

Te rangapū, te whakahaere, te tātaki Partnerships, governance and leadership



This group of activities is made up of the following activities:

- Governance
- Iwi and Hapū Relationships
- Community Wellbeing and Relationships

WHY WE DELIVER THIS GROUP OF ACTIVITIES

The Partnerships, Governance and Leadership Group provides the leadership and oversight for Council's strategic decision-making and relationships, and community wellbeing in the region. The governance function, made up of the elected members sitting as Council, the six committees of Council and the Joint Committees, represent their constituent communities around the Council table.

This group is also focused on developing and maintaining strong iwi and hapū partnerships, as well as informing, educating, and empowering the diverse range of communities across the rohe.

Contribution to Council's strategic priorities

The Partnerships, Governance and Leadership Group is focused on Council's strategic priorities, in the following ways:

1. Building resilience to the impacts of climate change

- Through our Climate Action Plan (2023) we have committed to a wide range of actions that will both increase our understanding of the challenges our region faces and empower our communities to be more resilient to the impacts of climate change that are specific to them.
- Council's decision in March 2023 to decarbonise the Palmerston North bus fleet has meant that, as of 2024, Palmerston North will be the first city in Aotearoa New Zealand with a fully electric bus fleet. This directly reduces the amount of greenhouse gas emissions from the transport network.
- We provide timely and accurate messaging to our communities to ensure they are prepared for natural hazard events.

Ngā putanga ā-hapori Our community outcomes



He whakamana hapori, he hapori kori
Our region's communities are vibrant and empowered



He pūnaha hauropi ora
Our region's ecosystems are healthy



He rohe piki te ōhanga, piki te taiao
Our region's economy is thriving and environmentally sustainable

2. A holistic approach, from the mountains to the sea (integrated catchment management)

- In the first three years of this Long-term Plan we will be reconsidering our approach to the way we are managing our river catchments. We recognise that we need to take a more integrated approach to ensure efficient and sustainable environmental, economic and cultural outcomes. Designing and developing an integrated catchment management approach is a huge project in the short term but will have considerable benefits in the medium to long term. For more discussion on this project, see *Te anga rautaki* | *Strategic Framework*, page 4.

3. Strengthening partnerships with tangata whenua

- We are committed to becoming better Tiriti/Treaty partners. We have several formal, active relationship agreements with iwi and Hapū in the rohe, and we seek to develop more as appropriate.
- In the first year of this Long-term Plan we will undertake an independent Tiriti/Treaty partnership health check to assess where we can do better, then for years 2-3 we will act on the areas for improvement.
- Elected members and staff are encouraged to participate in a cultural confidence programme so that they can incorporate their increased understanding of te ao and te reo Māori into their mahi and everyday lives.

4. Connecting people and place through effective public transport connections

- Our Regional Public Transport Plan is ambitious as we seek to increase the use of public transport in our urban areas and provide community transport connections in some of our more isolated rural areas.

In addition to the governance-level focus on the strategic priorities, our Communications function plays a key role in connecting communities with information and activities related to the four priority areas, and highlighting Horizons' work in those areas.

Contribution to Council's community outcomes

The Partnerships, Governance and Leadership Group contributes to all six of our community outcomes by having a holistic focus in the decision-making process and engagement with the community.

1. Our region's communities are vibrant and empowered

- We provide effective leadership and make future-focused decisions that benefit the community.
- We develop and maintain formal and informal partnerships that benefit the region, or distinct communities.
- We inform and educate the community about Council mahi that impacts them.

2. Our region's communities are resilient to the impacts of natural hazards and climate change

- We work with local and regional authorities, tangata whenua, and community groups to provide leadership and direction to promote community resilience.
- Our communications function has a direct impact on the resilience of our communities, through the provision of timely and accurate messaging to ensure they are prepared for natural hazard events.

3. Our region's ecosystems are healthy

- We seek to make wise, evidence-based decisions that promote the health and longevity of our region's varied and unique ecosystems.
- We help tamariki and rangatahi learn about and engage with te taiao/ the natural environment so that they are empowered to make decisions about their future.

