



If calling, please ask for Democratic Services

Long Term Plan Committee

Tuesday 1 August 2023, 3.00pm

Taumata Kōrero, Council Chamber, Greater Wellington Regional Council,
100 Cuba St, Te Aro, Wellington

Quorum: 50 percent of regional councilors and 50 percent of mana whenua members

Members

Councillors

Cr Ponter (Chair)

Cr Bassett

Cr Duthie

Cr Kirk-Burnnand

Cr Lee

Cr Ropata

Cr Staples

Cr Connelly

Cr Gaylor

Cr Laban

Cr Nash

Cr Saw

Cr Woolf

Mana Whenua

Amber Craig

Denise Hapeta

Anahera Nin

Rawiri Smith

Benjamin Wynyard-Terry

Rangitāne o Wairarapa Inc

Ngā Hapū o Ōtaki

Te Rūnanga Toa Rangatira Inc

Ngāti Kahungunu ki Wairarapa Charitable Trust

Port Nicholson Block Settlement Trust

Recommendations in reports are not to be construed as Council policy until adopted by Council

Long Term Plan Committee (A Committee of the Whole)

1 Purpose

Develop and approve Greater Wellington's 2024–34 Long Term Plan Consultation Document and Supporting Information and recommend a final Long Term Plan to Council for adoption.

2 Specific responsibilities

- 2.1 Apply Council's Te Tiriti o Waitangi principles when conducting the Committee's business and making decisions.
- 2.2 Develop priorities and a strategic framework to guide Council's activities and services.
- 2.3 Approve the 2024–34 Long Term Plan Consultation Document and Supporting Information, including the 30-year Infrastructure Strategy and 10-year Financial Strategy.
- 2.4 Oversee consultation on the 2024–34 Long Term Plan Consultation Document and Supporting Information under sections 83 and 93A of the Local Government Act 2002 (the Act), including hearing submissions and deliberations.
- 2.5 Recommend to Council a final 2024–34 Long Term Plan for adoption, including the Annual Plan and rates for 2024–25.

3 Members

- 3.1 All Councillors.
- 3.2 Six mana whenua members, each appointed by Council for their skills, attributes or knowledge that will assist the work of the Long Term Plan Committee.
- 3.3 In making appointments under section 3.2, Council will have regard to the recommendation of each of the six iwi authorities that are signatories to the Memorandum of Partnership 2013 between Te Tangata Whenua ki Te Upoko o te Ika a Māui and Wellington Regional Council Te Pane Matua Taiao.

4 Alternate members and rangatahi observers

- 4.1 The six iwi authorities may each nominate an alternate mana whenua member (with the skills, attributes or knowledge that will assist the work of the Long Term Plan Committee) for appointment by Council.
- 4.2 The Committee allows a rangatahi observer from each of the six iwi authorities.

5 Chair

Council must appoint, from its representatives, the Chair.

6 Speaking rights and voting entitlement

- 6.1 All members of the Committee have full speaking rights and voting entitlements.
- 6.2 If an appointed mana whenua member is unable to attend a Committee meeting, their alternate member may sit at the table, speak and vote in their place.
- 6.3 Rangatahi observers may speak, but may not sit at the table or vote.

7 Quorum

At least 50 percent of Councillors and 50 percent of the mana whenua members.

8 Remuneration and expenses

- 8.1 Each mana whenua member is eligible to receive an annual taxable honorarium of \$6,000 (in addition to Greater Wellington's standard daily meeting attendance allowances and expenses).
- 8.2 Each alternate member is eligible to receive Greater Wellington's standard daily meeting attendance allowances and expenses.

9 Delegations

Council delegates to the Long Term Plan Committee all the powers, functions and duties necessary to carry out the Committee's purpose.

10 Duration of the Committee

The Long Term Plan Committee is discharged on Council's adoption of Greater Wellington's 2024–34 Long Term Plan.

11 Special terms of reference

In exercising its specific responsibilities under section 2, the Committee and all its members must apply the Act's purpose and principles, and Council's *Significance and Engagement Policy*, to its decision-making and recommendations.

