

REPORT 3
(1215/52/IM)

THE TRIENNIAL STRATEGY AND POLICY WORK PROGRAMME

1. Purpose of Report

This paper sets the strategy and policy work programme for the 2004-07 triennium.

2. Executive Summary

The key drivers of strategy and policy development for this triennium are

- the ongoing implementation of the 2004/05 strategic vision and goals,
- the development and implementation of the Wellington Regional Strategy, and
- the development and implementation of the 2006/07 Long Term Council Community Plan.

This paper also aims to increase the influence of planned strategy and policy development in the Council's decision-making. This will be achieved through two significant imperatives in work programming:

- Firstly, that proposed strategy and policy work programmes are firmly linked to the most significant domain of Council decision-making, namely the Annual Plan process, and
- Secondly, that respective strategy and policy work programmes are linked together and react to each other. High-level strategy leads to operational policy development, which in turn informs any review of strategy. In the past this interaction has not always been appreciated or anticipated.

3. Recommendations

It is recommended that the Committee:

1. *Receive the information.*
2. *Agree the key drivers of strategy and policy development for the 2004/07 triennium are the implementation of the 2004/05 strategic vision and goals; the development and implementation of the Wellington Regional Strategy; and the development and implementation of the 2006/07 Long Term Council Community Plan.*

3. *Agree to the strategy and policy work programme set out in the report, and note that some projects are already scheduled on the 2005 forward programme for the Strategy and Policy Committee.*
4. *Note that further strategy and policy work will be identified and scheduled for the remaining years of the triennium and added to the SPC forward programme, to support the new strategic direction set in the 2006/07 LTCCP and the ongoing development of the Wellington Regional Strategy.*

4. Background

Strategy and policy is developed in response to three primary drivers:

- **In reaction** to events, opportunities and circumstances that are largely unexpected, for example the music school proposal and the Government's transport funding package.
- **As required** by new legislation or other imposed strategy and policy, for example Dog Control and Gaming Venues policies. These policies ensure that necessary regulations and policies are implemented to fulfil our obligations under any legislation adopted by Central Government.
- **As planned** in relation to governance, management or budgetary priorities and timeframes, for example asset management planning and the development of the Long-Term Council Community Plan (LTCCP).

This paper is primarily concerned with **planned** strategy and policy development. This is generally the hardest form of strategy and policy to identify and develop, but is most influential in shaping the future of the city the Council wants to achieve and in identifying the specific goals the Council wants to set to mark the achievement of that future. Currently, the planned strategy and policy work programme at the Council is driven by the need to implement the current strategic vision and goals while developing future strategic direction at both the regional and city levels.

5. Discussion

There are three key drivers of **planned** strategy and policy development for the 2004-07 triennium: implementation of the 2004/05 strategic vision and goals, the development of the 2006/07 LTCCP and the Wellington Regional Strategy.

5.1 Implementation of the 2004/05 Strategic Vision and Goals

5.1.1 Imbedding the CWIC Vision

The current work schedules of the Strategic Advisers and Policy units, amongst others, is driven by the need to imbed and implement the *Creative Wellington – Innovation Capital vision* and the ten **2004/05 strategic goals**.

The Strategic Advisers unit is continuing to work on imbedding the *Creative Wellington – Innovation Capital vision*. Each component of the vision is being explored for ideas that could feed into the development of strategy, policy, plans and changes to projects. This work will be completed by June 2005, and some of the results will feed into the development of the strategic direction for the 2006/07 LTCCP.

<i>Elements of the CWIC vision</i>	<i>Key tasks to be completed by June 2005</i>
Creativity and innovation	A “creativity-innovation lifecycle” concept that draws together all the strands of the vision into one overall pathway
Sustainability	Imbedding the adopted sustainability principles into various decision-making principles <i>Refer to Environment Strategy in Section 5.2.2</i>
City foundations	Strategic risk assessment across all city foundations to assist with priority setting for the 2006/07 LTCCP
Quality of life	Determining which aspects of improving quality of life will have the greatest impact on resident perceptions of quality of life in Wellington
International competitiveness	Determining how the region can become more internationally competitive, and the possible roles of the Council <i>Refer to Economic Development Strategy in Section 5.2.2</i>
Sense of place	Continue to implement the adopted Sense of Place framework in various Urban Strategy plans and projects
Collaborative leadership	Completing the Strategic Relationship Management system and related initiatives

5.1.2 Current Policy Priorities

Supporting the attainment of its current strategic goals, Council has determined policy priorities across the portfolio areas for 2005 and this planned policy work is currently scheduled on the forward programme. In addition, the ongoing review of the Consolidated Bylaw will continue and work will also be undertaken to review our Asset Management Plans to ensure they reach the new standards required by the LGA 2002.