4. Our region's economy is thriving and environmentally sustainable

- We consider the challenges and opportunities of balancing economic and environmental wellbeing as we make decisions.

5. Our region has effective transport networks

- Our Regional Land Transport Plan and Regional Public Transport plan set out an integrated approach to the transport networks in the rohe/ region that provide for our current and future communities.
- We seek feedback from our communities about their transport needs and regularly communicate with them about matters that impact them.



He whanaungatanga whai mana
Our region's relationship with iwi and hapū are respectful and mana-enhancing



He whatunga waka mauritau
Our region has effective transport networks



He hapori manawaroa
Our region's communities are resilient to the impact of natural hazards and climate change

6. Our region's relationships with iwi and hapū are respectful and mana-enhancing

- We seek to become better Te Tiriti/ Treaty partners by seeking meaningful partnerships with tangata whenua, by seeking their participation in planning and decision making, by supporting capacity and capability building.

CHALLENGES WE FACE

As discussed in *Ngā tino wero ki mua* | *Council's key challenges in the coming years* (page 9) Council, as a governing body, is navigating a complex range of challenges, several of which are interconnected. The key areas of challenge are:

1. Uncertainty about changes to central government policy and the timing and implications of those changes.
2. Increasing regulatory complexity
3. The impacts of climate change
4. Competitive talent market
5. Changing technology
6. Increasing costs / affordability

Ngā putanga ā-hapori Our community outcomes



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Governance

WHAT WE DO

As a team, the councillors provide governance oversight and decision-making for the organisation through regular Council and Committee meetings. In addition to setting and monitoring policy, the Council keeps abreast of relevant matters so that emerging issues for the region can be investigated and planned for.

KEY PROJECTS

Integrated Catchment Management project

In the first three years of this Long-term Plan Council will undertake a significant project to transition from a catchment-by catchment approach to managing our waterways, to an integrated catchment management approach. This is a Strategic priority for Council. (See *Contribution to Council's strategic priorities*, page 128).

Representation Review and Reform

All councils are required to review their representation arrangements at least every six years, so they are in place prior to an election. The next review is scheduled for 2025. Council will seek community views on whether or not the current constituency boundaries met their needs as ratepayers and members of the community. Council will also consider the most appropriate voting system to use.

CHANGES IN WHAT WE WILL DELIVER

There are no significant changes planned for the way we will deliver the governance function of Council.

NEGATIVE EFFECTS ON COMMUNITY WELLBEING

As a statutory governance body Council must make decisions on behalf of the community as a whole. Likewise, as a regulatory body, Council is required to enact central government policy and regulation. These decisions and/or actions have different impacts on different members of the community. Some individuals or communities may see these decisions and actions as having a negative impact on their social, economic, environmental, or cultural wellbeing. Council always tries to weigh up the positive and negative effects of its decisions on affected communities.

HOW WE WILL FUND THIS ACTIVITY

We will fund this activity separately to other activities to provide transparency and accountability in relation to costs and benefits.

Funding arrangements

- 100% UAGC

Rationale

- The Governance activity is needed to fulfil legislative requirements.

The whole region benefits from robust and democratic governance that enables local decision making and action by, and on behalf of, communities, and promotes the social, economic, environmental and cultural wellbeing of communities now and in the future



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PERFORMANCE TARGETS

ACTIVITY: GOVERNANCE

Council’s purpose is a) to enable democratic local decision-making and action by, and on behalf of, communities; and, b) to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future.³⁷ Our performance goals are expressed through our strategic priorities and community outcomes.

Measuring successful delivery of these things on an annual basis is difficult because governance the impacts of our decisions are mostly experienced in the longer term rather than within a single year.

