



NOTICE OF SPECIAL MEETING

COUNCIL

I hereby give notice that pursuant to Standing Order 14.1(b)(i) a Special Meeting of the Council will be held on:-

DATE: **Thursday, 28 November 2002** **TIME:** **9.30 am**

VENUE: **Civic Centre, 6 Waipareira Avenue, Lincoln, Waitakere City**

to consider the Strategic Review and to take any necessary action connected therewith.

21 November 2002

Owena Schuster
COMMITTEE SECRETARY

Telephone (09) 836 8000 extn 8864

MEMBERSHIP:

Mayor	RA	Harvey, QSO, JP
Deputy Mayor	CA	Stone
Councillors	DQ	Battersby, JP
	BA	Brady, JP
	JM	Clews, QSO, JP
	RP	Dallow, QPM, JP
	AC	Fenton
	OE	Hoskin, JP
	PA	Hulse
	JP	Lawley
	GE	Nash, JP
	VS	Neeson, JP
	GB	Presland
	GW	Russell
	DA	Yates, JP

(Quorum 8 members)

(The reports and recommendations contained in all agendas are reports and recommendations only and are not to be construed, in any way, as Council policy until adopted.)

**AGENDA FOR A SPECIAL MEETING OF THE COUNCIL (STRATEGIC REVIEW)
TO BE HELD IN THE CIVIC CENTRE, 6 WAIPAREIRA AVENUE, LINCOLN,
WAITAKERE CITY, ON THURSDAY, 28 NOVEMBER 2002
COMMENCING AT 9.30 AM.**

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1 APOLOGIES



2 COMMUNICATIONS PLAN - STRATEGIC PLAN/ANNUAL PLAN 2003/2013

PURPOSE OF THE REPORT

A1-A2

Consultation on the Strategic Plan 2003/2013 has been occurring in two stages. The first stage assisted in the development of the working draft. The second stage will focus on presenting the draft Annual and Strategic Plan 2003/2013 to the public for comment. The purpose of this report is to present the communications plan for the 2nd stage of consultation (as attached at pages A1 to A2).

BACKGROUND

The first stage of the Strategic Plan consultation was undertaken from January to September 2002. Approximately 800 members of the public were involved through a variety of means including:

- Display boards at community places including shopping malls, festivals, libraries and markets. These were led by Community Board members;
- Video interviews;
- Workshops;
- Questionnaires;
- Letter writing;
- Hui;
- Community meetings;
- Household survey.

Key community issues were identified and compared against the working draft of the Strategic Plan in September. Community members presented the results to the Special Council Strategic Review meeting held on 17 September 2002.

Consultation on the Annual Plan 2002/2003 was combined where possible with the Strategic Plan consultation through:

- Advertising;
- Hoardings;
- Radio advertisements;
- Press releases;
- Mailouts;
- Posters.

The communications plan for the second stage of the consultation aims to repeat, where possible, consultation with the same communities through many of the activities listed above. This will enable a two-way feedback process:

- Council can feedback to previously involved communities the results of the consultation;
- and
- Communities have an opportunity to confirm to Council whether the draft captures their intent.

STRATEGIC CONTEXT

This consultation provides feedback to Council on the direction its communities want for Waitakere City in the future as well as undertake the legal requirements for consultation on the Annual Plan. Consultation has already occurred with the general public, Maori and specific community groups including older adults, child and youth, Pacific Peoples and the Chinese Community. Interest in the Strategic Plan has been generated within these groups so it is important that Council continues to include them in the development of the Annual and Strategic Plan 2003/2013.

ISSUES

The focus of this communication plan is on the draft Annual and Strategic Plan 2003/2013 document. Therefore the critical part of this consultation is the availability of the document. As the consultation will be based around the availability of these documents and the submission period of the Annual Plan (one month) most of the key consultation work will occur within the space of six weeks (currently mid April to late May 2003).

