority
<ul style="list-style-type: none"> <li>• Local Approved Products Policy</li> <li>• Dog Control Policy</li> <li>• Dangerous, Earthquake-Prone and Insanitary Buildings Policy</li> <li>• Water Conservation Policy</li> </ul>	<p>approaches to national issues.</p>	<p>although national-level regulations can often apply if Council's do not adopt their own policies.</p> <p>While Councils are empowered to set their own policies, these have to operate within the boundaries set by legislation. There will often be things that Councils must cover in the policies (and there is no discretion allowed), and also directions on what Councils must have regard to when setting the policies (high-level outcomes to guide decision-making on the specific issue).</p>		<p>legislative changes</p>

4. Community Engagement and Development – *Strategy and Wellbeing Committee*

	Description	Decision making	Connections	Review priority
Environmental Strategy Economic Development Strategy Social Development Strategy (in development) Maori Development Strategy (in development)	These strategies identify and articulate the objectives that Council and the community want to achieve. Details are provided about the current situation, ideal situation and the actions required to make change.	Council has chosen to develop local strategies in response to meeting Council objectives and community aspirations identified in Project THRIVE.  As these strategies are not prescribed by the Local Government Act, Elected Members have freedom and flexibility about strategy contents. However, the general principles of good governance and decision making as described by the Local Government Act still apply including making decisions that promote community wellbeing and the best interests of the whole community now and in the future. Community views must be considered in an open and transparent matter and consideration given to those in the community that may have an interest in matters being considered.	Action Plans	Low
*Significance and Engagement Policy	The purpose of the policy is to enable Council and the community to identify the degree of significance of particular matters, provide clarity about how and when communities can expect to be engaged in decisions	Council’s Significance and Engagement Policy sets out the form of consultation to be undertaken relative to community preferences for specific matters, given their significance (significance being either financial or non-financial). The types of consultation range on a spectrum from informing – which involves one-way communication from council to the community about something that is	Maori Capacity to Decision Making	High



4. Community Engagement and Development – *Strategy and Wellbeing Committee*

	Description	Decision making	Connections	Review priority
	<p>about such matters, and inform the Council from the beginning of a decision-making process about the extent of any public engagement that is expected before a particular decision is made on the form or type of engagement required.</p>	<p>going to happen i.e. a water shutdown notice through to empowering where Council may delegate decision making to the community.</p> <p>The significance of an issue is considered on a case by case basis. Significant matters will be to be subject to more substantive levels of engagement and consultation. Likewise, engagement and consultation approaches will be considerably less on matters of minor concern or interest to communities.</p> <p>Council decides what type of engagement is appropriate based on how the significant the issue is. Good decision making will take into consideration the Council’s existing level of knowledge of community preferences and views. This is particularly relevant of a consultation on the same issue had recently been held.</p> <p>The development of the policy is guided by the Chief Executive and usually Council’s Communications Officers. Council officers assist Elected Members to implement the Significance and Engagement Policy by making recommendations about community context, and the level of community engagement appropriate for the issue being considered.</p>		

4. Community Engagement and Development – *Strategy and Wellbeing Committee*

	Description	Decision making	Connections	Review priority
<p><b>Action Plans</b></p> <ul style="list-style-type: none"> <li>• Economic Development Action Plan</li> <li>• Environmental and Sustainability Action Plan</li> <li>• Youth Action Plan</li> <li>• Positive Ageing</li> <li>• Disability Reference Group Action Plan</li> <li>• Safer CHB</li> </ul>	<p>Council’s range of Action Plans outline what activities will be undertaken to ensure the objectives identified in Council’s strategies will be achieved.</p>	<p>Action Plans include a range of specific and often prioritised actions that when completed will assist in bringing about the strategy objectives Council seeks.</p> <p>Council’s key decision-making role is ensuring alignment between strategy objectives and actions.</p> <p>Councils are faced with difficult decisions about allocating scarce resources between competing demands, requiring them to make difficult trade-off decisions about the most effective actions to take. Elected Members are assisted in their decision making by the relevant Council Officer responsible for implementing the Strategy.</p>	<p>Environmental Strategy</p> <p>Economic Development Strategy</p>	<p>Low</p>
<p>Civic and Community Awards Policy</p>	<p>This policy establishes the process for awarding the Civic Awards.</p>	<p>This policy sets out key processes for the maximum number of people to receive a Civic Award each year, and how they should be chosen. It sets out:</p> <ul style="list-style-type: none"> <li>• not more than four persons on an annual basis</li> <li>• nominations of candidates for the awards shall be called for by Public Notice each year in May</li> <li>• a Selection Panel will be formed by Council to make the awards</li> <li>• two citizen representatives will be on the Selection Panel (Group President of the Central</li> </ul>		<p>High</p>

