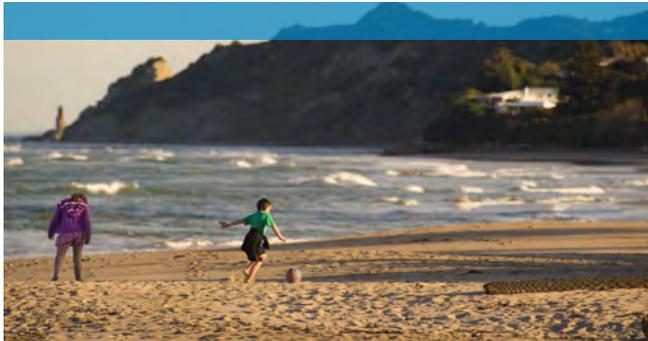


## Strategic Planning and Engagement

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### What we do

The Strategic Planning and Engagement activity is focused on the development of strategies, policies and plans to give effect to Council's Community Outcomes. We do this because legislation like the Local Government Act 2002 (LGA), the Resource Management Act 1991 (RMA) and the Reserves Management Act 1977 tell us that we must. Community participation in Council decision making is a key part of developing and implementing our policy and plans.

This activity includes:

- developing policy and plans that will help keep our community safe, well and resilient, now and when faced with challenges in the future
- making sure policy and plans achieve the intended outcomes
- preparing Council's most important strategic documents like the Long Term Plan, Annual Plan and Annual Report
- ensuring that Council improves its performance each year by making its processes better
- setting the rules for long term sustainable management of Gisborne's natural and built environment
- making sure that our by-laws, policies and plans are up-to-date and that they do exactly what we need them to do
- engaging with our community about the things that are important to them.

Council has recently redefined this activity to make sure it aligns with what is expected and needed for the future well-being of the Gisborne district. Part of this redefining has meant that Council is no longer directly involved in the delivery of community and economic development projects and activities unless it involves community-led development that aligns with Council Community Outcomes. In these instances Council gives support

through seeking, administering and allocating funding to help our community groups finance their projects.

By taking an integrated and forward looking approach to planning, we aim to better align Council policies and plans so that we focus only on those areas that will make a real difference for the district. Fostering Māori participation in Council decision-making is an important focus for both this activity and for the whole of Council. This includes working where the opportunities are for collaborative projects that will create mutually agreed outcomes.

In preparing policy, including assessing applications for private plan changes, Council acts to ensure policy is robust and evidence based, efficient and effective. It is Council's intention that the costs of these processes are shared equitably, and that community perspectives are reflected in policy outcomes.

### Why we do it

Council undertakes these activities to:

- support community economic, social and cultural well-being; and
- manage the use, development and protection of our natural and physical resources, now and into the future.

### This activity contributes to the following Community Outcomes

- Tairāwhiti Tangata
- Tairāwhiti Taonga
- Tairāwhiti Wawata

### Challenges and Opportunities

The overarching opportunity is to focus on those areas that will make the most difference to the communities' economic, social, cultural and environmental well-being.

From 2007 – 2013 the Gisborne economy increased by 27.7%, an increase which was above the national average. Good information on growth and changes in industry and communities are important to inform planning and development. Gisborne's population has a higher-than-average proportion of children in its population. At the time of the 2013 Census children under the age of 15 years made up one-quarter (25%) of the district's population compared with 20% nationally. The proportion of people aged 60 years-old and above is around 14% which is the same as nationwide.

As a unitary authority, Council performs the role of both a district and a regional authority. Having both these roles means Council can have greater level of influence in aligning planning activity to support positive economic trends while enhancing the communities' social and cultural well-being and protecting the environment.

Council is taking a pro-active approach to planning by revising its Urban Development Strategy and making investment in parks, public spaces, walking and cycling paths. These investments will help to strengthen the regional branding of the Gisborne district and advance Gisborne as a great place to live, work and play.

Council will progress a comprehensive review of all its RMA plans. Typically these plans are revised every ten years and will coincide well with the government's current review of the RMA. The review is considering changes to resource consenting arrangements to address costs and timeliness. It will also consider changes to introduce standard national planning tools and improve the RMA plan development process. Making sure that we meet any new regulatory responsibilities that arise out of the RMA review and strengthening Council's monitoring programme will be important features of Council planning.

The RMA is an important driver for some aspects of this activity. For example the National Policy Statement for Freshwater Management supports improved freshwater management and directs Council to establish objectives and set limits for freshwater. Water and the establishment of Catchment Management Plans with iwi and communities will be an important theme for Council's environmental planning.

The majority of iwi in the district have now settled their Treaty of Waitangi Settlement claims and have well-established post-settlement governance entities working on being highly strategic operators who can deliver tangible benefits to their people and consequently our district.

