

Report 16.180
Date 2 May 2016
File CCAB-11-87

Committee Te Upoko Taiao - Natural Resource Management Committee
Authors Mike Grace, Senior Policy Analyst and Lucy Harper, Team Leader

Proposed Natural Resources Plan – Implementation programme

1. Purpose

The purpose of this paper is to inform Te Upoko Taiao – Natural Resource Management Committee (the Committee) of the Proposed Natural Resource Plan (proposed Plan) implementation programme for the Other Methods in the proposed Plan, including the management approach and methods that are considered to be the priority actions.

2. Background

Improving practice across all areas of resource management is the primary purpose of the implementation programme.

The proposed Plan identified a number of important actions (called Other Methods) that aim to help achieve the proposed Plan's objectives. Other Methods can support the regulatory approach taken in a plan or may provide an alternative to regulation such as work programmes, provision of advice or supporting voluntary restoration initiatives.

These actions will be delivered through a robust implementation programme that will encourage behaviour change as part of our resource management responsibilities. The programme is directed at both rural and urban environments, as compliance with new proposed Plan provisions and changes to land and water management practices is needed in both rural and urban areas.

Development and delivery of these methods or actions depends not only on Greater Wellington Regional Council (GWRC), but also the regional community; iwi, landowners, town and city dwellers, industry groups and stakeholders as well as local government. Some of these actions are already underway and being delivered as part of GWRC's operational programmes and use existing budget; the remainder will require new budget.

2.1 Drivers

- To implement actions identified through the analysis of issues and options in the development of the proposed Plan.
- To meet community expectation of engagement and support for changes required by the proposed Plan to current practices.
- To support existing operational programmes of work and the policy direction of the Regional Policy Statement.

2.2 Outputs

When successfully implemented the programme will result in:

- Efficient use of resources - both people and budget to deliver projects
- Clear lines of accountability and review
- Heightened recognition of GWRC work with local communities
- A more collaborative and effective work culture

3. Project approach

The implementation programme has been developed on the basis of the five factors discussed below.

3.1 Principles

Principles for implementation actions are drawn from those established by Te Upoko Taiao – Natural Resource Management Committee in development of the proposed Plan. The Principles emphasise integrated thinking, working together, connection to place and an inclusive approach to decision making.

3.2 Mahi tahi (working together)

Many of the methods require broad based and sometimes diverse investment of individuals, groups and organisations from both within and outside GWRC. Those that are very complex and multi-dimensional will respond to a collaborative approach.

3.3 Project management based delivery

The programme will be delivered through a series of projects owned and led by departments from across the organisation in partnership with iwi and community stakeholders.

Environmental Policy will provide support to project owners and look for opportunities to achieve efficiencies and cost effectiveness across projects, particularly to ensure that engagement with stakeholders and community is consistent and sustainable for all parties.

3.4 Improving business as usual

Within GWRC more integrated practice across department activities will bring greater consistency and clearer messages to the community and ultimately this will lead to better outcomes for GWRC's commitment to the delivery of the Plan.

Improving business as usual for resource users outside the organisation involves developing best practice approaches in consultation with stakeholders that then become standard practice.

