

## **SOUTH DUNEDIN FUTURE - PROGRAMME STRATEGY UPDATE**

Department: Maori, Partnerships & Policy

### **EXECUTIVE SUMMARY**

- 1 The purpose of this report is to seek Council approval of the revised strategy for the South Dunedin Future programme.
- 2 The South Dunedin Future (SDF) programme is a joint initiative between the Dunedin City Council (DCC) and Otago Regional Council (ORC) to develop a climate change adaptation strategy for South Dunedin.
- 3 A strategic intent for the SDF programme was approved by Council Committees in July 2022 and has guided implementation over the past 18 months. As foreshadowed at the time of approval, the evolving nature of the SDF programme and external factors – including interactions across central government, local government, with mana whenua, and affected communities - have informed further development and revision of the programme strategy.
- 4 This paper summarises the programme context and problems that it is trying to resolve. It canvasses a range of factors relevant to the programme strategy, proposes several revisions and provides justifications, and signals the impact that the strategy may have on both the delivery and anticipated outcomes of the programme. Finally, the paper recommends a revised SDF programme strategy.

### **RECOMMENDATIONS**

That the Council:

- a) **Notes** the South Dunedin Future programme has been operating in accordance with the strategic intent approved by both Councils in July 2022 (included at **Attachment A**).
- b) **Notes** the work undertaken to develop a revised South Dunedin Future programme strategy.
- c) **Approves** the revised South Dunedin Future programme strategy (included as **Attachment B**).
- d) **Notes** the strategy will guide the South Dunedin Future programme, including programme communications and engagement, risk assessment, and development of adaptation options.

## **BACKGROUND**

- 5 The South Dunedin Future (SDF) programme is a joint initiative between the Dunedin City Council (DCC) and Otago Regional Council (ORC) to develop a climate change adaptation strategy for South Dunedin.
- 6 A programme plan, which outlined the high-level approach for developing the adaptation strategy and delivering the SDF programme was approved by DCC and ORC Council Committees in July 2022 (refer report OPS2223, Strategy and Planning Committee, 13 July 2022). The programme plan included a strategic intent, which described a programme vision, purpose, and set of strategic and operational objectives. A diagram of this strategic intent is included as **Attachment A**.
- 7 The programme plan also noted the evolving nature of the programme vision, purpose, and objectives. This included that the strategic intent for the programme would be further developed and revised as the programme progressed, and this would involve collaboration with central government, local government, iwi/Māori, private sector and communities.
- 8 Since approval of the strategic intent in July 2022, the SDF programme has progressed to implementation and a range of work has been undertaken to further develop and revise the programme strategy. A number of events have also occurred outside the programme that have relevance for this work. This includes developments at central government level, within local government, with mana whenua partners, and with affected communities.

## **DISCUSSION**

### ***Strategic Context***

- 9 South Dunedin is built on the flat area between Otago Harbour, the southern coastline and surrounding hill suburbs. It is home to about 13,500 people, 1,500 businesses and a range of critical city infrastructure and public amenities. This former coastal wetland has been developed, filled in and reclaimed over time, creating an area that has become a basin with no natural outflows.
- 10 Over time, coastal erosion and high groundwater have impacted the community and the sea-level is estimated to have already risen about 20 centimetres during the past 120 years. In 2015, heavy rainfall exceeded the operating capacity of stormwater systems, which led to extensive flooding across South Dunedin. These heavy rainfall events are expected to increase in intensity and frequency in the future, as rising sea-levels and high groundwater also reduce the capacity of the ground to absorb water, the flood risk will increase. The impacts of climate change are expected to intensify these hazards presenting increasing risk to the people, assets, and places of value in South Dunedin.
- 11 The DCC and ORC support initiatives to minimise the negative impacts arising from climate change, to identify opportunities to enhance wellbeing through adaptation, and to future-proof our natural and built environments. Adaptation means adjusting to the actual or expected climate and its effects, to reduce harm and take advantage of new opportunities. This includes the need for local adaptation planning, particularly where historic land use planning has not foreseen, or not taken account of, changes in weather patterns or landforms, and the natural hazard risks are or will become too high. South Dunedin one such example.