Key general public consultation in Stage 1 was led by Community Board members i.e. the taking out of display boards to shopping malls, festivals, markets etc. Therefore involvement of Community Board members is key to enable the repetition of this successful programme.

RESOURCES

Staff resources and budget of \$47,000 have been allocated to the Strategic Review and Annual Plan.

CONCLUSION

This communications plan is for Stage 2 of the consultation on the Strategic Review. The proposed plan provides consultation on the combined draft Annual and Strategic Plan 2003/2013. Its aim is to present the draft to the general public and previously involved communities for comment as well as fulfil the legal requirements for consultation on the Annual Plan.

The communications plan follows closely the work undertaken in Stage 1 to enable the Council to reconnect with previously involved communities for further feedback on the draft document.

The communications plan will support the draft Annual and Strategic Plan document. Indicative timeframes only are included and can be adapted to support the Annual and Strategic Plan timelines.

RECOMMENDATIONS

1. That the information be received.
2. That the Annual and Strategic Plan communications plan be adopted.

Report prepared by: Kim Morresey, Communicator, Strategic Planning and Monitoring.



3 STRATEGIC REVIEW AND STRATEGIC PLAN 2003/2013

PURPOSE OF THE REPORT

The report has two sections - Section A: discusses the Strategic Review, and Section B: discusses the Annual and Strategic Plan.

Section A provides Councillors with a summary of the work done to date on the Strategic Review, with a view to gaining adoption of a draft Strategic Plan as an internal working document. This would enable staff to use the agreed draft plan for annual and strategic budget assessment and preparation.

If Council chooses, staff will be prepared with material to support a workshop to facilitate discussion on the platforms in the revised format.

Section B puts forward the list of contents for the Annual and Strategic Plan for consideration.

A communications plan for future consultation with the public is a separate item on this agenda.

BACKGROUND

Council is required to undertake a strategic review of all of its services, funding and activities every three years.

The planning undertaken by Councillors in this process has built upon the principles in the Greenprint from 1994, as well as subsequent annual and strategic plans. As a city we have gained much experience in sustainable development, and current planning takes into account valuable lessons learned locally as well as from initiatives world-wide.

Preparation of this agenda item has been supported by two years of various activities. During 2001, the focus was on producing the State of the City report as the 'baseline' for thinking and consulting about future actions.

During 2002, activities have included Councillor workshops (some externally facilitated), and monthly meetings from February to November. There have been five Creative Conversations, a hui for Maori, and a Special Council meeting with Te Taumata Runanga. A public consultation was run in conjunction with the 2002/2003 Annual Plan. Collectively, these consultations and meetings have provided the material which has been incorporated into the nine platforms presented in this report. They also provided information to build each platform's vision, focus and actions.

Internally, there has been a core staff group assigned to each platform, with a brief to identify gaps, assess options, and propose strategies and actions to support further progress towards the sustainable city goal. These groups have also included key partners where appropriate.

A3-A11 Councillors have received a draft Strategic Plan as a working document on 21 August 2002. Since this time there have been a number of workshops and meetings, and this report brings forward an updated version of the working document. This material is in a new format in response to Councillors' requests to see the whole package together i.e. long-term goals together with shorter-term actions. The full platform material is attached at pages A3 to A11.

A12-A17 Councillors have also considered in workshops and meetings material focusing on the vision, principles and other components of the final plan. These are attached at pages A12 to A17.

It is suggested that Councillors at this meeting focus on approving in principle for internal planning purposes the draft Annual and Strategic Plan which now currently consists of:

- 2020 statements for each platform (Section A);
- Content list of the Annual and Strategic Plan 2003/2013 (Section B);
- 10 year direction and action statements (detail at pages A12 to A17);
- three year actions (detail at pages A12 to A17);
- previous material considered by Councillors (detail at pages A3 to A11).