Thinking about impact on an annual basis, if the Governance Team (the elected members) does its job well, the rest of Council will perform well. Our success is measured by the performance of the whole Council team. Rather than using numbers or percentages to measure how well we are doing as a Governance Team, we will undertake an honest assessment of how we did each year to be included in the Annual Report. We will use our strategic priorities and community outcomes as a framework for that assessment. For each of our strategic priorities, we will ask ourselves, and report on, the following questions:

1. What actions did we take to demonstrate our commitment to this strategic priority?
2. What happened as a result of our actions?
3. What difference has been made as a result of our actions?
4. What lessons have we learned? What can we improve on in the future?

³⁷ Local Government Act 2022, Section 10.

Ngā putanga ā-hapori Our community outcomes



He whakamana hapori, he hapori kori

Our region’s communities are vibrant and empowered



He pūnaha hauropi ora

Our region’s ecosystems are healthy



He rohe piki te ōhanga, piki te taiao

Our region’s economy is thriving and environmentally sustainable

Iwi and hapū relationships

WHAT WE DO

Our Iwi and Hapū Relationships advisors are responsible for supporting Horizons' role in post-settlement co-governance structures and building relationships with Māori to enable meaningful engagement and partnership in policy development. Our region benefits when tangata whenua participate in planning and decision making. Council also has a statutory responsibility to enable increased capacity for iwi and hapū to contribute to Council's decision-making processes.

In addition, as an organisation we need to equip our staff with the skills and knowledge to be able to meet our obligations and to carry out our roles effectively. We are investing in developing staff capability and cultural understanding to work confidently in the iwi and hapū relationships space.

For further discussion on Council's commitment to becoming better te Tiriti/Treaty partners, see page 1.

KEY PROJECTS

Engagement with iwi and hapū is an important part of all of Council's projects. The key projects of Council need the active involvement of tangata whenua (to the extent they wish to be involved) through all the stages of the project, including initiation, planning and execution. Resourcing is required to facilitate engagement and enable tangata whenua to develop their capacity and capability to participate.

CHANGES IN WHAT WE WILL DELIVER

Strengthening partnerships with tangata whenua is a strategic priority for Horizons. To enable improved engagement with iwi and hapū in the region

we have created two additional roles, one starting in 2024 (year 1) and one starting in 2025 (year 2).

Council will gradually increase investment in the capacity and capability of iwi and hapū to engage with Horizons on a range of natural resource matters.

NEGATIVE EFFECTS ON COMMUNITY WELLBEING

There are no significant negative effects of this activity on the social, economic, environmental or cultural wellbeing of our communities.

HOW WE WILL FUND THIS ACTIVITY

We will fund this activity separately to other activities to provide transparency and accountability in relation to costs and benefits.

Funding arrangements

- 100% UAGC

Rationale

- Legislative requirements mandate engagement with the community, with particular requirements for iwi and hapū.

Benefits from this activity are intergenerational and accrue to the whole region. Communities benefit from the quality of decision making that is enabled when mana whenua participate in decisions.



He whanaungatanga whai mana
Our region's relationship with iwi and hapū are respectful and mana-enhancing



He whatunga waka mauritau
Our region has effective transport networks



He hapori manawaroa
Our region's communities are resilient to the impact of natural hazards and climate change