In the post-settlement environment, hapu and whanau as landowners are also reclaiming their space as kaitiaki (guardians) for the natural and cultural resources in their customary areas.

## What are our plans for the next ten years ?

### Planning

What have we been doing?	What will we do in years 1-10?
<ul style="list-style-type: none"> <li>• Contributed matching funding to support the establishment of Activate Tairāwhiti Economic Development Agency to facilitate economic development and the provision of business support services.</li> <li>• Continued to develop the Regional Freshwater Management Plan.</li> <li>• Continued rolling review of the Regional Land and District Plan to address priority issues.</li> <li>• Reviewed ways of integrating the management of natural and physical resources and developed the Unitary Plan framework.</li> <li>• Incorporated Iwi Management Plans and Statutory Acknowledgements into Council RMA Plans.</li> <li>• Developed a draft 2015-2025 Long Term Plan Statement on fostering Māori capacity to participate in Council decision-making.</li> <li>• Developing agreements with iwi outlining how we can work together to give effect to the principles of Te Tiriti o Waitangi / Treaty of Waitangi.</li> <li>• Reviewing the Urban Development Strategy to address challenges and opportunities including appropriate development areas and the form and function of the CBD.</li> <li>• Developed a draft design guide for commercial development in urban areas to consider better protection of heritage character and promote quality design of new buildings.</li> <li>• Completed a review of the Council's Walking and Cycling Strategy.</li> <li>• Reviewing the Coastal Reserves Management Plan.</li> </ul>	<p><b>Years 1-3</b></p> <ul style="list-style-type: none"> <li>• Complete development of and implement the Urban Development Strategy.</li> <li>• Review Council's Development Contributions Policy.</li> <li>• Develop a Regional Freshwater Plan in 2015 including the Greater Waipaoa Catchment Management Plan and a Catchment Plan for each remaining catchment by 2020.</li> <li>• Review planning work programme to identify areas of best focus to support the communities' economic, social, cultural and environmental well-being.</li> <li>• Support planning for Te Hā, Tairāwhiti Navigations and other major projects.</li> <li>• Assess the efficiency and effectiveness of existing landscape planning provisions.</li> <li>• Complete review of Natural Hazards provisions in the Regional Land &amp; District Plan and Regional Policy Statement (RPS) including developing a Coastal Erosion Hazards Database / Geographic Information System and review the liquefaction hazard map.</li> <li>• Address any priority outstanding district plan issues needed to enhance the efficiency of resource consent processes.</li> <li>• Complete the Reserves Management and Coastal Reserves Management Plans.</li> <li>• Review the Reserves, Public Places and Freedom Camping bylaws.</li> <li>• Progress development of a single resource management plan for the region (UNI-Plan) subject to final form of changes to the RMA. This work includes a comprehensive review and update of all Council RMA plans including the Regional Policy Statement, Regional Coastal Management Plan and Combined Regional Land and District Plan.</li> <li>• Initiate a plan change to review airport planning provisions.</li> <li>• Develop a structure plan for the Lloyd George Road area.</li> </ul>

What have we been doing?	What will we do in years 1-10?
<ul style="list-style-type: none"> <li>• Completing the Sports Parks Management Plan to ensure the district has fit-for-purpose and cost effective sport parks.</li> <li>• Preparing a Community Facilities Strategy to identify priorities for provision of key community infrastructure such as theatres, pools, cemeteries, sports stadia.</li> <li>• Assessed the effectiveness and efficiency of multiple plan provisions related to natural hazards.</li> <li>• Developed a Local Alcohol Policy for the Gisborne district that sets out local restrictions on the sale and supply of alcohol.</li> <li>• Developed the Psychoactive Substances Policy.</li> <li>• Reviewed the Cemetery bylaw.</li> <li>• Partnering with Kaiti community to deliver the Kaiti Revitalisation Project.</li> <li>• Supporting the Youth Council to enhance a youth voice in Council decisions.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop policy position for upgrades to urban centres</li> <li>• Work with the community to develop and implement a management plan for Waihire Domain.</li> </ul> <p><b>Years 1-10</b></p> <ul style="list-style-type: none"> <li>• Develop, and work across Council to help implement, integrated Township Plans</li> <li>• Give effect to Council's statement to foster Māori capacity to participate in Council decision making including working to identify opportunities for collaborative processes and projects with mutually agreed outcomes.</li> <li>• Continue the rolling review of bylaws to comply with the statutory requirement to review them every five years.</li> <li>• Review existing strategies to ensure they are fit for purpose and undertake a review of Council's policies.</li> <li>• Consider developing specific planning provisions for Wainui/Okitu and related structure planning/development controls.</li> <li>• RMA Plans will be reviewed as required to give effect to National Policy Statements.</li> <li>• Continue to administer community grants such as the community-led development matching fund.</li> </ul>
<p><b>We will achieve these plans by:</b></p> <ul style="list-style-type: none"> <li>• Investing in research and information to make solid strategy and policy.</li> <li>• Collaborating with others to ensure the most efficient use of Council and community resources.</li> <li>• Providing funding support for economic and community development.</li> </ul>	