STRATEGIC CONTEXT

A. STRATEGIC REVIEW

Staff have prepared an updated version of the nine strategic platforms. These have been formatted to bring key information for Councillors together in one easily accessible page. Each platform now contains a 2020 vision statement, and a section which highlights the Greenprint 1994 principles which apply to that 2020 vision. Some (indicative only) long-term measures are also provided.

A section follows this with ten year general direction statements supported by more specific action statements. The final section lists some key actions that Council will do or work towards over the next three years.

While the nine platforms are attached in full at pages A3 to A11, for convenience a summary of the 2020 vision statements is provided here.

Urban and Rural Villages:

Town Centres are thriving places, providing exciting options for people to live, work and play. Public facilities, places and spaces teem with people; the streets are alive and busy.

Transport and Communication:

Waitakere has public transport and communications systems that provide fast, effective to the whole City. City travel demonstrates integrated, environmentally responsible and innovative design.

Strong Innovative Economy:

Waitakere is home to lots of innovative economic activities, providing local, quality work and development options for its people. Environmentally responsible businesses are supported and flourishing.

Strong Communities:

People are active, healthy and content. They feel safe and connected to others. Children are treasured and protected and services match needs. We enjoy our diversity of lifestyles and people.

Active Democracy:

People are able and willing to engage in city issues, and feel that they can make a difference. There are high levels of community participation and people respect each other's views.

Green Network:

Streams and forests will be full of life. The Waitakere Ranges will be permanently protected and a Green Network will link the Ranges and the sea, connecting the everyday lives of the people of Waitakere with the natural world.

Three Waters:

Waitakere is a centre of innovative water management.

Sustainable Energy and Clean Air:

Waitakere City will be an energy cell, not an energy sink. Air quality will improve to the point where there are no deaths from air pollution.

Zero Waste:

Waitakere will be a clean and attractive city that turns all its waste into resources.

A3-A11

Council has also invested considerable effort in developing other parts of the Annual and Strategic Plan such as the vision and principles pages, the Eco City 10 years on, and other supporting material, which have been considered at previous meetings and workshops. This material is attached at pages A3 to A11. Council will need to formally confirm and adopt this material as draft to enable the next steps in the process to proceed.

B. ANNUAL AND STRATEGIC PLAN:

Staff are working to ensure that the work done on the Strategic review to date is integrated into the forthcoming Annual and Strategic Plan programme. The material in this agenda item adopted today will be the basis for this. Adoption of the draft framework (contents list) for the final document will also facilitate staff planning.

This work is being undertaken within the financial parameters set by Council. At the Annual Plan deliberations in July 2002, the Council signalled that the 2003/2004 rate increase should be kept within the level of inflation, after allowing for rating base growth.

Therefore, this report also offers an opportunity for Councillors to consider the proposed table of contents and title of the document.

Proposed Contents List For Annual and Strategic Plan 2003/2013

This document will contain annual and strategic information for the ten years from 2003/2004 to 2013/2014. It will combine the long-term strategic information developed through the Strategic Review with the Annual Plan for 2003/2004. This will meet our formal requirements for 10 year planning, and expectations from the community for information about Council's longer term strategic planning and funding programme. The extensive consultation and outcomes based approach used for the preparation of the Annual and Strategic Plan has been based upon the expected requirements for the preparation of a Long Term Council Community Plan. Options for implementing the Long Term Council Community Plan will be brought to Council early in 2003 for consideration, after adoption of the Local Government Bill currently before Parliament.

For the Annual and Strategic Plan 2003/2013, it is proposed to retain the double page spread format, with budgets to be presented in platform groupings.

A suite of separate material will support this document:

- Greenprint two document - strategic direction with summary financials, to be developed 2003;
- Summary of consultation document - for community information. The information from this process is currently on Council's internet site, and it is not planned to produce a hard copy document;
- Water Funding policy - to be consulted upon 2003;
- Funding Policy - A review of the existing Funding Policy will be undertaken in 2003. A further review would be completed as part of a Long Term Council Community Plan under the proposed Local Government Bill.