The policy work schedule for 2005

Portfolio	Policy work to give effect to 2004/05 strategic goals
Arts and culture	Arts Collections Policy Implementation Public Art Policy Implementation Ongoing Development of Arts Centre
Transport	Transport Implementation Plan Cycle Policy CBD Corridor Study Parking Policy
Economy	Tourism Management Migration Trends and Issues Settlement Services Project Sister Cities Relationships
Environment	Liquid Waste Management Plan Solid Waste Management Plan Trade Waste Fees and Charges Licensing of Private Waste Collection
Governance, Communication and Participation	Review of Pacific Advisory Group Communication and Participation Project
Social	Community Facilities Community Centres Housing - Central Government Partnership - Rentals Recreation Issues - barriers to entry - review of hubs - prioritisation Grants Effectiveness Childcare Policy Libraries Policy Liquor Bylaw Review Gaming Venues Policy Review
Urban Development	Built Heritage Policy Earthquakes Prone Buildings Policy Dangerous and Unsanitary Buildings Policy Undergrounding of Cables Central Area Review

5.2 The 2006/07 Long Term Council Community Plan (LTCCP)

5.2.1 Strategic Direction Setting

The 2006/07 LTCCP, and its two subsequent Annual Plans, will set some very specific timeframes and have particular requirements. To underpin the strategic directions for the 2006/07 LTCCP, there are a number of strategy and policy development tasks that will have to be completed by October 2005. These range from generic tasks such as the high-level community outcomes process to specific activity reviews.

Work schedule for developing the new strategic direction for the 2006/07 LTCCP

Elements of the new strategic direction	Tasks to be completed by October 2005
Generic core tasks	
Community outcomes	Refer to the separate Strategy and Policy Committee paper for 21 April 2005 on the proposed Community outcomes process
Council outcomes	Use the community outcomes to develop a new set of Council outcomes Select city indicators for the new Council outcomes
Principles	Summarise and integrate all existing principles in the CWIC vision and various adopted strategy documents
Activity reviews	Review the strategy tree for each Key Achievement Area, using the new Council outcomes and principles to determine which activities the Council should be providing Select performance measures for the new (or reconfirmed) activities
Strategic Goals	Use the new Council outcomes , performance measures (past results) and activity review results to develop a new set of strategic goals
Strategy reviews	Develop integrated packages of new initiatives, activity performance targets and project changes that will deliver each strategic goal

The relationship between vision, outcomes, principles, strategies and policies is attached at Appendix One.

5.2.2 Strategic Framework

In order to prepare for the above tasks the Strategic Advisers unit is undertaking a 'clean up' that is bringing together our current strategies and high level policies into a more coherent and accessible framework. In particular, officers plan to use the review of outcomes, goals, principles, roles and activities to rewrite all existing strategy and related high-level policy documents into a standard format that relates to the portfolio governance areas – the current collection of 'strategies' and 'policies' has a variety of formats and coverage which makes them difficult to access. These tasks are set out below.

