

Executive Summary

On the basis of interviews undertaken as part of this review process, it is apparent that the Forum has not reached its full potential. While the Forum has met its statutory obligations, and has provided some benefit in terms of networking and inter-agency communication (particularly for technical officers) much of its promise has yet to be realised.

That qualitative assessment tends to be backed up more rigorous quantitative evaluation of progress against stated commitments. That analysis suggests that of 30 possible actions reviewed here, only 7 specific actions have been taken in any full sense (although others have been achieved at least in part).

The Forum has undertaken few actions itself, although it is important to note that a number of individual or bilateral constituent party initiatives that promote the Act's purpose have been undertaken during the time of the Forum's existence.

The extent to which the Forum can take credit for the actions of individual or bilateral initiatives is difficult to assess. Certainly, many argue that these actions would have been undertaken with or without the Forum. Undoubtedly the Forum's existence and the presence of the HGMP Act has supported and encouraged bilateral action to some extent but it seems unlikely that there has been significant marginal gain as a result of the Forum.

The reasons why the Forum has not done as much as people might have expected it to do (or, more importantly, as much as the Forum set itself to do) are not easily identified. However weaknesses in some critical success factors are apparent.

Recommendations

To address these weaknesses it is recommended that the Forum instigate the following changes to the Forum's *modus operandi*.

Governance

- 1. Strengthen the governance framework by developing a Forum governance statement that clearly sets out the nature of the Forum, how it will operate, what it will do and not do, and what level of commitment is expected of constituent parties.**

Such a statement should resolve one of the key issues facing the Forum: a lack of a shared understanding of the Forum and its potential role. (See page 12)

- 2. Establish Forum subcommittees to focus on particular tasks or projects and have these subcommittees meet at venues outside of Auckland.**

Subcommittees would aim to get representatives working more closely together and engender a greater level of commitment. Having subcommittees sit outside of Auckland should reinforce the relevance of the Forum to the wider catchment. (See page 14)

Work Planning and Budgeting

3. Institute an annual work planning/budgeting process for the Forum.

This process would aim to focus and prioritise the broad agenda represented by the Strategic Issues document and would provide a more rational and more readily funded annual work programme. (See page 15)

Administration

4. Formalise accountability between the Forum and the administration/technical support by developing a performance agreement between the Forum and the administering authority and, potentially, between the Forum and a semi-autonomous secretariat (see recommendation 5 below)

Such an agreement(s) will provide greater surety about the delivery of service and the achievement of key performance indicators. (See page 16)

5. Establish a dedicated Forum secretariat located within the ARC but reporting directly to the Forum on matters specified in any performance agreement. The secretariat could be headed by a Forum Executive Director.

This model should involve greater capacity for the Forum and greater independence. An executive director could provide a greater level of leadership and championing. (See page 17)

6. Institute a sharper focus to constituent party reporting. This might involve developing a reporting guideline that encourages those reporting to focus on why the Forum needs to know and what the Forum is expected to take out of the report (for example, whether action is required or lessons are to be learnt)

This practice might ensure that constituent party reporting remains relevant and useful to Forum outcomes and constituent parties. This should also encourage more regular and consistent contributions from constituent parties. (See page 19)

7. Consider establishing a technical officer core group to provide guidance and direction to the executive director. The Core Group would be comprised of senior management from key constituent parties.

A technical officer core group might encourage participation by senior staff and raise the profile of the Forum with constituent party organisations. (See page 18)

Other Recommendations

8. Consider ways in which the community can be more closely engaged with the Forum's work and by which the Forum can provide leadership outside of its own membership.

Better engagement of the community will build community awareness and endorsement and strengthen political support for the Forum. (See page 20).

B.7 HAURAKI GULF FORUM REVIEW

C256-08

MOVED

Cr B Burrill

SECONDED

Mr R McCallum

- a) That the report be received.
- b) That the following actions be undertaken:
 1. That the Technical Officers Group (TOG) develop a *Governance Statement* and present a draft statement to the Forum at its March 2005 meeting for referral to the relevant committees of the constituent parties for their endorsement before being considered for adoption by the Forum's June 2005 meeting. That the Governance Statement include the basis and role for which sub-committees may be established.
 2. That the TOG complete the annual planning process underway.
 3. That the TOG prepare a proposed *Performance Agreement* between the Forum and the administering authority regarding its administrative role, in conjunction with the development of the proposed Forum Governance Statement.
 4. That the proposal of a dedicated Forum *secretariat and executive director* not be adopted at this stage.
 5. That the TOG develop a guideline for *constituent party reporting* which includes sufficient flexibility to allow for reporting on the activities of city, district and regional councils, central government and tangata whenua. That the TOG implement the guideline for the March 2005 Forum meeting agenda. That the TOG consider whether the guideline can be expanded to include other Forum agenda items so that each report notes its relationship to the purpose of the Forum and the Strategic Issues Document.
 6. That the TOG liaise with appropriate *senior management* of their respective constituent parties regarding the level of involvement of senior management required to ensure the TOG can carry out its role effectively.

