PUBLIC
COUNCILLOR BRIEFING

AGENDA & SUPPORTING MATERIAL

Commencing at 9.00am

Wednesday 30 April 2025

Council Chambers

This meeting will be Livestreamed

.

MEETING	PUBLIC COUNCILLOR BRIEFING		
Date	Wednesday 30 April 2025	Time	Commences at 9.00am
Location	Council Chambers		
AGENDA			
9.00am – 9.15am	Accessibility Report - **DOCUMENT 1**		Clare Quirke
9.15am – 9.45a,	Policy Review and Development Project – **DOCUMENT 2, 2a, 2b, 2c and 2d**		Jodie Beker
9.45am – 10.15am	Governments Going for Growth Policies – **DOCUMENT 3**		Robert Love, Tim Mason, Allison Sneddon
10.15am – 10.30am	**Morning Tea Break**		
10.30am – 11.00am	Peri-Urban Potential National Science Challenge - **DOCUMENT 4**		Sharon Davies (Lincoln University), George Sariak, Ben Baird

REPORT TO COUNCIL

TO:	Council
FOR:	Council Briefing, 30 May 2025
FROM:	Clare Quirke, Head of Community and Economic Development
DATE:	17 April 2025
SUBJECT:	**ACCESSIBILITY REPORT AND ACTION PLAN FOR 2024-25 AND 2025-26**

RECOMMENDATIONS

'That Council …

1. ***Receive*** *this report for information.*

2. ***Note*** *that the primary focus for accessibility enhancements and actions in 2024/25 is footpaths, playgrounds, and community centres/halls.*

3. ***Note*** *that the primary focus in 2025/26 will continue to be on footpaths, playgrounds, and community centres/halls, due to the scale of the task and budget constraints.*

1. PURPOSE

This report provides

- an update on accessibility work done on footpaths, playgrounds, and community centres/halls since the accessibility review in late 2023

- an accessibility enhancement action plan for 2024-25 and 2025-26.

2. SIGNIFICANCE ASSESSMENT/COMPLIANCE STATEMENT

The decisions and matters of this report are assessed as of **low** significance in accordance with the Council's Significance and Engagement Policy.

3. HISTORY/BACKGROUND

3.1 Background

In 2019, Mayor Sam Broughton, signed the "Accessible Selwyn Te Arataki Taero Kore" Charter on behalf of Selwyn District Council. The Charter sets out four principles[1] and an Action Plan that aims to improve accessibility.

In 2022, BarrierFree NZ conducted full accessibility audits of all Council asset types[2] and delivered 14 audit reports. Audits covered accessibility needs of all people including accessibility in arrival and journey to each facility.

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[1] The four principles are Leadership - Hautūtanga, Education - Mātauranga, Technical Expertise - Tohungatanga, and Health and Wellbeing - Te Oranga o te Tangata.

[2] Pools, public toilets, community centres and halls, playgrounds, reserves, and sports facilities. The following community centres and halls were audited: Rolleston Community Centre, Dunsandel Community Centre, Darfield Recreation and Community Centre, Lincoln Event Centre, Selwyn Sports Centre, Springston

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In 2023, a review of the accessibility Action Plan was undertaken. The subsequent report to Council on 13 December 2023 included discussion on:

- 10 new commitments being adopted in relation to recruitment, planning, communication, training, monitoring, information, budgets and tools for staff, building relationships, Council assets, events and programmes.
- a new process for action planning and reporting via the Senior Leadership Team (SLT) who were responsible to the Executive Leadership Team (ELT).
- annual reporting to Council via the Council's Community Services Committee.

The disestablishment of SLT and the Community Services Committee in 2024 led to further changes in process.

3.2 Accessibility aligns with Waikirikiri Ki Tua Future Selwyn

Key points of alignment with Waikirikiri Ki Tua Future Selwyn and the focus on accessibility are within these Outcomes and Directions:

1. **A sustainable and connected urban form**
   a. Enhance accessibility
   b. Support and develop … active transport networks
2. **A great place to call home**
   a. Design safe and welcoming places for all
   b. Support and encourage communities to lead healthy, active, and fulfilling lives.

3.3 Accessibility activities are currently focused on footpaths, playgrounds, and community centres/halls

In 2024/25 the scope of work for the Accessibility Working Group (AWG) is to work towards, through a prioritised approach, the following:

1. **Footpaths**: ensuring safe, navigable, and obstacle-free walking paths throughout the district.
2. **Playgrounds**: enhancing the accessibility of playgrounds to ensure they are usable and accessible for all the community.
3. **Community Centres/Halls**: making community centres/halls fully accessible with adequate facilities for all people.

3.4 Report on what has been actioned since the 2023 review

An Accessibility Working Group (AWG) has been established

In October 2024, an AWG was established with cross-Council input from teams working in open spaces, transportation, facilities, and community services and facilities. The main objectives of the AWG are:

1. **Focus on Improvement:** identifying issues, exploring options to plan, progress

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Community Hall, and Southbridge Hall and Community Library. The following playgrounds were audited: Foster Park, Leeston Community Park, Prebbleton Community Park, West Melton Community Park, and Westview Community Park.

and action accessibility improvements.

2. **Communication with Communities:** ensuring Council 'business as usual' communication with communities is informed by accessibility matters.

3. **Policy Development:** proposing revisions to existing policies or the development of new policies to support accessibility issues.

4. **Implementation:** planning for, and action steps, aimed at addressing identified accessibility issues.

5. **Monitoring and Reporting:** monitoring to ensure legislative and policy compliance and regularly report to Council on progress in relation to the Accessibility Charter adopted by Council.

The working group will consider physical, sensory, and cognitive accessibility aspects in its approach, and where needed suggest reprioritising target areas.

Accessibility enhancements and actions undertaken for footpaths, playgrounds, and community centres/halls since 2023

1. **Budget for accessibility upgrades**: Budgets were included in the 2024-34 LTP for upgrades including accessibility in playgrounds, pathways, and community centres and halls. Work will be guided by the technical expertise in the BarrierFree NZ accessibility audits.

2. **Designs for all new playgrounds received by Council are checked** (by a Royal Society for Prevention of Accidents trained person) to ensure that they pose as few accessibility barriers as possible.

3. **Accessibility considerations included in the *Play, Active Recreation and Sport Spaces and Places Plan 2023*** for all new or upgrade play space installations. As part of this plan, Council is working towards a goal of at least one accessible playground in each community.

   The aim is to reduce and eliminate social and physical barriers to access for children and their caregivers, considering people with disabilities as well as parents with children in prams and older people with an age-related decrease in mobility or sensory abilities (e.g., avoid raised borders or edges that create a barrier).

   The plan recognises the importance and potential value of accessible local play spaces that cater to everyday play needs. Consideration of off-street connections and the provision of safe transport routes to ensure getting to and from a play space can be as accessible and safe as possible. Play spaces are intended to be easily locatable and identifiable.

4. **Accessibility upgrades at community centres and halls** are routinely undertaken whenever there is an upgrade, renewal, planned maintenance, or extension work. Accessibility upgrades include things like:

   - Widening of doors

   - Installation of accessible parking and eye level signage of accessible parking

   - Installation of accessible toilets or toilet features (e.g. purpose-built backrest, push-button devices such as were installed in the Selwyn Sports Centre)

   - Improving visibility of features by changing colours, repainting, or adding contrasting fittings e.g. repainting faded car park markings; painting contrasting colours on bollards, handrails on stairs and ramps, doors or walls; using

contrasting colours behind bathroom fittings, on stairs/access routes, around door fittings (locks, handles)

- Installation of magnetic hold-open devices on internal smoke doors at Selwyn Sports Centre

- Improving accessibility of fixtures such as reachable clothes hooks, mirrors, hand towel dispensers, foot-operated bins

- Improving handrails where these lack grips or do not extend far enough

- Improving door handles and locks for people with restricted dexterity.

5. **Recent accessibility considerations in new facilities and facility upgrades**

   Facilities designs and upgrades cater for accessibility, for example

   - **Foster Park car park:** accessibility limitations[3] were resolved with work including international accessibility signage, kerb cutdowns, connecting pathways and provision of additional disabled access car park spaces. BarrierFree NZ now uses this example as an exemplar of best practice in Aotearoa New Zealand.

   - **Selwyn Sports Centre**: Magnetic hold-open devices were installed on internal smoke doors in time for Wheelchair Basketball Nationals, hosted in July 2024. At the same time accessible push-button devices were installed on two of the accessible toilets. This work improved access for people with disabilities and others with mobility impairment.

   - **Kakaha Park**: the car parks and path system with the concrete concourse that encircles the playing fields cater for people with disabilities

   - **Rolleston town centre**: accessibility is a key principle and includes parking, path system, way finding and building levels to enable easy access for people in wheelchairs or other mobility aids. Building developers have been required to construct at levels that allow for direct access off footpaths.

   - **West Melton Domain community park and toilets**: new car park with disabled access spaces and connecting paths was constructed to service the new toilets at West Melton Domain and the community park.

   - **Castle Hill Community Centre**: a building extension to the community centre was completed. Work also included accessibility upgrades to meet compliance standards which involved provision of a new entrance with ramps and handrails and an internally accessed toilet for people with disabilities.

   - **Arthurs Pass Community Centre**: when relining the interior of this building, colours were chosen to provide contrasts for doors etc to aid visually impaired people. This is now standard practice with any repainting work for buildings.