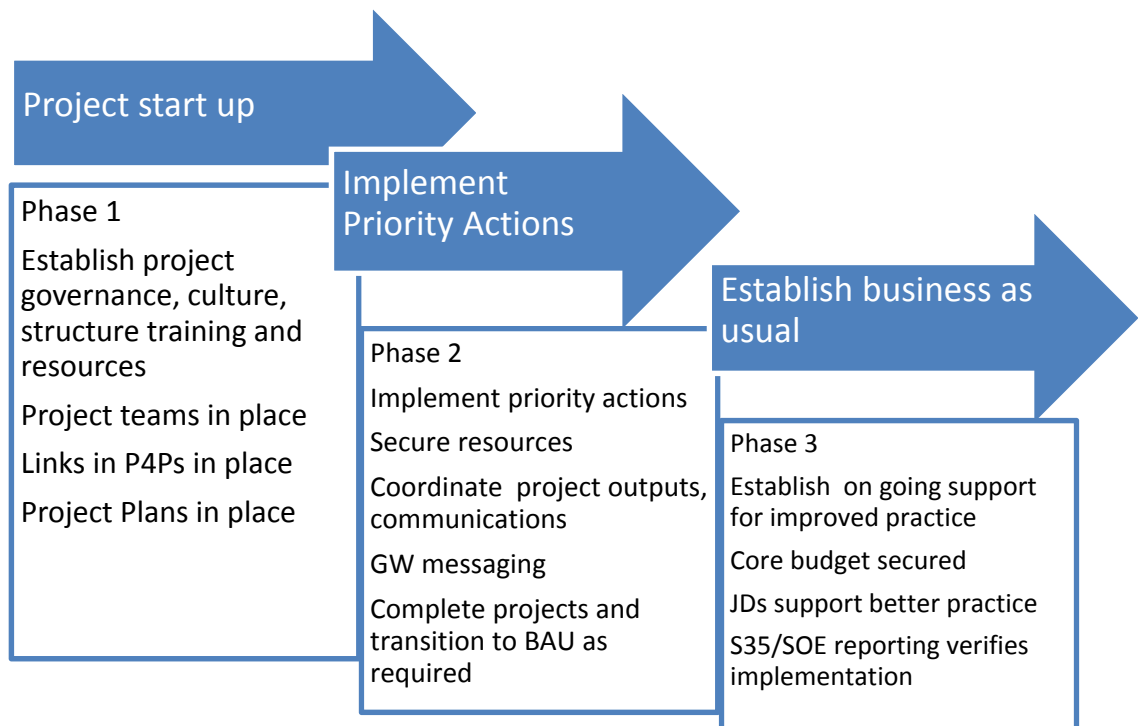
3.5 Supporting whitua delivery

The proposed Plan methods will be required to support catchment and sub-catchment scale water quality and quantity limits and the non-regulatory management programmes that implement them. The delivery of priority actions may adapt to respond to the decisions of the whitua committees in the whitua implementation programmes.

4. Stages of the implementation programme

Methods work with and support the proposed Plan throughout its life cycle. Priority methods or actions will be implemented within three years and the methods not considered to be immediate priorities will be implemented in subsequent budget cycles.

Projects have a defined timeline and endpoint. Completion of the project may lead to an ongoing change to our ‘business as usual’ practice. How the project outputs will be used and what might need to occur if they are to be incorporated into operational processes or procedures will be addressed in the project planning.



4.1 Priority actions/methods

There are 28 methods in the proposed Plan, substantially less than the number in the operative plans, many of which have not been actioned. The proposed Plan methods have been prioritised utilising the following criteria;

- Time bound regime or legislative requirement
- Community expectation and commitment
- Lead action for Other Methods or practices

The prioritised actions are listed below grouped into categories based on the type of work required or the target audience.

4.2 Current status of priority actions/methods

Farming Actions

| High Priority Methods | Owner | Current Status | Funded/non funded |
|--|--------------------------|--|---|
| M12 Sustainable rural land management research advice and incentives | Land Management | ELT signoff of proposal for integrated landowner support package | Operational budget and increased funding approved |
| M20 Wetlands Restoration and protection | Biodiversity | As above | As above |
| M13 Wairarapa water races development of management options | EM Policy/ EM Regulation | Not started | Not funded |
| M14 Maintenance of drains education programme | EM Policy/ EM Regulation | Investigations for scope of programme underway | Staff time allocated Resource for education not funded |

Investigations to improve water quality

| High Priority Methods | Owner | Current Status | Funded/non funded |
|--|--------------|---|--------------------------|
| M10 Investigating sources of poor water quality to develop remedial actions | EM Science | Project scope and brief being developed | Not funded |
| M27 Improving water quality in priority waterbodies including those failing NOF bottom lines | EM Science | Project scope and brief being developed | Not funded |

Mana whenua partnership

| High Priority Methods | Owner | Current Status | Funded/non funded |
|----------------------------------|---------------------------------|--|-------------------------------|
| M2 Kaitiaki information strategy | EM Science /Te Hunga Whiriwhiri | Scoping underway and Ruamahanga monitoring study | Partially through BAU and THW |

| | | | |
|---|---------------------------------|-----------------|------------|
| M26 Encouraging involvement of kaitiaki in resource consent processes | EM Regulation | Enhanced BAU | Funded |
| M25 Understanding and providing for Nga Taonga Nui a Kiwa | EM Policy / Te Hunga Whiriwhiri | Not yet started | Not funded |

Urban Environment Actions

| High Priority Methods | Owner | Current Status | Funded/non funded |
|---|-------------------------|---|--------------------------|
| M5 Air shed action plans for polluted air sheds | EM Science | Action plan in place for Masterton supported by GW Clean Heat program | Funded |
| M15 Regional storm water working group | EM Regulation/EM Policy | Scoping of work required underway | Not funded |

Restoration Actions

| High Priority Methods | Owner | Current Status | Funded/non funded |
|--|------------------------------|--|--|
| M8 Te Awarua-o-Porirua harbour restoration initiative | Biodiversity/Land Management | Project underway for most of method | Funded, except for reduction of pollutants |
| M9 Restoration and improvement of water quality in Wairarapa Moana | Biodiversity/Land Management | Fresh Start fund completed, Farm Environment Plans underway and Biodiversity actions | Funded |

Hazard Management Actions

| High Priority Methods | Owner | Current Status | Funded/non funded |
|---|--------------|--|--|
| M3 Wgtn regional hazard management strategy | EM Policy | Draft strategy to be released mid -year for consultation | Funded by GWRC, WCC, PCC, KCDC, UHCC and HCC |
| M4 Sea level rise | EM Policy | Not yet started | Not funded |

5. Project structure

The project structure supports development of a business model that delivers integrated project management and integrated service delivery. GWRC will lead community and industry stakeholders by demonstrating the collaborative work practice and behaviours necessary to improve resource use.

The Implementation Programme links to the new collaborative initiative which is made up of a number of projects that establish collaborative practice, both within GWRC and with partners and community stakeholders.