CARRIED

A25

Appendix

Hauraki Gulf Forum Governance Statement

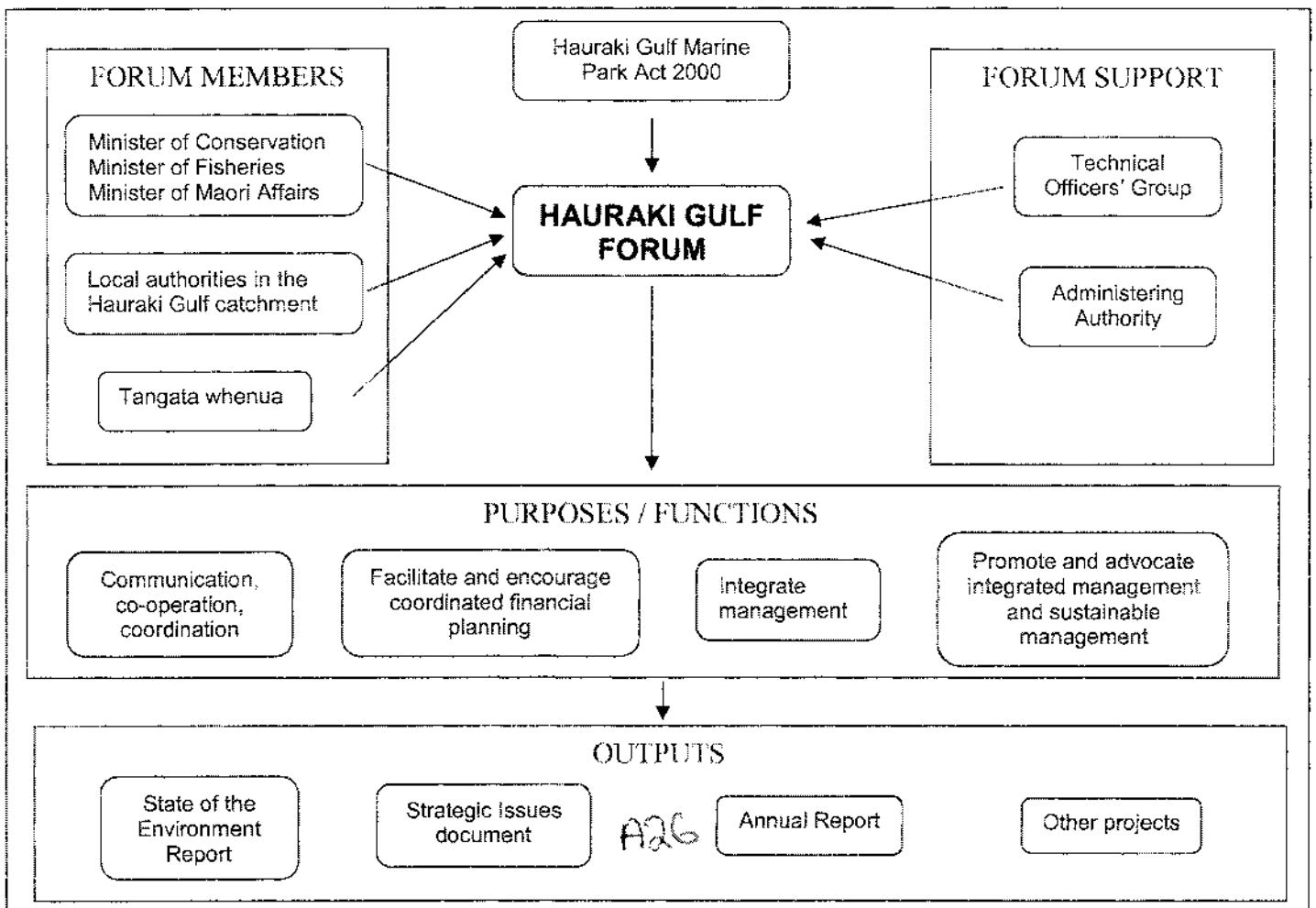
DRAFT – 28 February 2005

1. Introduction

This governance statement sets out the purpose of the Hauraki Gulf Forum (HGF), its range of activities, and the level of commitment expected of constituent parties. The Forum was established by the Hauraki Gulf Marine Park Act 2000 (HGMPA) and the purpose and membership of the Forum are defined in the Act. This statement builds on the provisions of the Act in order to provide greater certainty regarding the Forum and its role. The statement provides an internal and external accountability mechanism as it encourages all constituent parties to participate according to agreed principles.

This is the first governance statement of the HGF. The statement draws on relevant sections of the Act and the Strategic Issues document adopted by the Forum in 2002. The sections of the HGMPA relevant to the HGF are listed in Appendix 1.

The Hauraki Gulf is defined in the HGMPA as the coastal marine area on the east coast of the Auckland and Waikato regions. The Forum members represent three government ministers, tangata whenua, and each of the local authorities whose jurisdictions are in whole, or in part, within the Hauraki Gulf, its islands or catchments. The Forum is a joint committee of each local authority constituent party. The relationships between the Forum, its members and activities are illustrated in the figure below.



2. Purpose, vision and mission

Section 15 of the Act establishes that the Forum has the following purposes:

- (a) to integrate the management and, where appropriate, to promote the conservation and management in a sustainable manner, of the natural, historic, and physical resources of the Hauraki Gulf, its islands, and catchments, for the benefit and enjoyment of the people and communities of the Gulf and New Zealand;*
- (b) to facilitate communication, co-operation, and co-ordination on matters relating to the statutory functions of the constituent parties in relation to the Hauraki Gulf, its islands, and catchments, and the Forum;*
- (c) to recognise the historic, traditional, cultural, and spiritual relationship of tangata whenua with the Hauraki Gulf, its islands, and, where appropriate, its catchments.*

Vision for the Hauraki Gulf

The Forum's Strategic Issues document (2002) includes the following vision for the Hauraki Gulf:

It's a great place to be because:

- *Kaitiaki sustain the mauri of the Gulf and its taonga...communities care for the land and sea...together they protect our natural and cultural heritage.*
- *There is rich diversity of life in the coastal waters, estuaries, islands, streams, wetlands, and forests, linking the land to the sea.*
- *Waters are clean and full of fish, where children play and people gather food.*
- *People enjoy a variety of experiences at different places that are easy to get to.*
- *People live, work and play in the catchment and waters of the Gulf and use its resources wisely to grow a vibrant economy.*
- *The community is aware of and respects the values of the Gulf, and is empowered to develop and protect this great place to be.*

Mission

The Forum has developed the following mission statement:

To achieve the Forum's vision for the Hauraki Gulf by promoting and facilitating the integrated and coordinated management of the Gulf's environmental, cultural and recreational resources.

3. Functions, powers and activities of the Forum

The Forum's activities are based on its functions and powers as set out in section 17 and 18 of the HGMPA. The Forum may undertake actions as an entity in its own right under section 18(2)(e) provided a majority of the representatives agrees to undertake the activity and one or more of the constituent parties agree in advance to pay for the activity. The Forum's purposes are also achieved through the Forum's constituent parties undertaking activities within their own statutory roles and functions. The Forum can add value to such activities by promoting communication, coordination and cooperation between Forum members.

The Forum's activities are based on statutory requirements and the actions in the Strategic Issues document.

A27

The HGMPA establishes that the activities of the Forum may include:

- Preparation of:
 - A list of strategic issues and determination of a priority for action on each issue (with regular reviews of the list)
 - A report on the state of the environment of the Hauraki Gulf (once every three years)
 - An annual report to the Minister of Conservation.
- Receive reports:
 - From constituent parties on the development and implementation of policies and strategies to address the issues identified in the Strategic Issues document
 - From tangata whenua on the development and implementation of iwi management or development plans
 - On the completion and implementation of deeds of recognition
 - From persons and groups having an interest in the Hauraki Gulf and business and community interests to promote an interest in the purposes of the Forum
- Facilitate and encourage co-ordinated financial planning, where possible, by the constituent parties
- Obtain, share, and monitor information on the state of the natural and physical resources
- Promote and advocate the integrated management and, where appropriate, the sustainable management of the Hauraki Gulf, its islands, and catchments
- Encourage, share, co-ordinate where appropriate, and disseminate educational and promotional material
- Commission research into matters relating to the functions of the Forum
- Make recommendations to constituent parties and advise any person who requests the Forum's advice
- Commission or undertake those activities that are necessary to achieve its purpose

The Forum will not:

- Appear before a court or tribunal other than as a witness
- Take part in a decision-making process under any enactment other than to advise when requested to do so (including making submissions on any plans or policies of the constituent parties or other parties).

When carrying out its functions, the Forum must have particular regard to the historic, traditional, cultural, and spiritual relationship of tangata whenua with the natural, historic, and physical resources of the Hauraki Gulf, its islands, and catchments.

The Forum is not responsible for management of the Hauraki Gulf Marine Park established under Part 3 of the Hauraki Gulf Marine Park Act. Responsibility for management remains with the agency with statutory responsibility for each part of the park.

Principles for undertaking joint projects

Joint projects undertaken by the Forum will generally meet the following principles:

- Research activities will fill information gaps that affect several functions of constituent parties or a spatial area that is more extensive than one city or district council area.
- Education and communication activities will promote messages that are applicable throughout the Gulf or its catchment.
- Priority will be placed on projects which contribute to or meet the Forum's statutory requirements to produce state of the environment reports and the strategic issues document.

FAS

The Forum will use the following principles as a guide when considering whether to undertake a joint project:

- The project relates to the statutory functions or activities of more than one constituent party
- The project addresses one of the issues identified in the Strategic Issues document.
- The project includes consideration of the historic, traditional, cultural, and spiritual relationship of tangata whenua with the natural, historic, and physical resources of the Hauraki Gulf, its islands, and catchments.
- The project falls within the functions and powers of the Forum.

4. Membership

The Forum is comprised of:

- 1 representative of each of the Ministers of Conservation, Fisheries and Maori Affairs
- 1 representative of each of the Auckland Regional Council and Environment Waikato
- 1 representative of each of North Shore, Waitakere, Auckland and Manukau city councils
- 1 representative of each of Rodney, Franklin, Hauraki, Waikato, Matamata-Piako and Thames-Coromandel district councils
- 6 representatives of the tangata whenua of the Hauraki Gulf and its islands appointed by the Minister of Conservation after consultation with the tangata whenua and the Minister of Maori Affairs
- 2 non-voting representatives of the ARC.

The representatives of the local authorities must be members of that local authority elected in accordance with the Local Government Act. They may serve on the Forum for as long as is determined by the constituent party they represent. Tangata whenua representatives may serve on the Forum for the period of time determined by the Minister of Conservation at the time of the appointment. The Forum may appoint one of the representatives to act as chairperson and that chairperson holds office for the period agreed by the Forum at the time of appointment.

5. Members' roles and conduct

The success of the Forum depends on establishing strong relationships between the Forum members. This means establishing close linkages and synergies between the various central and local government agencies and tangata whenua in order to achieve the integrated management of the Gulf.