   - **Castle Hill Car Park**: a new car park was constructed with disabled access parking spaces to enable people with disabilities to have access to the public toilet facilities.

   - **Darfield Pool**: an accessibility report, prepared for this facility, was used as a basis for undertaking accessibility improvements for people with disabilities. Work included upgrades to the entrance and pool surrounds and change facilities. Further ongoing work is planned.

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[3] Identified in the BarrierFree NZ Audit Report.

6. **A system of hierarchy is being developed for playgrounds** to provide a cohesive network of play spaces with at least one accessible play space per community[4].

7. **Missing footpath links** in 7 locations (557m of new footpath) were completed in 2023-24.

Accessibility training and education for Council staff

On 27 March 2025, 16 staff from a variety of positions across Council - including designers, project managers, asset managers and facilities operators – was conducted by Barrier Free NZ and Blind Low Vision NZ. The training focused on visual impairment and neurodiversity accessibility.

Staff from Waitaha Kura/School[5] have offered to support the AWG in consultation/engagement with the school's whānau and tamariki, where needed.

3.5 Plans for accessibility enhancements and actions in the 2024-25 and 2025/26 years, and beyond

Many of these enhancements and actions have been informed by the BarrierFree NZ audits.

Community centres and halls

- **Multiple facilities:** seating with armrests at some community centres and halls.

- **Lakeside Community Centre:** planned upgrade to the car park with installation of a disabled access car park space (none are currently provided at this venue).

- **Kirwee Sports Pavilion:** planned seismic upgrade on this building in 2025; the work will include accessibility upgrades to ensure it is compliant with s.112 of the Building Act.

- **Darfield Recreation and Community Centre:** paths surrounding this facility are not wide enough or have features that impede access for people with disabilities. Planned work involves reconstruction and accessibility improvements. Rectifying incorrect signage in the facility e.g. wheelchair symbols on bathrooms that are not accessible.

- **Dunsandel Community Centre:** carpark upgrades include repainting parking space marking that is no longer visible, better access to paths for mobility parking, and possibly lighting on exit signs to assist with wayfinding in an emergency.

- **Lincoln Event Centre:** replacement signage and repainting of doors to create colour contrast, and seating with armrests in the reception area.

- **Springston Community Hall:** maintenance of slippery paths (moss cleaning)

- **Building surveys:** A budget has been allocated over the next 3 years to carry out comprehensive surveys on Council buildings including community centres, halls, libraries, and pools. The surveys will integrate work already completed including accessibility audits and focus on understanding compliance requirements alongside other building performance information. An output from the surveys will be identification of further accessibility improvements especially where triggered by building compliance requirements.

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[4] This is per the *Play, Active Recreation and Sport, Spaces and Places Plan* which Council adopted towards the end of 2023.

[5] **Waitaha School** is a state-funded specialist school for students who have qualified for Ongoing Resource Scheme funding aged 5 – 21 years with satellite provision at some local schools including Rolleston College (Te Rito Harakeke). Waitaha School's Community Hub operates as part of their Waitech programme for their young people transitioning to community.

- **General building fitout:** There is a significant programme of building fitout renewal and upgrade work identified over the next couple of years. Project managers will incorporate applicable "quick win" recommendations from the BarrierFree NZ Audit Reports such as more visible signage, lowering fixtures in accessible bathrooms, easier to operate door handles and installing handrails. In some cases, more extensive work will be carried out where this can be accommodated within budgets.

- **Cyclical painting programmes (interior and exterior):** Where practical, painting will focus on creating contrast colours so that doors, entries and other features can be more easily picked out by people with visual impairment.

Playgrounds

LTP budgets include $233,000 over the next 3 years for playground upgrading including accessibility improvements. Following this, a further $750,000 is budgeted to make key play spaces more accessible and inclusive with an aspiration of at least one fully accessible playground in each of the district's major towns.

- **Accessible paths in reserves:** additional or upgraded paths in reserves with work to include widening, installation of kerb cut downs and more visible bollards, upgrading surfaces, and installation of new paths to improve accessibility.

- **William Street Playground - Prebbleton:** playground upgrade will include some accessibility improvements such as the undersurface made level with the surrounding ground, an accessible path to the seating and play equipment, visual contrast with materials, and provision of some more inclusive equipment.

- **Anderson Park - Leeston:** installation of paths to connect up a number of facilities on the park including the toilets, drinking fountain and playground to allow for access by people with disabilities and with restricted mobility.

- **Leeston Park upgrade (Waihora Whata Rua):** major upgrade to the park including car parks, paths, seating, signage, play facilities and new toilets. There is budget in the current financial year to carry out some upgrade works to the playground, partly for compliance reasons. The full upgrade/replacement of this playground will occur later in the Waihora Whata Rau programme. Specifically, work includes improved access to the playground, visual contrast improvements, installation of some equipment that can be used by children with disabilities and a new play structure incorporating a slide with steps and handrails. Non-compliant equipment will be removed.

- **Hororata Reserve:** new car park with disabled access spaces and connecting paths to service the new toilets and the reserve.

- **Springfield Donut Reserve:** installing an accessible path to connect the donut to the entrance and main road.

- **Foster Park passive zone:** creation of a passive space in this destination park including installation of an accessible path network to enable easy access to facilities and spaces.

Footpaths

Many new footpaths get added to the network each year as new footpaths in new developments get vested to Council. In the next 3 years the budget allows for 2,961 metres of footpath links/connections which will improve accessibility.

The 13 projects across the district include 31m planned in Prebbleton, 240m in Springston, 1,470m in Darfield, 155m in Kirwee, 350m in Waddington, 470m in Leeston, and 245m in Rolleston.

Pools

- **Darfield Pool:** Following on from completed work, $60,000 has been budgeted in the next 3 years to improve accessibility with access to changing rooms, better identification of disability car park spaces, consideration of a new lift for the outside pool to enable people with disabilities or restricted mobility to safely enter pools.
- **Southbridge Pool:** work is currently being scoped to improve accessibility with $40,000 budgeted over the next 2 years.
- **Selwyn Aquatic Centre:** work is currently being scoped to improve accessibility with $90,000 budgeted over the next 3 years.

Increasing the competency of Council staff through education and training

Further accessibility training for staff across Council is planned in May 2025. This is delivered by Barrier Free NZ and Blind Low Vision NZ.

Improving information available to the public about accessibility

Improving information on the Council website would help people with impairments to identify and navigate Council facilities and amenities. This information could also be used to promote Waikirikiri Selwyn as an accessibility friendly district. Links to the Hapai Access Card videos of accessible places could also be included on the website.

3.6 Constraints on accessibility enhancements could be improved

The AWG identified a number of significant constraining factors for accessibility in the district, including budget. Addressing these could return significant benefits.

- **Footpaths:** providing footpaths on both sides of a road enables people to live, work, and play accessibly. Currently Council's *Partially Operative District Plan* and *Engineering Code of Practice for Infrastructure Design (July 2022)* only require footpaths on both sides of the street for new subdivisions for main roads. Accessibility could be improved by requiring footpaths on both sides of the road and educating developers, about the principles of accessibility to apply to their planning.
- **Footpaths:** the annual budget for pedestrian crossings and footpaths (other than the footpaths in new developments that are vested to Council) is low, while the costs of enhancing accessibility of existing footpaths and creating safe crossing points is significant. For example, the budget for pedestrian crossings and work on existing footpaths is around $300,000 per annum and yet the cost of creating a raised pedestrian crossing is around $100,000. Increasing or reprioritising budgets could begin to address this constraint.
  Increased budgets will be included in the 2027-2037 Long Term Plan for consideration by Council.
- **Playgrounds:** Council reviews playground plans put forward by developers. By educating developers about accessibility in relation to playgrounds and providing them with better information about the district's playground network, the community might

start to see more diversity in accessible equipment. It could also enable learning around what works well to be shared.

4. PROPOSALS

The proposal is that Council receive this report and note that the primary focus for accessibility enhancements and actions in 2024/25 is footpaths, playgrounds, and community centres/halls.

The Accessibility Working Group propose that the primary focus for accessibility enhancements and actions in 2025/26 continue to be footpaths, playgrounds, and community centres/halls due to the scale of the task and the budget constraints.

5. VIEWS OF THOSE AFFECTED / CONSULTATION

(a) Views of those affected and consultation

The BarrierFree NZ accessibility audits, carried out for Council in 2022, significantly informed the accessibility programme of work. The views of community were not specifically sought for this report.

(b) Māori and Treaty implications

The views of Māori were not specifically sought for this report.

(c) Climate Change considerations

Climate change considerations are part of the standard planning process for new developments and upgrades.

6. FUNDING IMPLICATIONS

There are no additional funding implications further to those approved by Council in the 2024-2034 Long Term Plan.

It is noted that significant budget constraints are impacting accessibility enhancements, particularly in relation to footpaths. Increased budgets will be included in the 2027-2037 Long Term Plan for consideration by Council.

Clare Quirke
HEAD OF COMMUNITY AND ECONOMIC DEVELOPMENT

Denise Kidd
EXECUTIVE DIRECTOR, COMMUNITY SERVICES AND FACILITIES

COUNCIL MEMORANDUM

TO:	[Council]
FOR:	Council Briefing 30 April 2025
FROM:	Jodie Beker, Legal Counsel – Policy & Compliance
	Julie Hands, Head of Legal and Risk
DATE:	15 April 2025
SUBJECT:	**POLICY REVIEW AND DEVELOPMENT FRAMEWORK**

1. PURPOSE

To provide Council with information relating to the proposed policy review and development framework (AKA Metapolicy or policy on policies) which covers the development, review, and management of policy documents.

