

Supplementary Agenda for a meeting of the Policy & Regulatory Committee to be held via Audio Visual Conference on **WEDNESDAY, 24 NOVEMBER 2021** commencing at **9.30am.**

REPORTS

6.9 Community Connections Strategic Portfolio Review

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CHIEF EXECUTIVE

Open Meeting

To	Policy & Regulatory Committee
From	Roger MacCulloch General Manager Service Delivery
Date	16 November 2021
Prepared by	Rebecca Law Reserves Planner Team Leader
Chief Executive Approved	Y
Reference #	P&R2021
Report Title	Community Connections Strategic Portfolio Review

I. EXECUTIVE SUMMARY

The portfolio of strategic documents that guide the planning and operations of the Community Connections Team (Open Spaces, Facilities and Venues & Events) has undergone a complete review during the development of the forward works programme. The development of this programme, during the LTP, highlighted gaps in the multiple documents involved, primarily caused by a piecemeal approach to their creation and inconsistent period of reviews carried out.

The aim of the review was to prioritise and streamline the portfolio, resulting in documents that are fit for purpose to guide decisions making and Long Term Plan budget prioritisation, that gives consideration to the current and future community needs.

The review was completed in a three-step process:

1. Stocktake – collate and group all relevant documents within and associated with the portfolio
2. Rationalisation – identify the gaps, duplications and assess the usability of the documents to meet the portfolio aim
3. Streamline – reshaping the portfolio structure to build on the foundation already established and delivering fit for purpose documents

An emphasis was placed on the existing strategies, feasibility studies, proposed ‘asset specific’ strategies and community lead strategies currently available. The stand-alone policy and bylaws are currently under review as a whole organisation.

The review has resulted in a proposed strategy template and omnibus of content. Utilising the template, the Community Connections portfolio will now consist of four key strategies:

- Connectivity (Trails) Strategy
- Community Facilities Strategy
- Events Strategy
- Open Spaces Strategy

A proposed timeframe for the programme of works has also been provided, indicating completion prior to the 2024 LTP assessment process.

The purpose of this report is to advise you of these changes prior to the presentation of the first documents in future meetings.

2. RECOMMENDATION

THAT the report, Community Connections Strategic Portfolio Review be noted.

3. REPORT

The aim of this review is to prioritise and streamline the current Community Connections strategic documents portfolio. The outcome is to create documents that are fit for purpose, to guide decisions making and Long Term Plan budget prioritisation, that gives consideration to the current and future community needs.

Background

The Community Connections strategic document portfolio has continued to grow, resulting in a large number of 'asset specific' documents (i.e. public toilets) which are due for renewal. As staff have started to prioritise document reviews, it became clear that the portfolio was unachievable to review in a timely manner and would likely result in a piecemeal approach.

Therefore, staff have undertaken a strategic portfolio review in a three-step process:

1. Stocktake
2. Rationalisation
3. Streamline

Stocktake

A review of the portfolio identified the following documentation:

Table 1: Community Connections strategic documentation stocktake overview

Quantity	Type	Example
7	Strategies authored by Council	Parks Strategy
4	Proposed strategies of 'asset types' that are current gaps	Events Strategy
5	Strategies driven and authored by the community or community organisation	Moving Waikato 2025 (Sport Waikato)
5	Four feasibility studies commissioned by Council	Boat Ramp Feasibility Study (2017)
8+	Standalone Policies	Grass Verge Policy
3+	Bylaws	Freedom Camping Bylaw
9	Reserve Management Plans	Raglan Coastal Reserves Management Plan (2021)

Rationalisation

Rationalisation of the portfolio assessed the 'fit for purpose' nature of the documents. Particular emphasis has been placed on the top four items of Table 1, predominantly strategies and feasibility studies. **Further organisation wide reviews are underway with a more specific focus on Policies and Bylaws.**

Key findings, specific to the strategies and feasibility studies within the existing portfolio were identified:

- Detail heavy - over 50% of the strategies have reached their usable end of life due to the project specific detail included within the strategies
- Duplication - poor connectivity and cohesion within the portfolio
- Consistency – a lack of theme (look, feel, vision) that aligns with WDC style guide
- Gaps – under representation of Events and Community Facilities
- Fit for purpose – aging and absent documents provided little support for LTP project prioritisation

Overall, the current portfolio has provided a good foundation for Community Connections but is now requiring an entire review. The current documentation format is undesirable moving forward and it is difficult to prioritise the forward works programme as status quo.

Streamline

The streamlining process takes into consideration our current challenges and maps solutions to reach our portfolio end goal. The streamlining process has considered industry best practice and drawn on a number of local and international examples.

The streamlining process has resulted in two outcomes:

1. Reshaping the document
2. Omnibus content

Reshaping the document

A strategy template will be created to ensure the delivery, function and implementation of each document is easily understood by the end user. Templating allows for alignment and a level of automation meaning information collected by the wider organisation (i.e. Blueprints) can be utilised across the portfolio.

The proposed strategy documents will focus on a forward thinking vision and therefore the documents lifespan is also intended to have a longer duration. The document will include a reporting framework and review process to ensure the document evolves and remains relevant with our growing communities. To achieve this the detailed, project specific component will be removed and located in a separate implementation plan, able to be updated and modified as required.