Powers and obligations of constituent parties

Under section 26 of the HGMPA, each constituent party (other than tangata whenua representatives):

- (a) may acquire, hold, and dispose of real or personal property for the use of the Forum; and*
- (b) may remunerate its representative or representatives for the cost of that person's participation in the Forum; and*
- (c) must provide to the Forum such information or reports as may be required by the Forum; and*
- (d) must pay administration and servicing costs in accordance with section 19 if required to do so; and*
- (e) must pay the costs of any activity that the constituent party has agreed to pay; and*
- (f) may carry out any other functions or duties specified in this Act.*

A21

Expected performance of constituent parties

Each constituent party shall:

- Appoint a Forum member and an alternate Forum member (other than tangata whenua members)
- Appoint an officer to the Technical Officers' Group
- Attend the Forum meetings held quarterly and the Technical Officers' Group meetings held at least 12 times each year
- Regularly prepare a constituent party report for inclusion in each Forum agenda
- Contribute to the development of Forum reports (including the Annual Report, Strategic Issues and State of the Environment reports) and Forum projects
- Ensure each year that sufficient funds are allocated in its annual plan to contribute to Forum projects and to cover staff time for attendance at meetings and some project work (other than tangata whenua members)
- Ensure that Forum members representing councils or government Ministers have appropriate delegation or mandate to make decisions at the Forum meetings. (The process for this will depend on the internal processes of each organisation. It may require organising a councillor workshop, preparing an agenda item for a council committee, management team or other decision making body on items to be included in a Forum agenda, prior to a Forum meeting.)
- Tangata whenua members of the Forum are encouraged to develop processes and mechanisms so that they are empowered to make decisions at meetings with appropriate mandate and accountability. (Members may develop different mechanisms to achieve this.)
- Ensure senior management are aware of the functions and activities of the Forum.

Reporting and accountability mechanisms

Officers in the HGF Technical Officers' Group report collectively to the Hauraki Gulf Forum, and individually to their parent organisations. Officers will ensure that each Forum meeting is reported back to the constituent party in an appropriate manner. For local authorities, the Forum is a joint committee of each council and generally this requires an information report to a council meeting or to a council committee according to the council's delegation processes. Council officers may also prepare separate reports for council staff. Reporting through government agencies generally involves including a Forum update in regular reports to regional or national managers.

Internal accountability is achieved through regular reviews of the Strategic Issues document and the State of the Environment report. The tabling of the Forum's annual report in parliament is a key external accountability measure.

Code of conduct

The Forum will act in accordance with the principles in sections 14 and 39 of the Local Government Act (see Appendix 2) with appropriate modifications to reflect the powers and functions of the Forum.

Principles

Constituent parties will act in accordance with the following principles:

Participation	To ensure that each constituent party is represented at Forum meetings
Partnership	To promote and maintain partnerships that will further the sustainable management of the Hauraki Gulf
Access to information	To ensure that the Hauraki Gulf Forum and constituent parties have access to the necessary information to make informed decisions
Advocacy	To promote awareness at all levels of the important role that the Hauraki Gulf plays and to be an advocate for its protection and enhancement
Innovation	To promote innovation in the management of the resources of the Hauraki Gulf

Code of ethics

Forum members are expected to:

Responsibility	Maintain professional objectivity and integrity and to apply professional knowledge and skills in all work undertaken
Accuracy & objectivity	Be accurate and objective in reporting data or information on the Hauraki Gulf and to do so in a manner that encourages responsible discussion
Honesty	Conduct themselves honestly at all times and notify the Forum of any potential conflicts of interest
Good faith	Treat colleagues fairly and act in good faith
Community	Respect the values of the communities which may be affected by their work, including those communities outside a member's individual constituency, and meet their responsibility to have regard to the principles of the Treaty of Waitangi
Consensus	Abide by the majority decisions of the Hauraki Gulf Forum
Respect	Recognise that different constituent parties may have opposing organisational agendas, or a diversity of views on some issues, and work to find consensus within these views.

Procedures for recording and reconciling differences.

Where there are differences between parties, each party will be given an opportunity to explain their view. Where differences remain and consensus cannot be reached, dissenting views will be recorded in the minutes of the meeting.

6. Governance structures and processes,

The Forum has a simple governance structure involving a single committee, with meetings held four times per year. The HGMPA provides, in section 22 (3), for the Forum to appoint such subcommittees as it sees fit.

The Forum is supported by an administering authority and a technical officers' group.

The administering authority

Role:

Section 28 of the HGMPA establishes that one of the constituent parties must be appointed as the administering authority for the Forum. The administering authority must administer and service the Forum and ensure as far as practicable that the functions, powers, and duties set out in Part 2 of the Act are carried out.

At present the Auckland Regional Council is the administering authority and has also taken on the role of coordinating the Technical Officers' Group.

Functions:

- Prepare a schedule of Forum and Technical Officers' Group meeting dates at the commencement of each calendar year.
- Prepare an agenda to be circulated prior to each Forum or Technical Officers' Group meeting.
- Provide a record (minutes) of the meeting to be circulated following each Forum or Technical Officers' Group meeting.
- Provide appropriate induction material or processes for new Forum or Technical Officers' Group members.

The Technical Officers' Group

The following points are drawn from the TOG protocol (see Appendix 3).

Role:

To facilitate and support the work of the Hauraki Gulf Forum in order to achieve its purposes as stated in section 15 of the HGMPA, undertake its functions as stated in section 17 of that Act and exercise its powers as stated in section 18 of the Act.

Functions:

- Prepare agenda reports for the Hauraki Gulf Forum quarterly meetings.
- Respond to requests of the Hauraki Gulf Forum.
- Initiate projects for the Forum's consideration.
- Recommend an appropriate funding split for each project funded by the Forum (see section 9 below for the current standard funding formula).
- Recognise and support the administering authority for the Forum in their role of arranging Forum meetings, printing and sending agendas and minutes and coordinating meetings of the Officers' Group.

Membership:

The Officers' Group consists of officer-level representatives from each of the constituent parties represented on the Forum.

Principles:

- The Group strongly prefers that at least two representatives of tangata whenua and representatives from two Crown agencies; two Regional Councils; and, two Territorial

Local Authorities attend each meeting. Members recognise that if they are unable to attend, the Group will proceed to make any resolutions in accordance with this statement.

- Decisions within the Group will be by consensus. Should consensus on the reporting and/or recommendation of an agenda item to the Forum not be reached, the agenda item may be put forward provided those members who do not agree to the reporting and/or recommendations are noted as such on the agenda item.
- Group members are responsible for reporting minutes of the meetings to their parent organisations in the manner that they consider appropriate.

Process for approval of Forum agenda items

The authors of agenda reports will gain approval for their report through their usual mechanisms. For council officers this approval may be from a divisional director or general manager. For a government department approval may be from the conservator or regional manager. For tangata whenua the approval will be from the Forum member, with processes for input from relevant iwi as determined by the member.

In compiling agendas for Forum meetings, the administering authority may make minor editing changes and will ensure that agenda items are in accordance with the functions and powers of the Forum under sections 17 and 18 of the Hauraki Gulf Marine Park Act.

Agenda items will then be approved by the collective agreement of the Technical Officers' Group at their meeting prior to each Forum meeting. Any substantive changes to agenda items will only be made subsequent to the TOG meeting with the agreement of the convenor of the Technical Officers' Group and the author of the report. Such changes will be circulated to all of the Technical Officers' Group for comment but this feedback will be subject to significant time constraints.

7. Consultation and communication

At present the Forum communicates with members of its constituent parties through its agendas, minutes and through Forum members reporting back to council committees or other mechanisms. Communications with the public and tangata whenua consist of issuing media releases at significant milestones, and by providing the opportunity for a public forum at the end of each Forum meeting.

The Forum has identified a need for a communications strategy. The strategy shall include policies and practices regarding who, when and how the Forum will communicate as an entity.

8. Meeting procedures

The Forum's meeting procedures follow the New Zealand Standard for standing orders (NZS: 9202:1992), the Local Government Act 2002 and the Local Government Official Information and Meetings Act 1987 (section 22 and 23 of the HGMPA). These cover matters such as the calling of ordinary and extraordinary meetings, the quorum for a meeting, voting, meeting minutes and subcommittees.