### ***Case for change***

- 12 There are a range of challenges facing South Dunedin. Many of these are complex and interlinked, without simple or quick resolutions, and with historical origins – the implications of which endure to present day. Overcoming old challenges will likely require new ideas and approaches, and this is a key focus of the SDF programme. Part of this includes laying out the case for change and describing the current trajectory to highlight why change is needed.
- 13 South Dunedin is subject to flooding and other natural hazards, which present risk to people, places and infrastructure. Some of these risks are expected to increase due to climate change, though uncertainty remains about timing and severity of impacts, which makes planning more difficult for councils, affected communities, and other stakeholders.
- 14 This uncertainty means that current investment by public and private sectors is likely not adequately accounting for current or future flood risk. The consequences could include maladaptation and potentially higher costs for communities, councils and central government in the long term, including through disaster response, recovery and rebuild or a reduction in the expected operational life of assets and critical infrastructure.
- 15 Downstream risks of systemic shocks and market failures are increasing (e.g. major flood event, finance or insurance withdrawal, property market decline), potentially leading to sudden and significant disruption or damage to social and economic wellbeing, particularly for affected communities in South Dunedin.

#### ***Revised SDF Programme Strategy***

- 16 The SDF programme seeks to rise to these challenges, and to enable any changes in thinking and approach necessary to place South Dunedin on a safer, and better trajectory.
- 17 Specifically, the SDF Programme will do this through: (i) detailed scientific and technical work to better understand natural hazards and the impacts of climate change; (ii) community engagement work to determine the views, values and aspirations of partners and stakeholders; (iii) risk assessment work to quantify and assess the threats posed to people, places and assets; and (iv) adaptation options work to determine appropriate responses and mitigations.
- 18 These initiatives will be guided by the programme strategy, which articulates the vision, purpose and objectives of the SDF programme, shapes how the programme will respond to the problems noted above, and describes the outcomes sought from that process.
- 19 The sections below describe work that has been undertaken to further develop the existing programme strategic intent into a revised programme strategy. This is broken into four sections and describes key considerations and proposed changes to the strategy at central government level, within local government, with mana whenua partners, and with directly affected communities.

#### ***Central Government***

- 20 Central government is a key stakeholder and will play an important role in climate change adaptation in South Dunedin. Central government sets some of the legislative, regulatory, and policy context within which the SDF programme will be delivered, provides funding for a range of services and infrastructure of relevance to the programme, owns and operates community infrastructure and facilities (e.g. schools), and may play a key role in funding implementation of the climate change adaptation strategy being developed for South Dunedin.

21 There have been several developments at a central government level since July 2022 that are material for the SDF programme strategy. These include:

- Release of the first National Adaptation Plan (NAP), which sets out Aotearoa New Zealand's long-term strategy and maps out the Government's approach to climate change adaptation. The NAP includes a range of national goals, principles, and focus areas of relevance to the SDF programme.
- Central government is undertaking an inquiry into climate change adaptation, including funding models and managed retreat. The Ministry for the Environment has also released an Issues & Options paper on Community-led Retreat and released updated climate change data and guidance, which includes direction for local government on adaptation planning.
- The ongoing reform of the Resource Management Act, Local Government sector reform, and Three Waters reform, and draft National Policy Statement on Natural Hazards, are areas of the legislative, regulatory and policy context that will have a material impact on the delivery and outcomes of the SDF programme. The incoming government has already signalled changes in direction of some reform programmes, though details are yet to be confirmed.

22 The following changes are proposed to the SDF programme strategy based on central government developments since July 2022:

- Reframe some of the strategic objectives to better align with the objectives of the NAP, and seek to reflect the NAP's 10 principles for climate action, thereby strengthening strategic coherence between national and local approaches, and edit some of the language to make it more consistent with national terminology, enabling clearer communication.

### **23 Local Government**

24 Climate change adaptation is a global issue, though one that must be tackled locally, given the specific impacts of climate change are generally unique to each location and therefore felt at a local level. This factor places regional and district councils in a central role with an increasing responsibility to develop adaptation strategies, plans and actions that will strengthen resilience and promote the wellbeing of local communities.

25 Central government is working to develop a national adaptation framework in which roles, responsibilities and resources are more clearly outlined. Once in place, national direction and coherence will support more effective adaptation responses, but these will always require locally-led decision-making and delivery. It is therefore important to ensure climate change adaptation and resilience is embedded across local government, and that adaptation plans are fit-for-purpose and can be implemented by councils.