4. Community Engagement and Development – *Strategy and Wellbeing Committee*

	Description	Decision making	Connections	Review priority
		Hawke’s Bay Women’s Institute (or a replacement nominated by the Central Hawke’s Bay Women’s Institute), and an additional citizen nominated by Council).		
Community Voluntary Organisation Support (CVOS) Funding Policy	This policy outlines the process regarding the allocation Community Voluntary Organisation Support Funding, Environmental and Sustainability Funding, Creative Communities Grants and Sport NZ Rural Travel Grants.	Council recognises community funding as a major contributor towards supporting the achievement of Council’s and the Communities vision for the future and to support our community to THRIVE. There are a range of grants and funding options available for Central Hawke’s Bay groups and communities.  Good practice around the decision to allocate funding includes ensuring that there is clear alignment between the funding proposal and the outcomes that Council or other funding bodies seeks.	Social Development Strategy  Environmental Strategy	Low

# Appendix A – Organisational Policies

## 1. Administration

- Lost Property Procedure
- Lost Property Policy
- Purchases
- Postal Address Format
- Records Management Paper Based
- Responsibility for Cash

## 2. Corporate Procedures

- Credit Card Operation
- LGOIMA Requests

## 3. Information Services

- Booking Resources
- Information Systems
- Telecommunication
- Website File-Directory Conventions

## 4. People and Capability

- Child Protection Policy
- Community Service Leave Guideline
- Conflict of Interest Policy
- Drug and Alcohol Policy and Procedure
- Hours of Work and Flexible Working Hours
- Koha Procedure
- Leave Policy
- Motor Vehicle Use
- Pay and Performance Policy
- Protected Disclosures Act
- Public Relations
- Recognising our People Guideline
- Respectful Workplace Procedure
- Security of Information and Premises
- Sensitive Expenditure
- Sick Leave Bank Policy
- Staff Conduct Procedure
- Staff Making Personal Submissions
- Training and Travel Policy

## 5. Planning and Regulatory

- Trading in Public Places
- Geotechnical Site Investigation Guidelines

## 6. Safety and Wellbeing

- Emergency Procedures
- Hazard-Risk Management
- Health and Safety
- Incident Accident Procedure
- Lone Worker Procedure
- Rehabilitation
- Stress Management

## Appendix B - Rates Remissions and Postponement Policies

- Community Contribution and Club Rebate Remission Policy
- Uniform Annual Charges on Contiguous Properties Remission Policy
- Rates Discount Policy
- Rates Holiday Postponement Policy
- Remission on Rates for QEII Trust Land for Natural, Historic or Cultural Conservation Policy
- Remission of Rates – Maori Freehold Land Policy
- Postponement of Rates for Natural Calamities Policy
- Remission of Additional Charges Policy
- School Sewerage Charges Remission Policy
- Outstanding accounts Policy
- Remission of Rates Policy
- Remission of water rates attributable to water leaks.

## Appendix C – Activity Management Plans (and Policies)

### Land Transport Activity Management Plan

- Ad Hoc Road Signs Policy
- Dust Suppression Policy
- Enclosure of Road Reserve Policy
- Footpaths Policy
- Formation, Subdivision and Maintenance of No-Exit Roads Policy
- Roadside Planting Policy
- Roadside Stabilisation and Tree Management Policy
- Roadside Weed Control Policy
- Stock Underpass Policy
- Use of Road Reserve for Permanent Commercial Display Policy
- Vehicle Crossing Policy
- Allocation of Property Numbers Policy
- Naming of Streets and Roads Policy

### Solid Waste Activity Management Plan

- Solid Waste Policy

### Storm Water Activity Management Plan

- Storm water Drainage Policy
- Storm water Laterals and Sewer Repairs

### Community Facilities Activity Management Plan

- Camping Policy
- Cemeteries Policy
- Cultural Policy
- Indoor Heated Swimming Pool Policy
- Library Policy
- Parks and Reserves Policy
- Retirement Housing Policy
- Swimming Pools Policy
- District Hall Committees Policy
- District Hall Policy
- Acquisition of Esplanade Policy

## Appendix D – Bylaws

- Introductory Bylaw
- Public Places Bylaw
- Hostels Bylaw
- Trading in Public Places Bylaw
- Livestock Movement and Animals in Public Places Bylaw
- Solid Waste Bylaw
- Water Supply Bylaw
- Control of advertising signs Bylaw
- Dog Control Bylaw
- The Keeping of Animals, Poultry and Bees Bylaw
- Cemeteries Bylaw
- Stormwater Bylaw
- Wastewater Bylaw
- Trade Waste Bylaw
- Traffic Bylaw
- Speed Limits Bylaw
- Liquor Control in Public Places Bylaw



