

2027-2037 LTP initiation and approach

17 June Council Workshop

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Workshop purpose

- Initiation of the 2027 Long Term Plan development process
- Introduce Enterprise Work Management as a key concept that will inform development of the LTP
- Present early outcomes from portfolio prioritisation undertaken by staff
- Demonstrate how this analysis will be used to review levels of service
- Present timeline of engagement with elected members

Requirement for the LTP

- Councils are required to produce a Long Term Plan every three years, containing the priorities for Council over the next 10 years
- Legislative requirement for LTPs has not been removed/relieved through LG reform processes
- Guidance from DIA has been that the development of robust long term plans will be important to inform any new entities
- But given everything happening within the sector, we want to take a pragmatic approach to how we develop the LTP over this period, while remaining compliant with requirements of the LGA
- The need for clear assumptions will be critical – as these are likely to change through the development process

The LTP should be strategy-led

- Earlier this year, Council adopted *Te Pae Tawhiti* Strategic Direction 2026 – 2036
- The LTP is the key vehicle to give effect to this strategy, and to understand how the new strategy may direct changes to current service delivery and levels of service
- As a key first step in the LTP process, we have undertaken an assessment of alignment of current work to the new strategic direction as part of the roll-out of Enterprise Work Management

Effective, efficient, affordable

- We understand Council's drivers for effective, efficient and affordable service delivery
- This will be a key influence for the development of the LTP
- Likely legislative constraints on expenditure pending the imposition of rates caps that Council will need to work towards over the first three years of the LTP
 - Clarity on what is included / excluded from the cap will be important to understand the full impact of this on Council's budget setting
- Council has set a KPI for the Chief Executive to work with elected members to identify \$4 million of expenditure reductions

What is Enterprise Work Management (eWMM)?

- A structured approach to the development and ongoing oversight of Council's portfolio of work – addressing projects, programmes and business as usual
- It builds on previous prioritisation methods used by Council
 - It systematises this in a way that can be used from ideation (identification of new work / opportunities) through delivery (performance monitoring) to project close and benefits realisation
 - eWMM becomes the place where we bring together strategy, financial planning, delivery and performance
- It allows every current activity (and proposed new investment) to be assessed on a common basis so that investment decisions can be compared across the whole portfolio

How is the portfolio assessed?

- Every activity undertaken by Council is assessed against:
 - Legislative alignment – the degree of discretion that Council has in undertaking an activity
 - Attractiveness of the activity – how strongly the work aligns with Council’s strategic priorities set in *Te Pae Tawhiti*
 - Achievability of the activity – how realistic it is to deliver the work, considering things such as complexity of work, skill and resource requirements, and dependencies with other work
 - It is assumed that all work within Council’s current portfolio is “achievable”
- This provides a consistent basis to guide, but not replace, staff and elected member judgement on what work is important.

Legislative alignment

Legislative alignment	
Not mandatory	Discretionary
Optional actions are available to Council but are not required. There is no specification on how or when optional actions are undertaken	
Optional actions are available to Council but are not required. It is specified how and / or when optional actions are undertaken.	
It is not required under legislation but is a Council directive or a contractual obligation.	Limited discretion
Compliance required in accordance with Council's own regulations, or regional policy statement.	
Requirement is written into primary legislation or national direction. Requirements are clear and unambiguous. Some discretion as to how and / or when compliance actions are undertaken.	Mandatory
Requirement is written into primary legislation or national direction. Requirements are clear and unambiguous and how and when compliance must be achieved is specified	

Attractiveness criteria (summarised)