26 There have been several developments at a local government level since July 2022 that are material for the SDF programme strategy. These include:

- DCC and ORC are collaborating to produce a Future Development Strategy (FDS), which focuses on ensuring Dunedin is a well-functioning urban environment, including having sufficient land and infrastructure for future growth. The FDS focus is similar to the SDF programme, though timeframes differ, so staff have sought to collaborate to ensure

strategic coherence, noting South Dunedin specific issues will be explored in much greater detail by the SDF programme over the period 2023-26, and that this information will inform subsequent strategic spatial planning processes.

- The Proposed Otago Regional Policy Statement 2021 (Proposed RPS 21) was notified in June 2021 and sets the direction for future management of Otago's natural and physical resources. The Proposed RPS 21 informed the SDF programme strategic intent and strategy revision, and its policies and objectives will influence programme implementation, including through the District Plan.
- The cross-cutting nature of climate change adaptation means that many local government strategies, policies and plans have relevance to the SDF programme. For example, recent approval of the DCC Zero Carbon Plan, DCC's 3 Waters Integrated System Planning (ISP) project, and DCC work to scope development of a city-wide climate adaptation plan, and ORC work to develop a regional climate change strategy, have influenced the strategy revision process and will likely impact programme delivery.

27 The following changes are proposed to the SDF programme strategy based on local government developments since July 2022:

- Adopting a more holistic vision and purpose, where there is a dual focus on resilience and wider wellbeing, acknowledging the opportunities and potential co-benefits that can come with change, and placing more prominence on a community-centred approach, following feedback from Councillors.
- Weaving climate adaptation principles from the NAP into updated operational objectives of the SDF programme, where these are assessed at aligning with local direction and priorities set by Councils.

### ***Mana whenua***

28 The Local Government Act (LGA) 2002 recognises and respects the Crown's obligations under the Treaty of Waitangi by placing some specific obligations on local authorities. These obligations are intended to facilitate participation by Māori in local authorities' decision-making processes. The LGA (2002) charges local authorities with a clear responsibility to take an informed approach to how decision-making can benefit the social, cultural, economic and environmental well-being of the Māori community.

29 Māori participation in the climate change adaptation process, including adaptation planning, is of critical importance. There are a range of barriers to Māori adaptation that need to be acknowledged and addressed - adaptation planning must consider the special nature of Māori land and must account for the potential for climate change to have a disproportionate impact on Māori. Staff are actively considering these factors in SDF programme strategy, design and delivery.

30 Since July 2022, Council partnerships with mana whenua have evolved and developed, including in ways that are material for the SDF programme strategy. These include:

- Reappointment of mana whenua representatives to Council Committees which oversee the SDF programme, including ORC's Regional Leadership Committee and DCC's Strategy, Policy and Engagement Committee. Importantly, this provides an opportunity to provide

periodic strategic updates to mana whenua representatives, receive direct feedback, and factor this into programme strategy, design and delivery.

- Te Taki Haruru - Māori Strategic Framework (Ta Taki Haruru), which was approved by DCC Council in September 2023, provides a framework for operationalising the Treaty of Waitangi partnership between mana whenua and DCC, and establishes te ao Māori aspirations to help guide contributions to Māori wellbeing across Ōtepoti Dunedin. These aspirations have informed revision of the SDF programme strategy. (Note: the SDF programme is also guided by He Mahi Rau Rika, ORC's Significance, Engagement and Māori Participation Policy).
- Operational level hui commenced with Aukaha in May 2023 and have occurred regularly since. These hui enable ongoing dialogue about SDF programme-related issues of relevance to mana whenua and Māori communities, and support work to integrate these into programme strategy, design and delivery.

31 The following changes are proposed to the SDF programme strategy based on developments in Council partnerships with mana whenua since July 2022:

- Directly incorporating elements of Te Taki Haruru into the revised SDF strategy, including the principles, values and key intent. In addition, SDF programme partnership commitments have been developed based on an interpretation of Te Taki Haruru through a South Dunedin Future lens, which seek to give effect to Te Taki Haruru in an SDF programme context. These elements are positioned at the top of the strategy framework, reflecting the primacy of the Treaty partnership, with arrows signalling that the specified commitments will contribute to the overall vision, purpose and strategic objectives of the SDF programme.
- More broadly, general revisions have been made to the strategic and operational objectives, to reflect the spirit and intent of Te Taki Haruru – particularly where these also align closely with central government, local government and community-derived changes.