All Forum meetings are open to the public unless there is reason to consider some item with the public excluded. Although meetings are open to the public, members of the public do not have speaking rights. On occasions the Forum may grant speaking rights to individuals or organisations when the Forum considers they may be able to assist the decision-making process. The LGOIMA contains a list of the circumstances where councils may consider items with the public excluded and the Forum would follow the same criteria. (These

circumstances generally relate to protection of personal privacy, professionally privileged or commercially sensitive information and, the maintenance of public health, safety and order).

At its meeting held on 23 May 2000 the Forum resolved:

'That an open Forum session be held at the end of each meeting'.

Section 46(a)(7A) of the Local Government Official Information and Meetings Act 1987 tends to limit the Forum's ability to deal with items of general business. The Act states:

- "(7A) Where an item is not on the agenda for a meeting, -
- (a) That the item may be discussed at that meeting if -
 - (i) That item is a minor matter relating to the general business of the local authority; and
 - (ii) The presiding member explains at the beginning of the meeting, at a time when it is open to the public, that the item will be discussed at the meeting; but
 - (b) No resolution, decision, or recommendation may be made in respect of that item except to refer that item to a subsequent meeting of the local authority for further discussion."

To enable the Forum to hold an open forum session and still remain within the constraints of the Local Government Official Information and Meetings Act the Forum may hear any speaker who wishes to address it, however any issues raised by the Forum or a formal resolution must be referred to a later meeting. It is also not appropriate to re-litigate resolutions already passed by the Forum during the course of the meeting.

In addition, to facilitate the efficient processing of the business it is recommended that any party who wishes to raise an issue in the open forum section advise the Forum Chair in advance of the meeting, where possible. Secondly a time limit of 5 minutes per speaker is recommended, which is in accordance with the NZ Standard Standing Orders.

9. Funding policy

The administrative and servicing functions of the Forum and the costs of those functions must be agreed from time to time by the Forum (section 19 HGMPA). Unless the constituent parties agree otherwise, the administrative and servicing costs must be divided equally among the constituent parties and each constituent party must pay one share of the costs (administrative and servicing costs are not payable by constituent parties who are tangata whenua representatives). The costs of administering and servicing the Forum are presently carried by the ARC.

The Forum may undertake an activity under section 18(2)(e) only if a majority of the representatives agrees to undertake the activity and one or more of the constituent parties (other than tangata whenua representatives) agree in advance to pay the costs of the activity.

The formula below has been developed as a guide to each party's contribution toward the cost of a Forum project. The key parts of the formula are:

1. Total cost of a project is divided into two halves. One half of the cost is to be met by the two regional councils plus a Crown contribution. The other half is to be met by territorial local authorities plus a Crown contribution. This split reflected the fact that the same ratepayers contributed to both local and regional councils.

1137

2. The Crown contribution, of which there are two, is to be the average of the territorial local authorities. The average TLA contribution is 10%. Accordingly, the Crown contribution is 10% of the cost of a project. Although there are three Crown agencies represented on the Forum, in most cases the Department of Conservation and the Ministry of Fisheries will be the key interest holders. Therefore, the 10% is to be divided equally between these two parties.

Table 1 Funding Formula as per February 2002 HGF Agenda

FUNDING FORMULA FOR PROJECTS WHERE ALL FINANCIAL FORUM PARTIES CONTRIBUTE					
Funding Contribution per Sector	Authority	Population in the Gulf catchment	Percentage Population	Percentage Population adjusted for Crown Contributions	Percentage Contribution per Project
50%	ARC	795,633	91.11	81.90	40.95
	EW	77,639	8.89	8.1	4.05
	Crown			10.00	10.00*
50%	RDC	45,660	5.26	4.73	2.36
	NSCC	172,092	19.83	17.85	8.93
	WCC	144,486	16.65	14.99	7.50
	ACC	291,582	33.60	30.24	15.12
	MCC	139,329	16.05	14.45	7.23
	FDC	2,633	0.30	0.27	0.14
	WDC	919	0.11	0.1	0.05
	HDC	17,234	1.99	1.79	0.90
	TCDC	24,849	2.86	2.57	1.29
	MPDC	29,130	3.36	3.02	1.51
	Crown			10.00	

* A total contribution by the combined crown agencies is 10%.

The Minister of Conservation pays the remuneration and costs of the tangata whenua representatives on the Forum (section 29 of the HGMPA)

10. Key approved planning and policy documents

Document	Description	Process for development and review
Strategic Issues Document	Identifies the values of the Gulf, strategic issues and lists of actions to address each issue.	Published May 2002. To be reviewed every three years.
State of the Environment	Describes the state of the Hauraki Gulf, the pressures on the Gulf and responses to those pressures.	To be published February 2005. Required by the HGMPA to be produced every three years.
Annual Report	Provides the Minister of Conservation with a summary of the exercise of the Forum's powers and carrying out of its functions. Identifies progress made by the Forum towards achieving its purposes. The Minister presents the report to the House of Representatives.	Produced annually in August.

Appendix 1 Sections of the HGMPA relating to the HGF

6. Treaty of Waitangi (Te Tiriti o Waitangi)—

...

- (3) When carrying out its functions under Part 2, the Forum must have regard to the principles of the Treaty of Waitangi (Te Tiriti o Waitangi).

7. Recognition of national significance of Hauraki Gulf—

- (1) The interrelationship between the Hauraki Gulf, its islands, and catchments and the ability of that interrelationship to sustain the life-supporting capacity of the environment of the Hauraki Gulf and its islands are matters of national significance.
- (2) The life-supporting capacity of the environment of the Gulf and its islands includes the capacity—
- (a) to provide for—
 - (i) the historic, traditional, cultural, and spiritual relationship of the tangata whenua of the Gulf with the Gulf and its islands; and
 - (ii) the social, economic, recreational, and cultural well-being of people and communities:
 - (b) to use the resources of the Gulf by the people and communities of the Gulf and New Zealand for economic activities and recreation:
 - (c) to maintain the soil, air, water, and ecosystems of the Gulf.

8. Management of Hauraki Gulf—

To recognise the national significance of the Hauraki Gulf, its islands, and catchments, the objectives of the management of the Hauraki Gulf, its islands, and catchments are—

- (a) the protection and, where appropriate, the enhancement of the life-supporting capacity of the environment of the Hauraki Gulf, its islands, and catchments:
- (b) the protection and, where appropriate, the enhancement of the natural, historic, and physical resources of the Hauraki Gulf, its islands, and catchments:
- (c) the protection and, where appropriate, the enhancement of those natural, historic, and physical resources (including kaimoana) of the Hauraki Gulf, its islands, and catchments with which tangata whenua have an historic, traditional, cultural, and spiritual relationship:
- (d) the protection of the cultural and historic associations of people and communities in and around the Hauraki Gulf with its natural, historic, and physical resources:
- (e) the maintenance and, where appropriate, the enhancement of the contribution of the natural, historic, and physical resources of the Hauraki Gulf, its islands, and catchments to the social and economic well-being of the people and communities of the Hauraki Gulf and New Zealand:
- (f) the maintenance and, where appropriate, the enhancement of the natural, historic, and physical resources of the Hauraki Gulf, its islands, and catchments, which contribute to the recreation and enjoyment of the Hauraki Gulf for the people and communities of the Hauraki Gulf and New Zealand.

15. Purposes of the Forum

The Forum has the following purposes:

- (a) to integrate the management and, where appropriate, to promote the conservation and management in a sustainable manner, of the natural, historic, and physical resources of

the Hauraki Gulf, its islands, and catchments, for the benefit and enjoyment of the people and communities of the Gulf and New Zealand:

- (b) to facilitate communication, co-operation, and co-ordination on matters relating to the statutory functions of the constituent parties in relation to the Hauraki Gulf, its islands, and catchments, and the Forum:
- (c) to recognise the historic, traditional, cultural, and spiritual relationship of tangata whenua with the Hauraki Gulf, its islands, and, where appropriate, its catchments.

