

# Other policies and assumptions



## Significant forecasting assumptions

In developing this Long Term Plan, Council has considered the regional and local context that we operate in. This consideration has led to a series of forecasting assumptions that set out the conditions on which we have based our planning and levels of service. We are required to include these assumptions in the Long Term Plan and these are updated every three years.

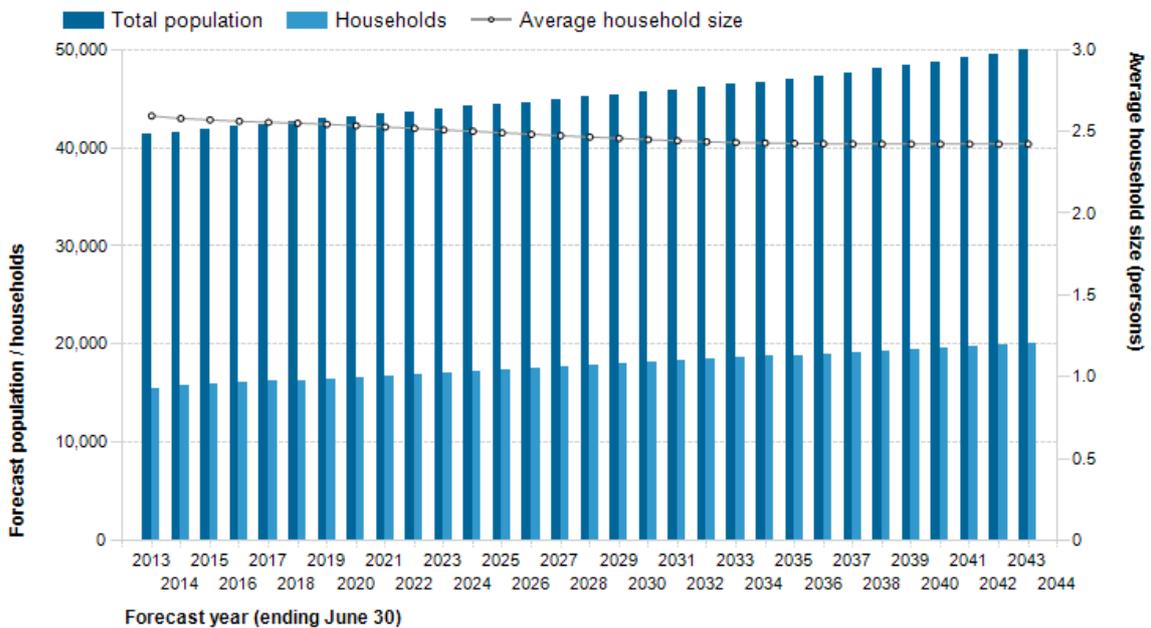
With future planning comes inevitable uncertainty and risk, and these assumptions are based on the best information available at the time. Wherever possible Council will use the most up to date information relating to any relevant factors noted in these assumptions to inform its decision-making. This includes using the Annual Plan process in years between Long Term Plans to revisit any substantial changes to the assumptions if required.

Council is required to state the level of uncertainty for each assumption, and where there is high uncertainty, to note the potential effects in terms of financial risk resulting from this uncertainty.

## Upper Hutt demographic snapshot and forecast to 2043

### Forecast population, households and average household size

Upper Hutt City



Population and household forecasts, 2013 to 2043, prepared by .id the population experts, November 2016.