32 It is important to note that SDF programme partnership conversations with mana whenua are at a relatively early stage. While these have been positive, and reflect good faith dialogue over several months, further work is required to develop and strengthen the partnership. This includes more fully exploring how mana whenua would like to engage with the SDF programme, how Te Taki Haruru might be operationalised in an SDF programme context, and specific aspirations mana whenua may have for this mahi.

### ***Community Engagement***

- 33 A key element of the SDF programme is community-centred engagement, working on the basis that affected communities should be fully involved in discussion about, and decisions on, their future – including in relation to adaptation planning. Understanding what matters most to the community, including their values, objectives and aspirations, is important for developing adaptation plans that are not only technically robust, but also widely understood and supported.
- 34 The SDF programme has undertaken extensive community engagement over the past four years, which has included meetings, surveys, presentations, workshops, newsletters and a series of face-to-face interactions. A wide range of data and insights have been collected during that period on community views, values and aspirations. This information has been analysed and,

during the recent engagement round, was played back to the community to calibrate how closely it reflected public sentiment.

35 There have been several developments at community level since July 2022 that are material for the SDF programme strategy. These include:

- The Auckland Anniversary floods and events surrounding Cyclone Gabrielle in early 2023 had an observable impact on public awareness of potential climate change impacts and attitudes towards adaptation. These changes appear to have occurred nationally, but locally have materialised as a growing interest in adaptation work, questioning of business-as-usual practices, and reduced resistance to using climate-related risk to better inform development planning.
- An extensive community engagement round in 2023 saw the SDF programme distribute 14,000 flyers (two flyers, 7,000 copies each) to households in the focus area; write a letter to 1,700 non-resident property owners; host 25 engagement meetings and eight major engagement events with an estimated 1,000 people reached face-to-face; receive over 2,000 unique webpage visitors, 400 individual pieces of feedback, and 75 survey responses.

36 The following changes are proposed to the SDF programme strategy based on community engagement since July 2022:

- Introduce a more positive framing, which recognises the opportunities that can come with change. This includes the notion of not only making South Dunedin a safer place, by reducing climate change impacts and associated risk, but also a better place to live, work and play through sustainable urban development and regeneration. This reframing has been well received by the community. These sentiments have been incorporated in the SDF programme vision and purpose and reflected in several of the strategic objectives.
- Strengthen the references in the operational objectives to a community-centred programme to underscore the importance of community participation, understanding, and support.
- Amend references to developing an ‘...adaptation strategy’ to developing a ‘...adaptation plan’, which reflects efforts towards using plain language, is consistent with programme communications material (“Let’s make a plan”), and would be more easily understood by the community.

### ***Revised SDF Programme Strategy***

37 A revised SDF Programme strategy has been developed, which seeks to amend the existing strategic intent, based on the points raised above. The revised strategy incorporates the various proposed changes detailed above, as well as the following structural amendments:

- Inclusion of new section containing mana whenua principles, values and key intents, drawn directly from Te Taki Haruru – Māori Strategic Framework, as well as addition of new SDF Programme partnership commitments. This section is located at the top and is shown as contributing to the strategic objectives.

- Various amendments to the strategic and operational objectives sections, including removing selected boxes and editing various text, to reflect a range of data and insights from central government, local government, mana whenua and community interactions.
- Removal of the previous contextual section that summarised cross-council adaptation work, replacing this with a programme actions section that describes the five workstreams of the programme (each of which is more specific, but also cross-council in nature).

38 The revised programme strategy is not expected to impact the programme scope, budget, or timeframes. The revised strategy will however affect the direction and outcomes of the programme, as it provides the framework within which programme workstreams will operate. For example, the revised strategy will inform communications and community engagement activities by adopting the more positive framing of key issues; it will guide identification, screening and assessment of risks by outlining objectives and values that could be threatened by natural hazards and climate change; and it will shape criteria against which adaptation options will be assessed and scored, by describing the vision, purpose and objectives the options are expected to contribute towards.

## **OPTIONS**

39 In July 2022, Councillors endorsed the current strategic intent, which has guided the SDF programme for the past 18 months. Three options are therefore available, (i) continuing with the existing strategic intent, (ii) adopting the revised programme strategy (recommended), or (iii) directing staff to undertake further work to develop an amended strategy, based on Councillor feedback. The advantages and disadvantages of each option are explored below.

### **Option One – Retain existing strategic intent (Status quo)**

40 This option would involve retaining the existing strategic intent (included as **Attachment A**), as previously approved by Council Committees in July 2022, and continue to operate the SDF programme based on the strategic direction contained within.