## Engagement

What have we been doing?	What will we do in years 1-10?
<ul style="list-style-type: none"> <li>• Supported the GigatownGis campaign for Ultrafast Broadband connection to Gisborne. Given Gisborne's strong Gigatown performance Council has continued discussions with Chorus. Activate Tairāwhiti is considering steps to progress the digital strategy.</li> <li>• Developed a Significance and Engagement policy.</li> <li>• Prepared and consulted with our Community on Council's 2015-2025 Long Term Plan, 2014/15 Annual Plan and 2013/14 Annual Report.</li> <li>• Reviewing Council's Online Services Strategy.</li> <li>• Maintaining Council's website, intranet and social media sites.</li> </ul>	<p><b>Years 1-3</b></p> <ul style="list-style-type: none"> <li>• Consultation on Council's Long Term Plan and Annual Plans.</li> <li>• Refine and improve Council's performance measure framework and have in place a performance management system for integrated reporting across the organisation.</li> <li>• Coordinate and continuously improve Council's business planning process.</li> <li>• Develop an e- toolbox to assist with community engagement and education.</li> <li>• Implement Council's Online Services Strategy.</li> <li>• Undertake a fit-for-purpose review of the new Significance and Engagement policy to ensure its achieving its intended outcome.</li> </ul> <p><b>Year 1-10</b></p> <ul style="list-style-type: none"> <li>• Engage and consult with our community on Council's plans and key issues.</li> <li>• Maintain and improve online service and information delivery to our customers and stakeholders.</li> <li>• Continue to establish appropriate systems for engaging, collaborating and consulting with iwi/hapu and developing ways of mutually supporting initiatives including assisting with development of iwi/hapu environmental management plans as appropriate.</li> <li>• Prepare Council's Long Term Plan, Annual Plan and Annual Report.</li> </ul>

What have we been doing?	What will we do in years 1-10?
<p><b>We will achieve these plans by:</b></p> <p>Collaborating with others to ensure the most efficient use of Council and community resources.</p>	

## Levels of Service and Performance Measures

Level of Service	Performance measure	Results 2013/14	Target Years 1-3	Target Years 4-10
We develop and facilitate the implementation of non-statutory community, environmental and urban design plans that ensure the needs and aspirations of our communities are recognised.	Percentage of stakeholders who are at least satisfied with community engagement on strategy and plan development as measured through feedback forms.	91%	95%	95%
We prepare statutory plans and policies to protect and enhance the quality of the Gisborne district's natural and physical environment, now and into the future.	Percentage of residents satisfied with Council's management of the natural and built environment as found in Annual Resident Satisfaction Survey.	Natural 57% Built 72%	75% 75%	80% 80%
We support and encourage effective Māori participation in Council processes and by meeting the obligation to the Local Leadership Body as set out in the statute.	Iwi entities satisfaction with involvement in development of Council strategies, policies and plans.	New measure	90%	90%
	Number of collaborative projects undertaken with Maori entities.	New measure	To be confirmed	To be confirmed
We support communities to participate in decision making processes.	Percentage of residents satisfied with the way Council involves the public in the decisions it makes as found in the Annual Resident Satisfaction Survey.	59%	65%	70%
	Stakeholder surveys show that interventions have improved targeted community- understanding of Council decision making processes.	76%	80%	90%
We support Council to achieve the region's direction by developing Council's strategic plans and policies, and monitoring their implementation and intended outcomes.	Percentage of advice to Council that meets good practice standards when independently assessed.	New measure	Establish baseline and targets	Target to be established
We support the organisation to provide good quality information to the public.	Percentage of residents, as found in the Annual Residents Survey, who rate Council's provision of information to the public as good/excellent including: - content and opportunities to pay for services on the Council website. - Council updates/notices via social media (Facebook and/or Twitter) - Council newsletters, brochures and consultation documents.	New measure	Year 1: Baseline to be established and targets confirmed	Targets to be confirmed

## Forecast Activity Cost Statement

OPERATING REVENUE AND EXPENDITURE (\$000)	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Operating Non Exchange Revenue	188	188	183	185	187	189	185	187	189	192
Operating Exchange Revenue	26	27	28	28	29	30	31	32	33	34
Operating Expenditure	3,562	3,607	3,771	3,853	3,994	4,117	3,961	4,133	4,230	4,328
<b>Net Cost of Service</b>	<b>3,348</b>	<b>3,392</b>	<b>3,560</b>	<b>3,640</b>	<b>3,778</b>	<b>3,898</b>	<b>3,745</b>	<b>3,914</b>	<b>4,008</b>	<b>4,102</b>

There are no capital projects for this Activity