Factor	Assumptions
<p><b>Population growth</b> Level of uncertainty: Low</p>	<p>Council relies on Forecast ID to derive population growth forecasts. Forecast ID figures are developed from the most recent Census data (currently 2013), and include updated modelling of births, deaths and migration at both regional and small area level. Forecasts will be regularly revised to take into account other data including building activity and demolitions.</p> <p>Between 2006 and 2013 the Upper Hutt population increased by 1,764 (an increase of 4.5%) and the 2018 estimated population is 42,630<sup>1</sup>.</p> <p>This 2018 estimated resident population is less than the projected population for 2018 in the 2016 Land Use Strategy (43,500)<sup>2</sup>. The 2016 Land Use Strategy, in conjunction with 'Forecast ID' data, informs Council's approach to ensure that growth is appropriately accommodated.</p> <p>The 2016 Land Use Strategy identifies areas for future residential development, encourages diversity in housing typologies and seeks to ensure that development is sustainable and meets the needs of existing and future residents. The infrastructure strategy relies on Forecast ID, and the Land Use Strategy to ensure that key infrastructure, facilities and services have the capacity to accommodate more people living in Upper Hutt.</p> <p>The Land Use Strategy accommodates a population of 46,500 by 2028 based on a moderated growth rate of 0.6%<sup>3</sup>. Based on the latest Forecast ID modelling, the projected increase in population by 2028 is 45,132 – an increase of around 2,500 people over the life of the Long Term Plan.</p> <p>It is expected that the population of Upper Hutt will continue to grow to 49,905 by 2043<sup>4</sup>.</p>
<p><b>Aging population</b> Level of uncertainty: Low</p>	<p>The most significant trend for Upper Hutt is an aging population seeing an almost doubling of those in the 65+ age range over the next 30 years<sup>5</sup>.</p> <p>The Council expects that an aging population will impact on the type of recreational and social facilities the council provides, the timing and extent of any upgrade to Akatarawa cemetery and transport accessibility (passenger transport and access for the less mobile/ transport disadvantaged)<sup>6</sup>.</p>

<sup>1</sup> Forecast ID November 2016.

<sup>2</sup> Land Use Strategy 2016 – 2043.

<sup>3</sup> Land Use Strategy 2016 – 2043.

<sup>4</sup> Forecast ID November 2016.

<sup>5</sup> Land Use Strategy 2016 – 2043.

<sup>6</sup> Infrastructure Strategy 2018 – 2048.

Factor	Assumptions
<p><b>Household size and number</b> Level of uncertainty: Low</p>	<p>Household size is falling across New Zealand as a result of smaller family sizes and an aging population. Around 58% of Upper Hutt households are 1-2 persons and these household types are the fastest growing segment. It is expected that the average number of people per household will fall from the current 2.6 to 2.47 by 2028<sup>7</sup>.</p> <p>Over the next ten years, the number of households is expected to increase by 1,534, from 16,270 in 2018 to 17,804 in 2028<sup>8</sup>.</p> <p>It is assumed that Upper Hutt will need to ensure sustainable residential development to provide for the increase in number of households and that a greater range of high quality housing typologies are available to the community in the future to accommodate the changes in household structure.</p>
<p><b>Number of dwellings</b> Level of uncertainty: Low</p>	<p>In 2018 there were an estimated 16,812<sup>9</sup> dwellings in Upper Hutt. Current modelling predicts an additional 1,559<sup>10</sup> dwellings in Upper Hutt by 2028. The upper end of the Land Use Strategy forecast population increase of an additional 5,100 – 8,100 people by 2043 was projected to require up to an additional 4500 dwellings.</p> <p>This increase will result in changes to water consumption levels and the volume of wastewater discharged and increased demands on other infrastructure. It is assumed that Upper Hutt will need to ensure sustainable residential development and provision of infrastructure to provide for the increase in number of dwellings. This is considered in more detail in the Land Use Strategy and Infrastructure Strategy.</p>
<p><b>Government Policy</b> Level of uncertainty: Moderate</p>	<p>It is assumed that the central government policy framework will provide a relatively stable working environment and statutory framework for local government. The risk is that large scale government policy amendments result in new legislation that results in significant resource and financial implications for local authorities, who must then either find efficiencies, reduce levels of service or pass these additional compliance costs onto rate payers. This may include areas such as resource management, building standards and drinking water standards.</p>