Score	Future fit organisation	Productivity and prosperity	Building regional resilience	Sustaining natural resources	Optimised transport system	Risk of not proceeding
None	Makes no contribution to the achievement of the strategic priority.					No impact on strategic risk exposure
Low	Makes a small, contained contribution to one aspect of the strategic priority. Its influence is helpful but limited.					Minor increase in exposure to a strategic risk threat
Moderate	Makes a clear contribution to multiple aspects of the priority. It strengthens readiness in several areas, but not organisation-wide.	Makes a clear contribution to multiple aspects of the priority. It strengthens outcomes in several areas, though this does not extend across the wider region.		Strengthens the transport system in several areas. The impact is localised or project-specific rather than region-wide.		Moderate increase in exposure to a strategic risk threat
High	Makes a significant, organisation-wide contribution to future-fit capability. Materially improves readiness for change.	Makes a significant, contribution at a regional scale. It meaningfully shapes delivery in ways that materially improve the region's ability respond to the strategic priority.				High increase in exposure to a strategic risk threat
Extreme	Makes a step-change contribution across the major elements of the priority. It fundamentally strengthens WRC's ability to adapt and transition.	Makes a step-change contribution across the major elements of the priority. It fundamentally strengthens the region's ability to deliver to the priority.				Significant increase in exposure to a strategic risk threat

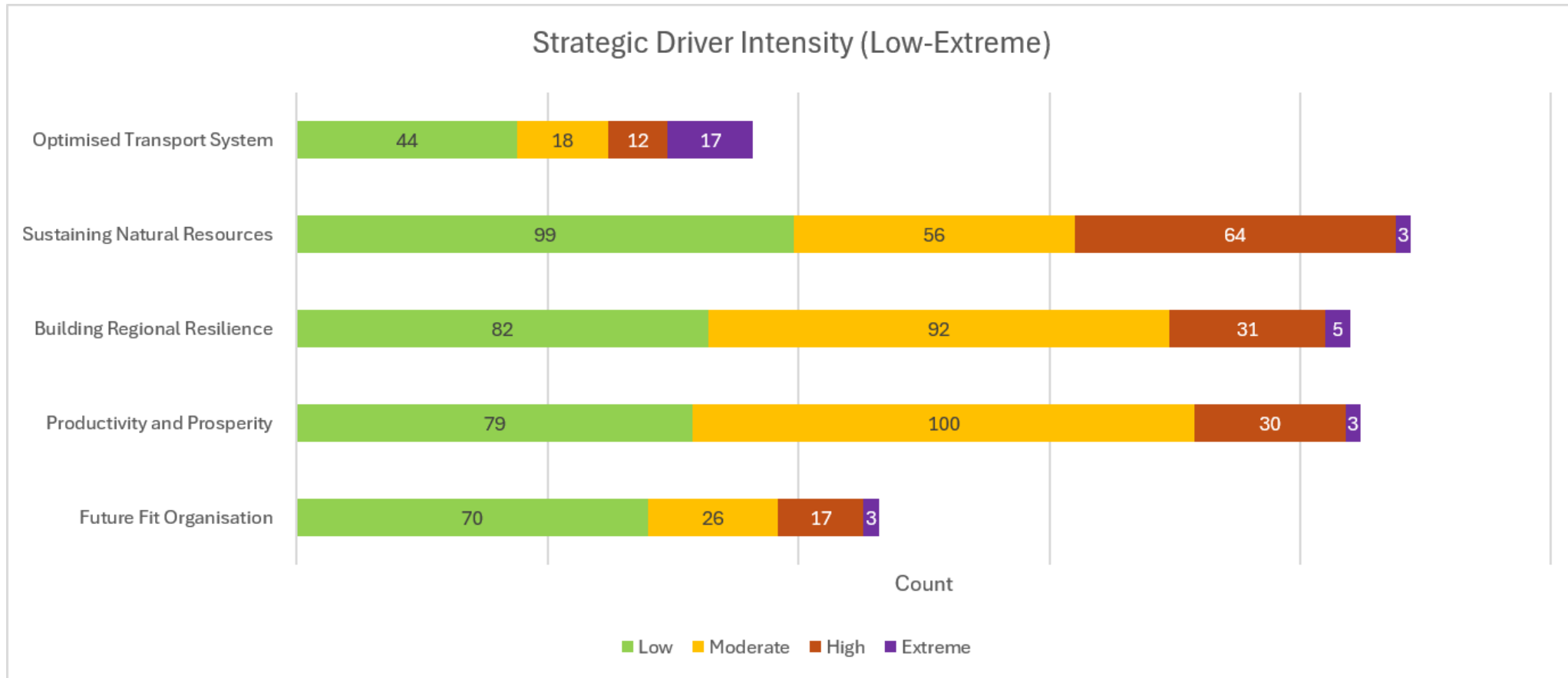
Achievability criteria (for new proposals)