Long Term Plan Committee

Tuesday 1 August 2023, 3.00pm

Taumata Kōrero - Council Chamber, Greater Wellington Regional Council
100 Cuba St, Te Aro, Wellington

Public Business

No.	Item	Report	Page
1.	Apologies		
2.	Conflict of interest declarations		
3.	Public participation		
4.	Strategic Framework for the 2024-34 Long Term Plan	23.340	5

Long Term Plan Committee
1 August 2023
Report 23.340



For Decision

STRATEGIC FRAMEWORK FOR THE 2024-34 LONG TERM PLAN

Te take mō te pūrongo

Purpose

1. To advise the Long Term Plan Committee (the Committee) of the emerging Long Term Plan Strategic Framework and activity structure for the 2024-34 Long Term Plan, to enable us to proceed with the next phase of planning.

He tūtohu

Recommendations

That the Committee:

1. **Endorses** the emerging Long Term Plan Strategic Framework as an internal planning tool for the 2024-34 Long Term Plan (as outlined in Attachment 1).
2. **Notes** that there may be further iterations to the Long Term Plan Strategic Framework as the development of the 2024-34 Long Term Plan progresses.
3. **Agrees** to the group of activities for the 2024-34 Long Term Plan.

Te horopaki

Context

2. Greater Wellington Regional Council (Greater Wellington) is currently developing its 2024-34 Long Term Plan (LTP). The LTP is the Council's main planning document which forms the basis of our accountability to the community.
3. The Committee was established to develop and approve Greater Wellington's LTP Consultation Document and Supporting Information. The Committee includes all Councillors and six mana whenua members who together will develop and recommend a final LTP to the Council for adoption by 30 June 2024.
4. Greater Wellington has a complex operating environment, informed by numerous strategies, plans, legislative obligations, committed contracts and multi-agency commitments. The LTP Strategic Framework provides the opportunity to be clear on what outcomes Greater Wellington is aiming for over the long-term and where it intends to focus in the shorter term. This helps provide direction to subsequent phases of the LTP development process and enables planning in an integrated and cohesive way.
5. The LTP Strategic Framework alongside the Financial and Infrastructure Strategies provides critical overarching strategic direction to support the organisation's planning

process. The outcome of the process is a clear deliverable work programme with supporting budgets, defined levels of service, and performance measures.

6. As well as being an internal planning tool, the LTP Strategic Framework provides the basis from which we develop a shared narrative about our aspirations and plans to share with whānau, hapū, iwi and the community. A key communications tool is our Integrated Strategy model. Currently this is presented in the 2021-31 LTP¹ using a wharenui design, which visually communicates the connected key elements of our LTP Strategic Framework, Te Whāriki Māori Outcomes Framework, and our organisation strategy. We will be reviewing and refreshing this tool to help us to communicate our outcomes and strategy to our communities and it will incorporate the new LTP Strategic Framework. This will be completed over the next nine months as the LTP is being prepared for Public Consultation.
7. Clause 2 of Schedule 10 to the Local Government Act 2002 (LGA) requires the LTP to identify the activity groups and activities a local authority intends to carry out during the LTP's duration.
8. Activity groups provide an important link between the LTP's strategic direction and its implementation. They describe at a high-level what activities we will carry out. Under each activity we then (in later stages of the LTP process) develop levels of service the community can expect and establish measures and targets to describe how these will be achieved.
9. Activity groups support us to be transparent and readily understood in our LTP by outlining what we plan to do. This assists us to manage changes and amendments after the LTP has been adopted.
10. The LGA lists several mandatory activities. Greater Wellington is required to include the water supply and flood protection and control works activity groups; the other mandatory activities are functions held by territorial authorities.

Te tātaritanga Analysis

Developing a strategic framework

11. Over the last few months, the Committee has had several workshops to consider the direction of Greater Wellington over the next three to ten years.
12. The focus of the workshops has been to identify priorities and develop the strategic direction. The workshops have been informed by the horizon scan research which identified key opportunities and challenges, as well as insights from early community engagement.
13. The discussions have been summarised and collated into [Attachment 1](#) - Emerging 2024-34 LTP Strategic Framework.
14. The Strategic Framework can be refined as we develop the LTP over the next 12 months. The final Strategic Framework will be confirmed when the LTP is adopted in June 2024, following formal consultation with the community.