<sup>7</sup> Forecast ID November 2016

<sup>8</sup> Forecast ID November 2016

<sup>9</sup> Forecast ID November 2016

<sup>10</sup> Forecast ID November 2016

Factor	Assumptions
<p><b>Regional Governance</b> Level of uncertainty: Low</p>	<p>It is assumed that any significant change to regional governance is unlikely to happen within the next three years. Hence any impacts or implications on this Long Term Plan are expected to be minimal.</p> <p>Council will continue to participate in regional governance and joint working on significant and complex challenges in land transport, land use and infrastructure planning across the Wellington region. Other important cross-boundary issues that may benefit from close council collaboration include housing affordability, economic growth, infrastructure resilience, and climate change adaptation.</p>
<p><b>Use of appropriate organisational structures</b> Level of uncertainty: Low</p>	<p>Council will continue to ensure the most appropriate structures are used to achieve its commitments to the community. In many situations, it will be more appropriate for Council to directly undertake the activity. In certain situations, it is expected a better outcome for the community will be achieved by using other structures to deliver services, including Council Controlled Organisations (CCOs). An example of this is the regional CCO, Wellington Water which manages Council's three waters infrastructure.</p>
<p><b>Economic context</b> Level of uncertainty: Moderate</p>	<p>In the year to March 2017 the Wellington region had a GDP growth of 2.5% compared to 3.6% nationally<sup>11</sup>. Whilst the Wellington region's wider economy has been recovering following the 2008 recession, it has been slower in comparison to other major centres where significant economic drivers such as relatively high population growth, housing shortages and earthquake recovery rebuild are present (such as Auckland and Christchurch).</p> <p>While significant regional transport projects (Northern corridor, Petone to Grenada, the proposed airport runway extension, etc.) and the work of the Wellington Regional Economic Development Agency (WREDA) are very likely to accelerate the region's wider economic activity, this cannot be counted on to deliver significant growth in Upper Hutt over and above what the city is already experiencing (i.e. in the next ten years). Therefore, this plan assumes the region's current and more modest economic recovery trend will continue as the trickle down situation for Upper Hutt. This is also in line with population growth projections for Upper Hutt.</p>

<sup>11</sup> Infometrics Wellington Region Annual Economic Profile 2017

Factor	Assumptions
<p><b>Business development</b> Level of uncertainty: Low</p>	<p>Upper Hutt has a range of locations where business development can occur. While regional growth may not be as rapid, based on the current positive trend it assumed Council will need to ensure that enough land is available to meet the needs of the local and regional economy over the next twenty to thirty years.</p> <p>Over recent years, there has been a conversion of industrial and commercial premises to accommodate small and medium business and more high-tech industries. There are also competing demands on business land from other uses such as residential.</p> <p>Upper Hutt needs to ensure that the viability of key business areas are protected against incompatible uses occurring, suitable facilities are available or enabled for future uses, and that areas of business land that may be suitable for alternative uses, are identified.</p>
<p><b>Residential development</b> Level of uncertainty: Low</p>	<p>Upper Hutt has a range of development options and opportunities available to provide for both population and economic growth. These opportunities need to be carefully managed to grow a prosperous and efficient city in an environmentally sensitive manner. Failing to adequately plan for new development could result in poor outcomes for the city and both existing and future communities. This could increase pressure on our environment and ultimately undermine our values.</p> <p>The Land Use Strategy provides the future planning platform to deliver the right balance of housing and business development opportunity, while maintaining Upper Hutt's 'great outdoors' character and amenity.</p> <p>Based on current information<sup>12</sup>, Council has allowed for growth in the rating base<sup>13</sup> of 1% per year over the next 10 years.</p>

<sup>12</sup> Statistics New Zealand medium projection from 2006 base (44,700) and BERL 2013 report (44,100 to 46,600). 2013 base projections available from 19 Feb 2015.

<sup>13</sup> Growth in rating base relates to 'rateable properties' which is slightly higher than population growth projections for Upper Hutt on account of new developments anticipated over the life of the plan, e.g. at Wallaceville, and an aging population resulting in a lower occupancy rate.

Factor	Assumptions
<p><b>Retail and city centre</b> Level of uncertainty: Low</p>	<p>The city centre focused around Main Street acts as the heart of the city, providing access to a range of employment, retail and cultural activities. Since 2015, economic activity has picked up and vibrancy is returning to Main Street, largely influenced by the introduction of the Economic Stimulus Policy in 2014. The retail vacancy rate has continued to drop over the last few years and retail diversity has grown significantly. Council will continue to have a city centre focus in line with the city vision strategic priority area to invest in and support activities that bring vibrancy and diversity to the city centre.</p> <p>Suburban centres and neighbourhood shops are important to local communities and the sustainable development of the city, providing a local hubs for services and activities. The Council will continue to focus on fostering local centres through implementation of the Land Use Strategy 2016 – 2043.</p>
<p><b>Income stream</b> Level of uncertainty: Moderate</p>	<p>There is inevitable uncertainty around Council's income streams, as a result of a range of external factors, including projected growth, wider economic conditions and legislative change. Any variation against budgeted income may result in an adverse effect on Council's financial position.</p>
<p><b>Bulk water levy</b> Level of uncertainty: Low</p>	<p>The planned increase to the bulk water levy will be set by Greater Wellington Regional Council as part of its Long Term Plan, and once confirmed, will be included in this Long Term Plan.</p>

