

List of Workstreams Contributing to the 2021 - 2031 Long-Term Plan



As at 8 October 2020

	Task	Lead	Status
Strategic Reviews			
SR1	LTP Strategic Approach Strategic objectives and fiscal factors – how do they drive the LTP preparation.	Strategy & Finance	<i>Complete: Policy – 8 September</i>
SR2	Community outcomes, vision, strategic direction Reassessment of the strategic framework underpinning Council's role on behalf of the community. Subject to Council direction may also include the proposed 'community preferences' survey that was put on hold in late July.	Strategy	<i>Complete: Policy – 8 September</i>
SR3	Strategy Stocktake A look into all current adopted strategies to see if still relevant and if actions are being carried out. Those no longer relevant decide if to update or combine with another. Final output new strategic framework for LTP.	Strategy	<i>Complete: Policy – 16 June</i>
SR4	Environmental Scan Review of external factors influencing the preparation of the LTP and socialisation with elected members.	Strategy	<i>Complete: Policy – 16 June</i>

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SR5	<p>Level of Service / Cost / Productivity Review Review of Councils operational levels of service including costs and delivery.</p>	Executive	<i>Complete: Policy – 8 September</i>
SR6	<p>Engagement Approach Implementation and continued rollout of the new TCC approach to community engagement will affect many projects and activities in the lead-up to the LTP (being 'pre-engagement' on the LTP itself).</p>	Communications and Engagement	Engagement approach for the LTP workshop conducted with Mayor and Councillors 6 October.
SR7	<p>CCO's</p> <ul style="list-style-type: none"> • Strategic review of BVL • Key CCO LTP issues identified and addressed (input into draft LTP) 	GM Community Services	Briefing scheduled for strategic review of BVL on 14 October. Report due to Council 17 November.
SR8	<p>Waters reform Central Government is reviewing how to improve the regulation and supply arrangements of drinking water, wastewater and stormwater (three waters) to better support New Zealand's prosperity, health, safety and environment. Watching brief to understand and respond to the government's work.</p>	City Waters	Report to PSOC on Funding Delivery Programme on 27 October.
SR9	<p>Resilience Two-year study of the resilience to natural hazards of Council's infrastructure and the impact on potential future landform. Impacts on asset-based activity budgets will be significant. Policy decision-making for council is also likely to be significant.</p>	City & Infrastructure Planning	Workshop scheduled for 2 November. Report to UFTD on 24 November.
SR10	<p>Natural Hazards/Climate Change (in particular Mount North) Detailed consideration of options to address current and future stormwater and current and future groundwater issues in the Mount North area. Significant first step in council's 'adaptive planning' response to climate change and resilience issues.</p>	City & Infrastructure planning	Briefing held on 8 October. Report to Council on 17 November.
SR11	<p>s17A A review of the cost-effectiveness of current arrangements for meeting the needs of communities within its district or region for good-quality local infrastructure, local public services, and performance of regulatory functions. Activities to be subject to s17A reviews yet to be determined.</p>	Strategy	Report to Council on 17 November.

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SR12	Sustainability Framework Implement Council direction	Strategy	Update report taken to Policy Committee on 8 September. Further update on 20 October Policy Committee agenda.
SR13	Community Facilities & Active Reserves Plan Develop Community Facilities Plan and Active Reserves Plan to understand and address community needs in a fast-growing city.	Strategy	Workshop 1 occurred on 5 October. Workshop 2 scheduled for 29 October and workshop 3, 11 November. Issues and options paper for consideration late 2020.
S14	City Centre Plan Develop City Plan which identifies needs and responses. Key components: <ul style="list-style-type: none"> • Private sector investment plan / prospectus • Civic precinct masterplan • Urban Spaces Programme • Waterfront Masterplan • Movement Plan (including parking) • Residential Plan 	Strategy	Briefing scheduled for 19 October.
Financing & Funding			
F1	Financial Strategy Providing a guide for Council to consider proposals for funding and expenditure against; and provide a context for consultation on the local authority's proposals for funding and expenditure by making transparent the overall effects of those proposals on the local authority's services, rates, debt, and investments. Includes: <ul style="list-style-type: none"> • Revenue & Financing Policy • User Fees strategy • Risk Reserve (noting significant current underfunding) • Debt / Revenue ratio 	Finance	Workshop held on 9 September and report to FARC on 22 September. Further work ongoing.
F2	Rates Review A rates review is the review of the allocation of rates and what share of the rates each ratepayer should pay. A rating review is NOT about how much should be collected in rates. A comprehensive review would include questions of ability to pay, commercial/residential differentials, targeted rates, uniform charges vs variable charges, etc. Includes consideration of wastewater charging; consideration of capital value vs land value rating (longer term issue).	Finance	Workshop held on 9 September and report to FARC on 22 September. Further work ongoing.