2. HISTORY/BACKGROUND

The policy review and development project began in April 2024 with a view to complete a stocktake of SDC policy documents and ensure that the SDC policy suite was up to date.

As that workstream progressed, it became apparent that there was no clear framework or consistent approach around when a policy document was needed, the process for its development and how the document was approved. Other issues were identified which included:

a) Access to and knowledge of a document's existence,
b) Inconsistent understanding concerning delegation of responsibility and authority regarding policy management,
c) Large number of operational policies approved by Council when decision-making sits the operational level.

To address the issues identified, ELT endorsed a policy review and management framework which included documented procedures for review, development and publishing of policy documents, and a digital policy management tool.

Those documents and management tool are presented to Council as part of this briefing.

3. DISCUSSION

The proposed framework is based on policy management best practice principles demonstrated outside of and within the local government sector and consists of the following:

- Clear definitions

Part of the framework will include a clear definition for each type of document e.g., policy, procedure, guidelines which will help create consistent around what document type is required to properly give effect to its intended purpose.

- Access to Policies

Community Access

The community currently gain access to policies via the Council Policy Manual (containing a large amount of operational level policies) made available on the Council Policies webpage on the public website. This webpage also contains policies not in the Policy Manual which relate to governance matters, and which are included within the Long-Term Plan. Bylaws are made available via a separate webpage on the public website.

Policies identified as public facing in accordance with the proposed policy review and development processes will continue to be made available to the public via the public facing website. Some re-design of the existing web pages relating to Council policies is being contemplated.

Information relating to what policies are coming up for review, what has recently been reviewed and what is overdue for review can also be made available to the public. Discussion on how to achieve this is occurring with Digital.

Requests for policies relating to internal operations can be made via the LGOIMA process.

Staff Access

Staff will access approved SDC policies from the purpose-built policy register (AKA Policy Directory, part of the digital policy management tool). Navigation to the Policy Directory will be via The Port system and staff intranet. The Policy Directory will replace the Council Policy Manual.

- Clearly defined roles and responsibilities

The Council

Under the LGA, policy is mentioned several times and provides some guidance on the roles and responsibilities associated with policy development.

The mayor is responsible for leading the development "*of the territorial authority's plans (including the long-term plan and the annual plan), **policies***, and budgets for consideration by the members of the territorial authority*".

*Note: Specific policies are referred to within the LGA and in other legislation which require Council's adoption. E.g., Significance and Engagement Policy.

The governing body of a local authority (the "Council") is unable to delegate certain powers which includes, as examples:
- the adoption of policies required to be adopted and consulted on under the LGA in association with the long-term plan or developed for the purpose of the local governance statement,
- the power to adopt a remuneration and employment policy.

The Chief Executive is responsible under the LGA for:
- implementing the decisions of the local authority, and
- ensuring the effective and efficient management of the activities of the local authority.

Policy development and management is a mechanism that can be utilised to support the fulfilment of these responsibilities.

A clear delegation of authority from Council to the CE regarding policy management and approval for documents not required to be adopted by Council, will be proposed.

ELT

ELT are responsible for specific areas where subject matter experts (SME's) exist.

ELT can support the Chief Executive by showing leadership in policy management for policies within their area's scope. This involves:
- Ensuring that there is a SME on the topic that policy covers,
- Appropriately assigning responsibilities and authority for content creation and updates to SME's,
- Giving priority and resource support to policy review and development work.
- Monitoring the level of overdue policies in their areas of responsibility.
- Reinforcing best practice policy management practices through following organisational direction on policy management and development.

Permitting ELT, under delegation from the CE to collectively approve operational policies which do not need Council approval, will assist and empower ELT to demonstrate leadership.

Currently there are no clearly documented delegation of authority relating to policy management and approval at the management level. As part of the review of non-financial delegations, delegations covering these aspects will be proposed including delegation of authority from Council to the CE for policy management and operational policy approval*.*

Subject matter experts SME's

These are the nominated person within the organisation with the most knowledge on the subject that the policy covers and ideally have day-to-day operational knowledge to answer any questions that might arise on the subject.

A subject matter expert leads the review of a particular policy document with their peers within the organisation which need to provide input, updates the document and presents it to their ELT before the document is presented to ELT.

The subject matter expert can also be responsible for communicating the changes to the wider organisation and educating their peers on the policy content.

Some aspects of these responsibilities are being undertaken by staff on an hoc basis.

Policy management resource

Has overarching responsibility for the development and maintenance of policy management practices, policy management and drafting resources, provides drafting assistance and advice on policy development and proposes the strategic direction of the central policy repository.

The Legal Team is now providing policy management and drafting advice.

- Clear document hierarchy

  Documents have a clearly articulate position or "tier" which indicates which documents constrain and inform it.

  Documents adopted by Council hold the pole position, binding all documents below it so that these must be written in a way that complies with the adopted documents.

  The next tier cover those matters that ELT can make decisions on without Council approval, but these must give effect to and be consistent with any of the documents adopted by Council. These would be document which have organisation-wide application: e.g., everybody would need to know about them in order to be able to do their job compliantly.

  The last tier are those documents which may be developed for use within a particular area only that inform their internal decision-making and processes but don't have wider organisational application. The authority to develop and approve these would sit with ELT with a potential delegation to Heads of.

- Categorisation structure

  Policies are categorised in a logical way to group them so they can be assigned to an ELT member's area and identify who needs to approve the document.

  Policies labelled "external" will generally require approval/endorsement from Council and be public facing whereas policies labelled "internal" will generally be approved by ELT and will not need to be public facing (note that Council may be required to approve internal policies where it retains delegated authority over the policy topic).

- Policy lifecycle

  This is depicted in the Metapolicy and depicts the different stages of policy review or development.

  The policy management tool has been developed to take account of these stages*.*

- Policy management reporting

  Reporting on policy management began in November 2024 to Audit & Risk Subcommittee and consists of an update on the number of policies in the SDC policy suite which are current and overdue for review.

4. ALIGNMENT WITH COUNCIL PLANS, STRATEGY, POLICY AND REGULATORY/COMPLIANCE OBLIGATIONS

Waikirikiri Ki Tua/Future Selwyn

The following aspects of **Waikirikiri Ki Tua/Future Selwyn** have been identified as relevant to this issue, proposal/decision/activity/project, and inform both the outcomes of the project as well as the way the project develops:

Outcome and/or Direction	Relevance
Strategic priorities and outputs	A policy review and development framework facilitate better operational decision-making which drives how we undertake operational activities to achieve strategic outcomes.

5. RISK IMPLICATIONS

There are low risk implications with implementing this framework. The framework itself will help to reduce compliance risk by providing clear direction on development, review and approval requirements, improving access to policy documents, and providing transparency around the currency of SDC's overall policy suite.

6. LEGAL/POLICY IMPLICATIONS HEADING

The proposed framework has been developed to reflect legislative responsibilities and requirements around policy management.

JODIE BEKER

LEGAL COUNSEL - POLICY & COMPLIANCE

JULIE HANDS
HEAD OF LEGAL AND RISK

Endorsed For Agenda (Bold, Sentence Case, Italics)

STEVE GIBLING
EXECUTIVE DIRECTOR, PEOPLE, CULTURE AND CAPABILITY

Metapolicy

Approver	ELT
Owner	Executive Director, People, Culture and Capability
Contact	Legal Counsel – Policy & Compliance
Date adopted/last reviewed	May 2025
Review date	May 2027
Tier	2
This document supports or gives effect to the	Waikirikiri Future Selwyn Strategy

Commented [JB1]: Suggest approve is an ELT approved as this is a mechanism the CE can use to implement the decisions of the local authority and council. No explicit legal requirement to have council approve this document.

Purpose

This policy provides direction on how council will consistently identify, develop and review documents which detail and communicate council positions or directions to support operational efficiency, sound decision-making and risk mitigation.

Organisational Scope

This document applies council-wide, to all staff and contractors when identifying the need for the development and review of documents which communicate a council position or direction.

Background

This document provides a development and review framework for creating documents which communicate a council position or direction, and defines the following:
- The council's mechanisms for communicating official council positions (e.g., strategy, policy, procedure, framework);
- How documents are developed and approved;
- The scope and the application of documents approved at the different levels of the organisational structure;
- Roles and responsibilities of those involved in developing documents which communicate a council position.
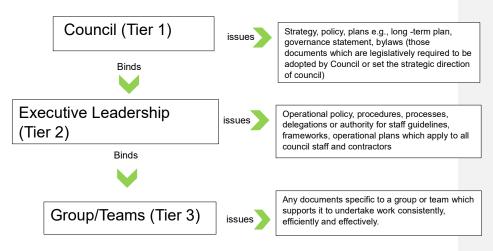
Key Statements/Principles

Basis for a document review and development framework

(a) The need to document and communicate a council position or direction may be driven by a number of factors, both external and internal, including but not limited to:

- new or changed government requirements,

- new or amended regulations,

- new strategic direction of the council or local government sector,

- restructuring,

- identification of a gap in the current 'suite' of documents,

- emerging operational issues,

- identification of risks or inconsistencies in behaviour by staff/ contractors,

- review or consolidation of older compliance documents,

- external pressures (such as from the media), and

- events.