Factor	Assumptions
<p><b>Adverse events (including climate change impacts)<sup>14</sup></b></p> <p>Level of uncertainty: High</p> <p>Level of financial risk: Moderate</p>	<p>To ensure consistency in our planning, Council uses the following assumptions from Greater Wellington Regional Council for the Wellington Region as reference:</p> <p><i>“There will be in an increase in adverse events in the region including earthquakes. Events that are driven primarily by climatic factors such as floods, erosion, slips, pest incursions etc. will increase. This will impact on the region’s infrastructure, vulnerable communities (particularly those near the coast or on flood plains) and our ability to access services.</i></p> <p><i>NZ will remain a signatory to international agreements designed to reduce emissions.</i></p> <p><i>Policies changes designed to achieve this end will affect the economy in the Wellington region.”</i></p> <p>The occurrence of a natural disaster and the rate of regional climate change impacts are uncertain. It is however predicted that the impact of climate change could mean intense rainfall events are more frequent. Key infrastructure projects have been planned to build resilience to adverse events including consideration of seismic strengthening, additional water storage, replacement or upgrades to key transport links and increasing capacity of stormwater networks. This is discussed in more detail in the Infrastructure Strategy.</p> <p>The risk is that the impacts of climate change and natural disaster events may require significant emergency work that cannot be funded out of normal budgetary provisions.<sup>15</sup> It is assumed that Council will be able to manage and cope with the adverse effect of climate change and/or in the event of a natural disaster, that any emergency work that is required can be funded out of normal budgetary provisions.</p> <p>Council will continue to ensure that an appropriate civil defence emergency response system is operational and that the community is prepared to ensure the city can adequately respond following a major disaster. This is, however, highly dependent on the scale, duration and location of such an event.</p>

<sup>14</sup> Council owns significant infrastructural assets. In a catastrophe local authorities are required to meet 40% of the cost of the damage to these assets and central government will meet the other 60%. The contribution from central government is contingent on local authorities having a mechanism in place to fund their 40% share. In association with its insurance broker and neighbouring councils (Hutt City, Porirua, and Kapiti Coast) Council has been able to secure commercial insurance for (underground) infrastructure assets from 1 July 2014.

<sup>15</sup> In the case of climate events, Council buildings are adequately insured. The likely financial impacts upon Council are much lower than for a major earthquake. However, it is predicted that climate change could mean some events are frequent and intense. The potential effect of such a disaster on Council’s financial position is dependent on the scale, duration, and location of the event, and the degree to which un-programmed work is commissioned to mitigate further risks from a repetition of such an event.

Factor	Level of Service Assumptions
<p><b>Infrastructure Strategy</b> Level of uncertainty: Moderate</p>	<p>The Infrastructure Strategy sets out the detailed assumptions and levels of service, and expected asset lives for the infrastructure activities covered by it:</p> <ul style="list-style-type: none"> <li>• Land transport</li> <li>• Water supply</li> <li>• Wastewater</li> <li>• Stormwater</li> <li>• Parks and reserves</li> <li>• Council property</li> </ul> <p>Council's most likely scenario for the management of the Council's infrastructure assets over the next 30 years is based on the following assumptions:</p> <ul style="list-style-type: none"> <li>• There are currently no significant changes in customer expectations regarding demand for services or levels of service other than those identified within the strategy.</li> <li>• Levels of service for three waters may be standardised across the Wellington Region, which may affect the cost and programming of renewals and upgrades.</li> <li>• Council's water supply is currently rated A1-a1 and it is assumed that any future changes to drinking water standards or legislation is not expected to alter this grading.</li> <li>• The Greater Wellington Regional Council Natural Resources Plan will require the Council to hold stormwater discharge consents. The effect of this is unknown.</li> <li>• There will be minimal impact on Council services during the lifetime of the Strategy as a result of the implementation of the Land Use Strategy. That is areas of growth have been identified in the Land Use Strategy and are allowed for within this document.</li> <li>• The overall condition of the asset networks will not change significantly over the next 30 years (see renewal strategies), and therefore the level of maintenance required will not increase. However new assets associated with growth will by necessity increase maintenance costs.</li> <li>• Traffic growth will occur at a rate 1 to 1.5% per annum.</li> <li>• The NZ Transport Agency Financial Assistance Rate (FAR) will not change significantly over the lifetime of the Strategy.</li> <li>• All values in the Strategy are present day values.</li> <li>• The impacts of increasing resilience, climate change and environmental awareness, as well as growth have been factored into the Strategy based upon current best knowledge. Successive iterations of this document will address how those assumptions align with future changes.</li> <li>• The costs shown in the strategy are full project costs irrespective of sources of funding.</li> </ul>
<p><b>Asset Management Plans</b> Level of uncertainty: Low</p>	<p>Council's assets will be maintained in accordance with the asset management plans.</p>