#### *Advantages*

- Achieves a degree of strategic continuity by maintaining current settings, avoiding mid-programme changes, and retaining a strategic direction that is broadly consistent with national direction and community sentiment.

#### *Disadvantages*

- Failure to incorporate the views and values of partners and stakeholders could potentially misdirect the programme and its workstreams. For example, risk assessments and adaptation options and pathways could be produced that align with the current strategic intent but are inconsistent with evolving partner and stakeholder priorities. This could negatively impact relationships, potentially jeopardising future engagement work, and the wider success of the programme.
- The existing strategic intent does not contain specific mana whenua content, particularly principles, values and intents, and therefore does not accurately reflect Councils' Treaty of Waitangi partnerships.



- Foregoes an opportunity to recalibrate the programme strategy based on recent interactions with central government, local government, mana whenua partners and affected communities, creating some increased risk of strategic misalignment.

### **Option Two – Adopt revised programme strategy (Recommended Option)**

- 41 This option would involve replacing the existing strategic intent with the revised programme strategy, as outlined in this paper and included as **Attachment B** and advancing the programme on the basis of this strategic direction.

#### *Advantages*

- As the strategy will guide the adaptation options process, this stronger alignment is more likely to produce risk assessments and adaption options and pathways that are consistent with partner and stakeholder priorities.
- Incorporating the views and values of partners and stakeholders would likely strengthen relationships, laying a foundation for future engagement work.
- The revised strategy includes specific mana whenua content, particularly principles, values and intents drawn from Te Taki Haruru – Maori Strategic Framework, as well and specific programme partnership commitments, which better reflects Councils' Treaty of Waitangi partnerships.
- The revised strategy is based on recent interactions with central government, local government, mana whenua partners and affected communities, is more current and better strategically aligned to these key partners and stakeholders.

#### *Disadvantages*

- A mid-programme change of strategic direction potentially introduces a sense of discontinuity by shifting settings that are already broadly consistent with national direction and community sentiment.

### **Option Three – Direct staff to undertake further work and/or develop amended strategy**

- 42 This option would involve undertaking additional work, at the direction of Councils, to amend the strategy further or take it in a different strategic direction.

#### *Advantages*

- Undertaking further work could have the benefit of deepening the understanding of the views, values and aspirations of partners and stakeholders as well as more accurately reflecting Council strategic directions. This could lead to a stronger strategy with positive flow on effects for the SDF programme.

#### *Disadvantages*

- Undertaking further work could delay programme implementation, as key elements such as the adaptation options process will be guided by the direction contained within the strategy. This could stall the momentum built over the past 12 months, and negatively affect partner and stakeholder views and engagement, many of whom are eager to see the programme progress to the next stages where spatial risks and options are developed for South Dunedin.

- 43 The recommended option is *Option 2 - Adopt revised programme strategy* because it would incorporate the latest developments and feedback from partners and stakeholders, provide the best available and well calibrated guidance for programme workstreams, while allowing the programme to move forward as scheduled. Options 1 and 3 are viable but would be less well-calibrated to partners and stakeholders (in the case of Option 1) and have potentially negative implications for programme schedule and costs (in the case of Option 3).

## NEXT STEPS

- 44 Subject to Council decisions on the options proposed, staff and consultant teams will utilise the agreed strategic direction for the SDF programme to guide upcoming work on communications and community engagement, risk assessment, and adaptation options development. This will include development of two further public flyers and provision of first stage risk assessment and adaptation options reports, all earmarked for Council consideration or public release in December 2023.

## Signatories

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## Attachments

	Title	Page
<a href="#">A</a>	SDF Programme Strategic Intent (Current)	77
<a href="#">B</a>	SDF Programme Strategy (Proposed)	78

## SUMMARY OF CONSIDERATIONS

### ***Fit with purpose of Local Government***

This decision enables democratic local decision making and action by, and on behalf of communities.  
This decision promotes the social well-being of communities in the present and for the future.  
This decision promotes the economic well-being of communities in the present and for the future.  
This decision promotes the environmental well-being of communities in the present and for the future.  
This decision promotes the cultural well-being of communities in the present and for the future.