(b)   A document that has been issued under delegated authority is to be treated as an official council position. Non-compliance may result in disciplinary action being taken.

(c) The below diagram illustrates the organisational hierarchy and how documents at one level affects those at the other levels. The hierarchy described below doesn't diminish the

requirement of compliance, but it can limit the scope and application of a compliance document.

| Council (Tier 1) | issues > | Strategy, policy, plans e.g., long -term plan, governance statement, bylaws (those documents which are legislatively required to be adopted by Council or set the strategic direction of council) |

Binds ⌄

| Executive Leadership (Tier 2) | issues > | Operational policy, procedures, processes, delegations or authority for staff guidelines, frameworks, operational plans which apply to all council staff and contractors |

Binds ⌄

| Group/Teams (Tier 3) | issues > | Any documents specific to a group or team which supports it to undertake work consistently, efficiently and effectively. |

(d) Documents issued within each level must be consistent with others within the same level (as much as practicable) and consistent with any documents issued from the level above. There may be instances where it is not practicable for this to be the case. In instances where inconsistency affects documents, the Legal Team needs to be made aware of these.

(e) Certain documents must only be adopted by Council while the ability to approve and adopt others can be delegated to staff[1]. For the documents that Council must only adopt, these are adopted via resolution. The Chief Executive is responsible for implementing the decisions of Council and the local authority[2] which includes any adopted policies.

Document Management

Roles and Responsibilities

Responsibilities and functions for the drafting and development of compliance documents reflect the hierarchical structure of the decision-making within council.

For documents to remain current, and consequently for risk to the council minimised, the following roles and responsibilities exist for the following areas of compliance documents.

1. Council (governing body)

Under the leadership of the Mayor, Council develops the territorial authority's plans (including the long-term plan and the annual plan), policies, and budgets for consideration by

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[1] See S 32 (1) Local Government Act 2002 and S 40 (1) Local Government Act 2002 as examples.
[2] S 42 (2) (a) Local Government Act 2002

the members of the Council[3]. Council is the **only body** which may adopt documents (e.g. policies) which **cannot be delegated** under *S 32 (1) (f) Schedule 7 Local Government Act 2002* and *S 40 Local Government Act 2002.*

Council also has the authority to adopt and issue bylaws under specific legislation. This authority cannot be delegated.

2. Community Boards (Malvern Community Board) and Council Committees

Community boards and council committees may be a stakeholder for any document where council forms a position and wishes to communicate that position. The extent of any decision-making powers in relation to such documents will be set out in the terms of reference of these bodies, however any power to adopt documents will only extend to those which Council may delegate.

3. Executive Leadership Team (ELT)

The ability to create, approve and adopt council-wide and group specific documents for specific areas of responsibility, has been delegated by the Chief Executive to ELT.

ELT as a group have been delegated authority to approve the development of a document which applies council wide which is not required to be adopted by Council.

Each ELT member has the delegated authority to approve:

- A major review of an existing document, and/or
- Amendments to an existing document content that changes its original intent.
- Any Tier 3 documents which apply across there group or are specific to a team or teams within their group.

Each individual ELT member is responsible for ensuring that there is resource within their groups to complete the relevant steps of the review and development and ensuring compliance with processes, instructions and guidance issued by the Legal Team.

In the event of a disagreement between an ELT member and the Legal Team the matter will be referred to the Chief Executive for any operational documents and Council for any other governance documents.

Individual ELT members must take new or substantially revised Tier 2 documents to the whole ELT for discussion and general visibility.

Where breaches of documents occur the relevant ELT member must be informed**.** The ELT member must then advise the Legal Team to identify what risks may result from the breach.

4. Legal Team

The Legal & Risk Team has overarching responsibility for the strategic direction, standardisation, promulgation, compliance with relevant law, efficacy of documents held in the controlled documents register, and assisting other areas of council to develop

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[3] S 41A (2) Local Government Act 2002

documents that are consistent with them. The Legal Team maintains the digital repository; the controlled documents register.

In order for the council to minimise risk, the Legal Team must undertake stringent quality assurance on all documents and provide feedback.

The Legal Team's responsibilities include

- Planning support, guidance, and direction on the development and review of documents developed at the Executive Leadership and group levels;

- Legal review and quality assurance of all documents;

- Regular needs and gap analysis of documents and the controlled document register:

- The development and provision of templates, guidelines and style guides;

- The development of 'How to…' documents to assist Stewards , ELT and other document administrators with their roles and responsibilities;

- Guidance on report writing advising ELT and Council of policy changes;,

- Making and approving minor changes to documents held within the controlled documents register (largely style/grammatical) on behalf of ELT; and

- Ensuring documents meet the requirements of the *Public Records Act 2005 (New Zealand Legislation website)* and disposal requirements.

The Legal Team members can approve minor changes to documents without needing to consult the relevant ELT member. However, if there is any uncertainty as to whether a change is minor, the Legal Team will refer this to the ELT member for a determination.

If there is any disagreement between the Legal Team and a Steward or ELT member, the matter will be referred to the Chief Executive.

5. Stewards

A Steward is the person responsible for carrying out scheduled reviews of a document, or for making amendments to the document when it requires an amendment that is not part of the Legal Team's responsibility.

The Steward will be the person within council with the best working knowledge of the document's content and will be best placed to answer any questions with regard to the interpretation of the document or its implementation.

Leading the consultation process also forms a part of the Steward's responsibilities, as they are the person with the greatest understanding of the document's content and are best placed to identify who will be affected by any changes. What is required for consultation will be dependent on the content and coverage of the document in question. Several rounds of consultation may be necessary where the document is subject to *S 82 Local Government Act 2002* or it is assessed as significant under the *Significance and Engagement Policy.*

If the Steward identifies major amendments to the document (i.e., a significant proportion of the wording needs to be changed and/or the intention of whole or part of the document has changed), then the ELT member will need to review those changes before they can be approved.

The Steward is responsible for educating stakeholders and the wider council on policy changes and new policies.

6. Te Pou Mataaho | Iwi Māori Partnerships and Capability Team

Te Pou Mataaho have a role to play in the review and development of documents issued by Council and ELT as part of strengthening the relationship and engagement between mana whenua, iwi Māori and Council, and building cultural competency into council processes. Te Pou Mataaho contribute to the review and development of documents the following ways:

Te Tiriti o Waitangi Obligations: Provide clear advice on the Council's obligations under Te Tiriti o Waitangi, and explain how its principles apply to the reviewed document.

Bicultural Strategy Integration: Identify relevant topics in the reviewed documents that would benefit from consideration of Te Rautaki Tikaka Rua – Bicultural Strategy, specifically its four pou (Kā Mahi, He Takata, Kā Honoka, He Huarahi Hou).

Mana Whenua Engagement: Advise on the correct protocols and procedures for appropriate engagement with mana whenua.

Mana Whenua Strategic Documents: Facilitate access to relevant, public-facing strategic documents of mana whenua.

Review and currency periods

Review periods may be set at increments of 1,2 3, or 5 years. The review frequency must reflect the level of risk posed by the topic covered, or any legislatively required review periods. For example, if the topic of the policy relates to health and safety obligations, these will likely need to be reviewed more frequently.

A document can be reviewed earlier than its set review period to respond to any necessary updates.

A document remains in force until it is updated despite the scheduled review date being exceeded.

Document classification

The classification of a document determines how it is developed and approved. Council classifies its documents in the following ways:

External document.

These are documents made publicly available. These will usually be documents which are required to be:
- developed by law and made public and
- adopted by Council,
- that are subject to a consultation process e.g., consulted on in accordance with S 82 Local Government Act 2002 or the S 83 Local Government Act 2002, or

- have been assessed as having a degree of significance in accordance with the Significance and Engagement Policy which requires public engagement or consultation, or
- have a high degree of public interest.

Because external documents will usually be required to comply with law or a government directive, these documents will require closer collaboration with the Legal Team to ensure that the document includes prescribed content, and it follows the appropriate consultation and approval process.

Depending on the level of significance of the content of the document, external consultation may be required. Where a document requires external consultation but is not expressly required by legislation to be consulted on, that document will be treated as an external document.

Internal documents

These are documents which may be accessed by staff but are not accessible to the public. These will be documents which are focused on operational decision-making and efficacy.

These will usually be documents which are:
- not required to be developed by law, or if they are required by law are not required to be made public,
- that do not have a prescribed consultation or approval process, and
- fall within the list of decisions set out in Section 5 of the Significance and Engagement Policy, or
- have been assessed as having no or a low degree of significance in accordance with the Significance and Engagement Policy.

Where an internal document proposes a policy position on matters that Council may only decide e.g., the sale of assets, Council will need to approve that particular position before ELT can approve the policy.
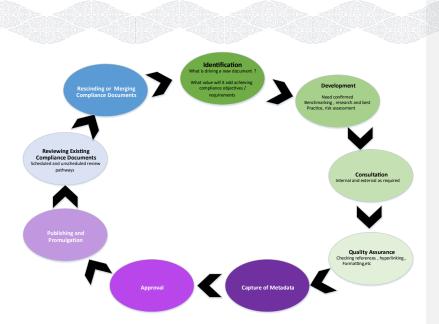
Statements

Sometimes it is appropriate to communicate official positions outside of a formal document e.g., on our website. This will generally be for statements which are simple and concise and do not warrant the production of a stand-alone document. These will generally fall into the Tier 3 category as they will relate to a specific business activity.