# Significance and Engagement Policy

## Purpose

Upper Hutt City Council is committed to meaningful engagement with the community on local decision making. The purpose of this Significance and Engagement Policy is to enable Council to determine the degree of significance attached to particular matters, proposals, assets, decisions and activities, and to provide clarity about when and how the community can expect to be engaged in Council's decision making processes.

The policy also enables Council to give appropriate consideration, in accordance with the Local Government Act 2002, to the views and preferences of interested and affected persons when making a decision.

## Policy scope and exclusions

Many decisions made by Council are governed by specific Acts outside the Local Government Act 2002. These Acts prescribe the decision making and consultation procedure required. Consequently, there are some decision making processes that are not within the scope of this Significance and Engagement Policy. Examples of such legislation include (but are not limited to) the following:

- Resource Management Act 1991
- Civil Defence Emergency management Act 2002
- Land Transport Act 1998
- Local Electoral Act 2001

In addition, this policy will not apply and engagement will not be required where:

- in the opinion of the Council, failure to make a decision urgently would result in unreasonable or significant damage to property, or risk to people's health and safety.
- there are any physical alterations to strategic assets that are required to prevent an immediate hazardous situation arising;
- Council must repair an asset to ensure public health and safety due to damage from an emergency or unforeseen situation.

In addition, Council is required to undertake a special consultative procedure on certain matters, as set out in Section 83 of the Local Government Act 2002 (LGA 2002) regardless of whether they are considered significant as part of this policy.

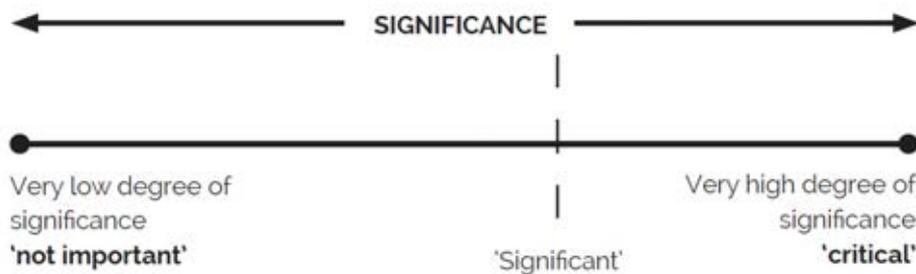
## Definitions

Significance <sup>16</sup>	<p>The degree of importance of an issue, proposal, decision, or matter, as assessed by the Council, in terms of its likely impact on, and likely consequences for:</p> <ol style="list-style-type: none"> <li>1. the district or region;</li> <li>2. any persons who are likely to be particularly affected by, or interested in, the issue, proposal, decision, or matter;</li> <li>3. the capacity of the local authority to perform its role, and the financial and other costs of doing so (as described by the LGA).</li> </ol>
Having significance	Significance is a continuum and as an issue moves along the spectrum (from low to high) Council assigns it an incremental level of significance. If a matter is determined to 'have significance' then it will require a formal resolution from Council before action can be taken.
Significant	In relation to any issue, proposal, decision, or other matter, means that the issue, proposal, decision, or matter has a high degree of significance.
Not significant	The issue/decision does not trigger the policy criteria or thresholds.
Operational matters	The matter concerns the day-to-day operations of Council, is carried out under delegated authority and is in accordance with the Long Term Plan, Annual Plan or relevant legislation.
Decisions	Refers to the decisions of Council by formal resolution at Council and Council Committee meetings. It also refers to decisions made by officers or others under delegated authority.
Community	A community, for the purposes of this policy, is a group of people with a shared or common interest, identity, experience or values. For example, cultural, social, environmental, business, financial, neighbourhood, political or spatial groups. 'The community' refers to all of the people that are a part of the diverse communities in Upper Hutt.
Engagement	Is a term used to describe the process of establishing relationships, sharing information and seeking feedback from the community to inform and assist decision making. Engagement is an important part of participatory democracy within which there is a continuum of community involvement.
Activity	Refers to the list of Council Activities identified in the Long Term Plan, which is a service or function provided by, or on behalf of, the Council.
Strategic asset	An asset or group of assets as defined in LGA Section 5 (See section below.)
Strategic aspirations	Refers to any high level, direction setting goal or document that the Council aims to deliver, including the city vision priority areas, which represent the community outcomes for the city.