PERFORMANCE TARGETS

IWI AND HAPŪ RELATIONSHIPS							
Levels of service and performance measures		Performance Measure/Target					
		Baseline	2023/23 Actual	24/25 Target	25/26 Target	26/27 Target	Years 4-10 Target
1. We work towards respectful and mana-enhancing relationships with tangata whenua							
1.1	An independent Te Titiri o Waitangi partnership health check of the organisation is completed in year 1 of the LTP.	New measure. Baseline 2024/25	N/A	Achieve	N/A	N/A	Achieve 2027, 2030
1.2	Develop an implementation plan based on recommendations from the independent health check.	New measure. Baseline 2024/25	N/A	Achieve	N/A	N/A	Achieve 2027, 2030
1.3	Improving our relationship with tangata whenua is one of Council's four strategic priorities and one of our six community outcomes. We don't think numbers alone are a good way to measure how well we are doing as Te Tiriti/Treaty partners. Through a three-yearly, independent Te Titiri o Waitangi Partnership health check (see 1.1) we will gain insight into areas for improvement, and over time, we will be able to see our progress. In years 2 and 3 of each Long-term Plan we will undertake our implementation plan. At the end of each year, we will ask ourselves, and report on, the following questions: 1. What were our areas for focussed improvement? 2. What steps did we take towards improvement? 3. Examples of what happened as a result of our actions. 4. What difference has been made as a result of our actions? 5. What lessons have we learned? What can we improve on in the future?						
1.3 (cont.)	Implement steps and reflection process for areas for improvement raised in the health check in year 1.	New measure. Baseline 2024/25	N/A	N/A	Implementation and reflection undertaken as above	Implementation and reflection undertaken as above	2028, 2029, 2031, 2032 Implementation and reflection undertaken as above
2. Council staff and elected members are strongly encouraged to participate in an internal cultural competence programme							
2.1	Total average score in the Horizons Cultural Competence self-assessment survey (1=strongly disagree, 4=strongly agree)	New measure. Baseline 2022/23, avg score: 2.2	N/A	Increase on previous year	Increase on previous year	Increase on previous year	Increase on previous years

Ngā putanga ā-hapori Our community outcomes



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He pūnaha hauropi ora
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He rohe piki te ōhanga, piki te taiao
Our region's economy is thriving and environmentally sustainable

2.2	All elected members and executive leadership team participate in the cultural competence programme or undertake other related professional development every year.	New measure. Baseline 2024/25	N/A	Achieve	Achieve	Achieve	Achieve
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Community wellbeing and relationships

WHAT WE DO

We engage with the community and conduct communications campaigns through a variety of methods including digital and social media channels, media liaison, publications and consultation documents, reports and summaries, material for field staff, and event management. The emphasis of our work is to inform, educate, and empower our communities by being a trusted and credible source of meaningful information.

In addition to our Horizons work programme, the team is the communications lead for partnership projects such as Te Āpiti-Manawātū Gorge and Manawātū River Leaders' Forum. The team also plays an important role in internal communications.

To engage with our region's tamariki and rangatahi, we facilitate the Enviroschools programme throughout our rohe/region, as well as delivering programmes such as Wairoa stream studies, pest tracking and trapping, native flora and fauna education, and other community engagement activities. Our Environmental Educator also works alongside community groups, the Department of Conservation, territorial authorities, and other environmental educator providers.

KEY PROJECTS

New website

The current Horizons Regional Council website is now 8 years old and has limited functionality. With changing digital technology, we are no longer able to upgrade our existing website to provide the level of service needed for today's information requirements and expectations. A new, replacement website will enable us to provide more, better quality information to the public, improve our ability to engage with our communities and keep up with service expectations. This work is expected to begin in 2024 at a forecasted total cost of \$500,000 across 2024-25 and 2025-26. This includes the cost

of the new website platform and a fixed-term role to assist with website development and project management.

CHANGES IN WHAT WE WILL DELIVER

- The new website will enable us to provide an improved level of service to anyone seeking information or wishing to engage with Council through the website.
- It is expected that communications support will scale up to support the Orange Wai | Our Freshwater Future journey and freshwater farm plan implementation which is a result of central government legislation.
- We also aim to increase te reo Māori resources within Environmental Education and attend more community events throughout the region.

NEGATIVE EFFECTS ON COMMUNITY WELLBEING

There are no significant negative effects of this activity on the social, economic, environmental or cultural wellbeing of our communities.

HOW WE WILL FUND THIS ACTIVITY

This activity has been divided into two sub-activities for funding, following an assessment of most appropriate funding sources. This provides transparency and accountability in relation to costs and benefits.

Community relationships

Funding arrangements

- 100% UAGC

Rationale

Legislative requirements mandate engagement with the community.