### ***Fit with strategic framework***

	Contributes	Detracts	Not applicable
Social Wellbeing Strategy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic Development Strategy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environment Strategy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Arts and Culture Strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3 Waters Strategy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Spatial Plan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Integrated Transport Strategy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parks and Recreation Strategy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other strategic projects/policies/plans	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The SDF Programme is a horizontal initiative, working across a range of vertical strategies, groups, and budgets in both DCC and ORC. This horizontal focus is intended to drive greater strategic coherence across Councils' strategies and operations regarding South Dunedin, particularly those with a direct climate change dimension. As such, the programme has links to a wide range of strategic objectives. These are described in the paper and attachments, which build on previous advice on strategy and policy considerations, provided in the following reports:

- South Dunedin Future – Programme Update, Item 8, DCC Council, 23 November 2021
- South Dunedin Future – Interim Update, Item 8, Planning & Environment Committee, 4 April 2022
- South Dunedin Future – Programme Plan, Item 9, Planning & Environment Committee, 6 July 2022
- South Dunedin Future – Programme Update, Item 9, Strategy, Planning & Engagement Committee, 14 August 2023

### ***Māori Impact Statement***

Accurately reflecting and integrating the principles of the Treaty of Waitangi, and Crown's partnership with Māori, is a central element of the SDF Programme. This is currently envisaged to include governance arrangements, aligning strategic objectives with te ao Māori, matauraka Māori, and mana whenua aspirations; providing meaningful opportunities for all Māori to input their views and values; and identifying and agreeing Māori-specific programme outputs. These are described in the paper and attachments.

### ***Sustainability***

Sustainability will be a central component of the SDF Programme as it seeks to develop climate change adaptation options for South Dunedin over short-, medium- and long-term timeframes. This work will be integrated with the wider climate change work programme, including aligning with DCC's Emissions Management and Reduction Plan 2022 and Zero Carbon Plan 2023.

## SUMMARY OF CONSIDERATIONS

### ***LTP/Annual Plan / Financial Strategy /Infrastructure Strategy***

The programme management team and core programme actions within the SDF Programme have dedicated resourcing in the 2021-2031 10-Year Plan. Programme activities and projects (i.e. programme-related initiatives managed by other DCC or ORC teams) are subject to the planning and budgeting processes of those teams. The expectation is these activities and projects will be aligned with the infrastructure strategy (if/as appropriate). Programme planning will be aligned with the development of the 2024-2034 10-Year Plan, including the infrastructure strategy.

### ***Financial considerations***

The DCC's portion of the SDF Programme budget is \$507,000 per annum, which has been resourced in the 2021-2031 10-Year Plan. ORC's portion is \$420,000 per annum, which has been resourced in the 2023/24 Annual Plan. Additional grant funding of \$1.45 million over two years (2023-24) has been allocated from the Department of Internal Affairs' "Better Off" allocation.

### ***Significance***

This issue is considered high in terms of the Council's Significance and Engagement Policy. Community engagement will be a central element of the SDF Programme, and extensive engagement is planned in future stages, in accordance programme plan and with relevance council policies.

### ***Engagement – external***

Extensive external engagement has been undertaken on the SDF Programme between 2020-23, as outlined in the paper. Regular engagement is also undertaken with central government, local government, and other interest groups.

### ***Engagement - internal***

A large number of internal individuals, teams, and departments across DCC and ORC have been engaged in development of the SDF programme strategy and related work described in this report. This includes, but is not limited to, the departments listed in Figure 2 of the Programme Plan (Page 63, [link](#)).

### ***Risks: Legal / Health and Safety etc.***

There are no anticipated legal/health and safety risks associated with this report. Risks relating to the SDF Programme are described in the Programme Plan (Page 71, [link](#)).

### ***Conflict of Interest***

There are no conflicts of interest to declare with this report.

### ***Community Boards***

Community boards have not been involved with the development of this report.

Strategic Objectives	Vision: Improved community wellbeing and resilience through sustainable urban regeneration of South Dunedin			
	Purpose: To enable South Dunedin to prepare for and adapt to the impacts of climate change			
	Reduced risk from flooding (and other natural hazards)	Increased social and economic resilience	Environmental and cultural restoration	
	Climate change impacts are fair ('just transition')	Community ownership of process and outcomes	Improved urban form in South Dunedin	

Operational Objectives	Develop a Climate Change Adaptation Strategy for South Dunedin			
	Community buy-in through inclusive engagement	Run a robust, transparent, and inclusive process	Alignment with Council strategies and policies	Integration with business-as-usual functions of Councils