¹ Refer to pages 23-25 of Greater Wellington's 2021-31 Long Term Plan.

15. This report is asking for endorsement of the emerging Strategic Framework to enable the next stage of LTP planning to progress.

Strategic Framework Structure

16. A three-part structure has been identified that clearly defines the purpose of each of the framework's elements.
 - a **Part one** is the *Long-Term LTP Strategic Framework* which captures the intergenerational impacts of our work.
 - b **Part two** is the *Cross-Organisation Focus Areas* which are cross-cutting priorities and objectives to support a cohesive and consistent approach to our planning and delivery.
 - c **Part three** is the *Activity Management Planning* process which will include implementation details including work programmes with supporting budgets, defined levels of service, and performance measures.
17. An overarching theme has been identified for the 2024-34 LTP, *to uphold te taiao² first*. This is intended to support us to realise rangatiratanga Māori and represents harmonious and constructive relationships between Te Pane Matua Taiao (Greater Wellington) and mana whenua – working together to restore and uphold the wellbeing of nga tangata, papatunuku and the natural environment. This will be embedded throughout the LTP process and supported by applying the taiao-specific Focus Area in Activity Management Planning.
18. The Long-Term LTP Strategic Framework is relatively stable over time. Two minor adjustments, that do not have a material impact, have been made to the Community Outcomes, including:
 - a removing 'including mana whenua and mātāwaka Māori communities' as this has been better integrated through the strategic framework and should be seen across all elements of the outcomes.
 - b moving 'inclusive and equitable participation' from the Resilient Future to the Connected Communities outcome area to better reflect the community centred aspect of this outcome.
19. The Strategic Framework takes into consideration our existing strategies and plans, contracts and commitments, and our long-term aspirations for an extraordinary region – thriving environment, connected communities, resilient future.

² Te taiao is our environment, we are part of te taiao.

We rely on what te taiao provides us to support our wellbeing - space to live, inspiration, energy, water, food, fibre and other materials. The places and infrastructure that we build leave impacts on te taiao. Land and water in both cities and rural areas can often be used without adequate regard for the natural processes which are necessary for our survival.

Embedding this approach is supported by the korowai aroha (cloak of love) provided by Mauri Tuhono (a framework for biodiversity that was developed by and for the community).

Cross-Organisational Focus Areas

20. Some cross-cutting focus areas have been identified by the Committee. The Focus Areas will impact all parts of the organisation and provide direction to our Activity Management Planning process.
21. Reviewed at the beginning of every Long Term Planning process, our Cross-organisation Focus Areas have shorter timeframes to move the organisation toward the intergenerational vision and community outcomes described in the Long-Term LTP Strategic Framework.
22. The proposed Focus Areas for the 2024-34 Long Term Plan are:
 - a active mana whenua partnerships and improved outcomes for Māori
 - b holistic approaches to deliver improved outcomes for te taiao
 - c leading action for climate resilience and emissions reduction
 - d improved access to services and equity of outcomes for communities.
23. The focus areas are of equal importance and have interconnections that support them to work together. In **Attachment 1**, there are several objectives identified for each Focus Area, further describing how to apply each area for cohesive and consistent planning, prioritisation, and delivery through the LTP.

Activity Management Planning

24. Activity Management Planning is an in-depth strategic planning process where we take our existing plans and apply a fresh lens based on the current context and strategic direction (from the LTP Strategic Framework, Finance Strategy, and Infrastructure Strategy) supporting us to take a longer-term and better-connected approach towards delivery of our outcomes.
25. Activity Management Planning is the next stage of the LTP process. The Activity Management Planning begins with interpreting the LTP Strategic Framework and developing Activity Group specific implementation details including activity-specific priorities, projects and programmes of work, and key result areas.