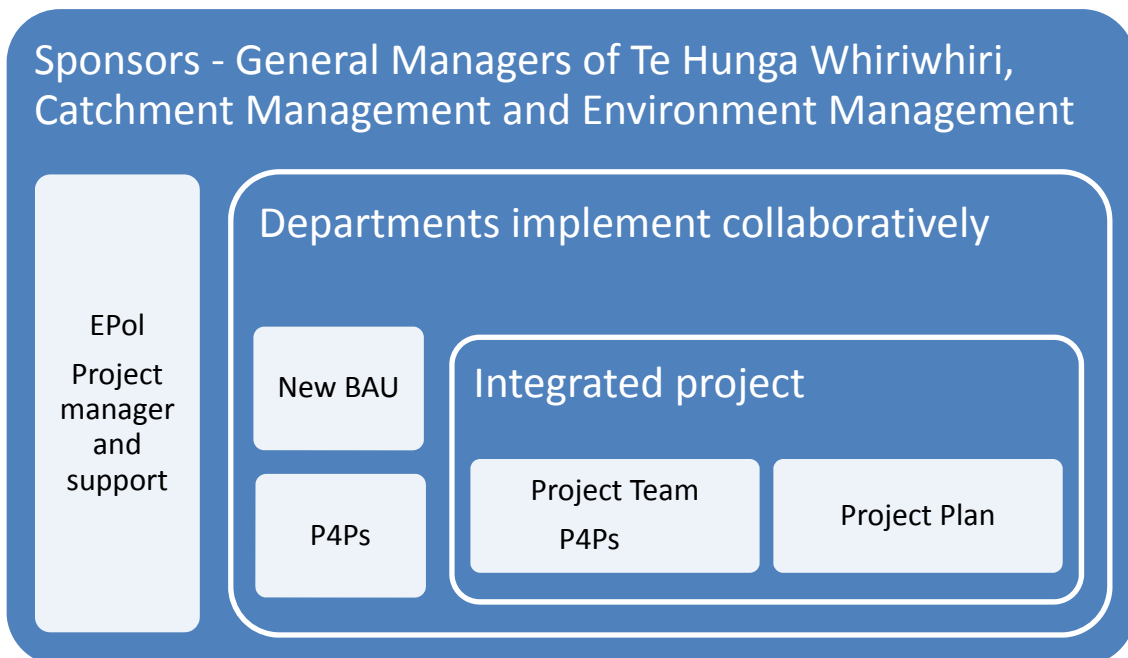
The project sponsors or owners are the Managers of Te Hunga Whiriwhiri, Catchment Management and Environment Management Groups who will share responsibility for ensuring a managed and integrated approach to implementation of the Other Methods.

The Project Manager is Manager Environmental Policy and the EPOL Plan Engagement Team (PET) will have a support role assisting with project infrastructure, resource management and collaborative practice. PET will also identify opportunities for achieving project efficiencies and economies of scale.

Department managers will be responsible for achievement of timelines, effective use of resources across departments and consistent and sustainable engagement with iwi partners, community and industry stakeholders. The transition of project outputs into new practice or business as usual will also be a key role of this group.

Projects for priority methods will be led by individual departments supported by integrated project teams.

Establishing an integrated project management practice requires a response from the organisation to ensure that implementation of shared practice is not overwhelmed by business as usual and achieves project outcomes. Both delivery of the projects and sustaining the ongoing implementation and practice need to be identified as objectives in the P4Ps of line management, project leaders and project team members. Achievement of P4P objectives should be linked to the achievement of a shared inter group - departmental outcome.



5.1 Budget

There is considerable variation in the resource requirements of priority actions identified in this report. Some methods are already underway, incorporated into existing departmental work streams as ‘business as usual’ with existing budget allocation. These existing actions may still require additional resource to meet

new requirements, particularly the catchment and fresh water management unit management needs of whitua committees.

Other methods are new start-ups which will identify project budgets to resource their activities.

The next opportunity to bid for new budget is the 2018-2028 Long Term Plan. Progress on any unfunded priority actions in the next two years would need to be funded by existing budget under the annual planning process.

6. Summary

The paper presents a project approach for the actions required to implement Chapter 6 Other Methods, identified in the proposed Plan, including those which will emerge from the ongoing whitua processes.

Catchment Management, Environmental Management and Te Hunga Whiriwhiri General Managers are aware of and supportive of the priorities and proposed approach to implementation of proposed Plan presented in this paper.

Many of the priority methods in the implementation programme are underway. The project team for the programme will support the existing work and look for opportunities to both integrate projects and work-streams within GW and to provide for effective engagement with external stakeholders.

7. Communication

The Committee is not making a decision to which the decision making requirements apply as this report is solely for receiving and noting.

8. The decision-making process and significance

No decision is being sought in this report. This report is for the purpose of updating the Committee on the implementation programme for the Proposed Natural Resources Plan.

9. Recommendations

That the Committee:

- 1. Receives the report.*
- 2. Notes the content of the report.*

Report prepared by:

Mike Grace
Senior Policy Advisor

Lucy Harper
Team Leader
Environmental Policy

Report approved by:

Nigel Corry

General Manager
Environment Group