Organisational impact	External impact	Change complexity	Technical skill availability	Level of interest	Subject knowledge	Team size	Level of procurement	Dependencies
How much of the organisation may be impacted if this work goes ahead?	How much external impact could there be if this work goes ahead?	How complex is the change proposed under this initiative	Do we have the technical skills available, or can we secure the right skillsets?	How much interest is this work likely to generate?	How much experience and capability does WRC have in delivering this type of work?	What size team will be needed to deliver this work, including internal and external resources?	What level of procurement complexity and cost is involved in delivering this work?	Is delivery of this work dependent on any other work, projects or programmes?

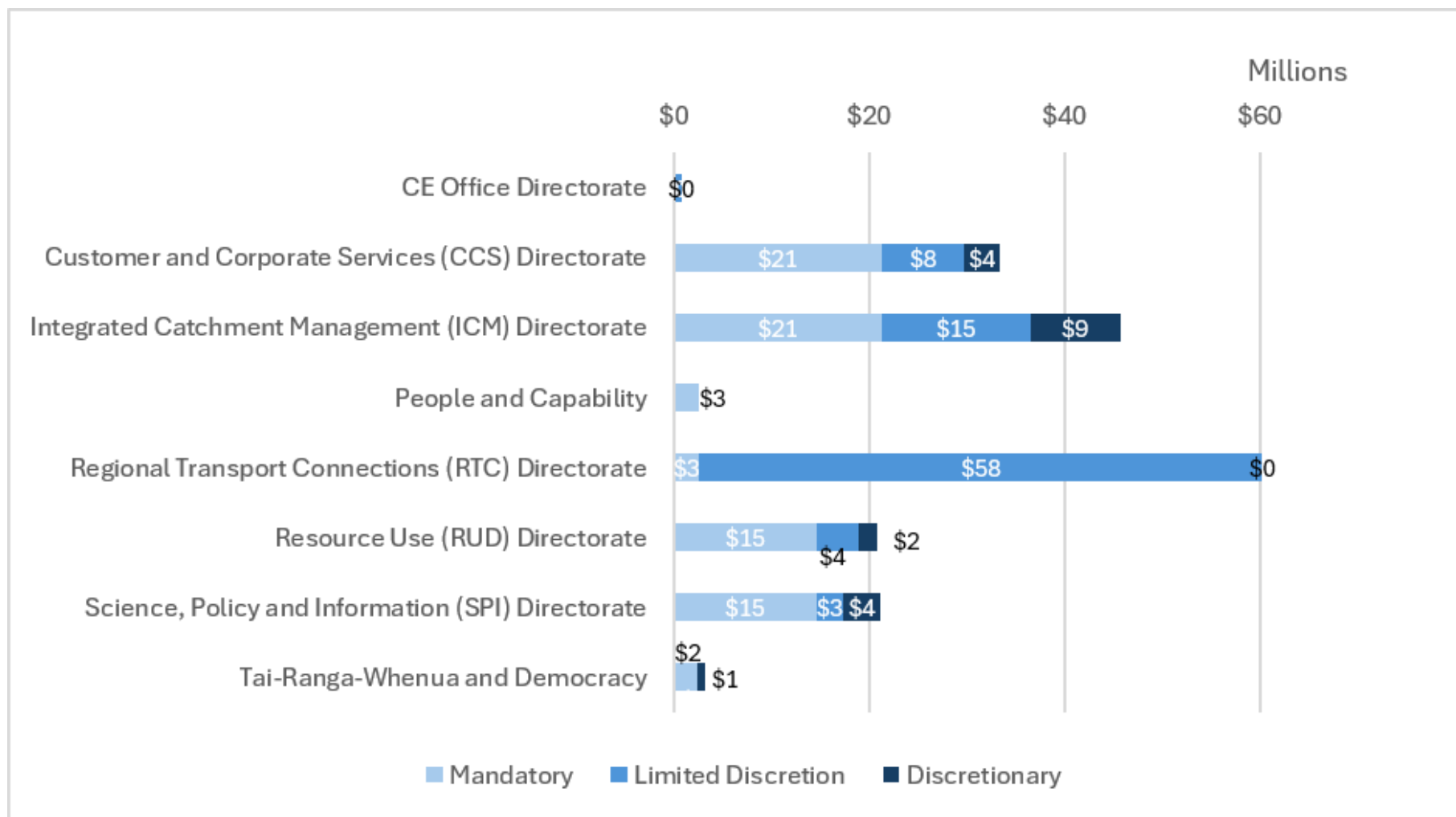
First pass results from assessment

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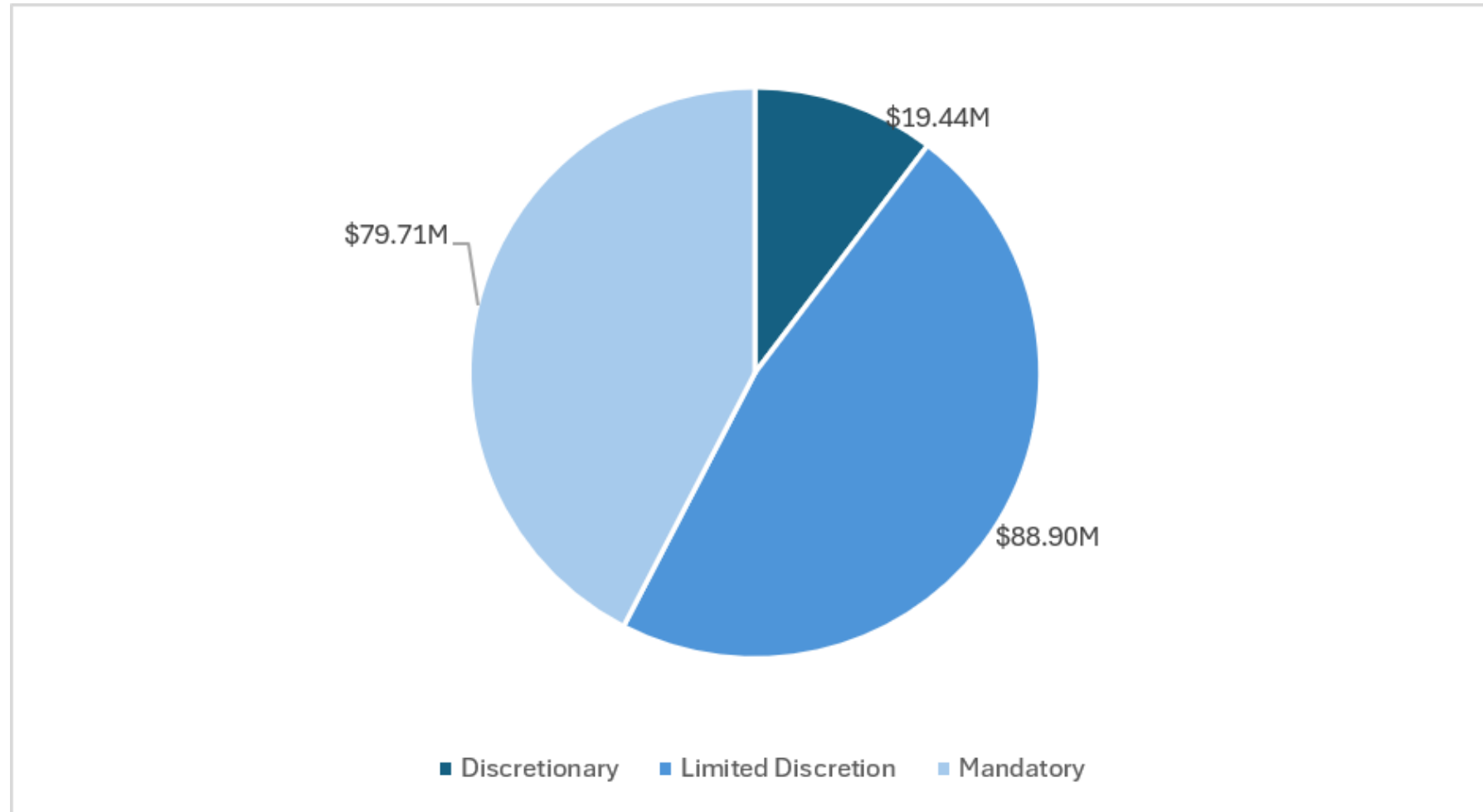
Attractiveness (alignment to strategic priorities)