Document Lifecycle

The policy review and development process can be summarised in the below diagram.

Definitions

Guideline – a general principle, instruction, or piece of advice which is the preferred way of doing something or making a decision. A guideline is generally used to communicate the best or preferred way to do or achieve something. Instead of requirements it suggest or recommends how to do something.

Framework – describes a basic conceptual structure from which to build upon and implement. This type of document is best used to describe structures or mechanisms in place but won't include many requirements or directives like a policy or procedure.

Major review – revision of a document which substantially alters the substance, management and/or intent of the document.

Minor review – revision of a document which does not substantially impact the substance, management or intent of the document.

Plan – sets out the detailed arrangements (or plans) for how a strategy or policy will be implemented, or how a particular work programme, service or asset will be managed or delivered. This will be suitable to use when you need to map out how you will get from a to b in order for implementation to be successful.

Policy – defined ideas or principles on a matter or issues which are used to make decisions. Policies clearly communicate requirements, organisational direction, standards or expectations. This type of document is best used in situations where there are clear and fixed requirements that must be followed.

Procedure aka Standard operating procedure (SOP) – standardised, step-by-step way of implementing policy, goals, strategies and ensuring compliance with regulatory and statutory regimes. A procedure describes the activities necessary to complete a particular task within a wider process. This type of document is best used to implement another document and unlike a guideline, it sets out the way something <u>must</u> be done.

Process – a series of steps or actions taken to achieve a particular outcome or complete a task. Unlike a procedure which will focus on how to complete one task or activity within a wider process, a process deals with <u>all steps or activities</u> required to complete a task or achieve an outcome. This type of document is best used when you want to describe all the actions or steps that need to be taken from start to finish in order to achieve an outcome or complete a task.

Strategy – a high-level defined plan of action designed to achieve a long-term or overall aim. This type of document is best used to communicate a set direction or outcome that needs to be achieved.

Related Legislation, Policies, Procedures and Forms

Legislation

[Building Act 20024](#)
[Dog Control Act 1996](#)
[Gambling Act 2003](#)
[Local Government Act 2002](#)
[Local Government Rating Act 2002](#)

Procedures

Internal and External Document Publishing Process
Internal and External Document Development Process
Internal and External Document Review Process

Website/Intranet

[Delegations Register](#)

Version control table

Version	Action	Approver	Action Date
1.00	Policy creation and approval	ELT	

Internal and External Document Review Process [In Progress] v0.39

Triggers & Inputs

Applicant

1.0 Identify document entering review period via Policy Register

Executive Leadership Team (ELT)

2.0 Consult Legal Counsel – Policy and Compliance

3.0 Engage with Te Po Mātuaho

4.0 Identify your policy stakeholders

5.0 Gather relevant information and evidence.

6.0 Determine if the changes you are making to the policy are major or minor

7.0 Seek feedback/ consult with stakeholders

8.0 Engage with Te Po Mātuaho

9.0 Obtain Executive director approval to proceed

10.0 Prepare a report, detailing the rationale behind the policy changes

11.0 Send report to relevant ELT member for review

12.0 ELT member reviews and supplies feedback of policy changes

13.0 Take the report to ELT to assess changes

14.0 Approve policy with new changes

14.1 Approve policy with new changes, if required

Linked Process
Internal and External Document Publishing Process

Council

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Internal and External Document Review Process [In Progress] v0.39

Summary

Objective
Outline the Policy review and development process

Owner   Julie Hands

Expert   Jodie Beker

Procedure

1.0 Identify document entering review period via Policy Register dashboard
Applicant

> **NOTE** **What documents does this process cover?**
> Any document (guideline, standard etc) which either sits, or will sit, within the Policy Register.

> **NOTE** **Timeframes depending on type of policy**
> For internal document reviews this should be initiated 3 mths from the scheduled review date. External policy reviews should be initiated at least 6 mths from the scheduled review date.

> **NOTE** **How do I know if this is an external or internal facing document?**
> The Policy Register will identify which are external and internal documents.
>
> External documents will generally be those that,
> a) Council adopt and consult on as part of the LTP,
> b) are developed for the purposes of the local governance statement, or
> c) need to be consulted on under S 82 or 83 of the LGA, or
> d) are required to be consulted on as part of another piece of legislation, or
> e) have been assessed as having a high degree of significance, or
> f) made public because of the level of interest in the topic of the document or position of council outlined in the document, or
> g) are required by law to be made public. or,
>
> Policies which do not fall into the categories above will usually be internal policies, but Council may still need to approve internal documents where they hold delegated authority over the policy topic.
>
> If you are not sure that your document has been classified correctly, speak to the Legal Counsel Policy & Compliance.

2.0 Consult Legal Counsel – Policy and Compliance
Applicant

3.0 Engage with Te Po Mataaho
Applicant

> **a** Contact Te Pou Mataaho via email and provide them with a copy of the latest version of the document

> **NOTE** **What can Te Pou Mataaho help me with?**
> Te Pou Mataaho can provide advice on whether the policy needs to take into account Te Tiriti principles, to what extent the current draft takes Te Tiriti principles into account and tikanga involved in how to engage with rūnaka if engagement if recommended.

4.0 Identify your policy stakeholders
Applicant

5.0 Gather relevant information and evidence.
Applicant

> **NOTE** **gathering any relevant evidence**
> Data and other information that will help inform the policy. Check what other local governments and similar organisations are doing

6.0 Determine if the changes you are making to the policy are major or minor
Applicant

> **NOTE** **Definitions of Minor and Major**
> Assess the extent of changes by using the Meta-Policy definition of major or minor. If unsure, discuss with the Legal Team. Minor changes likely won't require any consultation for internal documents. For external documents, any change to the document may still trigger an engagement or consultation process under the relevant legislation.

7.0 Seek feedback/ consult with stakeholders
Applicant

> **NOTE** **How should I consult if a policy is an internal policy?**
> It is recommended that a draft policy be peer reviewed by two colleagues, one from within the same team as the policy owner and one from outside the team (who has no knowledge of the subject matter).
>
> Internal consultation should involve subject matter experts as well as relevant policy stewards on related documents.

> **NOTE** **How should I consult if a policy is an external policy?**
> If a policy is labelled as an external policy in the Policy Register it will either be because the policy is subject to consultation requirements under relevant legislation, or it has been assessed as having a high level of significance under the Significance or Engagement Policy. The Significance and Engagement Policy will help you decide what method of engagement is appropriate unless the method is prescribed as part of the legislative requirements.

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8.0 Engage with Te Po Mataaho
Applicant

a Te Pou Mataaho review document and check that pro-
posed amendments reflect Te Tiriti principles and existing
agreements, and tikanga has been followed.

9.0 Obtain Executive director approval to proceed
Applicant

**10.0 Prepare a report, detailing the rationale behind
the policy changes**
Applicant

NOTE **Required reporting**
If you have made amendments to an existing
policy, the key differences between the versions
should be explained in succent bullet points. The
rationale behind the changes should also be
briefly explained. If you are revoking an existing
policy, the report must include the reason for
revoking the policy e.g., content covered in
another document, policy no longer needed.

11.0 Send report to relevant ELT member for review
Applicant

a Update the policy and any covering report with ELT
member feedback

**12.0 ELT member reviews and supplies feedback of
policy changes to applicant**
Executive Leadership Team (ELT)

a @TODO: Enter some text here

13.0 Take the report to ELT to assess changes
Applicant

14.0 Approve policy with new changes
Executive Leadership Team (ELT)

NOTE **What if ELT do not approve the policy?**
ELT may direct that changes are made to the
policy before it is approved or require further
information before approval can be given. These
will need to be addressed and if required by ELT,
may need to be brought back to ELT once the
changes have been made or further information
has been provided.

If this occurs, you will may need to repeat one or
some of the steps of this process.

NOTE **When do ELT approve a document ?**
ELT can approve any document which applies
organizational wide which do not need to be ap-
proved by Council.
Documents or statements which relate to the
administration or operation of a particular group
can be approved by the relevant ELT member.
Where a document touches on an area where
Council holds a delegated authority, ELT can ap-
prove the document but Council's approval for
the part that relates to their delegated authority
needs to be sought before the document can be
published.

14.1 Approve policy with new changes, If required
Council

NOTE **When does council need to approve?**
Generally, Council will need to approve docu-
ments identified as an external document noted
in step 1.
If the document is indentified as internal but
touches on an area where Council may only
exercise authority e.g., deaccession of a stra-
tegic asset, Council will to approve the position
in the document before it can be published.

📄 **PROCESS**   **Internal and External Document
Publishing Process**
Applicant

Triggers & Inputs

TRIGGERS

Starts	Frequency	Volume
Policy needs to be re-veiwed	as required or as per reveiw date	o

INPUTS

None Noted

Outputs & Targets

OUTPUTS

None Noted

PERFORMANCE TARGETS

None Noted

Process Dependencies

PROCESS LINKS FROM THIS PROCESS

Process Name	Type of Link	Assigned Role
Internal and External Document Publishing Process	Process	Applicant

PROCESS LINKS FROM OTHER PROCESSES

None Noted

RACI

RESPONSIBLE
Roles that perform process activities

Applicant, Council, Executive Leadership Team (ELT)

Systems that perform process activities

None Noted

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ACCOUNTABLE
For ensuring that process is effective and improving

Process Owner	Julie Hands
Process Expert	Jodie Beker

- -

CONSULTED
Those whose opinions are sought

STAKEHOLDERS
None Noted

STAKEHOLDERS FROM LINKED PROCESSES

Process	Owner	Expert	Process Group
Internal and External Document Publishing Process	Julie Hands	Jodie Beker	Legal

- -

INFORMED
Those notified of changes

All of the above. These parties are informed via dashboard notifications.