16. Establishment of Forum—

- (1) A body called the Hauraki Gulf Forum is established.
- (2) The Forum consists of the following representatives:
 - (a) 1 representative appointed by the Minister:
 - (b) 1 representative appointed by the Minister of Fisheries:
 - (c) 1 representative appointed by the Minister of Maori Affairs:
 - (d) 1 representative appointed by each of the following local authorities:
 - (i) Auckland City Council:
 - (ii) Auckland Regional Council:
 - (iii) Franklin District Council:
 - (iv) Hauraki District Council:
 - (v) Manakau City Council:
 - (vi) Matamata-Piako District Council:
 - (vii) North Shore City Council:
 - (viii) Rodney District Council:
 - (ix) Thames-Coriander District Council:
 - (x) Waikato District Council:
 - (xi) Waikato Regional Council:
 - (xii) Waitakere City Council:
 - (e) 6 representatives of the tangata whenua of the Hauraki Gulf and its islands appointed by the Minister, after consultation with the tangata whenua and the Minister of Maori Affairs:
 - (f) 2 further representatives appointed by the Auckland Regional Council.
- (3) The representatives appointed in accordance with subsection (2)(d) or (f), or subsection (5) must be members of the local authority elected in accordance with the [Local Electoral Act 2001].
- (4) The representatives appointed in accordance with subsection (2)(f) may not vote on any resolution of the Forum.
- (5) If two-thirds or more of the constituent parties agree, a local authority whose powers and functions may have an effect on the Hauraki Gulf, its islands, and catchments, and whose inclusion in the Forum will further the interests of the Forum and of the Hauraki Gulf may join the Forum as a constituent party and appoint a representative to the Forum.

17. Functions of the Forum

- (1) To promote sections 7 and 8, the Forum has the following functions in relation to the Hauraki Gulf, its islands, and catchments:
 - (a) to prepare a list of strategic issues, determine a priority for action on each issue, and regularly review that list;
 - (b) to facilitate and encourage co-ordinated financial planning, where possible, by the constituent parties;
 - (c) to obtain, share, and monitor information on the state of the natural and physical resources;
 - (d) to receive reports on the completion and implementation of deeds of recognition;
 - (e) to require and receive reports from constituent parties on the development and implementation of policies and strategies to address the issues identified under paragraph (a);
 - (f) to receive reports from the tangata whenua of the Hauraki Gulf on the development and implementation of iwi management or development plans;
 - (g) to prepare and publish, once every 3 years, a report on the state of the environment in the Hauraki Gulf, including information on progress towards integrated management and responses to the issues identified in accordance with paragraph (a);
 - (h) to promote and advocate the integrated management and, where appropriate, the sustainable management of the Hauraki Gulf, its islands, and catchments;
 - (i) to encourage, share, co-ordinate where appropriate, and disseminate educational and promotional material;
 - (j) to liaise with, and receive reports from, persons and groups having an interest in the Hauraki Gulf and business and community interests to promote an interest in the purposes of the Forum;
 - (k) to commission research into matters relating to the functions of the Forum.
- (2) When carrying out its functions under subsection (1), the Forum must have particular regard to the historic, traditional, cultural, and spiritual relationship of tangata whenua with the natural, historic, and physical resources of the Hauraki Gulf, its islands, and catchments.

18. Powers of Forum

- (1) The Forum has the powers that are reasonably necessary to carry out its functions.
- (2) The Forum's powers include the powers—
 - (a) to consider issues related to its purpose; and
 - (b) to receive reports from constituent parties; and
 - (c) to make recommendations to constituent parties; and
 - (d) to advise any person who requests the Forum's advice; and
 - (e) to commission or undertake those activities that are necessary to achieve its purpose.
- (3) The Forum must not—
 - (a) appear before a court or tribunal other than as a witness if called by a party to proceedings; or
 - (b) take part in a decision-making process under any enactment other than to advise when requested to do so.

19. Costs of administrative and servicing functions of Forum—

- (1) The administrative and servicing functions of the Forum and the costs of those functions must be agreed from time to time by the Forum.
- (2) Unless the constituent parties agree otherwise, the costs agreed under subsection (1) must be divided equally among the constituent parties and each constituent party must pay 1 share of the costs.
- (3) Administrative and servicing costs are not payable by constituent parties who are tangata whenua representatives.

20. Costs of other activities—

- (1) The Forum may undertake an activity under section 18(2)(e) if—
 - (a) a majority of the representatives agrees to undertake the activity; and
 - (b) one or more of the constituent parties (other than tangata whenua representatives) agree in advance to pay the costs of the activity.
- (2) If the costs of an activity are not agreed in advance, the Forum must not proceed with the activity.
- (3) Section 18(3) does not affect the powers of a constituent party to take proceedings and, in particular, does not affect the powers of a constituent party to enforce an agreement made in accordance with subsection (1).
- (4) This section does not apply to the administrative and servicing functions in section 19.

21. Presentation of report—

The Forum must present a copy of each report prepared by it under section 17(1)(g) to the Minister.

[22. Forum to be joint committee—

- (1) Subject to section 28, the Forum is to be treated as a joint committee of the constituent local authorities appointed under clause 30(1)(b) of Schedule 7 of the Local Government Act 2002.
- (2) Clauses 20, 22, 23, 24, 26, 28, 29, 30(2), and 30(4) to (10) of Schedule 7 of the Local Government Act 2002 apply with any necessary modifications to the Forum.
- (3) The Forum may appoint such subcommittees as it considers appropriate.]

23. Forum to follow model standing orders—

- (1) Unless three-quarters of the representatives present at a meeting of the Forum agree otherwise, at its meetings the Forum must follow the New Zealand Standard for standing orders (NZS: 9202:1992).
- (2) If the Forum agrees in accordance with subsection (1) to adopt other standing orders, those standing orders must not contravene the provisions of the [Local Government Act 2002], the Local Government Official Information and Meetings Act 1987, or any other Act.

24. Term of representatives—

- (1) Each representative appointed by a constituent party (other than tangata whenua representatives) may serve on the Forum for the period of time determined by the constituent party that appointed the representative.
- (2) A tangata whenua representative may serve on the Forum for the period of time determined by the Minister of Conservation at the time of the appointment.

AP

25. Appointment of chairperson—

The Forum may from time to time appoint 1 of the representatives to act as chairperson and that chairperson holds office for the period agreed by the Forum at the time of that chairperson's appointment.

26. Powers and obligations of constituent parties

Each constituent party (other than tangata whenua representatives)—

- (a) may acquire, hold, and dispose of real or personal property for the use of the Forum; and
- (b) may remunerate its representative or representatives for the cost of that person's participation in the Forum; and
- (c) must provide to the Forum such information or reports as may be required by the Forum; and
- (d) must pay administration and servicing costs in accordance with section 19 if required to do so; and
- (e) must pay the costs of any activity that the constituent party has agreed to pay; and
- (f) may carry out any other functions or duties specified in this Act.

27. Powers and obligations of Auckland Regional Council

The Auckland Regional Council must—

- (a) store the records of the Forum and make those records available when required by the Forum; and
- (b) convene the first meeting of the Forum within 3 months of the commencement of this Act.

28. Appointment and functions of administering authority

- (1) The constituent parties may, from time to time by agreement with the appointee, appoint 1 of their number to be the administering authority for the purposes of this Part for a period of no less than 3 years.
- (2) If, at the first meeting of the Forum or at the first meeting of the Forum after the term of an appointment of an administering authority has expired, the constituent parties fail to make an appointment, the Minister must appoint 1 of the constituent parties to be the administering authority.
- (3) A constituent party appointed as the administering authority may be reappointed.
- (4) The administering authority must—
 - (a) administer and service the Forum; and
 - (b) ensure as far as practicable that the functions, powers, and duties set out in this Part are carried out.
- (5) For administrative purposes, the Forum is to be treated as a committee of the administering authority.

29. Payment of tangata whenua—

- (1) The Minister must pay to tangata whenua representatives on the Forum, from any appropriation by Parliament for this purpose,—
 - (a) remuneration by way of allowances, travelling allowances, and travelling expenses in accordance with the Fees and Travelling Allowances Act 1951; and
 - (b) after agreement between the Minister and tangata whenua representatives, made before any costs are incurred, actual and reasonable communication costs and

AHC

consultation costs incurred in the course of their work as tangata whenua representatives on the Forum.