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Environmental education

Funding arrangements

- 100% UAC (Environmental Initiatives)

Rationale

This service is provided to assist us in achieving our community outcomes.

The benefits of this activity are ongoing and region-wide. Council's engagement and education efforts are provided across the region.



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PERFORMANCE TARGETS

COMMUNITY WELLBEING & RELATIONSHIPS							
Levels of service and performance measures		Performance Measure/Target					
		Baseline	2023/23 Actual	24/25 Target	25/26 Target	26/27 Target	Years 4-10 Target
1. We provide relevant and valued information to communities enabling education, engagement and informed decision making.							
1.1	Percentage of media releases picked up and published by media outlets	New measure. Baseline 2022/23	90%	>90%	>90%	>90%	>90%
1.2	Number of likes/followers on all social media accounts that Horizons manages	2022/23	Achieved 25,400	>44,000	>45,000	>46,000	>47,000
1.3	Percentage of engaged website sessions ³⁸	2023/24	N/A	>60%	>65%	>65%	>65%
2. We provide the opportunity for participation in the Enviroschools programme to all primary and secondary schools and early childhood centres in the region.							
2.1	Maintain or increase school numbers in relation to territorial authority funding available ³⁹	2022/23	104	>100	>100	>100	>100
3. We provide a quality experience to schools and centres who engage with our Environmental Education team.							
3.1	Satisfaction rating via post-session surveys ⁴⁰	New measure. Baseline 2023/24	N/A	>90%	>90%	>90%	>90%
4. We provide varied opportunities for our communities to engage with staff on Council business at events throughout the region							
4.1	Horizons attendance at, and/or creation of, community events in the seven districts in the region	2022/23	N/A	>7	>7	>7	>7

³⁸ “Engaged sessions” last longer than 10 seconds, or client clicks through to a document/form, or results in 2 or more screen or page views.

³⁹ The number of schools Horizons is about to register is dependent on co-funding contributions by the Territorial Authorities in the region.

⁴⁰ Satisfied means 4-5 out of a scale of 1-5.

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HORIZONS REGIONAL COUNCIL: FUNDING IMPACT STATEMENT FOR 2024-34 FOR PARTNERSHIP, GOVERNANCE AND LEADERSHIP (\$000)

	Annual Plan 2024	2025	2026	2027	2028	Long-term Plan 2029 2030 2031 2032 2033 2034					
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	5,443	5,690	5,852	6,259	6,411	6,475	6,521	6,579	6,660	6,833	6,869
Targeted rates	316	353	361	372	384	388	397	404	411	422	429
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	280	305	311	318	326	333	340	347	354	361	368
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other	-	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	6,039	6,348	6,524	6,949	7,121	7,196	7,258	7,330	7,425	7,616	7,666
Applications of operating funding											
Payments to staff and suppliers	2,318	2,101	2,420	2,461	2,213	2,586	2,668	2,387	2,749	2,811	2,496
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	3,815	4,076	4,195	4,403	4,543	4,570	4,680	4,737	4,786	4,915	4,964
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	6,133	6,177	6,615	6,864	6,756	7,156	7,348	7,124	7,535	7,726	7,460
Surplus (deficit) of operating funding (A-B)	(94)	171	(91)	85	365	40	(90)	206	(110)	(110)	206
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	-	-	-	-	-	-	-	-	-	-	-
Application of capital funding											
Capital expenditure											
to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
to improve level of service	10	175	332	-	-	-	-	-	-	-	-
to replace existing assets	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in reserves	(104)	(4)	(423)	85	365	40	(90)	206	(110)	(110)	206
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	(94)	171	(91)	85	365	40	(90)	206	(110)	(110)	206
Surplus (deficit) of capital funding (C - D)	94	(171)	91	(85)	(365)	(40)	90	(206)	110	110	(206)
Funding balance ((A - B)+(C - D))	-	-	-	-	-	-	-	-	-	-	-
Depreciation	7	-	14	169	169	155	-	-	-	-	-



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