Legislative alignment



Legislative alignment – total organisation



Level of service review process

- The level of service review process supports Council to determine what services should be delivered *and* the level of activity that is appropriate for each service
 - What we do, and how much we do
- The portfolio assessment completed through eWMM will provide the basis to undertake the review of current levels of service
- All work undertaken by Council will be subject to a review of current service levels, but more rigour will be applied to those at the more “discretionary” end of the prioritisation scale

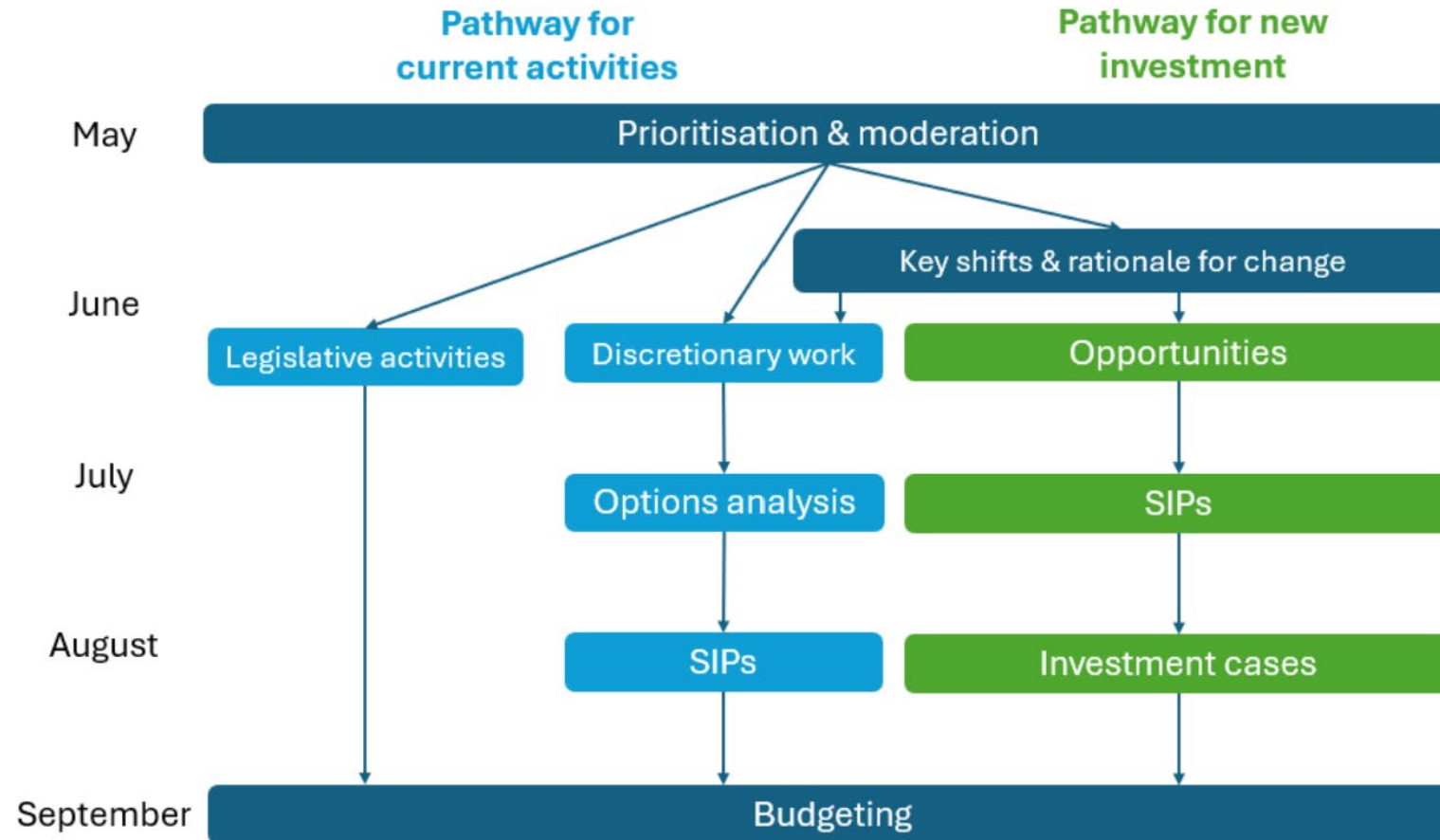
Level of service review process

- ELT will be undertaking the level of service review over June / July
- Recommendations will come back to Council in August for direction
- This will consider:
 - Review of the preliminary prioritisation outcomes from eWM
 - Rationale for delivery of current work
 - What the work is aiming to achieve
 - What is changing in relation to the activity
 - What change is recommended and why – do more, do less, do different