<sup>16</sup> As defined by the Local Government Act 2002.

## Significance as a continuum

Significance can be thought of as a continuum. At one end are matters that are of low or no significance e.g. a minor, technical amendment to a council policy. At the other end of the continuum are matters deemed to be 'significant' e.g. a new project that requires substantial, discretionary funding.



Source: Society of Local Government Managers (SOLGM) *Significance and Engagement Policies guide 2014*.

## Determining significance

At the earliest stage in the decision-making process, Council will give consideration to the significance of an issue, proposal or other matter. If necessary, significance will be reassessed as a matter develops.

Council will investigate the proposal, issue, or other matter to assess the level of significance using the following two steps:

1. Assess the matter against the considerations outlined in the 'General policy considerations'
2. Apply the 'Criteria to assess the degree of significance'.

### GENERAL POLICY CONSIDERATIONS

Council will first assess the matter against the following considerations:

- the likely impact of the decision on present and future interests of the community;
- level of impact on Māori, Māori culture, traditions and values, and their relationship to land and water;
- possible environmental, social and cultural impacts
- how the decision aligns with historical Council decisions;
- the potential effect on delivering Council's strategic aspirations;
- the level of community interest in the decision, whether community views on the issue are already known; or the potential to generate community interest;
- the impacts on Council's capacity to meet its statutory responsibilities now and in the future;
- if the matter has already been clearly described in the Long Term Plan (LTP), including the nature and extent of the proposed action;
- if it is an operational matter.

**CRITERIA TO ASSESS THE DEGREE OF SIGNIFICANCE**

Council will use the agreed criteria in the table below when determining the degree of significance of a proposal, issue or matter.

Where a decision is determined to be 'significant' it will automatically trigger a requirement to consult with the community.

	<b>Criteria</b>	<b>Influencing aspects</b>
a.	The degree to which the issue has a financial impact on Council or the rating levels of the local community.*	The higher the financial impact the greater the degree of significance.
b.	The degree to which the issue affects the community or the city of Upper Hutt.*	The higher the degree of community interest in a decision, the greater the likely degree of significance.
c.	The impact of a decision to significantly alter the intended level of service provision for a group of Council activities, including a decision to commence or cease any such group of activity.	Commencing or ceasing a significant activity.  Changing Council's total annual rates funding requirement by 10 percent, or 50 percent of the total annual rates funding for the significant activity, whichever is the lesser amount.
d.	The degree to which a decision will directly, or indirectly, significantly affect the capacity of Council, or the cost to Council, in relation to any activity identified in the Long Term Plan.	Changing Council's total annual rates funding requirement by 10 percent, or 50 percent of the total annual rates funding for any activity, whichever is the lesser amount.

\*The existence of these criteria alone is not necessarily determinative of significance.

## Procedure for engagement and decision making

Once the significance of an issue has been determined using the steps in section 5, the procedure for subsequent engagement and decision making by Council will follow as summarised in the table below.

When Council makes a decision that is inconsistent with this policy, the steps identified in Section 80 of the Local Government Act 2002 will be undertaken.