Systems

None Noted

Process tag

None Noted

Timeframes

Activity	Incl.	Active Time	Wait Time
1.0 Identify document entering review period via Policy Register dashboard *			
Normal	✔	-	-
2.0 Consult Legal Counsel – Policy and Compliance *			
Normal	✔	-	-
3.0 Engage with Te Po Mataaho *			
Normal	✔	-	-
4.0 Identify your policy stakeholders *			
Normal	✔	-	-
5.0 Gather relevant information and evidence. *			
Normal	✔	-	-
6.0 Determine if the changes you are making to the policy are major or minor *			
Normal	✔	-	-
7.0 Seek feedback/ consult with stakeholders *			
Normal	✔	-	-
8.0 Engage with Te Po Mataaho *			
Normal	✔	-	-

9.0 Obtain Executive director approval to proceed *			
Normal	✔	-	-
10.0 Prepare a report, detailing the rationale behind the policy changes *			
Normal	✔	-	-
11.0 Send report to relevant ELT member for review *			
Normal	✔	-	-
12.0 ELT member reviews and supplies feedback of policy changes to applicant *			
Normal	✔	-	-
13.0 Take the report to ELT to assess changes *			
Normal	✔	-	-
14.0 Approve policy with new changes *			
Normal	✔	-	-
14.1 Approve policy with new changes, If required *			
Normal	✔	-	-
Internal and External Document Publishing Process *			
Normal	✔	-	-
TOTAL		-	-

Variance Scenarios:

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Internal and External Document Development Process [In Progress] v0.42

Roles (swim lanes):
- Applicant
- Legal/Counsel - Policy & Compliance
- Executive Leadership Team (ELT)

Process steps:

- Triggers & Inputs
- 1.0 Identify the need for a new document
- 2.0 Counsel Legal Counsel – Policy and Compliance
- 3.0 Check the existing Internal Policy Register
- Linked Process: Internal and External Document Review Process
- Is there already an existing document? (decision)
- 4.0 Gather relevant information and evidence
- 5.0 Obtain Executive Director approval to proceed
- 6.0 Notify Legal Counsel – Policy & Compliance
- 7.0 Engage with Te Pou Matakana
- 8.0 Identify your policy stakeholders
- 9.0 Determine if the proposal is for an internal or external document
- 10.0 Seek feedback/ consult with Heads from Human Resources
- 11.0 Send final version of the policy to Te Pou Matakana
- 12.0 Prepare a report and final draft document, detailing the
- 13.0 Send report and final draft document to relevant ELT
- 14.0 Relevant ELT member reviews and supplies feedback on new
- 15.0 Take the report to ELT to assess changes
- 16.1 Approval by Council (if required)
- 16.0 Approve new documents
- Linked Process: Internal and External Document Publishing Process

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Internal and External Document Development Process [In Progress] v0.42

Summary

Objective
Outline the Policy review and development process

Owner   Julie Hands

Expert   Jodie Beker

Procedure

1.0 Identify the need for a new document
Applicant

a @TODO: Enter some text here

> **NOTE** **How do I identify if a position statement/s are needed?**
> a) Is it a requirement to have a policy or other document or is there is a pressing or urgent need for clarity of direction? This could be because legislation requires it, or it is needed for efficiency and mitigation of identified risks.
> b) Does the policy topic deal with an Extreme or Significant Risk as assessed using our Risk Management Framework criteria
> c) Is the document key to achieving or establishing organizational vision or culture?

> **NOTE** **What documents does this process cover?**
> Any document (guideline, standard etc) which either sits, or will sit, within the Policy Register

2.0 Consult Legal Counsel – Policy and Compliance
Applicant

> **NOTE** **How can the Legal Counsel - Policy & Compliance help me?**
> The Legal Counsel - Policy & Compliance can help you by
> a) Providing policy resources like templates
> b) Identifying if a standalone document is needed to address the issue/matter/topic of whether it can be addressed in another document,
> c) What document is needed. e.g., policy, standard operating procedure.
> d) Who needs to approve the document and what the process is to get it approved.
> e) Drafting advice on the document's contents,
> f) Advice on what other documents or law needs to be considered
> g) General advice and support

3.0 Check the existing internal Policy Register
Legal Counsel - Policy & Compliance

◇?◇ Is there already an existing document or statement within an existing document or statement that addresses the issue?
Applicant

YES.... 📄 **PROCESS** Internal and External Document Review Process

NO.... Continue

4.0 Gather relevant information and evidence
Applicant

> **NOTE** **gathering any relevant evidence, data and other information that will help inform the document**
> Check what other local governments and similar organisations are doing and what any guidance issued by an external body exists to help form what the document should cover.

5.0 Obtain Executive Director approval to proceed
Applicant

a If Executive Director does not agree to proceed this may require returning to previous steps. eg: if the reason for decline is not enough relevant information, return to previous step (4)

6.0 Notify Legal Counsel - Policy & Compliance
Applicant

7.0 Engage with Te Pou Mataaho
Applicant

a Contact Te Pou Mataaho via email and provide them with a copy of the latest version of the document

> **NOTE** **How can Te Pou Mataaho help?**
> Te Pou Mataaho can provide advice on whether the policy needs to take into account Te Tiriti principles, what this may need to look like in a revised version as well as the tikanga involved around how to engage with rūnaka if engagement if recommended.

8.0 Identify your policy stakeholders
Applicant

> **NOTE** **How do I identify and confirm who will be part of the policy development project team**
> Each document in the Policy register will identify other relevant documents. These documents will have contact information of the stewards. Confirm their role and what is required from their specialist area. The team will typically include the policy owner, policy steward and policy stewards on related policies as a minimum

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9.0 Determine if the proposal is for an internal or external document
Legal Counsel - Policy & Compliance

NOTE **How do I know if this is an internally or externally facing document?**
External policies will be those that,
a) Council adopt and consult on as part of the LTP,
b) are developed for the purposes of the local governance statement, or
c) need to be consulted on under S 82 or 83 of the LGA, or
d) are required to be consulted on as part of another piece of legislation, or
e) have been assessed as having a high degree of significance, or
f) are made public because of the level of interest in the topic of the document or position of council outlined in the document, or
g) are required to be made public by law.

Policies which do not fall into the categories above will usually be internal policies. Council may still need to approve an internal document where it holds delegated authority over the topic the policy covers.

If you are not sure what policies fall into these categories, speak to the Legal Counsel Policy & Compliance.

10.0 Seek feedback/ consult with Heads from Human Resources, Finance and Legal Units as well as any other relevant business units, and the public (where we are required to engage or consult)
Applicant

NOTE **Who should review the document?**
For internal and external documents, It is recommended that a draft policy be peer reviewed by two colleagues, one from within the same team as the policy owner and one from outside the team (who has no knowledge of the subject matter

NOTE **Who should I get feedback or consult?**
For internal documents, the document owner, subject matter experts and any related stewards should form part of a policy review team as a minimum.

For external documents, you will need to confirm what the engagement requirements are e.g., consultation required. Any engagement with the public will need to be planned with the assistance of the Communications Team.

11.0 Send final version of the policy to Te Pou Mataaho
Applicant

a Te Pou Mataaho will check if earlier advice has been captured, tikanga has been followed and if any additional amendments need to be made.

12.0 Prepare a report and final draft document, detailing the rationale behind the proposals
Applicant

NOTE **How do I draft as report on a new document proposal?**
The rationale for the document should be included e.g., legislation requires it.
What the scope and coverage of the document covers should be included.
The rationale around the key proposals in the document should be succinctly explained.
The Group the policy belongs to, the assigned steward, owner and approver should all be included.

13.0 Send report and final draft document to relevant ELT member for review
Applicant

14.0 Relevant ELT member reviews and supplies feedback on new document and report to applicant
Executive Leadership Team (ELT)

15.0 Take the report to ELT to assess changes
Applicant

a Once the individual ELT member has endorsed the report and final draft, the document needs to go to ELT as a group.

16.0 Approve new documents
Executive Leadership Team (ELT)

a For internal documents, when the new document is approved by ELT, then continue onto the publishing process

b If the new policy are declined, then follow feedback given by ELT as to why it was declined. Some steps in this process may need to be revisited.

NOTE **When do ELT approve documents?**
ELT can approve any document which applies organizational wide which do not need to be approved by Council.
Documents or statements which relate to the administration or operation of a particular group can be approved by the relevant ELT member.
Where a document touches on an area where Council holds a delegated authority, ELT can approve the document but Council's approval for the part that relates to their delegated authority needs to be sought before the document can be published.

16.1 Approve by Council (if required)
Applicant

NOTE **When does council need to approve**
If the policy is identified as an external policy as noted in step 8, or the document touches on an area where Council exercise delegated authority e.g., deaccession of strategic Council assets. Council will to approve the position in the document before it can be published.