Activity Group Structure

26. It is important to adopt the Activity Group structure early in the LTP planning process so officers can start developing 10-year budgets and work programmes. The Activity Groups describe what types of activities and services Greater Wellington delivers to the community. This report outlines the Activity Group structure. Any changes to this structure will come back to the Committee for consideration.
27. The structure was significantly updated in the 2021-31 LTP planning process to better align with our day-to-day operations within Greater Wellington (refer to Report 20.142 – Emerging Strategic Framework for the 2021-31 Long Term Plan).
28. Minor changes have been made to the description of the group of activities for Metlink Public Transport to describe the activities more accurately for the community. The 2021-31 LTP group of activities were described as strategy and customer; operations and commercial partnerships; assets and infrastructure. The updated activities are included in the table in paragraph 31 below.

29. Substantial changes have been made to the description of the group of activities for the Environment and Flood Protection Activity Group, to reflect the new Environment Group structure and describe the activities in an accurate and transparent way for the community. The 2021-31 LTP group of activities were described as: resource management, biodiversity management, land management, pest management, flood protection and control works, regional parks and harbour management. The updated activities are included in the table in paragraph 32 below.
30. As set out in Part 1 Clause 2 of Schedule 10 to the Local Government Act 2002, Council is required to identify 'Flood Protection and Control Works' as an activity of the council. Therefore, it remains clearly identified as an activity within the Environment and Flood Protection Activity Group.
31. No changes are proposed to the activities for the Regional Strategy and Partnerships or Water Supply Activity Groups.
32. The initial activity group structure for the 2024-34 LTP is as follows:

Environment and Flood Protection	Metlink Public Transport	Regional Strategy and Partnerships	Water Supply
Environmental restoration, recreation and harbour safety	Public transport strategy and planning	Regional spatial planning	Bulk water supply
Planning and prioritising integrated work at a catchment scale	Public transport service delivery	Regional transport planning and programmes	
Environmental strategy, policy and protection	Public transport assets and infrastructure management	Regional economic development	
Environmental knowledge and insights		Democratic services	
Flood protection and control works		Regional partnerships with mana whenua and Māori	
		Emergency management	
		Climate Change	

33. This report recommends the Committee agrees to this updated Activity Group structure for the 2024-34 LTP. Later phases of the LTP will detail what programmes and projects are proposed under these activity groups and what levels of service will be achieved.
34. If the Committee were to not endorse the strategic framework as proposed, this is likely to impact the timely development of the LTP and won't provide clear guidance to staff on how to focus their work programmes. This may risk successful delivery of the LTP.

Ngā hua ahumoni

Financial implications

35. There are no financial implications arising from this report, however, translating this emerging strategic framework into 10-year activities and budgets will be the next step in the LTP process. The Committee will be involved in further workshops over the next six months to understand the financial implications, identify trade-offs and ensure appropriate prioritisation as we continue to develop the 2024-34 LTP.

Ngā Take e hāngai ana te iwi Māori

Implications for mana whenua and Māori

36. The matters requiring decision in this report were considered by officers in accordance with the process set out in Greater Wellington's report writing guidance.
37. It is important our LTP is relevant to mana whenua and Māori and they can see themselves reflected in it. There are several ways the emerging LTP Strategic Framework and LTP process will support us to achieve this, including:
- a mana whenua membership on the LTP Committee
 - b Activity Management Planning processes to deliver on the Focus Area *Partnerships with mana whenua and improved outcomes for Māori*
 - c embedding the overarching theme to uphold te taiao first and improving our capacity to take more holistic approaches to improve the wellbeing of our people and places
 - d being clear about how our activities function within each of the five catchments in the Wellington Region and where possible reporting our performance against those activities to better align with rohe specific interests of mana whenua
 - e our horizon scan research incorporates insights about Māori
 - f our community engagement reaches mana whenua and mātāwaka Māori providing opportunities to participate in our planning processes
 - g we are compliant and respectful in resourcing and applying Mātauranga Māori research and maintaining Māori data sovereignty rights
 - h the development of our integrated strategy which acknowledges the ongoing implementation of Te Whāriki, Greater Wellington's Māori Outcomes Framework.