1	For matters of low or no significance	When a matter is assessed as having low or no significance, Council will inform the community once a decision is made and is being implemented.
2	For matters that have a medium to moderate degree of significance, but are not identified as 'significant'	<p>When a matter is considered to 'have significance,' but not regarded as 'significant,' Council is required to make a formal resolution before action may be taken. This requirement excludes matters already covered by the Long Term Plan.</p> <p>A formal resolution is to be obtained by presenting a report to Council, which addresses the requirements identified in the LGA s77 – s81.</p> <p>The report to Council will include an assessment of the degree of significance of the issue, and whether engagement and consultation is recommended. If engagement and/or consultation are recommended, then an engagement plan will be included in the report.</p>
3	For all matters identified as being 'significant'	<p>If an issue is determined as having a high degree of significance, then it is significant and the issue will be considered by Council.</p> <p>This decision requires a report to Council outlining the assessment of the degree of significance of the issue, the degree of engagement proposed, the engagement plan proposed, and a recommendation.</p> <p>Council will apply the principles of consultation (LGA s82) and be guided by the <i>Community Engagement - Operational Guidelines (Schedule 1)</i> and prepare an engagement plan in accordance with LGA s82.</p>
4	Consider if the Special Consultative Procedure is appropriate	<p>Review the issue, proposal or other matter to determine if any of these factors exist:</p> <ul style="list-style-type: none"> <li>• development of, review, or amendments to the Long Term Plan</li> <li>• preparation of the Annual Plan</li> <li>• it is considered that the Special Consultative Procedure is relevant or required.</li> </ul> <p>If yes, then follow the Special Consultation Procedure in line with s83 – s87.</p>

5	Consultation and/or engagement	Council will apply the principles of consultation (section 82 of the Local Government Act 2002) and use the <i>Community Engagement - Operational Guidelines</i> (Schedule 1) for engagement.
6	Following the conclusion of the consultation and/or engagement process	Make a decision.
7	Following the Council decision	Inform the community of the decision made using a method appropriate to the nature of the consultation (for example this may range from public notices to direct communication to submitters).

## Approach to engagement

The significance of a matter will influence the time and resource Council will invest in evaluating options and obtaining the views of affected and interested parties. Engagement may be required at various stages of the decision-making process and may take different forms depending on the stage. Both significance and the form of engagement will be assessed on a case-by-case basis.

Council will consider the extent of engagement that is necessary to understand the community's view before a particular decision is made and the form of engagement that might be required. In linking the level of significance to the level of engagement, a balance must be struck between the costs of engagement and the value it will add to the decision-making process.

Council acknowledges the unique status of Māori and aims to engage with the wider Māori community to ensure their views are appropriately represented in the decision-making process. Council is committed to providing relevant information to inform Māori contribution and improve their access to Council's engagement and decision-making processes. Council is building relationships with local organisations representing Maori, iwi and mana whenua.

Feedback provided by the community to date has identified that the majority of the Upper Hutt community prefers online engagement/communication, and that due to time constraints people must feel strongly about a matter before they will engage with Council.

With this in mind, Council has moved toward a more effective process of engagement which includes a higher level of digital communication across platforms such as our website and Facebook, in an effort to reach a wider cross-section of the community.

The attached *Community engagement – operational guidelines*<sup>17</sup> provides an example of the differing levels of engagement relative to levels of significance, and the types of methods that might be associated.

<sup>17</sup> The *Community engagement – operational guidelines*, attached at Schedule One, supplement this policy, but they do not form part of the policy.

## Strategic assets

The following are considered to be strategic assets for Upper Hutt City Council in terms of the Act:

- Upper Hutt City primary (regional) and secondary (district) arterial roading routes
- Upper Hutt Civic Administration Building
- Expressions Arts and Entertainment Centre
- H<sup>2</sup>O Xtream
- The City Library and Pinehaven Library
- Harcourt Park, Trentham Memorial Park, and Maidstone Park
- Upper Hutt City water supply network
- Upper Hutt City stormwater network
- Upper Hutt City wastewater network, including the Upper Hutt City Council share of the Hutt Valley Wastewater network
- Akatarawa Cemetery

For the removal of doubt, each strategic asset is listed as a whole entity, and the term 'strategic asset' does not apply to the individual elements of that asset.

# Schedule One

## Community engagement – operational guidelines

Once the level of significance of an issue, proposal or decision has been determined, Council will consider the level and form of community engagement. Depending on the matter being considered and the stakeholders involved, the preferred method(s) or combination of engagement tools will be identified and applied to meet the goals of the specific engagement.