A high-level example of the proposed strategy content:

Table 2: Example of strategy templated table of contents

Section	Heading	Comment
A	Introduction	How to use this document, its location within the WDC network
B	Vision and purpose	What is the benefit of these assets to the community and why
C	Categorisation	The grouping of assets and their intended function together
D	Objectives, Policies and Provisions	What level of service will be provided for, when and how.
E	Assessment criteria and decision framework	How WDC makes decisions on increased levels of service or capital projects, supports LTP prioritisation and utilises information collected by the wider Org.
F	Datasets and Processes	Supporting information available, including implementation programmes
G	Strategic actions	Next steps
H	Review and reporting	Maintain the document and reporting on strategic actions

Omnibus content

Four strategies are proposed to optimise the strategic document portfolio. These four documents amalgamate and replace the existing and proposed strategies and feasibility studies where applicable. The omnibus content is a supported approach by all teams and encourages co-authorship, removing traditional silos between internal departments.

1. Connectivity (Trails) Strategy

- Open Spaces and Roding Teams
- Update of existing Trails Strategy (2016) including footpaths and cycleways within the roding corridor
- Include community lead strategies

2. Open Spaces Strategy

- Open Spaces and Community Venues and Events Teams
- Parks, playgrounds, sports, and recreation amalgamation
- Cemeteries
- New addition of dog parks and boat ramp facilities

3. Community Facilities

- Facilities and Customer Delivery Teams
- New strategy
- “Assets with a roof”
- Aquatics, toilets, railway stations, halls, libraries, hubs, museums, dog pounds

4. Events Strategy

- Community Venues and Events and Open Spaces Teams
- New strategy
- Support event promotion, processes and fees and charges established in LTP

This strategic approach to reviewing and consolidating these documents has been well supported by all relevant teams and has been presented to and approved by the Executive Leadership Team. Further consultation of the content of each of the four strategies will be conducted at the detailed scoping phase of document creation.

Timeframes

The proposed streamlined strategies are targeted to be completed and utilised for the 2024 LTP programme adoption. A high-level timeframe is provided below:

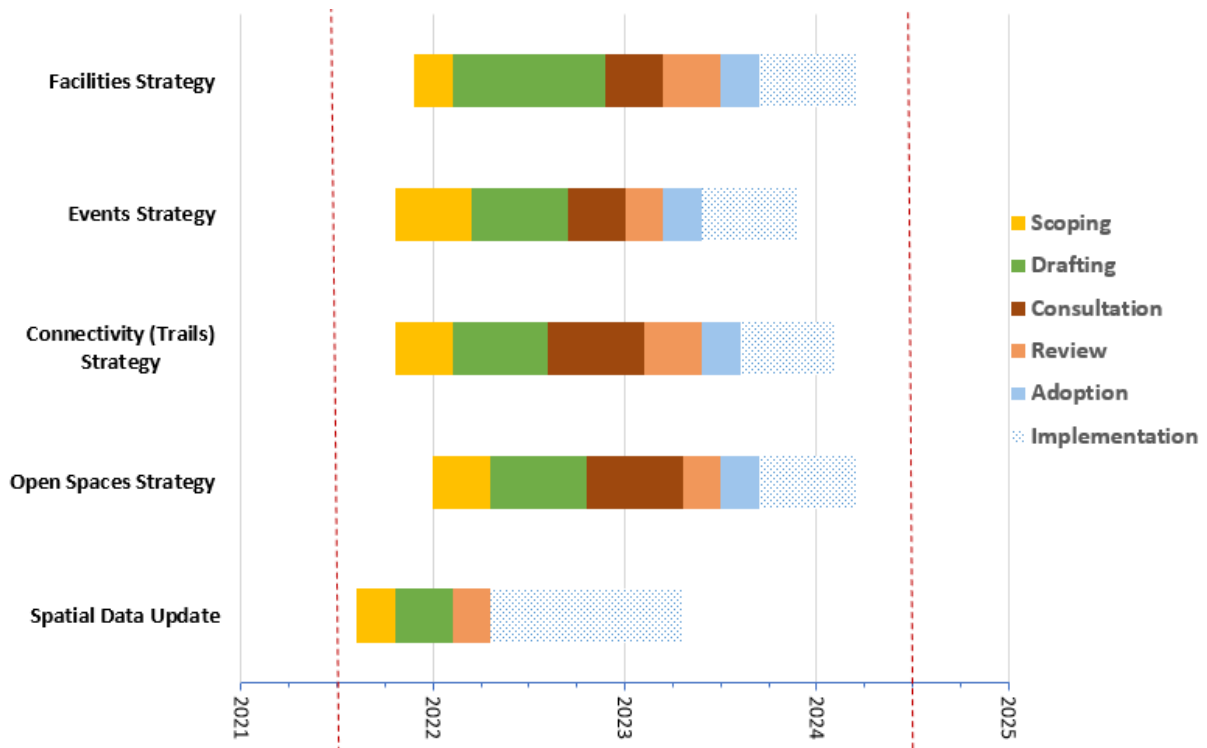


Figure 1: Indicative timeframe of the proposed strategic portfolio

Consideration has been given to the consultation requirements and potential over-consultation to our communities. Further communications plans are to be drafted and encouraging efficiencies in submission responses where key stakeholders interests overlap.

4. CONCLUSION

The Community Connections strategic portfolio review followed a three-step process – stocktake, rationalisation and streamline. This process has resulted in a streamlined strategy template and omnibus content. Four strategies are proposed for drafting which will amalgamate the existing strategies, feasibility studies and community lead strategies.

This direction will create a fit for purpose portfolio that guides decisions making and Long Term Plan budget prioritisation which considers the current and future community needs.

5. ATTACHMENTS

Nil