



PART THREE: OUR WORK IN DETAIL

■ How the following chapters are organised

In this section, you'll find detailed information about our plans for the next 10 years.

Our work is divided into seven strategic areas: governance; environment; economic development; cultural well-being; social and recreation; urban development; and transport.

In each chapter, you'll find information about: what we do; why we do it; how much we expect it to cost; how we expect to pay; how we'll measure whether we're doing it well enough; and how we manage the assets we use to deliver the service we're providing.

Each chapter is structured to explain our work and the thinking behind it as clearly as possible, by guiding readers from the high-level outcomes or aspirations we step through to more detailed explanations of what we do and the levels of service we aim to achieve. This approach aims to maximise our accountability to the people of Wellington by ensuring readers can easily understand our activities and the outcomes we are working towards, as required under the Local Government Act 2002.

■ What you'll find in each chapter

STRATEGIC AREA
Introductions
The outcomes we seek
Strategy tree

ACTIVITIES
What's included here
Why it's important
Contribution to community outcomes
What we'll provide
How we'll measure our performance
How we manage our assets
Who should pay
What it costs

A good place to start is the tables headed **at a glance**. These provide a summary of what's contained in each strategic area.

Introductions

At the start of each strategic area, we briefly talk about the challenges facing the city and our long-term approach to addressing those. We note the policies that support our work, links to other strategy areas, and outline any significant negative effects where we have identified them. We then outline the outcomes we're working towards and the areas that we'll focus on over the next three years – given that no organisation can achieve all of their aspirations at once.

We've also included **strategy trees**; a diagram to show the links between our aspirations for the city known as Council outcomes and the actual work we do. They also show how our work contributes to the community's aspirations for the city – 'community outcomes'. They are a shorthand, visual way of explaining the strategic thinking behind our work.

We then step through each **activity** in more detail. We note what's included and discuss **why it's important**.

Our decisions aren't made in a vacuum. Every decision we make takes into account a huge range of factors all ultimately designed to make sure that our work programme benefits the city and reflects the collective will of Wellington's people.

These sections outline why we undertake the activity. We describe this in terms of the primary outcomes that we feel the activity contributes to. We also note the wider community outcome that it contributes to.

We also outline our **levels of service** – what we'll do and detail how we will measure our performance.

We have generally set targets for the first three years of the plan and provided a target at the end of the 10 years that we will work towards. We have followed an extensive exercise in setting these measures. In deciding which measures to use, we considered factors such as: relevance, measurability, completeness, and whether they are understandable. We also weighed up the cost and the practicality of identifying and monitoring activities. These are summarised in tables that link the targets and measures to a synopsis of the levels of service and the outcomes that we seek.

The extent to which we meet these measures and indicators is discussed each year in our Annual Report. The Annual Report also provides a description of what we did for that year – the aim of this is to report against the 'what we do' section in this long-term plan.

For each activity we also outline **who should pay**. These tables show at a glance who we believe should pay for the activity. We have followed a complex process to determine this. To find out more see the Revenue and Financing Policy in volume two of this long-term plan.

The **what it will cost** tables show how much we plan to spend and the revenue we expect to receive overall for each activity. These cover the first three years of this plan. The projected costs over the next 10 years of the plan are provided at the end of each chapter.