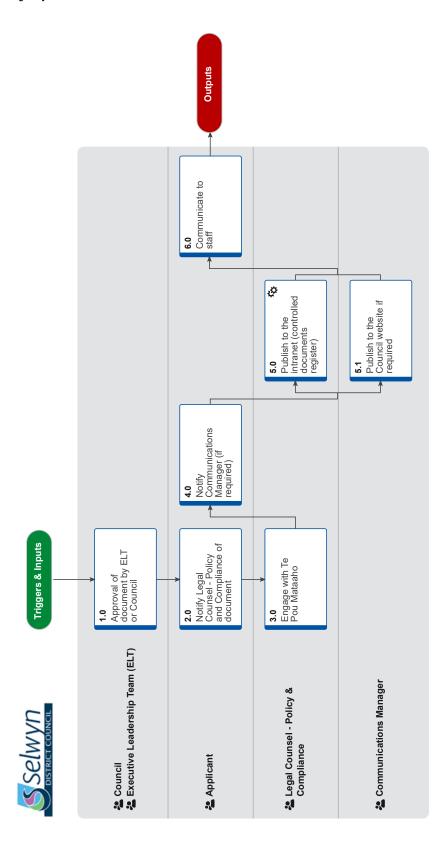Selwyn District Council > Internal Operations > Legal > Internal and External Document Development Process
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PROCESS **Internal and External Document Publishing Process**
Applicant

Triggers & Inputs

TRIGGERS

None Noted

INPUTS

None Noted

Outputs & Targets

OUTPUTS

None Noted

PERFORMANCE TARGETS

None Noted

Process Dependencies

PROCESS LINKS FROM THIS PROCESS

Process Name	Type of Link	Assigned Role
Internal and External Document Publishing Process	Process	Applicant
Internal and External Document Review Process	Decision	Applicant

PROCESS LINKS FROM OTHER PROCESSES

None Noted

RACI

RESPONSIBLE
Roles that perform process activities

Applicant, Executive Leadership Team (ELT), Legal Counsel - Policy & Compliance

Systems that perform process activities

None Noted

ACCOUNTABLE
For ensuring that process is effective and improving

Process Owner	Julie Hands
Process Expert	Jodie Beker

CONSULTED
Those whose opinions are sought

STAKEHOLDERS
None Noted

STAKEHOLDERS FROM LINKED PROCESSES

Process	Owner	Expert	Process Group
Internal and External Document Publishing Process	Julie Hands	Jodie Beker	Legal
Internal and External Document Review Process	Julie Hands	Jodie Beker	Legal

INFORMED
Those notified of changes

All of the above. These parties are informed via dashboard notifications.

Systems

None Noted

Process tag

None Noted

Timeframes

Activity		Incl.	Active Time	Wait Time
1.0	Identify the need for a new document *			
	Normal	✔	-	-
2.0	Consult Legal Counsel – Policy and Compliance *			
	Normal	✔	-	-
3.0	Check the existing internal Policy Register *			
	Normal	✔	-	-
?	Is there already an existing document or statement within an existing document or statement that addresses the issue? *			
	Normal	✔	-	-
4.0	Gather relevant information and evidence *			
	Normal	✔	-	-
5.0	Obtain Executive Director approval to proceed *			
	Normal	✔	-	-
6.0	Notify Legal Counsel - Policy & Compliance *			
	Normal	✔	-	-
7.0	Engage with Te Pou Mataaho *			
	Normal	✔	-	-
8.0	Identify your policy stakeholders *			
	Normal	✔	-	-
9.0	Determine if the proposal is for an internal or external document *			
	Normal	✔	-	-
10.0	Seek feedback/ consult with Heads from Human Resources, Finance and Legal Units as well as any other relevant business units, and the public (where we are			

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required to engage or consult) *

Normal ✔ (-) (-)

11.0 Send final version of the policy to Te Pou Mataaho *

Normal ✔ (-) (-)

12.0 Prepare a report and final draft document, detailing the rationale behind the proposals *

Normal ✔ (-) (-)

13.0 Send report and final draft document to relevant ELT member for review *

Normal ✔ (-) (-)

14.0 Relevant ELT member reviews and supplies feedback on new document and report to applicant *

Normal ✔ (-) (-)

15.0 Take the report to ELT to assess changes *

Normal ✔ (-) (-)

16.0 Approve new documents *

Normal ✔ (-) (-)

16.1 Approve by Council (if required) *

Normal ✔ (-) (-)

⬜ Internal and External Document Publishing Process *

Normal ✔ (-) (-)

- -

TOTAL (-) (-)

- -

Variance Scenarios:

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Internal and External Document Publishing Process [In Progress] v0.18

Selwyn DISTRICT COUNCIL

Triggers & Inputs

Outputs

Council
Executive Leadership Team (ELT)

1.0
Approval of document by ELT or Council

6.0
Communicate to staff

Applicant

2.0
Notify Legal Counsel - Policy and Compliance of document

4.0
Notify Communications Manager (if required)

Legal Counsel - Policy & Compliance

3.0
Engage with Te Pou Mataaho

5.0
Publish to the intranet (controlled documents register)

5.1
Publish to the Council website if required

Communications Manager

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Internal and External Document Publishing Process [In Progress] v0.18

Summary

Objective
Outline the Policy review and development process

Owner   Julie Hands

Expert   Jodie Beker

Procedure

1.0   Approval of document by ELT or Council
Council, Executive Leadership Team (ELT)

2.0   Notify Legal Counsel - Policy and Compliance of document approval
Applicant

3.0   Engage with Te Pou Mataaho
Legal Counsel - Policy & Compliance

a   Send approved document to Te Pou Mataaho for review prior to publishing to check Te Reo Māori use, grammar and macron placement.

4.0   Notify Communications Manager (if required)
Applicant

NOTE   **When would I need to contact the Communications Manager?**
Contact the Communications Manger via Fresh Service (Marcoms button on Te Pātaka toolkit) if changes to the policy have major (as defined by the Metapolicy) or will impact different areas of the organization.

5.0   Publish to the intranet (controlled documents register)
Legal Counsel - Policy & Compliance

5.1   Publish to the Council website if required
Communications Manager

NOTE   **When will a document need to be published to the Council website?**
A policy will need to be published to the Council website when it has been identified as an external policy or a policy of high significance under the Significance & Engagement Policy or high public interest.

6.0   Communicate to staff
Applicant

Triggers & Inputs

TRIGGERS
None Noted

INPUTS
None Noted

Outputs & Targets

OUTPUTS
None Noted

PERFORMANCE TARGETS
None Noted

Process Dependencies

PROCESS LINKS FROM THIS PROCESS
None Noted

PROCESS LINKS FROM OTHER PROCESSES
None Noted

RACI

RESPONSIBLE
Roles that perform process activities

Applicant, Communications Manager, Council, Executive Leadership Team (ELT), Legal Counsel - Policy & Compliance

Systems that perform process activities

None Noted

ACCOUNTABLE
For ensuring that process is effective and improving

Process Owner   Julie Hands

Process Expert   Jodie Beker

CONSULTED
Those whose opinions are sought

STAKEHOLDERS
None Noted

STAKEHOLDERS FROM LINKED PROCESSES
None Noted

INFORMED
Those notified of changes

All of the above. These parties are informed via dashboard notifications.

Systems

Te_Pataka

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Process tag

None Noted

Timeframes

Activity		Incl.	Active Time	Wait Time
1.0	Approval of document by ELT or Council *			
	Normal	✔	-	-
2.0	Notify Legal Counsel - Policy and Compliance of document approval *			
	Normal	✔	-	-
3.0	Engage with Te Pou Mataaho *			
	Normal	✔	-	-
4.0	Notify Communications Manager (if required) *			
	Normal	✔	-	-
5.0	Publish to the intranet (controlled documents register) *			
	Normal	✔	-	-
5.1	Publish to the Council website if required *			
	Normal	✔	-	-
6.0	Communicate to staff *			
	Normal	✔	-	-
	TOTAL		-	-

Variance Scenarios:

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M E M O R A N D U M

TO: Sharon Mason - Chief Executive Officer

FROM: Robert Love - Executive Director – Development and Growth

DATE: 25 March 2025

SUBJECT: **Central Government's Going for Growth Programme**

1. Context

Central Government is in the process of developing a Going for Growth programme which is structured around three pillars that make system changes to address the underlying causes of the housing supply shortage by increasing the supply for developable land for housing.

2. Description

The three pillars of this programme are:

Pillar 1 - Freeing up land for urban development, including removing unnecessary planning barriers

In July 2024 the Government announced decisions requiring councils to free up land for housing. These changes are intended to be implemented through amendments to the Resource Management Act and the National Policy Statement on Urban Development.

The decisions include:
Introducing Housing Growth Targets
- New Housing Growth Targets introduced for Tier 1 and 2 councils, requiring them to enable 30 years of feasible housing capacity in their district plans, using 'high' population growth projections.
- New requirement that 'price indicators' (such as the difference in the price between land zoned for rural and urban use) do not deteriorate over time.
- New central government tools to monitor council compliance and a mandate to take action where there is unjustified non-compliance.

Enabling greenfield growth
- Councils prohibited from imposing rural-urban boundary lines in planning documents (but can still have rurally zoned land).
- Government investigating options to require councils to plan for 50 years of growth in their Future Development Strategies (up from 30) and be more responsive to private plan changes.

Intensification in the right places
- Tier 1 councils must enable appropriate levels of density across their urban areas, having regard to demand and access to different services.
- Tier 1 councils must deliver housing intensification along 'strategic transport corridors' (for example, key bus routes).
- Tier 1 councils must directly offset any housing capacity lost due to reasons such as 'special character' elsewhere.