Ngā tikanga whakatau

Decision-making process

38. The matters requiring decision in this report were considered by officers against the decision-making requirements of Part 6 of the Local Government Act 2002.

Te hiranga

Significance

39. Officers considered the significance (as defined by Part 6 of the LGA) of the matters for decision, alongside the Council's *Significance and Engagement Policy* and Greater

Wellington’s *Decision-making Guidelines*. Officers consider that these matters are of low significance, due to the preliminary nature of these decisions.

**Te whakatūtakitaki
Engagement**

- 40. As a preliminary stage of a longer process, this report is assessed as low significance and no engagement was required.
- 41. However, early-engagement was undertaken to seek initial community reactions to the Committee’s emerging priorities (2024-34 Long Term Plan Early-engagement - Report 23.341). This was the first step of community engagement as part of the development of the 2024-34 LTP.
- 42. Further community engagement will occur over the next year including a special consultative procedure in early 2024 on the draft 2024-34 LTP.

**Ngā tūāoma e whai ake nei
Next steps**

- 43. Activity Management Planning is the next phase of the LTP process. The Committee will work with officers to translate the strategic framework into proposed budgets and work programme.
- 44. Further workshops will be held with the Committee to discuss budgets, prioritisation and new initiatives. These workshops will take place from August through to December 2023 to provide a basis for consultation on the 2024-34 LTP in early 2024.

**Ngā āpitihanga
Attachment**

Number	Title
1	Emerging LTP Strategic Framework

**Ngā kaiwaitohu
Signatories**

Writer	Gemma Robinson – Kaitohutohu Matua Senior Strategic Advisor
Approvers	Zofia Miliszewska – Kaiwhakahaere Matua Head of Strategy and Performance Luke Troy – Kaiwhakahaere Matua Rautaki Group Manager Strategy

He whakarāpopoto i ngā huritaonga Summary of considerations
<i>Fit with Council's roles or with Committee's terms of reference</i> The Long Term Plan Committee is responsible for developing and approving Greater Wellington's Long Term Plan Consultation Document and Supporting Information and recommend a final Long Term Plan to Council for adoption.
<i>Contribution to Annual Plan / Long Term Plan / Other key strategies and policies</i> This report outlines the emerging strategic direction for the 2024-34 LTP. It does not affect the 2021-31 LTP or the 2022/23 or 2023/24 Annual Plans.
<i>Internal consultation</i> The emerging LTP Strategic Framework was developed in conjunction with the LTP Committee. Consultation occurred with the Executive Leadership Team, Chief Financial Officer, Te Hunga Whiriwhiri, LTP Steering Group, LTP Project Team, Environment Group, Metlink Public Transport Group, Regional Strategy and Partnerships Group, led by the Strategy and Performance team.
<i>Risks and impacts - legal / health and safety etc.</i> Legal and audit advice is sought throughout the development of the Long Term Plan. No legal or audit risks have been identified to date. There are no health and safety implications.

Attachment 1: Emerging LTP Strategic Framework

Greater Wellington Te Pane Matua Taiao delivers a wide range of activities not limited to looking after regional parks, providing resource consents, helping people move around on buses, ferries and trains, to managing pests, providing emergency and hazard management, and protecting our communities from floods.

The emerging LTP Strategic Framework is a planning tool to support Greater Wellington to plan in an organised, cohesive, and consistent way.