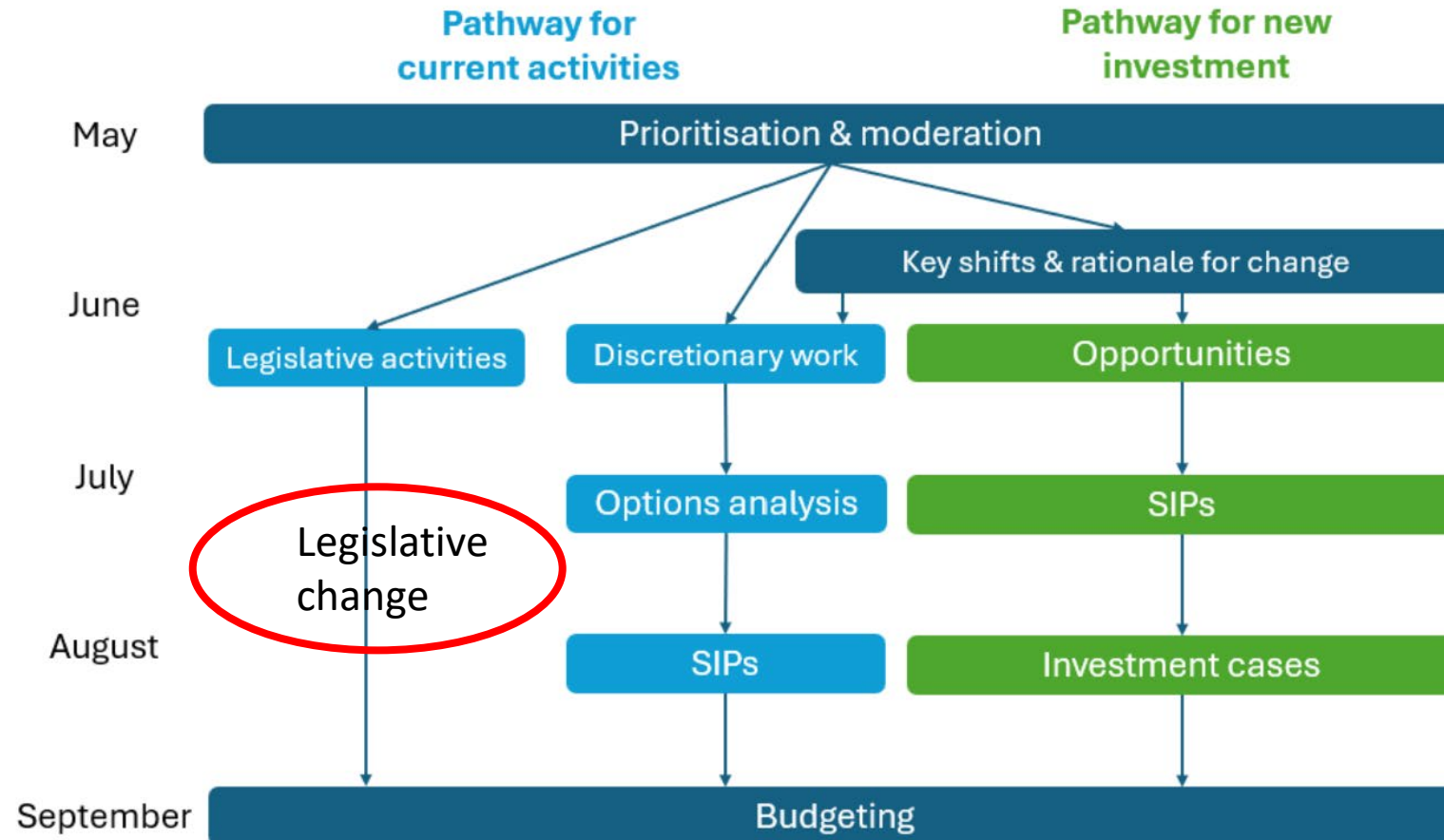
Level of service review process

- Where change is recommended by ELT, staff will be asked to prepare a “Strategic Investment Proposal” (SIP) – a light business case that articulates the rationale for change and associated budget
 - SIPs will be scored through the prioritisation methodology to assess where they sit relative to existing programmes of work in terms of Attractiveness and Achievability
- Where SIPs are supported by Council, full business cases will be prepared alongside the development of detailed budgets