Arts and Culture	<p>Strengthen the Council's understanding and position in relation to cultural identity and Maori identity</p> <p>Extract principles, priorities and actions from the adopted Arts Strategy and Culture Strategy</p> <p>Integrate the Arts and Culture Strategies and their respective strategy trees</p>
Economy	<p>Build labour productivity and utilisation concepts into the current Economic Development Strategy</p> <p>Add international competitiveness and tourism aspects to the current Strategy</p> <p>Feed policies from the current Strategy into the Wellington Regional Strategy</p> <p>(Note that the Wellington Regional Strategy will lead to a rewrite of the Council's Strategy)</p>
Environment	<p>Develop an Environmental Strategy that will bring together current strategies and high level policies into a integrated package that has clear priorities (a Project Brief will be presented at the 12 May Strategy and Policy Committee meeting)</p> <p>Combine the Natural Environment and Resources and Waste strategy trees</p>
Social	<p>Extract principles, priorities and actions from the adopted Social Strategy and Recreation Strategy</p> <p>Integrate the Social and Recreation Strategies and strategy trees</p>
Transport	<p>Extract principles, priorities and actions from the adopted Transport Strategy</p> <p>Feed policies from the current Strategy into the Wellington Regional Strategy</p> <p>(Note that the Wellington Regional Strategy and subsequent Regional Land Transport Strategy will lead to a rewrite of the Council's Transport Strategy)</p>
Urban development	<p>Complete an Urban Development Strategy that will bring together current strategies and high level policies</p> <p>Feed initial ideas into the Wellington Regional Strategy</p> <p>(Note that the Strategy will remain in draft form until the completion of the Wellington Regional Strategy, after which it will be finalised)</p>
Governance	<p>A Project Brief for the Communication and Participation Project is on the agenda for the SPC Meeting of the 21st April 2005.</p>

5.2.3 Reviews of Strategy

The 2006/07 LTCCP will have two subsequent Annual Plans, the 2007/08 and 2008/09 Plans. The development of the 2007/08 Annual Plan will start in July 2006. Officers propose that at the start of every Annual Plan processes (in July 2006 and July 2007) the Council undertakes a 'strategy health check' across all portfolio areas.

These reviews will primarily focus on the strategic goals and initiatives set in the LTCCP. The reviews will consider whether any changes should be made to reflect

reactive strategies and policies developed in the preceding months, new imposed strategies and policies, or other changed circumstances or new political direction.

5.2.4 LTCCP Policy Work

The 2006/07 LTCCP will also have its own follow-on policy work schedule. This schedule will assist with implementing the new direction set in the LTCCP across a wide range of topics and areas. This work programme is likely to commence in July 2006 and extend to June 2007. In addition, the proposed annual reviews of the LTCCP's strategic direction will again generate new requirements for policy development and annual policy programmes will be developed to underpin these strategic directions.

5.3 The Regional Strategy

5.3.1 Developing the Regional Strategy

The Wellington Regional Strategy will require significant strategy and related policy reviews, particularly in the economic, transport and urban development areas. The Regional Strategy will require the Council to review its outcomes, strategic goals, roles and activities and service levels, and to consider a range of new initiatives such as District Plan changes.

The Council is contributing significant resources to the development of the Wellington Regional Strategy. Ernst Zöllner is leading the Council's engagement with the Strategy, and other officers are involved in the Project Executive Group, on technical working groups and in the supply of information and its analysis.

The Wellington Regional Strategy will be completed around March 2006. An important interim milestone is the consultation on a draft Regional Growth Framework in July this year. These are critical dates in the planning of the Council's strategy and policy work programmes as the regional outputs will require immediate and seamless strategy and policy responses from the Council.

5.3.2 The Relationship between the Regional Strategy and 2006/07 LTCCP

Where appropriate and desirable the new directions signalled by the development of the Wellington Regional Strategy will need to be imbedded in the Council's own strategies, policies and operations.

This will be done in three ways. Firstly, the strategy and policy work done in the development of the 2006/07 LTCCP will begin to reflect the direction of the Wellington Regional Strategy (as set out in the draft Regional Growth Framework due in July) where this direction has support from the Council.

Secondly, the Wellington Regional Strategy will be treated as a submission to the draft 2006/07 LTCCP (the late March 2006 completion date rules out any other option). The Council will then have April and May 2006 to review the LTCCP in order to imbed relevant aspects of the Wellington Regional Strategy in high-level direction statements such as goals, but also in new spending initiatives or other budget changes.

And finally, beyond the LTCCP the Regional Strategy will most likely require new policy development in a number of areas, which may include District Plan changes, other new regulations, infrastructure pricing reviews, transport implementation plan reviews, and so on. This policy work could start in April 2006 and extend well into 2007 and even beyond.