<p>2024-34</p>	<p><i>Overarching theme</i></p> <p>Te taiao (the environment) is upheld first through our 2024-34 Long Term Plan. This approach is supported by the korowai aroha (cloak of love) provided by Mauri Tuhono (a framework for biodiversity that was developed by and for the community). Te taiao is our environment, we are part of te taiao.</p> <p>Establishing this theme supports us to realise rangatiratanga Māori and represents harmonious and constructive relationships between Te Pane Matua Taiao and mana whenua as we work together to restore and uphold the wellbeing of nga tangata, papatunuku and the natural environment.</p>			
<p>PART 1: Long-term LTP Strategic Framework WHY: To make intergenerational impacts that improve the environmental, social, cultural, and economic wellbeing of our region</p>	<p><i>Purpose</i></p>	<p>Working together for the greater environmental good</p>		
<p><i>Vision</i></p>	<p>He rohe taurikura – Nui te ora o te taiao, He hāpori kotahi, He manawaroa te āpōpō An extraordinary region - thriving environment, connected communities, resilient future</p>			
<p><i>Community Outcomes</i></p>	<p>Nui te ora o te taiao Thriving environment. Healthy fresh and coastal water, clean and safe drinking water, unique landscapes and indigenous biodiversity and sustainable land use and a prosperous low carbon economy</p>			
	<p>He hāpori kotahi Connected communities. Vibrant and liveable region in which people can move around, safe, sustainable, and effective public transport, inclusive and equitable participation, sustainable rural and urban centres that are connected to each other</p>			
	<p>He manawaroa te āpōpō Resilient Future. Safe and healthy communities, a strong and thriving low-carbon regional economy, adapting to the effects of climate change and natural hazards, community preparedness and modern and robust infrastructure</p>			
<p>PART 2: Cross-Organisation Focus Areas (3-10 years) HOW: Guiding us to focus as an organisation and deliver meaningfully toward our vision</p>	<p><i>Focus Areas</i></p>			
<p>Active mana whenua partnerships and improved outcomes for Māori</p>	<p>Holistic approaches to deliver improved outcomes for te taiao</p>	<p>Leading action for climate resilience and emissions reduction</p>	<p>Improved access to services and equity of outcomes for communities</p>	
<ul style="list-style-type: none"> Proactive partnerships with mana whenua Giving effect to our Te Tiriti obligations to create conditions for rangatiratanga Mana ōrite mō te Mātauranga Māori – equity of traditional knowledge systems informing our design, decision making, implementation and evaluation Effective engagement with mātāwaka Māori 	<ul style="list-style-type: none"> Deep insights strengthen planning, delivery, measurement, and storytelling Joined-up solutions that maximise investment and deliver shared outcomes Nature-based solutions reduce risk and improve the wellbeing of our people and places 	<ul style="list-style-type: none"> Together with our regional partners we prepare and adapt to the effects of climate change and natural hazards Reducing corporate carbon emissions and building our climate risk preparedness Low-emissions economy, sustainable urban and rural development, and critical behaviour change 	<ul style="list-style-type: none"> Improving access to services (including capacity and demand) Knowledge about our communities so we can deliver more effective and equitable results Communities have accessible information for informed decision-making Participation in a low-emissions economy and climate resilient region 	
<p>PART 3: Activity Management Planning A process to determine WHAT we will deliver WHEN we will deliver it and WHO the results will benefit</p>	<p><i>Groups of Activities</i></p>			
<p>Environment and Flood Protection</p>	<p>Metlink Public Transport</p>	<p>Regional Strategy and Partnerships</p>	<p>Water Supply</p>	
<ul style="list-style-type: none"> Environmental restoration, recreation and harbour safety Planning and prioritising integrated work at a catchment scale Environmental strategy, policy and protection Environmental knowledge and insights Flood protection and control works 	<ul style="list-style-type: none"> Public transport strategy and planning Public transport service delivery Public transport assets and infrastructure management 	<ul style="list-style-type: none"> Regional spatial planning Regional transport planning and programmes Regional economic development Democratic services Regional partnerships with mana whenua and Māori Emergency management Climate Change 	<ul style="list-style-type: none"> Bulk water supply 	
<p>ACTIVITY PRIORITIES TO COME</p>	<p>ACTIVITY PRIORITIES TO COME</p>	<p>ACTIVITY PRIORITIES TO COME</p>	<p>ACTIVITY PRIORITIES TO COME</p>	
<p>Activity Management Planning is the critical implementation stage of the LTP process. The Activity Management Planning begins with interpreting the LTP Strategic Framework and developing Activity Group specific implementation details including activity-specific priorities, projects and programmes of work, and key result areas.</p>				