Programme Actions	What is happening?	What matters most?	What can we do?	Make it happen.	How is it working?
	Build our understanding of the physical environmental and natural hazards, the communities affected, and how this might change over time.	Develop our understanding of community values, objectives, vulnerability, and the risk presented by natural hazards. Agree our overall objectives.	Identify our options for managing likely changes to the physical environment, the resulting hazards, and risk. Select options and pathways that will best meet our objectives.	Develop an overall adaptation strategy that balances the risks, objectives, and options. Develop a plan to implement that strategy, integrating this into business as usual.	Monitor, review and adjust the adaptation strategy to ensure it remains fit for purpose and is delivering on our objectives

Cross-Council Adaptation Work	Science & Technical	Planning & Infrastructure	Community Engagement	Strategy & Policy
	Understanding how the changing physical environment affects natural hazards and risk, now and in the future	Managing hazards and risk through land use planning, engineered and nature-based solutions	Partnering with the community to build resilience, identify preferred futures, and determine viable adaptation options	Integrating research and best practice into decision-making, while navigating a changing policy, legislative & regulatory environment



Mana Whenua Priorities	Principles	Autūroa	Auora	Autaketake	Autakata
	Values	Mana	Mauri	Tapu and noa	Whakapapa
	Key Intent	Mana whenua are leaders, influencers and partners.	The Mauri of Ōtepoti is restored and enhanced.	Balance is restored, and the future of our people and resources is protected.	The traditional authority of mana whenua in Ōtepoti is recognised through partnerships based on reciprocity and respect.
South Dunedin Future	Programme Partnership Commitments	Mana whenua can actively participate in the programme, and exercise rakatirataka, including rights to make decisions on issues affecting the wellbeing of South Dunedin.	Mana whenua exercise kaitiakitaka over te taiao and taoka to shape restoration and regeneration of South Dunedin environments. The programme supports the social and economic wellbeing of Māori communities in Ōtepoti Dunedin.	Integration of tikaka and kawa into the programme ensure balance and outcomes that contribute to the wellbeing of te taiao, our whānau and wider community.	The programme will draw on mātauraka Māori and te ao Māori to support a strengthened Māori presence in South Dunedin.
Strategic Objectives	<b>Vision:</b> A safer and better South Dunedin, where sustainable urban regeneration leads to improved community resilience and wellbeing.				
	<b>Purpose:</b> To enable South Dunedin to prepare for, and adapt to, the impacts of climate change, while also realising the opportunities that come with change.				
	<b>Just transition</b> Respond to climate change in ways that empower communities and promote fairness and equity.	<b>Community safety</b> Promote community safety in South Dunedin by reducing flood and other risks, despite increasing natural hazards	<b>Environmental &amp; cultural restoration</b> Restore and regenerate natural environments, renew urban spaces, and re-energise cultural connections to place.	<b>Social &amp; economic resilience</b> Strengthen communities and businesses so they are well-prepared for floods and other hazards, better able to cope and recover.	<b>Sustainable urban development</b> Urban development accounts for the changing environment, providing better spaces for people, water and wildlife.
Operational Objectives	<b>Develop a Climate Change Adaptation Plan for South Dunedin</b> Produce an adaptation plan that is technically feasible, financially affordable, and widely understood and supported by partners, stakeholders and affected communities.				
	<b>Make well-informed decisions</b> Use the best available evidence, including science, data, local knowledge and mātauraka Māori.	<b>Be community-centred</b> Empower the community to actively participate and lead where appropriate, by being inclusive, accessible and transparent.	<b>Mainstream climate adaptation</b> Make plans and recommendations that are fit-for-purpose, can be implemented by councils, and support strengthened resilience.		
Programme Actions	<b>Natural Hazards</b>	<b>Communications &amp; Engagement</b>	<b>Risk Assessment</b>	<b>Adaptation Options</b>	<b>Strategy &amp; Programme</b>
	Understanding the natural environment in and around South Dunedin. Predicting how it might change in the future.	Getting a good understanding of what's important to the community. Explain to people what we're doing, why, and how they can get involved.	Understanding how climate change will affect the things we value (people, places, assets) and how this might change over time.	Exploring what options we have for adapting to the impacts of climate change. Looking at the pros and cons, and deciding which work best.	Working out how everything fits together and how the work is best sequenced. Putting it all into a coherent strategy so it can be implemented effectively.