5.4 Summary

In summary, These three key drivers of the **planned** strategy and policy development – the current strategic vision and goals, the Wellington Regional Strategy and 2006/07 LTCCP – produce a structured work programme for the remainder of the 2004-07 triennium, as set out below.

Summary of the 2005-07 strategy and policy work programme

The strategy and policy work programme	Period	Key responsibility
Complete the policy programme that is imbedding the current strategic direction	April 2005 to March 2006	Policy with Strategic Advisers and others in selected areas
Assist with the development of the Wellington Regional Strategy	April 2005 to March 2006	Strategic Advisers with others
Prepare the new strategic direction for the 2006/07 LTCCP	April to October 2005	Strategic Advisers with Policy (activity review) and others
Imbed the Regional Strategy in the 2006/07 LTCCP	March to June 2006	Strategic Advisers, Policy and others
Implement the strategic direction of the 2006/07 LTCCP	July 2006 to June 2007	Policy and others
Review the strategic direction of the 2006/07 LTCCP	July to August 2006	Strategic Advisers
Implement any changes to the strategic direction of the 2006/07 LTCCP	September 2006 to June 2007	Policy and others
Review the strategic direction of the 2006/07 LTCCP	July to August 2007	Strategic Advisers
Implement any changes to the strategic direction of the 2006/07 LTCCP	September 2007 to June 2008	Policy and others
<i>And then... Prepare the strategic direction for the 2009/10 LTCCP</i>	<i>April to October 2008</i>	

6. Conclusion

Both the Strategic Advisers and Policy units will maintain sufficient capacity to prepare strategy and policy outputs in reaction to unexpected events and opportunities, and as required by legislation or other imposed policy demands.

However, both units also have to play a significant role in the development of strategy and policy that supports the development and implementation of the Wellington Regional Strategy and the 2006/07 LTCCP. Furthermore, subsequent reviews of the LTCCP's strategic direction at the start of the two Annual Plan processes will again require strategy and policy review and development.

The proposed triennial work programme set out in this paper will change the way in which planned strategy and policy development is undertaken at the Council. Strategy and policy work programmes will be tied to the three-yearly and annual planning processes, and will also be more responsive to each. The result should be an increase in the influence of planned strategy and policy outputs in Council decision-making.

Contact Officers: *Ernst Zöllner and John McGrath*

Supporting Information

1) Strategic Fit / Strategic Outcome

This paper recommends a strategy and policy work programme to achieve the strategic goals of Council.

2) LTCCP/Annual Plan reference and long term financial impact

This paper recommends the alignment of policy and strategy development to the budgetary imperatives of Council, but has no direct financial impact.

3) Treaty of Waitangi considerations

No direct Treaty implications

4) Decision-Making

This paper sets out a range of policy and strategy work that gives effect to the decision making capacity of council

5) Consultation

a) General Consultation

No specific consultation required.

b) Consultation with Maori

No specific consultation required.

6) Legal Implications

No specific legal implications identified

7) Consistency with existing policy

This paper sets out the context and process for strategy and policy development for the 2004/07 Triennium.

Appendix One – Wellington City Council’s Strategic Architecture

The Council’s STRATEGIC PERSPECTIVE is set out in...
Our values - respect, integrity, confidence, commitment and competence
The Council’s STRATEGIC POSITION is set out in...
The Council’s vision for the City – <i>Creative Wellington – Innovation Capital</i> , that has the following elements: sustainability, collaborative leadership, international competitiveness, quality of life, city foundations and sense of place.
The Council outcomes grouped under Key Achievement Areas – <i>the desired end result</i>
Principles for strategic decision-making e.g. <i>considering the long-term impacts</i>
The Council’s role in relation to each outcome (i.e. advocate, facilitator, funder, provider and regulator) and its activities in relation to this role
The Council’s STRATEGIC PLANS are set out in...
Strategic goals for a Key Achievement Area e.g. increase tourist spending
Strategies – groups of projects that will realise the strategic goals
Policies , asset management and urban development plans to guide the delivery (service levels, risks, targets) of each activity and its related programmes, e.g. District Plan, events policy, parking pricing policy, town belt management plan
Business plans that capture the above for each unit