- (2) If there is no agreement between the Minister and tangata whenua representatives under subsection (1)(b), the Minister may make such payment to tangata whenua representatives as the Minister considers appropriate in the circumstances.
- (3) The provisions of the Fees and Travelling Allowances Act 1951 apply to any payment made under subsection (1)(a).

30. Liability of representatives—

No representative on the Forum is personally liable for any liability of the Forum, or for any act done or omitted by the Forum, or by a representative in good faith in the exercise of the functions, duties, or powers of the Forum.

31. Annual report

- (1) The Forum must, on or before 31 August each year, report to the Minister on the exercise of its powers and the carrying out of its functions during the preceding year ending on 30 June.
- (2) The report must identify the progress made by the Forum towards achieving the purposes of the Forum set out in section 15.
- (3) A copy of the annual report must be presented to the House of Representatives by the Minister.

Appendix 2 Relevant sections of the Local Government Act 2002.

14. Principles relating to local authorities—

(1) In performing its role, a local authority must act in accordance with the following principles:

(a) a local authority should—

(i) conduct its business in an open, transparent, and democratically accountable manner; and
(ii) give effect to its identified priorities and desired outcomes in an efficient and effective manner:

(b) a local authority should make itself aware of, and should have regard to, the views of all of its communities; and

(c) when making a decision, a local authority should take account of—

(i) the diversity of the community, and the community's interests, within its district or region; and

(ii) the interests of future as well as current communities; and

(iii) the likely impact of any decision on each aspect of well-being referred to in section 10:

(d) a local authority should provide opportunities for Maori to contribute to its decision-making processes:

(e) a local authority should collaborate and co-operate with other local authorities and bodies as it considers appropriate to promote or achieve its priorities and desired outcomes, and make efficient use of resources; and

(f) a local authority should undertake any commercial transactions in accordance with sound business practices; and

(g) a local authority should ensure prudent stewardship and the efficient and effective use of its resources in the interests of its district or region; and

(h) in taking a sustainable development approach, a local authority should take into account—

(i) the social, economic, and cultural well-being of people and communities; and

(ii) the need to maintain and enhance the quality of the environment; and

(iii) the reasonably foreseeable needs of future generations.

(2) If any of these principles, or any aspects of well-being referred to in section 10, are in conflict in any particular case, the local authority should resolve the conflict in accordance with the principle in subsection (1)(a)(i).

39. Governance principles

A local authority must act in accordance with the following principles in relation to its governance:

(a) a local authority should ensure that the role of democratic governance of the community, and the expected conduct of elected members, is clear and understood by elected members and the community; and

(b) a local authority should ensure that the governance structures and processes are effective, open, and transparent; and

(c) a local authority should ensure that, so far as is practicable, responsibility and processes for decision-making in relation to regulatory responsibilities is separated from responsibility and processes for decision-making for non-regulatory responsibilities; and

(d) a local authority should be a good employer; and

(e) a local authority should ensure that the relationship between elected members and management of the local authority is effective and understood.

Appendix 3 Role and functions of the Hauraki Gulf Forum Officers' Group (1 May 2002)

PURPOSE

The purpose of this statement is to assist members of the Hauraki Gulf Forum Officers' Group (the Group) to understand their role and to clarify the responsibilities of the Officers' Group as distinct from the Administering Authority or the Forum itself.

MEMBERS

The Group consists of officer-level representatives from each of the constituent parties represented on the Hauraki Gulf Forum as established under section 16 of the Hauraki Gulf Marine Park Act 2000 (HGMPA). This consists of officer representatives from:

- Minister of Conservation, Minister of Fisheries and Minister of Maori Affairs.
- Auckland City Council, Auckland Regional Council, Environment Waikato, Franklin District Council, Hauraki District Council, Manukau City Council, Matamata-Piako District Council, North Shore City Council, Rodney District Council, Thames-Coromandel District Council, Waikato District Council, Waitakere City Council.
- Tangata whenua

REPORTING AND ACCOUNTABILITY

Officers report collectively to the Hauraki Gulf Forum, and individually to their parent organisations.

ROLE

To facilitate and support the work of the Hauraki Gulf Forum in order to achieve its purposes as stated in section 15 of the HGMPA, undertake its functions as stated in section 17 of that Act and exercise its powers as stated in section 18 of the Act.

FUNCTIONS

- Prepare agenda reports for the Hauraki Gulf Forum quarterly meetings.
- Respond to requests of the Hauraki Gulf Forum.
- Initiate projects for the Forum's consideration.
- Recommend an appropriate funding split for each project funded by the Forum (see above for current standard funding formula).
- Recognise and support the Administering Authority for the Forum in their role of arranging Forum meetings, printing and sending agendas and minutes and coordinating meetings of the Officers' Group.

Neither the Forum nor the Officers' Group are responsible for management of the Hauraki Gulf Marine Park established under Part 3 of the Hauraki Gulf Marine Park Act. Responsibility for management remains with the agency with statutory responsibility for each part of the park.

ACTIONS REQUIRED BY EACH OFFICER

Attend meetings

- Attend Forum meetings held quarterly.
- Attend Officers' group meetings held between Forum meetings.

Prepare reports and provide information

- Contribute to the facilitation, coordination or action of key statutory reports which include; strategic issues report; state of the environment report; and, annual report to Parliament.
- Prior to each Forum meeting, prepare a summary in the required format of relevant activities within your organisation to be included in the constituent party report agenda item.

AMS

DRAFT

- Contribute a list of programmes and activities for the Forum Inventory when the inventory is updated.
- Prepare a report for your organisation when appropriate to report on the resolutions of the Forum. The form and timing of the report will depend on the internal processes of your organisation. In some organisations the report may be prepared by the Forum member. The purpose of the report is to ensure your organisation is aware of the activities of the Forum and contributes to Forum decision making when necessary.
- Coordinate the contribution of information and expertise from your organisation for reports e.g. State of the Environment Report, etc.
- Peer review agenda reports from sub-group working parties.

Contribute to work of Forum

- Participate in sub-group working parties from time to time to progress particular projects. (It is not necessary to be involved in all work of the Forum).
- Coordinate action from within your organisation necessary to progress the Forum's purposes.
- Act as a gateway for the Officers' group to engage and interact with experts in your organisation to assist with projects.
- Liaise with consultants undertaking projects for the Forum when necessary.
- Seek to ensure each year that your organisation has funds allocated in its annual plan to contribute to Forum projects and to cover staff time for attendance at meetings and some project work.
- Seek to ensure that your organisation reflects the strategic directions of the Forum to the extent that is required in your organisation's policies and plans.
- Assist the Department of Conservation or the Forum in raising awareness of the Hauraki Gulf Marine Park Act 2000 within your organisation, particularly regarding its status as a New Zealand coastal policy statement under the RMA, a statement of general policy under the Conservation Act, and a matter the Minister of Fisheries shall have regard to under section 11(2) of the Fisheries Act 1996.
- Ensure you have discussed Forum matters with appropriate councillors, kaumatua or managers to effectively participate in decision making at Officer Group meetings and to advise your organisation's representative. This includes determining whether your budget will cover any projects to be discussed or whether additional approvals are required.

Assist Forum member

- Advise and brief the Forum member for your organisation on the agenda items, relevant policies or activities within your organisation, and the decisions of the Officers' Group.
- Ensure the Forum member for your organisation has appropriate delegation or mandate to make decisions at the Forum meetings. The process for this will depend on the internal processes of your organisation. It may require organising a hui or councillor workshop or preparing an agenda item for a council committee or other decision making body on items to be included in a Forum agenda, prior to a Forum meeting.

Estimated time for each Officer is generally about 2 days per month.