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F3	<p>Alternative / Additional Financing and Funding Opportunities</p> <p>Explore a range of opportunities such as tolling, road pricing, infrastructure bonds, moving current responsibilities off balance sheet for individual / collective partners and other thinking that may require new legislation to implement.</p>	Chief Executive	Workshop held on 9 September and report to FARC on 22 September. Further work ongoing.
F4	<p>Development Contributions</p> <p>a) Significant review to ensure that key assumptions and logic are relevant and that current issues (including those raised by submitters in previous year) are addressed.</p> <p>b) Issues & Options papers on DC funding on Maori land and (separately) community housing.</p> <p>c) Quantify amount of DC under collection. Financial adjustments. Consider targeted rate option</p>	<p>a) Growth Funding</p> <p>b) Growth Funding</p> <p>c) Finance</p>	Workshop held on 23 September. Workshop 2 scheduled for 12 November.
F5	<p>User Fees Review</p> <p>Review specific user fees for activities.</p>	Finance	Workshop held on 9 September and report to FARC on 22 September. Further work ongoing.
Growth			
G1	<p>Growth assumptions / approach</p> <p>Growth assumptions reviewed for long term planning. Impacts expenditure projections for many teams, especially re capex.</p>	City & Infrastructure Planning	<i>Complete: UFTD – 9 June</i>
G2	<p>Te Papa</p> <p>Consultation and plan change project to enable intensification on the Te Papa peninsula. Significant community involvement and capex implications.</p>	City & Infrastructure Planning	Report to UFTD on Te Papa Spatial Plan on 13 October.
G3	<p>Parau Farms</p> <p>Land currently zoned for recreational reserve, current investigation into alternative uses (linked to potential alternative sportsfield provision in the Western Bay and Merricks Farm possibility). Linked to Community Facilities work at SR13.</p>	Strategy	Forms part of SR13.
G4	<p>Smiths Farm</p> <p>Master plan for potential housing supply near Bethlehem. Complicated by previous Council decision not to access site off Westridge Drive. Potential joint-venture with external funders.</p>	City & Infrastructure Planning	Report to UFTD on 24 November.

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G5	UFTI + Transport Planning Outcomes for urban planning and transport planning will be significant. Impact on LTP planning likely to be significant.	City & Infrastructure Planning	Briefing on TSP occurred on 11 September. Joint Councils workshop 20 Oct, report to SmartGrowth 21 October, approval report due to Council 28 October.
G6	Tauriko West (Social Infrastructure) The social infrastructure planning aspect of the Tauriko West development.	Strategy	Forms part of SR13.
G7	Te Tumu and Tauriko West Consideration of reasonable assumptions regarding timeframes for the development of these urban growth areas, as well as costs and funding models, for appropriate inclusion in LTP.	City & Infrastructure Planning	Growth and land use project progress report due to UFTD 24 November.
Major Projects			
P1	Potential Major Project Seek EM strategic direction / political appetite on: <ul style="list-style-type: none"> • Stadium • Mt Visitor Centre • Sustainability Centre • Others that may arise from Activity Planning 	Executive	Currently in development. Aim to report to Council prior to end of 2020.
P2	Civic Facilities (CBD) Major civic facilities in the CBD including library, museum and performing arts facility.	Strategic Investment & Commercial Facilitation	Briefing scheduled for 12 November.
P3	Memorial Park aquatic Consideration of significant upgrade to Memorial Pool facility.	BVL	Forms part of SR13.
P4	Memorial Park / Strand walkway Walkway/cycleway connecting CBD to Memorial Park along the waterfront.	Spaces and Places	Issues and options paper due early 2021.
P5	Elder housing Potential implementation of decision made in last LTP to divest elder housing stock. Significant financial and community considerations involved.	Strategic Investment & Commercial Facilitation	Workshop occurred on 17 August. Report to Council due late 2020.
P6	Civic administration building / accommodation Potential project for the development of a new CAB on the Willow/Durham site. Project is part of partnership agreement with Willis Bond. Involves significant consideration of the funding model. In the short-term, consideration of accommodation options until such a new building is built.	Strategic Investment & Commercial Facilitation	Reported to Council 8 September 2020.