SECTIONS OF THE DOCUMENT

Introduction:

- Mayor's message (i.e. the '10 years of Ecocity' material already written);
- CE's message (to come);
- Achievements - report cards or case studies etc;
- What planning is, planning cycles etc (based on previous publications, plus material in pages A3 to A11);
- How to get involved (the final document will have summary of consultation in this section);
- Key issues for consultation (to be determined by Feb 2003);
- What you get for your rates (as in previous documents).

Strategic Direction

- Vision and principles statements (as considered by Councillors to date) - includes First Call for children, Treaty, Safety and Sustainable Development principles;
- Sustainable development principles (to be developed - summary Greenprint 1994, Agenda 21, key policy platforms etc);
- Sustainable future - visions of what the city might look like (to be developed further);
- Nine platforms summary - 2020 statements, Greenprint principles;
- How to make it happen - partnerships, innovative projects etc (to be developed, based on material in pages A3 to A11);

- Summary of key assumptions behind the planning - e.g. demographic and work pattern changes, national initiatives such as Waste and Climate change initiatives, regional planning such as transport and regional growth strategy implementation etc (to be developed);
- Long term financial issues facing the city (to be developed);
- Site specific visioning - Ranges, HSN, NL, NOSGA (in preparation, request of Councillors);
- City maps with capex funding, major projects by ward (as in previous Annual Plan).

PLANNING (BUDGETS PRESENTED IN 9 PLATFORMS STRUCTURE)

- Each platform in full, with 2020 statement, the 10 year directions and actions, and the three year programmes, with sections added on how it will be paid for, and funding costs etc as in previous annual and strategic plans;
- Key performance measures (to be developed);
- Corporate Sustainability report (update 2002/2003 Annual Plan report);
- Detailed financial information as per Annual and Strategic Plan 2001/2010;
- Rating system section - (with proposed alterations if any);
- General information as per Annual and Strategic Plan 2001/2010.

Appendices

As per Annual and Strategic Plan 2001-2010.

ISSUES

Content:

This agenda item provides Councillors with an opportunity to consider and adopt in principle:

- the nine strategic platforms, for both content and format for internal use;
- the table of contents of the Annual and Strategic Plan;
- the material previously considered by Council between July and October 2002.

The adoption of these components of the plan will enable staff to undertake the financial and sustainability analyses required to assess the proposed actions before a consultation document can be provided to the public.

Process:

The current programme of meetings for Councillors for the Strategic Review comes to its conclusion on 17 December 2002 with the final meeting planned for that day. As this current report brings to Council all material necessary for future planning to be undertaken by staff, it is suggested that this meeting be cancelled.

RESOURCES

Staff resources have been allocated to the Strategic Review and the Annual Plan, and are working in combined teams to facilitate the production of an integrated Strategic Plan. However considerable resources will be required to undertake the necessary financial and other analyses in time to produce a draft Plan in March 2003.

CONCLUSION

Council is required to undertake a strategic review of all of its services, funding and activities every three years. Preparatory work has been underway on this during 2001, with intensive community and Councillor involvement in 2002.

This agenda item brings forward an updated version of the previously received working Strategic Plan document (August 2002), with a view to Council adopting both this material and material considered at previous Council meetings and workshops.

The report also brings forward a working content list and title for the Annual and Strategic Plan 2003/2013 for adoption in draft.

This would enable staff to continue with long term financial and sustainability assessments, in order to prepare a draft Annual and Strategic Plan for adoption in March 2003.

RECOMMENDATIONS

1. That the information be received.
2. That Council adopt in principle the draft Strategic Plan.
3. That the contents list of the Annual and Strategic Plan be adopted as a working framework for staff.
4. That the scheduled meeting of Special Council to consider the Strategic Review on 17 December 2002 be cancelled.

Report prepared by: Cathy Kenkel, Strategic Group, Strategic Leader.