MEETING PROTOCOLS

- The purpose of the Officers' Group meetings is to:
 - Prepare, review and decide on agenda reports for the Forum.
 - Discuss potential items for the Forum to consider.
 - Progress projects of the Forum
 - Co-ordinate the activities of sub-group working parties

AKP

DRAFT

- Identify and resolve any issues a parent organisation may have with the Forum or projects
- Administration will be the responsibility of the representative from the Administering Authority who will:
 - Prepare an agenda to be circulated to the Group prior to each meeting.
 - Provide a record (minutes) of the meeting to be circulated to the Group within a week of each meeting.
 - Prepare a schedule of meeting dates at the commencement of each calendar year as a guideline for the Group.
 - In the case when a member of the Officers' Group is unavailable, provision of an alternate will be at the discretion of the member. It will be a requirement for the Administering Authority to provide an alternate representative.
 - The Group strongly prefers that at least two representatives of tangata whenua and representatives from two Crown agencies; two Regional Councils; and, two Territorial Local Authorities attend each meeting. Members recognise that if they are unable to attend, the Group will proceed to make any resolutions in accordance with this protocol.
 - Decisions within the Group will be by consensus. Should consensus on the reporting and/or recommendation of an agenda item to the Forum not be reached, the agenda item may be put forward provided those members who do not agree to the reporting and/or recommendations are noted as such on the agenda item.
 - If significant changes need to be made to agenda reports after the Officers' Group has discussed a report, the changes will be circulated to all of the Group for comment. This feedback will be subject to significant time constraints.
 - Members are responsible for reporting minutes of the meetings to their parent organisations in the manner that they consider appropriate.

A45

Appendix

Performance agreement between the Hauraki Gulf Forum and its Administering Authority (Auckland Regional Council)

DRAFT – 17 February 2005

The purpose of this agreement is to formalise the accountability between the Hauraki Gulf Forum (HGF) and the authority which undertakes its administration and co-ordination of technical support. Greater clarity regarding service delivery should provide greater certainty and efficiency to the activities of the Forum and its constituent parties.

Section 28 of the Hauraki Gulf Marine Park Act 2000 (HGMPA) establishes that one of the constituent parties must be appointed as the administering authority for the Forum. The administering authority must administer and service the Forum and ensure as far as practicable that the functions, powers, and duties set out in Part 2 of the Act are carried out.

The Auckland Regional Council (ARC) was established as the administering authority at the Forum meeting on 23 May 2000.

The ARC is required to store the records of the Forum and to make those records available when requested by the Forum (section 27 HGMPA). This role is separate to the administration function under section 28 which may in future be transferred to another constituent party.

The Forum is also supported by a Technical Officers' Group (TOG) which has members from each constituent party. As there are strong linkages between the administering authority role and the activities of the TOG, the ARC has also taken on the role of coordinating the TOG for the Hauraki Gulf Forum.

1. Administration of Forum meetings

As the Administering Authority for the Hauraki Gulf Forum, the ARC agrees to:

1. Convene Forum meetings. Generally four meetings will be held each year. Meetings may be missed if there is a local authority election or if there are no substantive items for the agenda.
2. Prepare a schedule of Forum meeting dates, and agenda deadlines, prior to the commencement of each calendar year.
3. Compile, print and distribute an agenda 10 days prior to each Forum meeting.
4. Circulate the minutes of each Forum meeting no more than five days following each Forum meeting.
5. Provide secretarial support to Forum meetings to ensure that the resolutions are minuted.
6. Arrange a venue for each Forum meeting (meetings may be held at venues other than the ARC).
7. Advertise Forum meetings in the public notices as required under the Local Government Act 2002.

2. Process for approval of agenda items

The authors of agenda reports will gain approval for their report through their usual mechanisms. For council officers this approval may be from a nominated divisional director or general manager. For a government department approval may be from the conservator or regional manager. For tangata whenua the approval will be from the Forum member, with processes for input from relevant iwi as determined by the member.

A46

In compiling agendas for Forum meetings, the administering authority may make minor editing changes and will ensure that agenda items are in accordance with the functions and powers of the Forum under sections 17 and 18 of the Hauraki Gulf Marine Park Act.

Agenda items will then be approved by the collective agreement of the Technical Officers' Group at their meeting prior to each Forum meeting. Any substantive changes to agenda items will only be made subsequent to the TOG meeting with the agreement of the convenor of the Technical Officers' Group and the author of the report. Such changes will be circulated to all of the Technical Officers' Group for comment but this feedback will be subject to significant time constraints.

3. Administration of Technical Officers' Group meetings

In co-ordinating the Technical Officers' Group (TOG) for the Hauraki Gulf Forum, the ARC agrees to:

1. Convene Technical Officers' Group meetings to support the Forum meetings. (As a guideline, at least three TOG meetings should be held to support each Forum meeting. The timing of the TOG meetings will generally be as follows:
 - a) 10 days after a Forum meeting to review the meeting and set the agenda of the next Forum meeting
 - b) four weeks later to progress the agenda
 - c) four weeks before a Forum meeting to approve the items for the agenda.
2. Prepare a schedule of TOG meeting dates at the commencement of each calendar year.
3. Prepare an agenda for TOG meetings to be emailed to group members at least one day prior to each meeting.
4. Circulate minutes of the TOG meeting no more than seven days following each meeting.
5. Arrange a venue for each meeting (meetings may be held at venues other than the ARC).

Signed on behalf of their respective organisations:

Laly Haddon
Chair
Hauraki Gulf Forum

Peter Winder
Chief Executive
Auckland Regional Council

Date

Date

A47

Attachment 1

Waitakere City Council – Transport Strategy 2006 to 2016

Draft Vision and Objectives:

The following sets out current thinking on development of a vision and objectives for the draft Transport Strategy and is intended for discussion and development.

Vision should refer to:

1. Eco city vision - sustainable
2. Achieved by opportunity to live work and play locally
3. Travel choice
4. Integration of land use and transport and between transport modes (to encourage non-car choices)

Suggested Vision:

“A sustainable multi-modal transport system that is integrated with land use and supports the goals of the region and Waitakere (Eco) City as a great place to live work and play”

Desired Outcomes: (adapted from draft RLTS)

1. Desired 'Community Outcomes' (arising from the current LTCCP process)
2. People have safe, effective, integrated and sustainable travel choice options
3. Travel demand is managed through innovated methods
4. Opportunity to live work and play locally
5. Land use is integrated with transport and both are mutually supportive
6. Business and industry travel and location needs are met in a sustainable way
7. People have choices that enable them to participate in society
8. Environment and human health is protected
9. Reduced non-renewable energy use for transport in Waitakere City
10. Working in a collaborative and innovative manner to maximise these outcomes.

The above reflects the RLTS vision but also highlights some of Waitakere City's aspirations

A48

To achieve the vision and desired outcomes for the city the following objectives are suggested as a start point for discussion:

Objectives:

Development of a sustainable transport system that:

1. Enables the city to achieve desired social, economic, environmental and cultural benefits for both current and future communities;
2. Facilitates and promotes more sustainable travel modes;
3. Supports implementation of the RLTS and RGS in a collaborative manner;
4. Integrates land use and transport;
5. Facilitates and under-pins development of town centres and supports employment growth.

The objectives will be achieved by adopting suitable strategies. The Regional Land Transport Committee adopted Option 5 as a preferred strategic option for the region. That option provides for medium level spending on Travel Demand Management, high spending on passenger transport and medium spending on roads.

So the question is ***what is the right balance or strategy for Waitakere City Council*** and what particular aspects of each mode group should we promote or discourage?

1. **Roading** – Maintain existing roads and footpaths. How much more? New connections. Road widening. Sharing the road space with buses and cyclists.
2. **Travel Demand Management** – Need to do more (a lot more): Change attitudes and expectations, influence through pricing mechanisms and other means promoting more sustainable travel choices more efficient/optimal use of network. Need to be innovative in this area.
3. **Passenger Transport** – Must play a far bigger role. ARTA's role but WCC controls precinct around stations and bus infrastructure and priority measures – how much, which modes? Need to work closely with ARTA
4. **Walking and Cycling** – Walking & Cycling Strategy needs to be implemented – Option 5 RLTS provides for 50% completion of cycle networks.
5. **Non Transport Initiatives** – for example, new employment areas in the northwest, District Plan provisions for well designed intensive town centres, local schools, hours of business and schools, energy efficiency, and so forth. These can significantly influence transport outcomes.