Mixed-use development

- Tier 1 and 2 councils must enable activities such as cafes, dairies, and other retail across their urban areas, and especially in areas where Tier 1 councils are required to enable six or more storey developments.
- Industrial-type activities can still be kept away from housing.

Balconies and floor area requirements
- Councils cannot set minimum floor area requirements for apartments and other houses or require balconies.
- Developers can still choose to provide balconies and size dwellings in line with demand from buyers.

Making the Medium Density Residential Standards (MDRS) optional
- Currently, under the MDRS, Tier 1 councils are required to enable up to three houses of up to three storeys per site without a resource consent.
- The MDRS will become optional for councils, once they have demonstrated compliance with their Housing Growth Target.

Pillar 2 - Improving infrastructure funding and financing to support urban growth

In February 2025, the government announced decisions on the second stage of the Going for Housing Growth programme, with improvements to infrastructure funding and financing tools to help get more housing built to respond to growth pressures and the delivery infrastructure to land zoned for housing development.

Decisions include replacing development contributions with a development levy system to enable the charging of developers the full cost of growth.

Key features of development levies:
- The purpose of development levies is to ensure councils (and other infrastructure providers) charge developers a proportionate amount of the total cost of capital expenditure necessary to service growth over the long term.
- Levies will be calculated based on expected levels of growth and aggregate growth costs for each urban area (Levy Zones).
- Separate levies will be maintained for each service, such as drinking water, wastewater, stormwater, transport, reserves, and community infrastructure.
- Councils providing a service to part of a levy zone with particularly high growth costs, will have discretion to charge an additional high-cost asset levy on top of the base levy for that service.
- Development levies will be subject to regulatory oversight and councils will be required to ensure they're setting appropriate charges.
- Councils will have discretion to phase in any transition to higher charges under the levy system to manage impacts on local development.
- Targeted rates can be applied where infrastructure benefits existing and new residents.

There may be an unforeseen consequence moving towards more focused and discrete development levy areas, over district/ward wide type contributions. This may leave smaller townships that generally rely on the larger urban areas for infrastructure to be worse off.

The government is making a number of amendments to improve the effectiveness of the Infrastructure Funding and Financing Act (IFF Act), particularly for developer-led projects. This includes:
- Broadening the scope of the IFF Act so levies can be used in a wider range of circumstances.
- A streamlined levy development and approvals process, particularly for proposals supported by landowners that would be subject to the levy.

- Other changes to improve the flexibility of the IFF Act and support its use for a range of infrastructure projects.

The amendments will be focused around the following three objectives:

Expanding uptake and use cases	Streamlining levy development and approval	Increasing certainty and confidence
- broadening the scope of the IFF Act to extend to a wider range of infrastructure projects, including greenfields development and projects led by NZTA or new water organisations - enabling levy deferrals to support the use of the IFF Act for value-capture - enabling IFF Act levies to be used to finance payment of development levies	- simplifying the levy proposal and approval process to reduce barriers for levy applications - streamlining levy information and endorsement processes to remove duplicate or unnecessary requirements - limiting council discretion to block certain developer-led proposals	- clarifying protected Māori land provisions - ensuring that IFF Act levies and development levies can be used alongside each other, provided that no 'double dipping' arises - technical and remedial changing to ensure the IFF Act model is fit-for-purpose

Pillar 3 - Providing incentives for communities and councils to support growth

Details of this Pilar have yet to be announced.

More details on Pilar 1 and 2 can be found at:
https://www.hud.govt.nz/our-work/going-for-housing-growth-programme

3. **Timeframes**

Government has stated that the Bill will be introduced in September 2025, with an anticipation that the Bill will pass by the middle of 2026.

Guidance has indicated that development levies will be available from 1 July 2027, with Council's required to be on this new system from 1 July 2030.

Robert Love
Executive Director – Development and Growth

M E M O R A N D U M

TO: Sharon Mason, Chief Executive Officer
FOR: Council Briefing
FROM: George Sariak, Senior Strategy Planner
DATE: 29/04/2025
SUBJECT: **MEMORANDUM PERI-URBAN POTENTIAL**

Executive Summary

This memorandum is to introduce Dr Shannon Davis, Senior Lecturer at the School of Landscape Architecture and research leader within the Centre of Excellence: Future Productive Landscapes, Te Whare Wānaka o Aoraki | Lincoln University. Alongside Professor Pablo Gregorini, Dr Davis led the 'Peri-Urban Potential' project, a research collaboration between Te Whare Wānaka o Aoraki | Lincoln University and BECA funded by the Our Land and Water National Science Challenge.[1] This research investigated innovative land-use possibilities for landscapes that surround urban areas, and how they can benefit both people and production through innovative spatial design. The 'Peri-Urban Potential' project is highly relevant to Waikirikiri Selwyn, and included a case study approach for the towns of Rolleston, Lincoln, and Darfield.[2] In the spirit of the Memorandum of Understanding between Te Whare Wānaka o Aoraki | Lincoln University and Selwyn District Council (Council), Dr Davis will present findings from the 'Peri-Urban Potential' project, as well as other research underway related to peri-urban areas.

Background

Te Whare Wānaka o Aoraki | Lincoln University, the official university partner of Selwyn District Council has undertaken research on peri-urban areas for some time. Although there are many definitions associated with peri-urban areas, "the common feature of the many different types of space that are considered peri-urban is that they are transition spaces with some degree of intermingling of urban and rural uses".[3] Peri-urban areas can also be described as the rural-urban fringe, urban-rural fringe, exurban areas, urban fringe, rural-urban interface, edgelands, urban-rural continuum, rural-urban divide, urban-rural area, and urban influence area.[4]

Alongside Professor Pablo Gregorini, Dr Davis led the 'Peri-Urban Potential' project of the Our Land and Water National Science Challenge, under the 'Future Landscapes' research theme. The project received $130,000 of funding from the Our Land and Water National Science Challenge. The towns of Rolleston, Lincoln, and Darfield were a subject of the research project, as case

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[1] Our Land and Water National Science Challenge – Future Landscapes: Peri-Urban Potential .
https://ourlandandwater.nz/project/peri-urban-potential/

[2] Davis, S., Chen, G., Darvill, N and Robinson, M. (2024) Peri-urban landscapes and the potential of integrated foodscapes to support healthy cities: an Aotearoa New Zealand case study, Cities & Health, 8:5, 899-917

Davis, S., Chen, G., and Darvill, N (2023) Housing and Food Production: Resident and Grower Perceptions of Peri-Urban Food-Production Landscapes. Land 2023, 12(12), 2091.

[3] Wandl A., and Magoni, M. (2017) Sustainable Planning of Peri-Urban Areas: Introduction to the Special Issue, Planning Practice and Research, 32:1, 1-3

[4] Mortoja, M.G., Yigitcanlar, T., and Mayere, S. (2020) What is the most suitable methodological approach to demarcate peri-urban areas? A systematic review of the literature. Land Use Policy
Volume 95, June 2020, 104601.

studies. Alongside growers, residents of these towns participated in surveys and workshops. Furthermore, as part of this research the Canterbury Mayoral Forum visited Te Whare Wānaka o Aoraki | Lincoln University in April 2022 to take part in a workshop titled '*The Peri-Urban Conundrum: farming in a contested landscape'.*
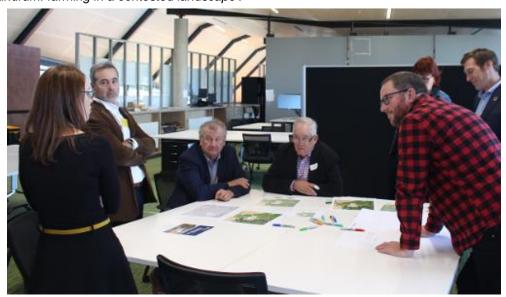

Figure 1: Mayor Sam Broughton in attendance at 'The Peri-Urban Conundrum: farming in a contested landscape workshop' at Te Whare Wānaka o Aoraki | Lincoln University in April 2022

Figure 2: Councillor Nicole Reid in attendance at 'The Peri-Urban Conundrum: farming in a contested landscape workshop' at Te Whare Wānaka o Aoraki | Lincoln University in April 2022

Given the relevance of this research to Waikirikiri Selwyn and considering the involvement of both elected members and Council staff in peri-urban research, Dr Davis will present the findings of the 'Peri-Urban Potential' project.

Peri-Urban Areas and Waikirikiri Ki Tua Future Selwyn

Peri-urban areas, and their potential to support the vision, outcomes and directions of Waikirikiri Ki Tua Future Selwyn will be explored through Area Plans. Area Plans are one of the primary means of delivering on the aspirations of Waikirikiri Ki Tua Future Selwyn, through detailed spatial planning. Throughout early engagement on the Area Plans, our communities have provided their views on the urban-rural interface, and the land surrounding our towns and settlements in Waikirikiri Selwyn.

The intention will be to draw together the broad range of views as well as a technical body of work on peri-urban areas which includes the 'Peri-Urban Potential' research project to develop different options for the future of peri-urban areas in Waikirikiri Selwyn.

George Sariak
SENIOR STRATEGY PLANNER

Ben Baird
STRATEGY TEAM LEADER

Endorsed For Agenda

Natalie Cahill
ACTING EXECUTIVE DIRECTOR STRATEGY AND ENGAGEMENT