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P7	Parking Strategy Overall approach to parking Consideration of whether Council should retain the buildings or sell to a private provider. Linked the parking strategy discussion facilitated through UFTI.	City & Infrastructure Planning	Workshop held 8 October.
P8	CBD Streetscape Further consideration of a variety of largely CBD-based streetscape projects for inclusion in the LTP.	Spaces and Places	Projects are to be delivered in 2021 year with Strand extension scheduled in 2022.
P9	Solid Waste The roll-out of the kerbside collection is due to take place on 1 July 2021. If it proceeds according to plan the issue for the LTP decision making will be minimal. Ties in with Revenue and Finance Policy conversation in F1.	Waste & Sustainability	<i>Complete Council - 25 August (Decision made and progress of roll out will continue to be reported)</i>
Levels of Service & Options			
LOS 1	Activity Areas Plans & Resourcing For each activity prepare Activity Areas Plans	Teams individually	Currently in development. Aim to report to Council prior to end of 2020.
LOS 2	Asset Management Plans Preparation of asset management plans for next LTP, including understanding of levels of service, delivery methods, renewals budgets, etc.	Relevant Teams	Workshop scheduled 15 October.
LOS 3	Infrastructure Strategy	Policy / Strategy	Workshop scheduled 15 October.
LOS 4	Reseal LOS The elected members have signalled that they would like to review the reseals level of service logic.	Transportation	Issues and Options paper to Policy Committee 20 October.
LOS 5	Core Digital systems Digital Systems review of core systems (excluding financial, refer above) and roll out of strategic plan.	Digital	Briefing scheduled for 10 November.
LOS 6	Boat Ramps <ul style="list-style-type: none"> Assess issues and options re provision Boat ramp user fees 	Property	Report to Council on 6 October on the Approach to develop a Marine Facilities Strategy and a Marine Facilities Development and Management Plan. Council resolved to include the boat ramp issues as part of this work (and therefore after the LTP).

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LOS 7	<p>Tropical Display House – Robbins Park Issues & Options paper to be considered with the following options:</p> <ul style="list-style-type: none"> • Upgrade existing facility • Establish tropical display house at another location and demolish existing • Demolish existing and do not replace. 	Places & Spaces	Issues and options paper due to Council in early 2021.
LOS 8	<p>Town Centre & Neighbourhood Spatial Plans Issues & Option paper on:</p> <ul style="list-style-type: none"> • Urban spatial plans and / or public realm redevelopment plans • Locational priorities across the city • Timing 	Strategy	Report to UFTD due in late 2020.
LOS 9	<p>Bulk fund to support social wellbeing Issues and options paper on:</p> <ul style="list-style-type: none"> • The establishment of a bulk fund to allow funding support for social/cultural organisations • The decision-making framework, including criteria for support and delegation of decision-making • The scale of the bulk fund • Other forms of support provided to social and cultural organisations 	Community Development	Issues and Options paper to Policy Committee 20 October.
Mechanics & Systems			
MS1	<p>Planning & reporting – KPIs & measures Review of how we set and report against targets and measures. Will include detailed consideration of relevance and use in decision-making.</p>	Corporate Planning	Review currently being undertaken as part of activity planning. Aim to report to Council prior to end of 2020.
MS2	<p>LTP guidance Preparation of 'how to' information for all activity areas ahead of LTP processes. Will include ELT understanding and agreeing to approaches to activity and business planning, and messaging around budgetary philosophy and constraints. Will also involve user-focussed information on any new systems to be used for collating LTP information.</p>	Strategy and Corporate Planning	N/A

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MS3	<p>Prioritisation process, business cases and activity area templates</p> <p>Finance are working with the infrastructure team to develop the financial overlay on the agreed gateway process. This will ensure appropriate annual budgets, whole of life costings and appropriate contingencies are provided for each project. In addition to the Project Lifecycle Process, the Finance and Strategy teams are jointly working on the development of business case templates for all projects.</p>	Finance, Strategy	Currently in development. Aim to report to Council prior to end of 2020.
MS4	<p>Finance system upgrade</p> <p>IBIS system installed. Likely to have major impacts on the preparation process.</p>	Finance, Digital Services	N/A