The Regional Land Transport Committee resolved at its meeting on 22 March 2005 that its preferred strategic option is Option 5, which comprises 3 packages:

Roading	Medium
Passenger Transport	High
Travel Demand Management	Medium

The Regional Land Transport Strategy cannot specify the projects required, but it is helpful to note that the following list of projects was assumed for the purposes of modelling Option 5:

Roading

- Central Motorway Junction (CMJ) Stages 1 & 2
- Esmonde Interchange
- Upper Harbour Bridge duplication
- Greenhithe Deviation
- Grafton Gully Stage 1 & 2
- Northern Motorway Extension to Puhoi (ALPURT B2)
- Whangaparaoa Rd Widening
- Waiouru Link & SH1 connection
- SH20 – SH1 connection
- SH20 Mt Roskill
- Waitemata Crossing land purchase
- Territorial Authority Roding projects
- Safety initiatives
- Arterial Traffic Management
- SH18 Hobsonville
- Motorway demand management
- Tiverton/Wolverton
- Weiti/Penlink
- SH20 Mangere Bridge
- Whau Crossing
- Newmarket Viaduct
- Harbour Bridge to City (HBTC)

Passenger Transport

- Existing and committed services
- Existing and committed infrastructure
- New North Shore and Hibiscus Coast bus services
- Bus frequency improvements
- Additional bus services for growth areas
- Increased school bus services
- Central Transfer Corridor
- Increased bus priorities and facilities on QTN
- Stage 1 rail service and facilities upgrade
- Rail electrification and new electric motor units (EMUs)
- Ferry service extensions and upgrades
- Additional park and ride at bus, ferry and rail
- Roll out of Real Time information around region
- Integrated ticketing
- Further bus frequency improvements
- Further bus priority on QTN

ASO

Additional busway lane – Esmond Road and Onewa Road
High quality interchanges at all park and ride stations
Extend rail service coverage to Kumeu and Pukekohe
Additional EMU units
3rd line on southern rail line and grade separation crossing at Westfield
Additional ferry services and frequencies
Additional park and ride at bus, ferry and rail
Integrated fares

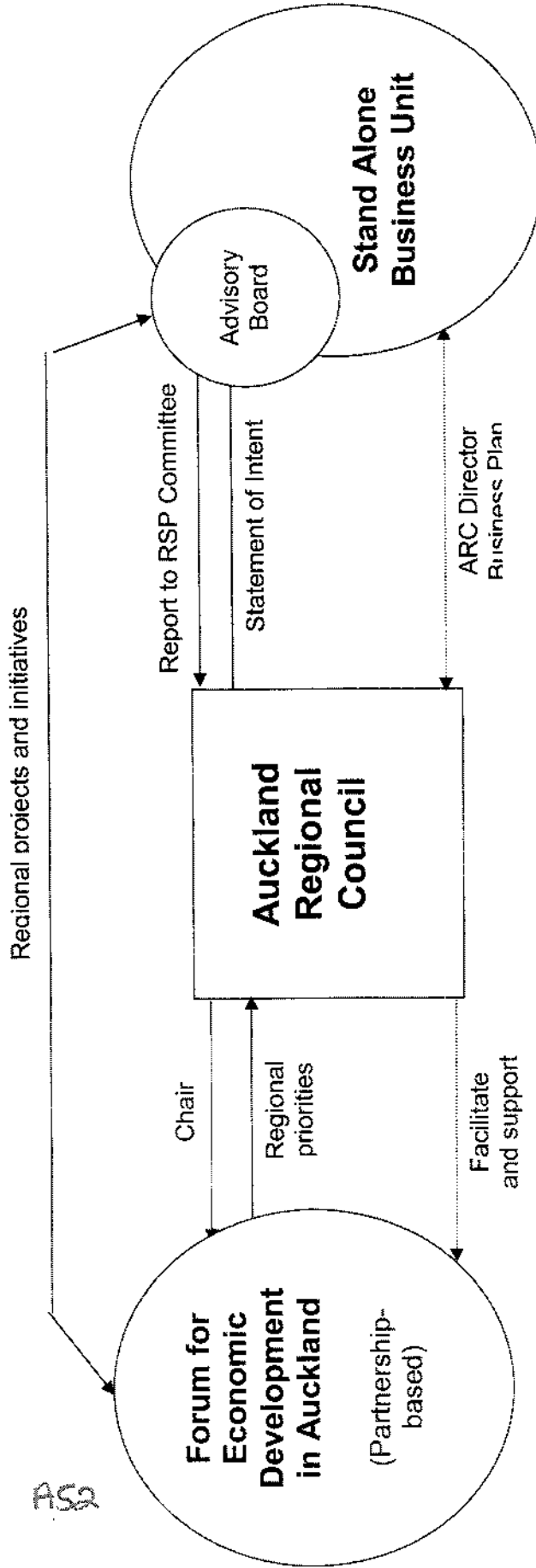
Travel Demand Management

Committed Cycle Network improvements
Committed improvements to walking in town centres
Committed Primary School Travel Plans
50% of cycle networks
CBD walking and cycling improvements
Town Centre walking and cycling improvements
School Travel Plans for all primary schools
School Travel Plans for all intermediate and secondary schools
Town Centre Travel Plans
Travel plans for 50% of CBD businesses
Community Travel Plans

AS1

Advisory board

Governance relationship between the ARC, the Forum and the SABU



**MINUTES OF A MEETING OF THE PROJECTS SPECIAL COMMITTEE HELD IN
THE CIVIC CENTRE, 6 WAIPAREIRA AVENUE, LINCOLN, WAITAKERE CITY,
ON WEDNESDAY, 4 MAY 2005, COMMENCING AT 9.30 AM.**

PRESENT: Councillors RP Dallow, QPM, JP (Chairperson)
PJ Booth, OBE (Deputy Chairperson)
DQ Battersby, JP
JM Clews, QSO, JP
LA Cooper
AK Corban, OBE, JP
PA Hulse

Mayor RA Harvey, QSO, JP (ex officio)
Deputy Mayor CA Stone (ex officio) (from 9.35 am)

ALSO PRESENT: Councillor WW Flaunty, QSM, JP

IN ATTENDANCE: Director: City Services
Director: Corporate & Civic Services
Special Projects Manager
Special Projects Engineer
Committee Secretary: A Chan

Roger Paul: Vice President Facilities of Unitec

1 APOLOGIES

There were no Apologies.

2 URGENT BUSINESS

There was no Urgent Business.

9.35 am Cr Stone entered the meeting.

3 CONFIRMATION OF MINUTES

776/2005
MOVED by Cr Corban, seconded Cr Booth:

That the minutes of the Meeting of the Projects Special Committee held on Wednesday, 6 April 2005, as circulated, be taken as read and now be confirmed.

f53

CARRIED

4 WAITAKERE CENTRAL CIVIC CENTRE - CONSTRUCTION STATUS REPORT

777/2005

MOVED by Cr Cooper, seconded Cr Clews:

That the Waitakere Central Civic Centre - Construction Status Report be received.

CARRIED

5 NEW LYNN LIBRARY AND MEMORIAL SQUARE - CONSTRUCTION STATUS REPORT

778/2005

MOVED by Cr Hulse, seconded Cr Battersby:

That the New Lynn Library & Memorial Square - Construction Status Report be received.

CARRIED

PUBLIC EXCLUDED MATTERS

6 WAITAKERE CENTRAL LIBRARY/UNITEC - CONSTRUCTION STATUS REPORT

PROCEDURAL MOTION TO EXCLUDE THE PUBLIC

779/2005

MOVED by Cr Clews, seconded Cr Booth:

1. That the public be excluded from the following part of the proceedings of this meeting, namely, Waitakere Central Library/Unitec - Construction Status Report.

The general subject of the matter to be considered while the public is excluded, the reason for passing this resolution in relation of the matter, and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of the matter to be considered.	Reason for passing this resolution in relation to the matter.	Ground(s) under Section 48(1)(a) for the passing of this resolution.
<ul style="list-style-type: none">• Waitakere Central Library/Unitec - Construction Status	<p>The withholding of information is necessary in order to:</p> <ul style="list-style-type: none">• protect information where the making available of the information - would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information;• enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	<p>That the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist.</p>

AS4