

# Our Strategic Approach

## OUR ROLE

The law gives us two key roles:

- enable democratic local decision-making by and on behalf of Wellington's people, and
- promote the social, economic, environmental and cultural wellbeing of Wellington communities, now and in the future.

Everything we do is aimed at fulfilling these roles.

## OUR VISION

Our vision is to achieve global competitive advantage by positioning our city as *Creative Wellington – Innovation Capital*.

## OUR OUTCOMES

The Council's outcomes are our overall 10-year aspirations for the city. They were developed in response to the city and regional community outcomes processes and reflect the community aspirations set down in those processes. However, there are differences.

The Council outcomes reflect areas of the city we are able to influence, whereas community outcomes reflect the community's overall aspirations including areas we have limited ability to influence (for example, affordability of public health services and diversity of the media). The Council outcomes also take into account other considerations, such as:

- the roles we are required by law to play – for example, resource management/urban planning roles
- our existing high-level policies (which have themselves been the subject of extensive consultation)
- strategic analysis of each of our key activity areas (urban development, transport, economic development, environment, cultural wellbeing, social and recreational, and governance – see Activity area strategies next page)
- existing Council outcomes.

Of our outcomes, the first six can be characterised as seeking a high quality of life. The remaining seven can be characterised as seeking sound city foundations.

## WELLINGTON CITY COUNCIL OUTCOMES

1. More liveable
2. Stronger sense of place
3. More compact
4. More eventful
5. More inclusive
6. More actively engaged
7. Better connected
8. More sustainable
9. Safer
10. Healthier
11. More prosperous
12. More competitive
13. More entrepreneurial and innovative.

***In the Introduction to each chapter of Part 3: Our Activities in Detail, we provide more detail on what each outcome means for the city and how we propose to achieve the outcome.***



## ACTIVITY AREA STRATEGIES

To guide us as we work towards achieving our outcomes, we have developed strategies for each of our key activity areas: urban development, transport, economic development, environment, cultural wellbeing, social and recreation, and governance.

The strategies explain:

- the key challenges facing the city
- the outcomes relevant to that activity area
- the steps we can take to achieve the outcomes
- strategic priorities for the next three years – these are stepping stones towards the outcomes, and they have guided our decisions on which new initiatives to support for this long-term plan (see sidebar).

The introductions to each of the chapters in Part 3: Our Activities in Detail provide information about the formal elements of the strategies. Full copies of the strategies are available on [www.Wellington.govt.nz/plans/index.html](http://www.Wellington.govt.nz/plans/index.html).

## ACTIVITY REVIEWS

As part of our planning and policy process, we have started a review of all Council activities. These reviews are aimed at ensuring our activities support our overall strategic approach and also at identifying areas where more efficient use of resources might allow us to support new activities. Any changes to specific activities arising from the reviews are reflected in Part 3: Our Activities in Detail.

## ASSET MANAGEMENT

We manage about \$5.6 billion worth of assets – things like buildings, roads and footpaths, pipes and drains, the landfill, swimming pools and recreation centres, the Town Hall, and heaps of land. We need to know that these assets can meet people's needs – that stormwater drains won't overflow in heavy rain, for example, and that roads won't be left to develop potholes. To assure ourselves that we're managing things right, and to ensure that our decisions about asset renewals and replacements are consistent with our overall strategic approach, we've developed asset management plans.

## OUR 3-YEAR PRIORITIES

1. Improved residential infill management
2. High quality urban design
3. Growth spine
4. Wellington Regional Strategy
5. Protect local sense of place
6. Energy and Water efficiency, conservation, security and renewables
7. Status as a centre of creativity and innovation
8. Travel Demand Management
9. State highway investment
10. Stream protection
11. Bus priority measures
12. Increase value of community facilities to communities
13. Decision-making transparency and public involvement
14. Road rail and port access
15. Community capability and capacity
16. Improve communication
17. Biodiversity action plan (including hazardous trees)
18. Sport/recreation partnerships
19. Environmental partnerships with stakeholders
20. Strengthening partnerships with arts and festival organisations
21. Benefits and relevance of diversity
22. Engage grassroots and youth-oriented arts/culture
23. Increase participation in democratic processes.

Throughout Part 3: Our Activities in Detail, you'll see panels labelled 'Managing Our Assets'. These tell you about the specific assets we use in that area and any major changes we're planning.

For each of these plans, we go through a comprehensive process to figure out:

- what assets we have
- how old they are
- what condition they are in (we call this 'condition assessment' or 'condition audit')
- whether they are meeting current needs
- how much longer they can last for
- whether demand will go up in future (because the population is growing or people are doing things differently)
- what maintenance work, upgrades and renewals will be needed to meet demand in the next 10 years or so
- how much it will all cost.

Each of our asset management plans defines the 'levels of service' we expect from each asset. This includes things like the condition it needs to be in to meet users' needs (eg how smooth roads need to be), or its compliance with New Zealand Standards or legal requirements or resource consents.

For most assets, we develop a 'lifecycle management strategy' which aims to achieve the required levels of service while using money as efficiently as possible. This approach helps us to determine when we should deal with problems only when they arise and when we should carry out a programme of preventative maintenance and upgrades to ensure problems don't arise. Major maintenance needs are identified by inspections of each asset's condition and by reviewing customer complaints. When we're deciding whether to renew or replace an asset, we'll consider: risk (i.e. how much of a problem will it be if the asset fails?); asset performance (is it meeting the required level of service?); and economics (is the maintenance costing us more than replacement would?).

We keep our asset information on various computer systems. CONFIRM is a software system that has information about most of our assets, their condition and maintenance programmes, and any customer

feedback or complaints made to our Contact Centre. We also have geographical asset databases, a property information system, and various other asset databases for specific areas of operation.

Our asset management plans are monitored and updated on an ongoing basis as new information becomes available about asset condition, service levels, demand and so on. As well as these ongoing updates, we aim to completely review each plan annually within two months of the start of the financial year to incorporate Council decisions about strategy, new initiatives, budgets and performance measures. Our asset management plans are also externally peer-reviewed to ensure they are consistent with industry best practice.

#### **OTHER CONSIDERATIONS**

In addition to the considerations explained in the preceding sections, our decisions about which projects to support/provide are influenced by:

- community feedback
- legislative, regulatory and contractual requirements
- consistency with Council strategies and policies (see [www.Wellington.govt.nz/plans/index.html](http://www.Wellington.govt.nz/plans/index.html))
- cost
- funding options
- whether someone else will fund/provide it if we don't
- whether we'll achieve significantly more benefits or incur significantly less cost by funding/providing the project now instead of later
- its relationship to existing Council services
- any risks involved.

We aim to manage the city's assets and finances prudently and to ensure that ratepayers get value for money. In preparing this plan, we carefully reviewed all capital spending and completed a review of our operational activities and revenue streams, to ensure they meet our strategic objectives and that the benefits justify the costs.