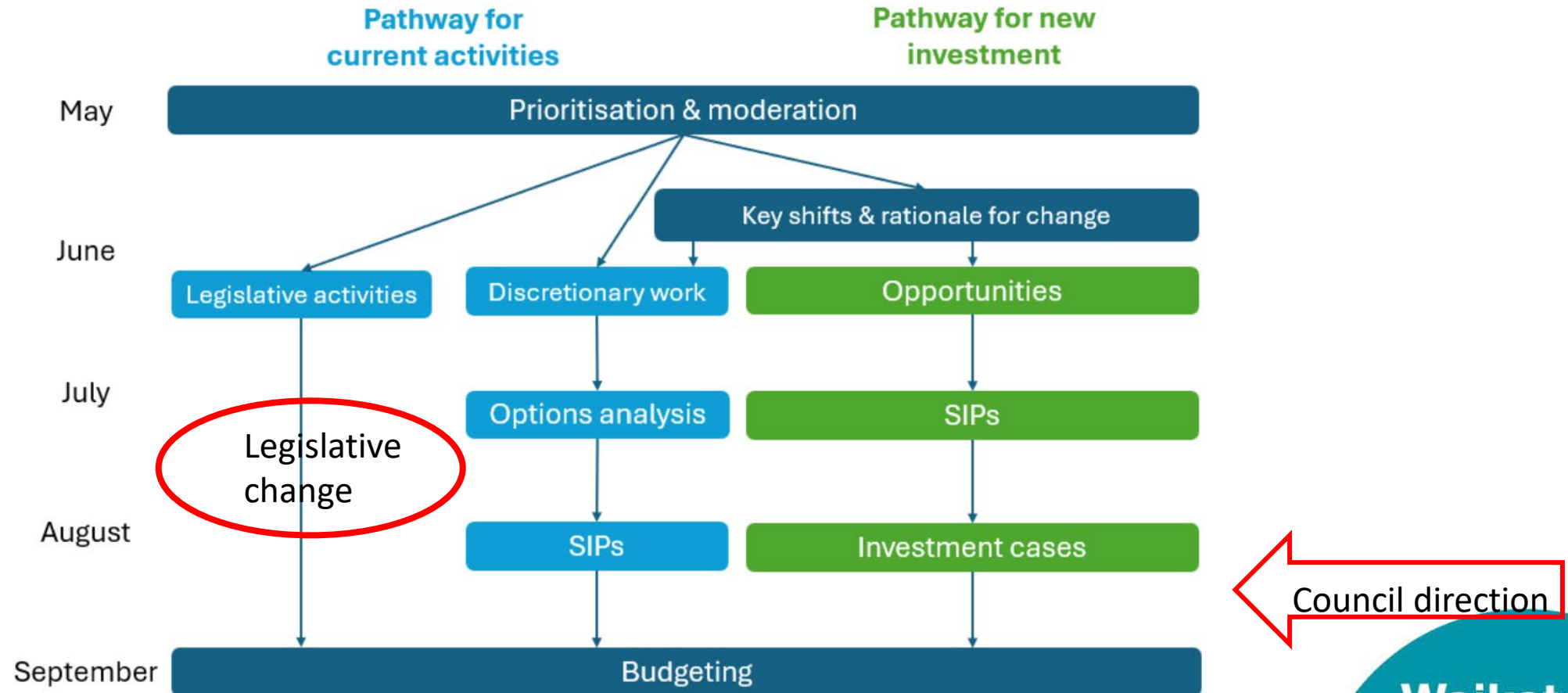
Level of service review pathways



Level of service review pathways



Level of service review pathways



Work occurring in parallel with level of service review

- Alongside the programme of work being undertaken for the LTP, Committees are receiving information on current work programme expenditure, resourcing and outcomes
- This provides the opportunity to identify areas where further information may be required which can be incorporated in the level of service review
- Staff will also be reviewing trends in historic spend compared to budget for current levels of service to identify where change may be required
 - Right-size budgets to existing levels of service before LOS changes are considered

Council engagement

Dates	Workshop / Meeting
17 June 2026	Council workshop: LTP initiation and approach
3 September 2026	Council workshop: Levels of service / key regional assumptions
16 September 2026	Council workshop: Introduction to financial policies
29 September 2026	Council workshop: Infrastructure Strategy
14 October 2026	Council workshop: Financial Strategy and discretionary funding partnerships
15 December 2026	Council workshop: Draft LTP budget
January / February 2027	Council meeting: Draft LTP budget approval
February 2027	Council meeting: Draft LTP and Consultation Document approval for audit
March 2027	Council meeting: Draft LTP and Consultation Document approval for consultation
April 2027	Public consultation on the draft LTP
May 2027	Council meetings: Hearings and deliberations
June 2027	Council meeting: Final LTP approval

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Examples of activities assessed as Discretionary

- Communications (\$2.176 million)
- Regional priority possum control (\$4.76 million)
- Biosecurity advocacy and partnerships (\$586,000)
- Natural Heritage partnerships programme (\$2.854 million)
- Formal education (\$1.021 million)
- Spatial analysis, data and information (\$998,000)