In the course of reaching decisions on a particular issue or proposal at different times and stages, Council may use a variety of engagement techniques and the engagement methods may be adapted based on a range of other factors, not least history and public awareness of the issue, stakeholder involvement, and timing related to other events or engagement, budgets and many other factors.

Council will build on existing relationships and networks with individuals and communities, and look to extend the range of parties involved in the community engagement as appropriate.

The table below shows the level of significance and examples of the associated approach to engagement.

<b>SIGNIFICANCE</b>	<b>DESCRIPTION</b>	<b>EXAMPLE OF APPROACH</b>
<b>Low</b>	The audience is relatively small in number or very targeted. The issue or decision is relatively straight forward and is not of high general public interest. For example, temporary road closures on minor roads, placement of a memorial, and water restriction notices.	May include targeted engagement with an affected audience where appropriate.
<b>Medium</b>	The audience is fairly broad, diverse or targeted. The issue is not necessarily straightforward and there may be mixed views from the community. For example, Arts, Culture and Heritage Strategy, Gambling Policy, Liquor Control Bylaw review.	May include targeted engagement with an affected audience where appropriate. Likely to include a range of engagement methods including seeking submissions and holding hearing meetings, focus group workshops, and phone/online surveys.
<b>High or complex</b>	The audience affected is large and diverse and the issue is of importance to the entire community. It either involves significant financial investment and it has wide relevance, or it is of a complex nature. For example, items could include the Long Term Plan, Land Use Strategy and Open Space Strategy.	Involves community-wide promotion, could include informal pre-engagement or a discussion phase, plus a formal phase of consultation. Likely to include a range of engagement methods: online activities, submissions, holding hearing meetings, focus group workshops (may involve subject matter or community experts), and surveys.

Council refers to the International Association of Public Participation engagement spectrum (below) as a basis for methods of engagement before making a decision.

## IAP2'S PUBLIC PARTICIPATION SPECTRUM



The IAP2 Federation has developed the Spectrum to help groups define the public's role in any public participation process. The IAP2 Spectrum is quickly becoming an international standard.

INCREASING IMPACT ON THE DECISION 					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.

Credit: Reproduced with permission from the International Association for Public Participation (IAP2) Federation – [www.iap2.org](http://www.iap2.org)

Council will consider engagement methods and tools relative to the level of significance. These will support communities' participation through an engagement spectrum approach, as set out in the table below (next page).

Differing levels and methods of engagement may be required during the varying phases of consideration and decision-making on an issue or proposal. Council will review the suitability and effectiveness of the engagement strategy and methods as the process proceeds.

## Examples of engagement activities – adapted from the IAP2 spectrum of engagement

ENGAGEMENT LEVEL	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
<b>What is involved?</b>	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
<b>Examples of tools the Council might use</b>  Note: these tools may be applicable across many levels of engagement	<ul style="list-style-type: none"> <li>Email newsletter to local communities and networks</li> <li>Information flyers</li> <li>Public notices/info in local newspaper and on the Council website</li> <li>Use of social media</li> </ul>	<ul style="list-style-type: none"> <li>Formal submissions and hearings or the Special Consultative Procedure</li> <li>Focus groups</li> <li>Community meetings</li> <li>Online opportunities to submit ideas/feedback</li> <li>Rates inserts</li> <li>Display boards</li> </ul>	<ul style="list-style-type: none"> <li>Workshops</li> <li>Focus/ stakeholder group meetings</li> <li>Public meetings, drop-in sessions</li> <li>Online surveys/forums</li> <li>Displays at public venues</li> </ul>	<ul style="list-style-type: none"> <li>Pre-consultation</li> <li>Working groups (involving community experts)</li> <li>Community Advisory Groups (involving community representatives)</li> <li>Forums</li> </ul>	<ul style="list-style-type: none"> <li>Binding referendum</li> <li>Local body elections</li> <li>Delegation of some decision-making to a community</li> </ul>
<b>When the community is likely to be involved</b>	Once a decision is made and is being implemented.	Once Council has determined an initial preferred position it would endeavour to provide the community with sufficient time to participate and respond.	The community or specific communities could be engaged throughout the process, or at specific stages of the process as appropriate.	The community or specific communities will be engaged from the outset, including the development of alternatives to the identification of the preferred solution.	The community or communities will be engaged throughout the process to ensure ownership of the development of alternatives, identification of the preferred solution(s) and delegated decision-making on the preferred solution.